



2020 – 2022 Strategy & Business Plan

To be the best CCGA community unit on the Great Lakes

*It will take all of us to make PARA Marine SAR a success through Safety,
Teamwork, Professionalism and a sense of Community*



*It is what we do ... for
the person in the water*

Board of Directors
c/o 682 Hillview Crescent,
Pickering, Ontario
L1W 2R7

Commodore PARA Marine SAR
Unit Leader CCGA Unit #1
Colin Thomson
p. 905 409 7354

info@PARAMarineSAR.ca
www.PARAMarineSAR.ca



PARA Marine Search & Rescue
A Founding Member of the Canadian Coast Guard Auxiliary
Serving Pickering, Ajax and Whitby since 1967



Table of Contents

I.	Strategic Plan.....	2
	A Letter to the Community, Sponsors, Donors & Business Partners	2
	Marine Search and Rescue Mandate	3
	Canadian Coast Guard Auxiliary (CCGA).....	4
	PARA Marine Search & Rescue (SAR)	4
	Strategic Objectives	6
II.	Business Plan.....	7
	A message to our Membership	7
	The Management & Membership Structure	8
	Membership Code of Conduct - Unit Values and Membership Behaviors	9
	Goals for 2019 - 2021.....	10
	Strengthen the Organization.....	10
	Develop our Crews	11
	Ensure SAR Readiness	11
	Planning the Future	12
III.	Appendix.....	15
	Primary Vessel Replacement Initiative	15
	Secondary Vessel Acquisition Initiative	16
	Business Plan Actions	17
	Operational Statistics.....	18
	Unit Achievements	23



PARA Marine Search & Rescue

A Founding Member of the Canadian Coast Guard Auxiliary
Serving Pickering, Ajax and Whitby since 1967



Strategic Plan

A Letter to the Community, Sponsors, Donors & Business Partners



As a new decade starts, work for the PARA Marine Search & Rescue (formerly known as Pickering Auxiliary Rescue Association) team never stops.

Since 1967, we have provided an uninterrupted service to local marine community. As founding member of the Canadian Coast Guard Auxiliary (CCGA), our roots are deeply entrenched within the Canada National Search and Rescue (SAR) organization. This achievement is the result of generations of hard working, dedicated volunteers that makes up the unit membership.

This Strategic & Business Plan outlines our commitment to ensure PARA Marine SAR remains as one of the most resilient CCGA community units on the Great Lakes. This commitment includes:

- We will continue to demonstrate a strong presence at marinas, at the yacht clubs and at local community events.
- We will evolve our corporate governance and branding to reflect the long-term support we get from the communities.
- We will continue providing a 7 x24 Marine SAR service for the future generation of boaters. Our volunteers provide a service that annually averages over 8000 hours of community service. This is a significant savings to the community at large as our volunteers provide a free service, at a cost of their personal contribution of time, work and family.
- We will continue an increased collaboration and teamwork with our SAR Partners resulting in an efficient and effective SAR operation.

In the past few years we have seen an increase in the number of missions which demonstrates that our services are as needed today as when we started over 50+ years ago.

Lastly, our service is only achievable with the continued dedication and participation of our membership. For that we owe them a world of thanks.

Thank you for your time and generosity.

Please follow us online at:

Twitter @PARA_rescue * Facebook [para. marine.rescue](#) * LinkedIn [para-marine-rescue](#)
Website www.para-rescue.org / www.PARAMarineSAR.ca

Yours Aye
Colin Thomson
Commodore PARA Marine SAR
CCGA Unit Leader

Yours Truly
Bill Mclean
Chairman
Board of Directors



To be the best CCGA Community unit on the Great Lakes
It will take all of us to make PARA Marine SAR a success through Safety,
Teamwork, Professionalism and a sense of Community





PARA Marine Search & Rescue

A Founding Member of the Canadian Coast Guard Auxiliary
Serving Pickering, Ajax and Whitby since 1967



Marine Search and Rescue Mandate



Overview

The Canadian Coast Guard (CCG) is responsible for manning the Joint Rescue Coordination Centre (JRCC) out of Trenton, Ontario. The CCG maintains assets in strategic locations on Lake Ontario and along with the local volunteer auxiliary units provide the marine assets. Additionally, the Royal Canadian Air Force (RCAF) provides air assets (fixed wing aircraft and helicopters) and SAR Technicians to support any SAR missions.

To support this mandate, PARA Marina SAR patrols from Whitby, Ontario to the Rouge River in Scarborough, Ontario. This is water of Lake Ontario adjacent to the City of Pickering, the City of Ajax and the Town of Whitby. As necessary we support activities in Durham Region, the City of Toronto and the broader waters of Lake Ontario on both sides of the border.

During the regular boating season from May to October, our volunteers provide annually over 8000 hours of service to the boating community and community at large. Since 1967, PARA has assisted over 3,000 people in emergency situations, many of which were life threatening.

Our volunteers are on call 24 hours a day to respond to any emergency. Search and Rescue (SAR) activities include night searches in response to emergency flares, overdue vessels, and calls for assistance from vessels in distress, as well as suspected drowning. These callouts or taskings are under the direction of the Joint Rescue Coordination Centre (JRCC) as part of the Department of National Defense and Department of Fisheries / Canadian Coast Guard SAR mandate.

Regular boating activities monitored by PARA Marine SAR include summer sailing races and events, sail boarding activities, and all recreational craft activities. These regular patrols are carried out Wednesday, Thursday, and Friday evenings as well as all day Saturdays and Sundays, and all public holidays.

Due to our proximity to the main areas of boating activity, CCGA units can often respond to emergency situations and Search and Rescue incidents faster than the regular Coast Guard. The unit is frequently called upon for Search and Rescue missions due to the enhanced capabilities of our vessel. The proud and respected marine call-sign P.A.R.U. has remained through generations of vessels with a long history of community service, dedication to duty and a commitment to safety on the waters of Lake Ontario.



