

M I N U T E S
of the Board of Directors of
PICKERING AUXILIARY RESCUE ASSOCIATION

March 24, 2020 TELECONFERENCE, 5:00 pm (EST)

ONLINE: Keenan Watters
Colin Thomson
Rob Anderson
Richard Rademacher
Gary Endicott
John Rycroft
Bill McLean
Shaun Collier

Also present at the invitation of the Board, Jennifer McGuinty, Treasurer and Secretary of the Association.

Bill McLean declared the meeting open at 5:04.

Declaration of Interest

There were no conflicts declared

Approval of Past Minutes

John Rycroft moved that the Minutes of the November 28, 2019 meeting be approved as distributed, Rob Anderson seconded. ***Motion Carried***

Commodore's Report
(see Attached)

Colin Thomson presented the Commodore's Report as distributed and provided comments. Highlights included an expected later launch due to the installation of new windows which has been delayed due to the COVID19 situation Launch is now expected Mid-May. Colin asked Keenan if PARA could relocate to Whitby should water levels be too high to berth at FBYC. Keenan noted that the Whitby Marina is shut down until mid-April which may delay opening, but they will make emergency vessels a priority to for launching and berthing. CCGA correspondence said that vessels will

be on emergency status only – no training activities until the COVID19 restrictions are lifted. Procedures and protocols related to COVID19 are being developed by both CCGA and PARA. Special PPE equipment will be provided by CCGA with instructions and procedures for use.

Training is stood down until cleared from CCGA, the deadline for certification has been extended, and will re-evaluate when situation changes.

Current PARA personnel count is 48 members – recruiting is completed for this year, however Board Members must complete and submit their forms.

Many Community Development events have had to be cancelled or postponed due to current restrictions. Major fundraiser for the year will be a Golf Tournament September 8th, 2020. Board wants to understand the cost structure and arrangement with organizer. Colin to action and provide info to Board.

Funding:

- Casino Funding Bill McLean recommended waiting until Casino is able to open and settles down
- Elexicon funding – Shawn reported that some members feel PARA should change its name away from PICKERING name. Colin to reach out to Mayor Mitchell to confirm if this is reference to the legal name vs the rebranding name. We should expect closer to \$5,000 per municipality (Ajax, Pickering, Whitby) for a total of \$15K not the \$30,000 asked for, however things are on hold due to COVID19. Jennifer to investigate the cost of the changing the legal entity name.

Call with Toronto Yacht regarding maintenance for 2020 has been delayed to due COVID19 shutdowns.

Colin recommended that we will remain flexible as to the reinstallation of the new windows depending on when the manufacturer is allowed to reopen. Replacing old windows would be ~\$1,200 if the new windows would cause a major delay in returning to operations. If it is a minor delay might be best to hold off on the launch date. Keenan will keep the board updated on the status of the waterfront. Colin to keep the board informed and seek out expenditure approval once the pandemic situation allows for the boat to be launched.

Re-painting of PARU was overbudget due to additional repairs that needed to be completed before painting.

Colin recommended that the AGM be delayed due to the uncertainty of the lifting of the current restrictions, we can hold the AGM as late as June 30th. If it looks like

June 30th will still not be free of pandemic restrictions, we could move to an online forum to address immediate business. The Board concurred. Colin will let the membership know in the delay from the regular AGM timeline.

OPS Day may also have to be delayed. The executive will message the membership with status of planned activities.

Colin reviewed the Risks – no significant changes.

Financial Report

The 2019 Audited Financial Statements, prepared by Michael Evans were distributed there being no questions or concerns:

Gary Endicott moved that the Audited Financial Statements for 2019, be accepted as distributed, John Rycroft seconded, ***Motion Carried***.

Other Business

Ric recommended that we send a message of support to Mayor Ryan, Colin agreed to send a message on behalf of PARA.

Future Meeting Dates

May 26th at 5 pm – Teleconference Call

Colin moved; Rob seconded that the meeting be adjourned.

There being no further business Bill McLean declared the meeting terminated.