To be the best CCGA Community unit on the Great Lakes

It will take all of us to make PARA Marine SAR a success through Safety,
Teamwork, Professionalism and a sense of Community





PARA Marine Search & Rescue

A Founding Member of the Canadian Coast Guard Auxiliary
Serving Pickering, Ajax and Whitby since 1967



Canadian Coast Guard Auxiliary (CCGA)



CCGA Central & Arctic (CCGA C&A)

The Canadian Coast Guard Auxiliary (CCGA) is a non-profit organization dedicated to Search and Rescue (SAR) and safe boating activities.

When the Canadian Coast Guard Auxiliary (CCGA) was started as the Canadian Marine Rescue Auxiliary (CMRA) in 1978, PARA was a charter and founding member. In 1981, the CCG allowed the CMRA to change its name to the Canadian Coast Guard Auxiliary (CCGA).

The CCGA mission is to provide a permanent day and night search and rescue service to cover marine requirements in Canada and prevent the loss of life and injury.

The overall CCGA Central and Arctic region objectives are:

- Save 100% of lives at risk;
- Reduce the number and severity of SAR incidents;
- Promote marine safety;
- Support the Canadian Coast Guard;
- Provide a humanitarian service;
- Maintain the highest professional standards;
- Promote dedication and pride of membership.

PARA Marine Search & Rescue (SAR)



PARA Marine Search and Rescue, maintains and operates a rescue vessel with the marine rescue call sign PARU. As part of the CCGA, the unit is part of District 1 of the Central and Arctic region.

We are one of the oldest volunteer marine rescue units on Lake Ontario. The unit originated as the Pickering Emergency Rescue Unit (PERU) in 1967, and it was renamed to the Pickering Ajax Rescue Unit in 1975. Legally incorporated under the name of Pickering Auxiliary Rescue Association in 1996. The unit is a Registered Charitable Corporation. In 2020, PARA began operating under the name of "PARA Marine Search and Rescue (SAR)" to include the 3 major municipalities of Pickering, Ajax and Whitby.

Our history is one of long-time dedication to the boaters of Pickering, Ajax and Whitby. Since 1967 PARA Marine SAR has undergone many changes and has



To be the best CCGA Community unit on the Great Lakes

It will take all of us to make PARA Marine SAR a success through Safety,
Teamwork, Professionalism and a sense of Community





PARA Marine Search & Rescue

A Founding Member of the Canadian Coast Guard Auxiliary
Serving Pickering, Ajax and Whitby since 1967



constantly grown stronger, both in manpower and boat capability. The unit has had just 3 vessels over the years and in 1997, the latest vessel PARU was launched.

Throughout this time, this charity volunteer organization has provided over 50 years of committed service to the boating community of Pickering and the surrounding areas.

As a member of the CCGA, PARA Marine SAR strives to meet this overall mission by maintaining our rescue vessel and crews at a high state of readiness. The unit is made up entirely of volunteers whose main purpose is to operate a marine rescue service to protect mariners and assist local emergency services in marine related situations. We are also active in encouraging boater and public awareness of water safety.

PARA Marine SAR remains a vital member of the CCGA Central & Arctic. Our patrol zone in the eastern GTA provides support to the west for Toronto Police Marine Unit and to the east COMRA for the remainder of Durham Region. However, we will and have been deployed from Toronto to east end of Durham Region and to the US side of Lake Ontario.

The unit continues to promote itself in the community and does so with a unique uniform for the unit. PARA Marine SAR continues to support and promote the CCGA at related events in the appropriate CCGA uniform.

Local District 1 CCGA Units (GTA and East)

- Toronto Search and Rescue (TSAR)
- City of Oshawa Marine Rescue Association (COMRA)
- Brighton Auxiliary Rescue Association (BARU)

Local District 2 CCGA Units (GTA and West)

- Town of Oakville Water Air Rescue Force (TOWARF)
- Grimsby Auxiliary Marine Rescue Unit (GAMRU)
- Hamilton Beach Rescue Unit (HBRU)

Local GTA SAR Partners

- Durham Police Marine Unit
- Toronto Police Marine Unit
- Pickering Fire Services
- Ajax Fire Services
- Whitby Fire Services
- Toronto Fire Services – Marine Division
- OVERT Search and Rescue



To be the best CCGA Community unit on the Great Lakes

It will take all of us to make PARA Marine SAR a success through Safety,
Teamwork, Professionalism and a sense of Community





PARA Marine Search & Rescue

A Founding Member of the Canadian Coast Guard Auxiliary
Serving Pickering, Ajax and Whitby since 1967



Strategic Objectives



Our Vision is: "To be the best unit on the Lake Ontario!"

Our Mission statement: "It is what we do ... for the person in the water"

Our current focus: " It will take all of us to make PARA Marine SAR a success through Safety, Teamwork, Professionalism and a sense of Community"

Our strategic objectives and goals are to:

Strengthen the organization through improved communications:

1. Continue our Management Transparency initiatives
2. Identify opportunities to encourage increased member participation
3. Increase member engagement and awareness

Develop our crews by instilling a strong nautical knowledge base

1. Continue training to build basic skills
2. Improve skills competency in our crew members

Ensure SAR readiness in order to maintain operational resiliency and agility:

1. Build consistency between crews
2. Validate crew readiness, safety through training and evaluations
3. Broaden SAR Partner engagement to other partners

Planning for the future to ensure a sustainable future:

1. Continue to increase our Community awareness and presence
2. Maintain and execute a viable Asset Management strategy
3. Ensure Succession planning is in place
4. Maintain Financial strength and sustainability



To be the best CCGA Community unit on the Great Lakes

It will take all of us to make PARA Marine SAR a success through Safety,
Teamwork, Professionalism and a sense of Community





PARA Marine Search & Rescue

A Founding Member of the Canadian Coast Guard Auxiliary
Serving Pickering, Ajax and Whitby since 1967



Business Plan

A message to our Membership



The following business plan outlines the details of how we will achieve our strategic objectives.

1. Strengthen the organization through improved communications
2. Develop our crews by instilling a strong nautical knowledge base
3. Ensure SAR readiness in order to maintain operational resiliency and agility
4. Planning for the future to ensure a sustainable future

The underlying continued focus on our key behaviours of Safety, Community, Professionalism and Teamwork is key to our success. Without your commitment to these we will not be able to achieve the success we are striving for.