"signed"

Bill McLean

"signed"

Jennifer S. McGuinty

Approved May 26, 2020

Appendixes attached:

- A1 Commodore Report – Board meeting March 24 2020
- A2 2020-2022 Strategic and Business Plan
- A3 PARA Marine SAR Risk Profile
- A4 Draft Audited Financial Statements, 2019
- A5 Action List – March 24 2020
- B1 Financial Statements – February 2020

Commodore Report - Board Meeting Mar 2020

Tuesday, March 17, 2020 21:17

Operations

1. Launch is targeted at mid to late May due to replacement windows delay
2. Expected high water again this season. As needed will relocate to Whitby.
 - a. **CONFIRM with Whitby Marina for availability**
3. Contingency Plan to address COVID-19 & SAR support
 - a. All training cancelled from March into April and further as necessary.
 - b. Launch boat and ensure equipment is loaded with minimum staff needed.
 - c. Put vessel into service. **CONFIRM availability of Whitby Marina Launch**
 - d. Remain at Emergency status for SAR missions. Staff at minimum (4) and no more than 6 lower, 2 lower than maximum capacity (8)
 - e. Commence patrols once pandemic urgency is lowered
 - f. CCG / CCGA is expected to provide safety PPE for crews with usage expectations.
 - g. Will develop a strategy for cleanliness and disinfecting.

Training

1. All training is stood down by CCG and CCGA. Will advise when lifted.
2. Revised training and career roadmap to reflect new "On the job" or "Proficiency Progress logs" training signoffs. Will be rolled out this season.
3. P1/P2/Ride checks deadlines are delayed from June 30 to July 31 2020. Suspect further extensions depending on status of pandemic challenges.

Administration and Personnel

1. Currently at 48 personnel of 50
2. Require board members to complete the admin applications ASAP.
3. Executive changes
 - a. Clint Scott is now the training officer.
 - b. Community Development is being split into 3 focuses:
 - i. Events will be lead by a new member, Prathusa (Usha) SivaSundararajah. She will be mentored by Clint
 - ii. Social media will be overseen by Ivan Barsby but executed by Jessica Templin and Mikey Galita
 - iii. Fundraising applications and Strategic partnerships will be supported by Clint Scott, Ivan Barsby and Colin Thomson

Community Development

1. Events
 - a. Council Meetings: Postponed requests for presentations
 - b. Easter egg hunt - April 13 - Cancelled by City of Pickering NOTE: All permits cancelled until 30 April 2020
 - c. Paddle the don - cancelled due to lack of sponsorship
 - d. FBYC Sail past - June 6 - will follow the FBYC direction
 - e. Dragon Boat Festival - June 6 - will follow organizers direction
 - f. Pickering Museum - July 18 - will follow organizers direction
 - g. Waterfront festival - August 22 - NOTE: permit is pending and will depend on pandemic status
 - h. TRCA Humber River - August 30 - will follow organizers direction
 - i. Golf Tourney - Sept 8 - will follow organizers direction
2. Fundraising
 - a. Electronics - Navigation and Communications \$30k - Delayed purchase till funding secured. Application still pending.
 - b. Community safety trailer - \$7K received from OPG in 2019 towards purchase. Remaining fund TBD.
 - c. Elexicon - applying to the 2020 program for sponsorship.
 - d. Need to approach ONE Toronto GAMING (www.onetoronto.com) - owners of Casino Woodbine, Great Blue Heron Casino, Casino Ajax, Pickering Casino Resort.
REQUESTING BOARD Support to get an audience at an appropriate time.

Equipment / Maintenance

1. Current status
 - a. Engine maintenance
 - i. Port engine had injector issues and 1 was replaced. 2000 hr service was completed
 - ii. Preventive Maintenance Plan - call scheduled for Mar 23 to review plans with TYS.
 - b. Vessel remains at Whitby Yacht Builder
 - i. awaiting window install. Current delivery is May 8th
 - ii. Looking at options to install the old windows with new seals. Quote is pending. APPROVAL will follow via email for expense if needed.
 - c. Painting Project is overrun by approximately \$7k. See additional work list below. Work was undertaken to support the painting improvements plus fix identified issues that needed to be corrected before painting.

Activity	Cost
Paint Hull (as per quote)	\$7,240.00
Paint Superstructure (as per quote)	\$11,595.00
Graphics	\$550.00
Extra work (including welding)	\$7,343.00
Total to date	\$26,728.00
HST	\$3,474.64
TOTAL	\$30,202.64
Deposit	(\$5,000.00)
TOTAL OWING	\$25,202.64

- d. Overage due to extra work:

Activity	Labour Effort	Materials	Labour Cost
Remove wrap and clean off glue	8		\$880
Polish grab rails	9		\$990
Mask, un mask and sand fwd. grab rails	6		\$660
Remove two side sliding windows and clean frames	8		\$880
Fabricate and install stern rub rails	20	\$369	\$2200
Epoxy hull before bottom paint , 3 coats,	3		\$330
Apply bottom paint	5		\$550
One gallon Try Lux 493 II. black		\$374	
Welding	1		\$110
Subtotals		\$743	\$6600
Total			\$7343

Financial

1. See treasurer report however cash flow is limited for painting invoice. 2 options to cover the deficit of ~3K
 - a. Wait for the region cheques:
 - i. 2019 final payment - will be released upon receipt of the auditor report (following report approval at this board meeting)
 - ii. 2020 Initial payment - are being processed but timing is unknown
 - b. Ajax cheque is expected - timing is unknown
 - c. Temporary loan from OTD Exploration Services (Jennifer's company) - no charge
 - d. **APPROVAL Requested from board for a path forward.**
2. AGM
 - a. Recommend delay until no later than 30 June. (Governance is not more than 15 months from previous and not more than 6 months after financial year end.
 - b. Alternatively, if needed, we can address critical business items via an online meeting.