Thanks to the generosity of government, corporate and personal donations that complement the regional and CCGA funding, PARA can continue to support the SAR mandate. The management team of PARA is committed to ensuring any financial donations are used to appropriately improve our capability through our people and assets.

1. The latest technology and equipment to ensure our crews can effectively and safely meet the mandate.
2. Acquire an additional vessel asset for training and, improved operational deployment to address "near shore" need.
3. Continued investment in our existing vessel.
4. The procurement of replacement vessel in 5-10 years.

Our success is dependent on your assistance to ensure the timely completion of our actions to meet the goals. We would encourage all of you to participate and help where you can within the confines of your unique balance of personal, family and professional commitments.

It will take all of us to make PARA Marine SAR a success through Safety, Teamwork, Professionalism and a sense of Community Thank you for your continued support and dedication.

Colin Thomson
Commodore
CCGA Unit Leader

Ivan Barsby
Vice Commodore
CCGA Deputy Unit Leader





PARA Marine Search & Rescue

A Founding Member of the Canadian Coast Guard Auxiliary
Serving Pickering, Ajax and Whitby since 1967



The Management & Membership Structure



The unit is a Registered Charitable Corporation under the rules of the Canada Revenue Agency, Registration number: 868020843RR0001

Oversight to the organization is provided by volunteer board consisting of at 4 members representing the local communities and 4 active members of PARA:

- Commodore
- Past Commodore.
- Member at large (x2)

The Commodore is the Chief Executive Officer. The Executive Committee manages the day to day operations of the organization. There is 1 Vice Commodore appointment. The leadership team is then supported by several department officer appointments:

- Safety, Standards & Readiness (3-5 personnel)
- Administration and Personnel (2 personnel)
- Community Development (5-7 personnel)
- Training (4-5 trainers)
- Equipment and Maintenance (3 personnel)
- Operations (up to 8 crews)

The membership is typically assigned to a crew and each crew has upwards of 7 members. This allows for the necessary patrol coverage while balancing the needs of



To be the best CCGA Community unit on the Great Lakes
It will take all of us to make PARA Marine SAR a success through Safety,
Teamwork, Professionalism and a sense of Community



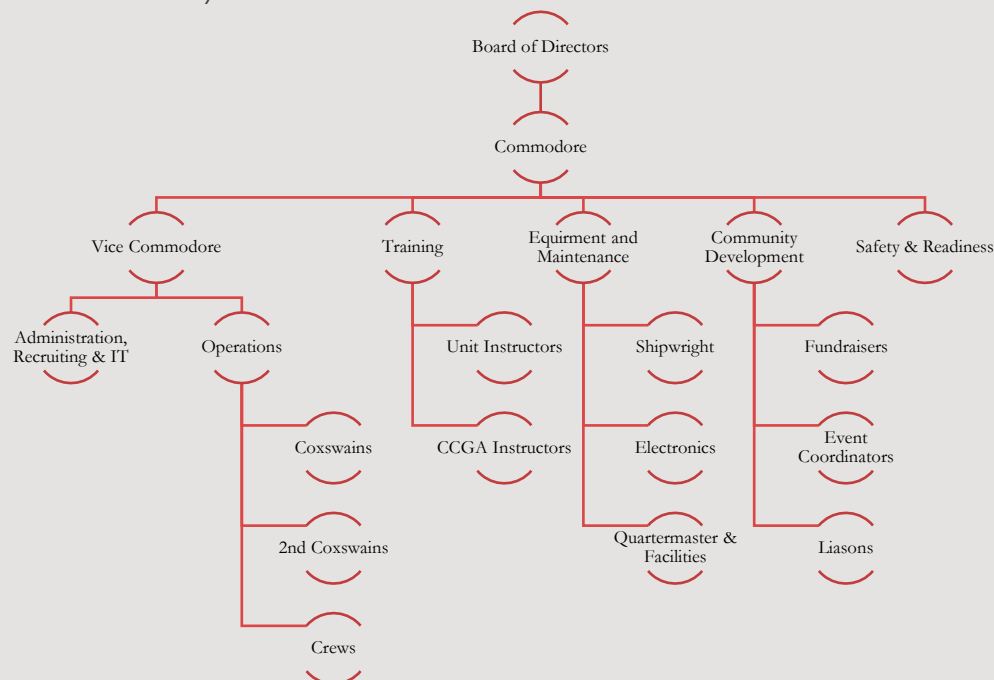


PARA Marine Search & Rescue

A Founding Member of the Canadian Coast Guard Auxiliary
Serving Pickering, Ajax and Whitby since 1967



professional and family life.



Membership Code of Conduct - Unit Values and Membership Behaviors



The unit membership demographics are diverse. Our members come from all walks of life, with varied level of maritime and emergency management expertise. This offers a unique opportunity that can be built on the concepts of knowledge sharing, leadership, camaraderie and friendship.

Our members are expected to strive and maintain the highest level of conduct in the areas of:

Safety. Safety is first and foremost for all members. The unit reinforces a safety culture that governs all its operations and training. We will apply safety principles consistently throughout the organization. Members shall demonstrate this commitment to safety in all activities, at all levels, from routine practices to complex mission evolutions to vessel maintenance.

Community. PARA Marine SAR is a member of several communities. As part of the national SAR program we are aligned with the CCGA National organization, other CCGA regions, USCGA and local SAR partners. As part of the marine community in Durham Region and GTA we are involved with the marina and yacht clubs. We are members of the various local communities and businesses that we and our families



To be the best CCGA Community unit on the Great Lakes

It will take all of us to make PARA Marine SAR a success through Safety, Teamwork, Professionalism and a sense of Community





PARA Marine Search & Rescue

A Founding Member of the Canadian Coast Guard Auxiliary
Serving Pickering, Ajax and Whitby since 1967



live and work in. The unit and its membership must strive to maintain an active profile in all these areas if we are to be successful in fulfilling our objectives.

Professionalism. Each member strives to conduct themselves to the highest standards. This includes the expertise of seamanship, as a volunteer SAR professional, as a representative of PARA Marine SAR and CCGA or as a member of the community. Our standards are demonstrated by a strong commitment for continued learning through training and commitment to complete the missions. It is clearly defined in how we manage our most important assets, our people and our vessels.

Teamwork. As an individual, crew member, coxswain or member of the executive team, teamwork is based on respect, honesty, integrity and trust. As volunteers, we must balance all aspects of life while ensuring we can follow through on meeting our commitment to the unit and ultimately our commitment to "the person in the water". That success is dependent on the teamwork of the membership, the crews, the unit leadership and our SAR partners. Everyone has a role in making that a success.

Goals for 2019 - 2021

Strengthen the Organization



Continue our Management Transparency initiatives

Our management goal is to continue our transparency in communicating back office activities to support unit operations. At the same time, we need the support of the membership to become more self-managing and to be self-motivated to grow within the unit. The management team will continue to ensure our crews are qualified and ready to meet the challenges that they may face.

Identify opportunities to encourage increased member participation

There are a growing number of opportunities for the membership to support the organization. Taking leadership roles within crews to back office support to keep the units running effectively and efficiently.

It is a difficult balance between family, professional and PARA Marine SAR commitments. We continue to support all our members and recognize the challenges they face due to location, family, work and other conflicting priorities. Our day to day lives will continue to evolve and we understand that commitment to the unit may also evolve. In the end, we simply ask for open communications and honesty in the ability to commit to the mission.

Increase Member Engagement and Awareness





PARA Marine Search & Rescue

A Founding Member of the Canadian Coast Guard Auxiliary
Serving Pickering, Ajax and Whitby since 1967



As members of PARA Marine SAR, we have all volunteered to join however following that we need to remain committed to our "duty" to support the mission. This includes ensuring our focus on code of conduct values and behaviours, completing our training and supporting the unit through our volunteer hours.

NOTE: For further information on the actions please see the Appendix Business Plan Actions

Develop our Crews



Continue training to build basic skills

Building on the existing training paradigms, including the CCGA Phase training, we have developed formal proficiency levels, including practical skill evaluations. Crew members need to leverage the programs and mentors with the intent of achieving the levels and excelling to become subject matter experts. We hope that this approach to training will improve our ability to deliver our mission of assisting the boaters on Lake Ontario.

Improve skills competency in our crew members

Plans to purchase a second vessel, regardless of the type, will require specialized training for crews to operate safely and effectively. A new training package will need to be developed and rolled out prior to putting the new boat into service.

We will leverage technology to support new online training and the new readiness program. As this evolves it will facilitate the learnings from basic to advanced levels of knowledge and application required to be a competent sailor and individuals should strive to better themselves in that regard.

NOTE: For further information on the actions please see the Appendix Business Plan Actions

Ensure SAR Readiness



Build consistency between crews

The route to operational excellence, to maximize our resiliency and agility, the following paradigm needs to be communicated, understood and reinforced through our all activities:

1. Set the safety culture.
2. Define and then train to the readiness standards





PARA Marine Search & Rescue

A Founding Member of the Canadian Coast Guard Auxiliary
Serving Pickering, Ajax and Whitby since 1967



3. Evaluate the crews to the standard
4. Approve the crews as "Ready for duty" to conduct patrols
5. Quality administration in our reporting and effective knowledge sharing.

Governing all operations and training activities at all levels, is the promotion and reinforcement of a safety culture. Our members need to foster an environment that supports consistent application of safety principles on a continual basis. This is for the protection of members and other persons who may be affected by their acts or omissions, both on shore and on water.

Validate crew readiness, safety through training and evaluations

To ensure our SAR crew readiness the following improvement strategy is being implemented:

1. Continue to improve our risk management processes onboard the vessel.
2. Introduce a program that will provide online learning to ensure more consistent knowledge and practices across the crews.
3. Align our practical training signoffs with the new online content.
4. Introduce a more structured approach to training evolutions conducted during patrols.
5. Introduce a series of focused sessions to develop skillsets in key vessel roles.

Broaden SAR Partner engagement to other partners

Our recent work with the Durham Regional Police, Toronto Police Marine Unit and Pickering Fire Service will be built upon with other local Fire services in Ajax and Whitby. With our peer CCGA units of COMRA and TSAR, and DND & CCG units we shall continue to foster new capabilities through joint training with these and other emergency groups.

NOTE: For further information on the actions please see the Appendix Business Plan Actions

Planning the Future



Continue to increase our Community awareness and presence

The success of a community development program and fundraising for any not for profit extends beyond the immediate needs into a sustainable and focused long-term strategy with a focus on achieving long-term goals

Keys to our success:

- Participation: The key to success lay within the participation numbers. The scheduling of events for members will facilitate participation and increase



To be the best CCGA Community unit on the Great Lakes

It will take all of us to make PARA Marine SAR a success through Safety,
Teamwork, Professionalism and a sense of Community





PARA Marine Search & Rescue

A Founding Member of the Canadian Coast Guard Auxiliary
Serving Pickering, Ajax and Whitby since 1967



exposure within the community. Ensuring higher visibility are key opportunities to promote the Brand, Purpose and Mission.

- *Training: In order to communicate consistently our objectives and goals we shall create "Soundbite" training sessions that can be leveraged at any activities and public events. This will help to ensure consistent messaging around the Brand, Purpose and Mission.*
- *Recognition: Targeted at those sponsors, donators and to the people (internal and external) behind the scenes that cultivate a culture of fundraising and community development within the organization.*

Maintain and execute a viable Asset Management strategy

The unit maintains the vessel, the equipment and the base facilities required to effectively perform the task of assisting/ saving life on Lake Ontario. These systems require routine maintenance and regular upgrades to provide a high standard and readiness for the equipment and vessels. Ultimately this allows for crews to perform their jobs safely, effectively, and professionally.

Improvements and equipment purchases are rationalized and prioritized using a NEED / WANT analysis with following criteria:

- a. Crew Safety
- b. SAR Capability
- c. Crew Comfort
- d. Professionalism

Maintenance and improvement projects will leverage contractors and vendors where appropriate to ensure the projects are completed in a timely and professional manner. Projects of a minor nature will be under taken by the membership through skilled volunteers.

Ensure Succession planning is in place

To continue our long-standing support in the community, we are actively preparing members to take on leadership and other administrative roles within the management team. In addition, revised board governance is being introduced to support changes as the organizations evolves to support a broader community.