Strategic Action Review

1. Rebranding discussion:
 - a. Website launched in Jan 2020
 - b. The new PARA Store is set up.
 - i. The PARA store has the new T-Shirts, Work shirt and Button Shirts and are available to order immediately.
 - ii. Continue to add additional PARAwear items include PARA Toques, Window Decals, Bumper Sticker, etc.
 - c. New uniforms being delivered in Q1 but delay in issuing due to stand down. Current expenditures:

Material	Unit Cost	Subtotal
50 PARA Hats	\$21	\$1,050 (includes 1 time set up fee of \$50)
50 PARA T-Shirts	\$22	\$1,100 (includes averaging short/long costs, and 1 time set up fee \$120)
27 PARA Dress Shirts (replace with new crests, add velco strip)	\$14	\$378
16 PARA Tactical Shirts (replace with 4 PVC crests x \$4 ea)	\$16	\$256
11 PARA Jackets (replace the 2 new Velcro Crests x \$8 ea)	\$16	\$176
	Total	\$2,960 of \$3000 budget

2. Rebranded Strategic and Business plan for 2020-2022 is available for review and distribution to potential sponsors.
3. Risk Profile - selected risks for discussion
 - a. Strengthen the organization
 - i. REDUCED FROM HIGH TO LOW - There is a risk that PARA can not comply with the membership directive for the board of directors. UPDATE - Board members need to complete and submit the admin membership forms by 31 March 2020.
 - b. Develop our crews
 - i. MEDIUM - There is a risk of timely completion for the Phase training signoffs. UPDATE: Remains active in 2020 until all members are completed that are nearly the 3 year timeline.
 - c. Ensure SAR Readiness
 - i. LOW - There is a risk that the CCGA 5-year ride check requirement will not be met. UPDATE meet the 2020 requirements
 - ii. LOW - There is a risk that internal crew readiness evaluations will be not be completed UPDATE - a renewed focus this year will be placed on the new OJT / PPL model. Crews will be evaluated by another coxswain. However this may be delayed due to delay in crew starts (from pandemic impact)
 - d. Plan for the future
 - i. MEDIUM - There is a risk that commercial towing operations in the area may reduce tasking income - UPDATE - No change. Need to see how the 2020 season will be impacted.
4. Board action list (see attached)



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*

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Commodore PARA Marine SAR
Unit Leader CCGA Unit #1
Colin Thomson
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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:

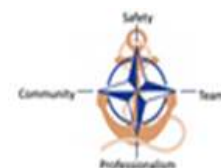
Twitter @PARA_rescue * Facebook [para. marine.rescue](#) * LinkedIn [para-marine-rescue](#)
Website www.para-rescue.org / www.PARAMarineSAR.ca

Yours Aye
Colin Thomson
Commodore PARA Marine SAR
CCGA Unit Leader

Yours Truly
Bill Mclean
Chairman
Board of Directors



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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.

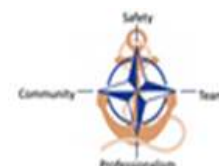
Our volunteers are on call 24 hours a day to respond to any emergency. Search and Rescue (SAR) activities include night searches in response to emergency flares, overdue vessels, and calls for assistance from vessels in distress, as well as suspected drowning. These callouts or taskings are under the 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.



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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.

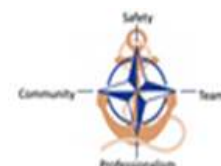
We are one of the oldest volunteer marine rescue units on Lake Ontario. The unit originated as the Pickering Emergency Rescue Unit (PERU) in 1967, and it was renamed to the Pickering Ajax Rescue Unit in 1975. Legally incorporated under the name of Pickering Auxiliary Rescue Association in 1996. The unit 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



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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)

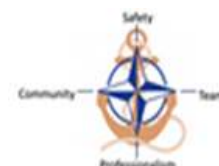
Local GTA SAR Partners

- 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



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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

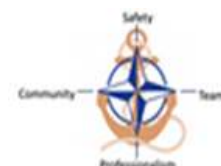
Planning for the future to ensure a sustainable future:

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



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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.