Maintain Financial strength and sustainability

PARA Marine SAR is funded by the following financial mechanisms:

1. The Region of Durham provides an annual operating budget for one marine asset. The focus of these funds is for operating costs and regular maintenance. Special upgrades or extensive maintenance coverage are reviewed on as



To be the best CCGA Community unit on the Great Lakes

It will take all of us to make PARA Marine SAR a success through Safety,
Teamwork, Professionalism and a sense of Community





PARA Marine Search & Rescue

A Founding Member of the Canadian Coast Guard Auxiliary
Serving Pickering, Ajax and Whitby since 1967



needed basis. 50% of the budget is advanced (Q2) and the remainder is reimbursed based on actual expenditures the following year.

2. The CCGA reimburses the unit for SAR taskings and on water training. This is based on a standard hourly rate for on the actual vessel usage. The CCGA also provides basic coverage for training expenses for CCGA sponsored classroom training.
3. In addition to the regular income, the unit is frequently fundraising by pursuing other means of financing such as:
 - a. Fund Raising Events.
 - b. Personal donations by the community, friends and family of members or the membership themselves.
 - c. Corporate grants or donations through our sponsorships or business partnerships programs.
 - d. Local government grants.
 - e. Provincial government grants.

NOTE: For further information on the actions please see the Appendix Business Plan Actions



To be the best CCGA Community unit on the Great Lakes
It will take all of us to make PARA Marine SAR a success through Safety,
Teamwork, Professionalism and a sense of Community





PARA Marine Search & Rescue

A Founding Member of the Canadian Coast Guard Auxiliary

Serving Pickering, Ajax and Whitby since 1967



Appendix

Primary Vessel Replacement Initiative

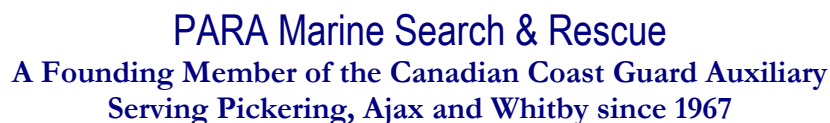
Primary Vessel Discussion: Replacement Strategy				
1960s to 1970s	1980s to 1990s	mid 1990s to present	Refitted in 2017 - 2019	
The Past and Current Vessels	<p>The Pickering Auxiliary Rescue Association (PARA) is a not-for-profit charitable organization dedicated to the preservation of life on the water. We are made up entirely of volunteers whose main purpose is to operate a marine search and rescue (SAR) service to protect mariners, assist police, fire, and ambulance services in emergency situations. PARA is also active in encouraging boater and public awareness of water safety.</p> <p>The Canadian Coast Guard Auxiliary (CCGA) was started as the Canadian Marine Rescue Auxiliary (CMRA) in 1978. PARA was a charter and founding member. In 1981, the CCG allowed the CMRA to change its name to the Canadian Coast Guard Auxiliary (CCGA).</p>			
What PARA does for the person in the water!	<p>PARU was put in service in the mid 1990s. A former dive tender converted to SAR requirements including 2 Volvo inboard engines. Engines were replaced in 2013. Latest hull and equipment in 2017 - 2018. Anticipated electronics upgrade in 2020.</p>			
Save 100% of lives at risk	<p>To replace the current PARU in the 2025 to 2030 timeframe with state of the art vessel leveraging the current latest technologies.</p>			
Reduce the number and severity of SAR incidents	<p>Lightweight but durable in heavy seas; capable of self righting Emerging technologies such as electric / hybrid power plant & jet propulsion Current state of the art radar, GPS, chart plotters, AIS, RDF Internal and external communications via VHF and emergency service bands Trailerable and designed for road transportation Addresses sponsorships and funding but clearly identified as a RESCUE vessel Latest technology in safety and SAR equipment For acquisition savings for large SS items Targeted equipment acquisition including safety and specialized SAR equipment</p>			
Promote marine safety	<p>The Vision</p>			
Support the Canadian Coast Guard	<p>The Requirements</p>			
Provide a humanitarian service	<p>The Ask</p>			
Maintain the highest professional standards	<p>The Why</p>			
Promote dedication and pride of membership.	<p>Our 2018 Season</p> <p>Training</p> <ul style="list-style-type: none"> 218 member hours on the water 1,437 on shore member hours Search and rescue exercises with RMCSS, York and Coast Guard <p>Tasks</p> <ul style="list-style-type: none"> 24/7 availability (day - night) 277 state and local emergency calls 404 member hours Over 95% availability \$51 spent on volunteers saves \$37 on equipment/professional resources <p>Community</p> <ul style="list-style-type: none"> 268 fundraising and promotional events 190 hours on the water Proportional events included PARA Waterfront Festival TRCA Paddle the Don Whitby Harbour Days <p>For the person in the water</p> <p>Patrols</p> <ul style="list-style-type: none"> 3,880 member hours from May - Oct Rain or shine/Day or Night Regular patrols Wed to Sun Large River to Whitby Harbour 			
Possible Future Vessel?	<p>Timeline</p> <p>2025</p> <p>2019</p> <p>Pickering Auxiliary Rescue Association 682 Hillview Crescent, Pickering, Ontario, L1W 2K7 Charity BVV Registration # 86502 0843 RR0001</p> <p>http://para.aacac.org https://m.facebook.com/paracccgorg https://www.water.com/para_rescue</p> <p>Safety Community Teamwork Professionalism</p>			
	RNLI (Shannon Class)	RCMSSAR (Falklands Class)	MetalCraft Marine (Interceptor)	Kanter Marine (Custom)



To be the best CCGA Community unit on the Great Lakes

It will take all of us to make PARA Marine SAR a success through Safety, Teamwork, Professionalism and a sense of Community







PARA Marine Search & Rescue

A Founding Member of the Canadian Coast Guard Auxiliary

Serving Pickering, Ajax and Whitby since 1967



Business Plan Actions

Objective	Goals	Actions	Status
Develop our crews by instilling a strong nautical knowledge base	Continue training to build basic skills	Execute the CCGA Phase program	Continue
		Improve and execute the individual training program - make us sailors first	Continue
	Improve skills competency in our crew members	Develop and rollout an intermediate and Advanced levels of the PARA Level program.	New Initiative
Ensure SAR readiness in order to maintain operational resiliency and agility	Broaden SAR Partner engagement to other partners	Increase exercises with local SAR Partners	Continue
	Validate crew readiness, safety through training and evaluations	Maintain administrative excellence in reporting during season	Continue
		Ensure a maximum 30-minute response time to any mission tasking.	Continue
		Continue with annual kickoff with SAR review with emphasis on PARA values and behaviours	Continue
		Improve the implementation of the formal risk management (GAR – Green Amber Red) methodology for use by crews.	Continue
		Improve collaboration with other CCGA units and Operations Manager for lessons learned	Continue
		To ensure the vessel and equipment is mission ready	Continue
		Execute the PARA Readiness Checks with CCGA instructors	New Initiative
Planning for the future and ensure a sustainable future	Continue to increase our Community awareness and presence	Publication of articles in industry publications	Continue
		Continue to engage members in fund raising activities	Continue
		Raise awareness of the asset replacement strategy	Continue
		Foster and renew relationships with the local marinas and yacht clubs	Continue
		Adjust uniform policy to accommodate branding changes	Continue
		Presentation to Town or Regional Councils to raise awareness of our services	Continue
		Expanding presence at municipal, regional and federal events within our serviceable area.	Continue
		Establish the Pickering Water Safety PFD loaner program in collaboration with the City of Pickering	New Initiative
	Ensure Succession planning is in place	Develop and communicate a unit risk profile to the membership and board	Continue
	Maintain and execute a viable Asset Management strategy	Execute a robust and agile minor maintenance strategy leveraging the membership including improved effort hour tracking	Continue
		Determine and establish a vendor based maintenance plan	Continue
		Establish and review electronic logs for maintenance, checklists and other items	New Initiative
		Develop of a business case for a secondary vessel based on community needs	New Initiative
		Develop a asset replacement strategy including electric propulsion options	New Initiative
		Establish a strategy for Transport Canada coxswain qualifications	New Initiative
Strengthen the organization through improved communications	Continue our Management Transparency initiatives	Establish new SOPs and training requirements for new assets	New Initiative
		Continue to produce of board memos and proposals for initiatives	Continue
		Publication of Executive and Board Minutes to general membership using Office 365	Continue
	Increase Member Engagement	Establish a plan for further Office 365 feature rollout.	Continue
		Members to maintain profiles on CCGA SMS and PARA Volunteer Rescue	Continue
		Manage and improve the recruitment process	Continue
		Continue to improve through an annual member survey	Continue
		Continue to monitor and report on members activities	Continue
		Increase the recognition with CCGA and PARA awards	New Initiative



To be the best CCGA Community unit on the Great Lakes

It will take all of us to make PARA Marine SAR a success through Safety, Teamwork, Professionalism and a sense of Community





PARA Marine Search & Rescue

A Founding Member of the Canadian Coast Guard Auxiliary
Serving Pickering, Ajax and Whitby since 1967



Operational Statistics



SAR Mission (Tasking) Historical Data

Figure 1, Geographical Illustration of SARs, depicts the various locations and type of mission that PARA has conducted over the years. PARA is tasked by the JRCC for various missions in the local area, inside or outside our patrol area. The goal is to provide the most effective response in helping those in need in the water. These can include:

- vessels in distress via MAY DAY or PAN PAN emergency calls
- overdue or missing vessels
- vessels in need of a tow

Colour	Definition
Yellow	Vessel in need of tow
Green	Grounded vessel
Red	Person in the Water
Pink	Vessel taking on Water, Capsized, or Foundered
White	Assist or Escort vessel to safe harbour
Blue	Search for vessel
Light Blue	Stood Down as tasking cancelled
Star (on Green Paddle)	Special Event

Target Type	Nature of the response to vessel or person(s)
Person in Water	Search/rescue of person in water from a vessel (including PWC or small hand-powered craft)
Disabled	Assist vessel with propulsion breakdown (failed engine, or steering, or rigging/sails)
Grounded	Assist vessel that has gone aground
Capsized	Assist overturned vessel
Foundered	Assist vessel that has taken on water and has sunk
Taking on water	Assist vessel that is taking on water but not yet submerged
Fire	Respond to scene of vessel on fire, to extract or search for persons from on board
Disoriented	Assist vessel that is uncertain of its location
Swimmer	Assist swimmer from shore (not from a vessel)
Overdue	Vessel missing or overdue, possibly needing assistance





PARA Marine Search & Rescue

A Founding Member of the Canadian Coast Guard Auxiliary
Serving Pickering, Ajax and Whitby since 1967



False Alarm	False distress call or hoax
Medical	Person aboard a vessel in need of medical assistance
Distress Signal	Reported sign(s) of a vessel or a person in distress
Adrift	Abandoned vessel not anchored.
Lack of Knowledge	Operator lacks competency to operate or navigate vessel

Action Taken	Description of Action
Search	PARU conducts a search for a vessel or person(s)
Rescue	Take aboard PARU persons in danger
Tow	PARU tows a vessel to a safe haven
Escort	PARU escorts/monitors vessel making own way to safe haven
Investigate	PARU reported in on arrival on scene; no substantial action taken
Transit only	PARU departed but mission terminated while PARU enroute to scene
Stood Down	Mission terminated before PARU departs from base (but crew assembly initiated)
Assist	Provide on-scene support (Including aid to civil authority)
Exercise	Formal Search and Rescue Exercise with other SAR Partners
Recover	Take small vessel (canoe, surfboard, paddleboard) and operator(s) aboard PARU
Refloated	PARU refloats a vessel to allow it to proceed under own power

In Figure 2, SAR Types and Actions vs Population Growth

Since 1984, we have executed almost 600 missions however the boating activity in Frenchman's Bay and Whitby has changed over the years. Prevention and technology changes are making the boaters more aware and the vessels more reliable so there is noticeable decline over the decades. However, PARA still maintains capabilities to help the boating community.