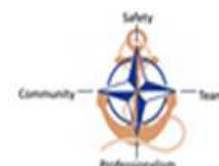
It will take all of us to make PARA Marine SAR a success through Safety, Teamwork, Professionalism and a sense of Community Thank you for your continued support and dedication.

Colin Thomson
Commodore
CCGA Unit Leader

Ivan Barsby
Vice Commodore
CCGA Deputy Unit Leader



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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)

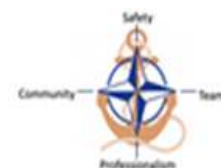
The Commodore is the Chief Executive Officer. The Executive Committee manages the day to day operations of the organization. There is 1 Vice Commodore appointment. The leadership team is then supported by several department officer appointments:

- 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



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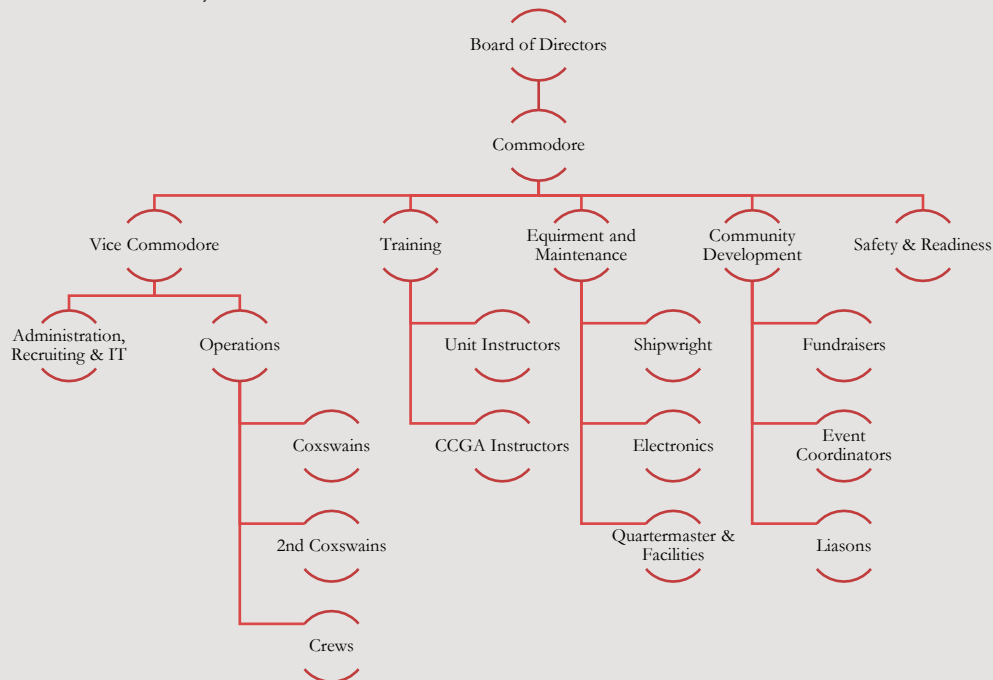


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professional and family life.



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:

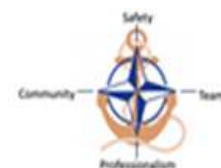
Safety. Safety is first and foremost for all members. The unit reinforces a safety culture that governs all its operations and training. We will apply safety principles consistently throughout the organization. Members shall demonstrate this commitment to safety in all activities, at all levels, from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



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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.

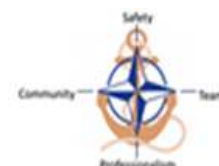
It is a difficult balance between family, professional and PARA Marine SAR commitments. We continue to support all our members and recognize the challenges they face due to location, family, work and other conflicting priorities. Our day to day lives will continue to evolve and we understand that commitment 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



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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



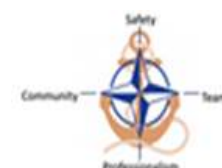
Build consistency between crews

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



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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

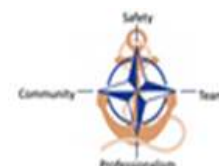
The success of a community development program and fundraising for any not for profit extends beyond the immediate needs into a sustainable and focused long-term strategy with a focus on achieving long-term goals

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



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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

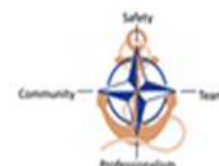
PARA Marine SAR is funded by the following financial mechanisms:

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



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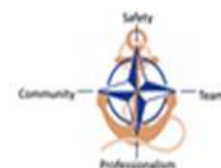
needed basis. 50% of the budget is advanced (Q2) and the remainder is reimbursed based on actual expenditures the following year.