Our capabilities adapt as the type of person enjoying the water has evolved. There is increase of small pleasure craft including paddle boarders, PWC, kite and wind surfers, kayaks, dragon boats and canoes are now enjoying the water. With the acquisition of a secondary vessel for inshore capabilities we can address this



To be the best CCGA Community unit on the Great Lakes

It will take all of us to make PARA Marine SAR a success through Safety,
Teamwork, Professionalism and a sense of Community





PARA Marine Search & Rescue

A Founding Member of the Canadian Coast Guard Auxiliary
Serving Pickering, Ajax and Whitby since 1967

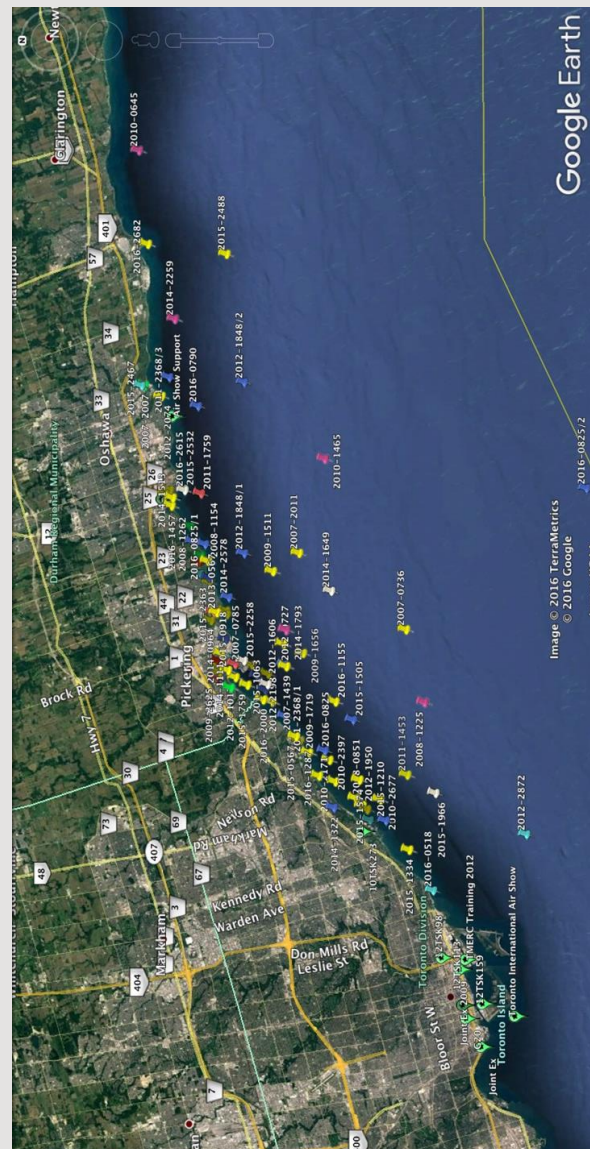


emerging need, while maintaining our primary asset for the traditional boating community on Lake Ontario.

Figure 3, Proportions of Response Type

This figure illustrates by far, the largest response we have is towing a stranded vessel followed by conducting Search operations for people or vessel.

Figure 1 - Geographical Illustration of SARs



To be the best CCGA Community unit on the Great Lakes
It will take all of us to make PARA Marine SAR a success through Safety,
Teamwork, Professionalism and a sense of Community





PARA Marine Search & Rescue A Founding Member of the Canadian Coast Guard Auxiliary Serving Pickering, Ajax and Whitby since 1967



To be the best CCGA Community unit on the Great Lakes

It will take all of us to make PARA Marine SAR a success through Safety, Teamwork, Professionalism and a sense of Community



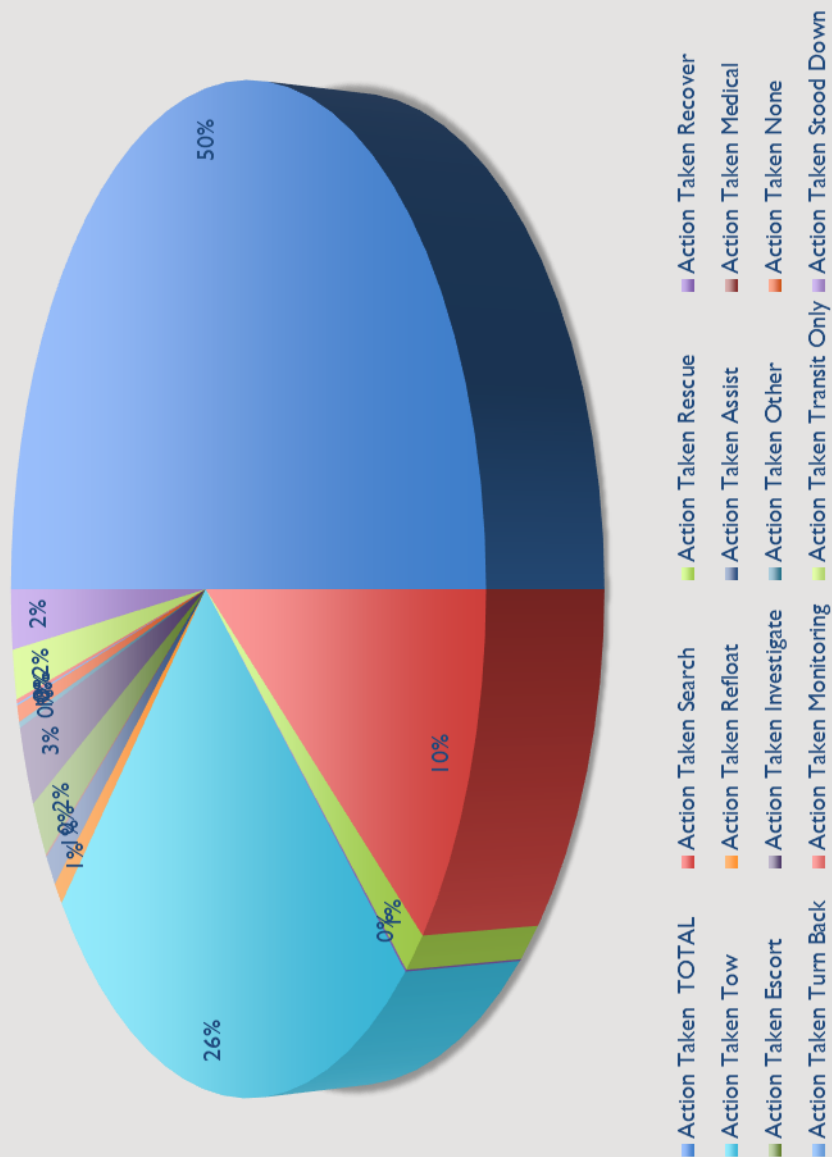


PARA Marine Search & Rescue

A Founding Member of the Canadian Coast Guard Auxiliary
Serving Pickering, Ajax and Whitby since 1967



Proportion of Response Type



To be the best CCGA Community unit on the Great Lakes
It will take all of us to make PARA Marine SAR a success through Safety,
Teamwork, Professionalism and a sense of Community





PARA Marine Search & Rescue

A Founding Member of the Canadian Coast Guard Auxiliary Serving Pickering, Ajax and Whitby since 1967



Unit Achievements



Past Awards

The following CCGA or Community awards have been granted to PARA. These unit and member awards represent the commitment that has been made by our members.

Year	Organization	Award	Comments
1976	Canadian Boating Federation	Award of Merit	Awarded to PARU, "... presented annually to the person or organization that has made exceptional contributions to boating safety."
1988	U.S. Coast Guard Auxiliary	7 th District Award of Merit	Awarded to PARU "... for outstanding cooperation and assistance in furthering the purposes and principles of the [U.S.] Coast Guard Auxiliary"
1988	Terry Fox Run	Certificate of Appreciation	Awarded to PARU "For your invaluable contribution to the first-ever Terry Fox Run"
1991	Canadian Marine Rescue Auxiliary	CMRA Certificate	Awarded to PARU "... to commemorate twenty-five years of volunteer service dedicated to the rescue of life and property upon the waters of Lake Ontario"
1992	Canadian Coast Guard	Certificate of Merit for Volunteers	Awarded to PARU "in recognition of 25 years' dedication to Search and Rescue Operations and Prevention on Lake Ontario"
1992	Director General Canadian Coast Guard	Central Region Recognition Plaque	Presented to PARU "In recognition of 25 years of Search and Rescue Service"
1997	KX96 FM	Recognition Award	Awarded to PARA "for outstanding community service"
1999	Canadian Coast Guard Central & Arctic Region	Service Recognition Award	Awarded to PARA "In appreciation of twenty years of volunteer rescue service"
2000	Ontario Summer Games 2000	Appreciation Award	Presented to PARA "In appreciation of your assistance."
2001	Canadian Coast Guard	Certificate of Merit for Volunteers	Awarded to Capt. John Hanbidge, former PARA Search Master and founding President of the Canadian Marine Rescue Auxiliary, fore-runner to the CCGA.
2003	Canadian Coast Guard Central & Arctic Region	Service Recognition Award	Presented to PARA "In Appreciation for 25 years of Volunteer Rescue Service"
2003	City of Pickering	Bravery/Heroism Award	Awarded to PARA "...for their outstanding contributions that have clearly served to enrich our community."



To be the best CCGA Community unit on the Great Lakes

It will take all of us to make PARA Marine SAR a success through Safety, Teamwork, Professionalism and a sense of Community





PARA Marine Search & Rescue

A Founding Member of the Canadian Coast Guard Auxiliary Serving Pickering, Ajax and Whitby since 1967



2003	Canadian Coast Guard National	Operational Merit Medal	Awarded to former PARA Commodore Tony Buckley
2004	Canadian Coast Guard National	Operational Merit Medal	Awarded to the crewmembers aboard PARU for the rescue mission of Sept 28, 2003.
2004	Director General Canadian Coast Guard	Recognition Award	"In recognition of 25 years of search and rescue service"
2007	City of Pickering	Service Group Award	Awarded to PARA "...for their outstanding contributions that have clearly served to enrich our community."
2007	International Search & Rescue Competition	Top Canadian Team	
2008	Canadian Coast Guard Auxiliary	Exemplary Service Medal	Awarded to PARA member Fergus Reid
2008	Canadian Coast Guard Auxiliary	Administrative Excellence Award	Awarded to PARA member Carolyn Reid
2008	Canadian Coast Guard Auxiliary Central & Arctic Region	Certificate of Appreciation	Awarded to PARA on its 30 th year as a CCGA member unit
2010	Metropolitan Toronto Police Services	Recognition Plaque	Awarded to PARA "in appreciation for your assistance in logistics during the G20 Summit"
2012	Canadian Coast Guard Auxiliary	Lifelong CCGA Membership	Awarded to PARA member Gary Endicott
2012	Canadian Coast Guard	Assistant Commissioner's Award of Distinction	Awarded to former PARA Commodore and CCGA C&A Region President Gary Endicott
2013	Canadian Coast Guard	Service Recognition Award	Awarded to PARA "For 35 years of Dedicated Service"
2013	Canadian Coast Guard Auxiliary Central & Arctic Region	Certificate of Appreciation	Awarded to PARA on its 35 th year as a CCGA member unit
2013	Canadian Coast Guard Auxiliary	Facility Service Recognition Award	Presented to PARA for 35 years of service as a CCGA member unit
2014	The Naval Officers Association of Canada	Recognition Plaque	"For speaking to our membership on the topic of '47 Years of Saving Lives on the Water'"
2017	Federal Government of Canada Ontario Provincial Government City of Pickering Durham Regional Police Canadian Coast Guard	Service Recognition Award	Presented to PARA for 50 years of service to the local communities.



To be the best CCGA Community unit on the Great Lakes

It will take all of us to make PARA Marine SAR a success through Safety,
Teamwork, Professionalism and a sense of Community





PARA Marine Search & Rescue

A Founding Member of the Canadian Coast Guard Auxiliary
Serving Pickering, Ajax and Whitby since 1967



	Canadian Coast Guard Auxiliary Central & Arctic Region		
2019	Canadian Coast Guard Auxiliary Central & Arctic Region	Service Recognition Award	Presented to PARA for 40 years of service as a CCGA member unit



To be the best CCGA Community unit on the Great Lakes

It will take all of us to make PARA Marine SAR a success through Safety,
Teamwork, Professionalism and a sense of Community