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



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Appendix

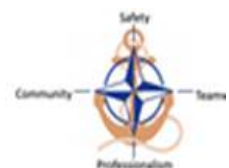
Primary Vessel Replacement Initiative

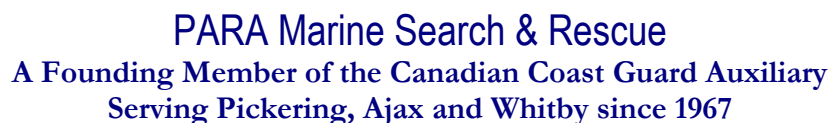
Primary Vessel Discussion: Replacement Strategy				
1960s to 1970s	1980s to 1990s	mid 1990s to present	Refitted in 2017 - 2019	
				
The Past and Current Vessels	<p>The Pickering Auxiliary Rescue Association (PARA) is a not-for-profit charitable organization dedicated to the preservation of life on the 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>Save 100% of lives at risk</p> <p>Reduce the number and severity of SAR incidents</p> <p>Promote marine safety</p> <p>Support the Canadian Coast Guard</p> <p>Provide a humanitarian service</p> <p>Maintain the highest professional standards</p> <p>Promote dedication and pride of membership.</p>			
Possible Future Vessel? <small>(For illustration purposes only)</small>	<p>Our 2018 Season</p> <p>Training</p> <ul style="list-style-type: none"> 218 member hours on the water 1,477 on shore member hours Safety and rescue exercises with Pickering and County of York <p>Tasks</p> <ul style="list-style-type: none"> 2077 availability (Mar - Nov) 2177 availability (Mar - Nov) 466 member hours Over 95% availability \$5 spent on volunteers saves \$37 on equivalent professional resources <p>Community</p> <ul style="list-style-type: none"> 268 fundraising and promotional events Proportional events included PARA Wakefront Festival TRICA Paddle the Don Whitby Harbour Days <p>Patrols</p> <ul style="list-style-type: none"> 3,880 member hours from May - Oct Bait to Shind/Dry or Night Regular patrols Wed to Sun Range River to Whitby Harbour <p>For the person in the water</p> <p>Targeted equipment acquisition including safety and specialized SAR equipment</p> <p>Grants</p> <p>Timeline</p> <p>2019</p> <p>2020</p> <p>2025</p> <p>Timeframe: 2015 to 2030</p> <p>Purchase cost of vessel and equipment: Estimated \$1M to \$2M</p> <p>Projected Durham Region Operating Budget: Estimated \$50,000 to \$60,000</p> <p>Pickering Auxiliary Rescue Association 682 Hillview Crescent, Pickering, Ontario, L1W 2X7 Charity BVV Registration # 86502 0843 RR0001</p> <p>http://para.aux.ca https://m.facebook.com/paramarinesar https://www.youtube.com/watch?v=... info@para.aux.ca</p> <p>Community Teamwork Professionalism</p> <p>RNI (Shannon Class) RCMSAR (Falkons Class) MetalCraft Marine (Interceptor) Willard Marine (Interceptor) Kanter Marine (Custom)</p>			



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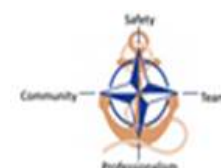
Business Plan Actions

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



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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

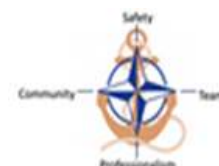
Colour	Definition
Yellow	Vessel in need of tow
Green	Grounded vessel
Red	Person in the Water
Pink	Vessel taking on Water, Capsized, or Foundered
White	Assist or Escort vessel to safe harbour
Blue	Search for vessel
Light Blue	Stood Down as tasking cancelled
Star (on Green Paddle)	Special Event

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



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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

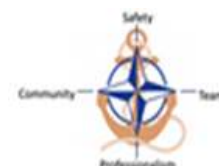
Since 1984, we have executed almost 600 missions however the boating activity in Frenchman's Bay and Whitby has changed over the years. Prevention and technology changes are making the boaters more aware and the vessels more reliable so there is noticeable decline over the decades. However, PARA still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



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

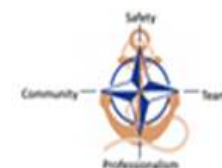
Figure 3, Proportions of Response Type

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



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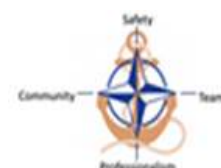


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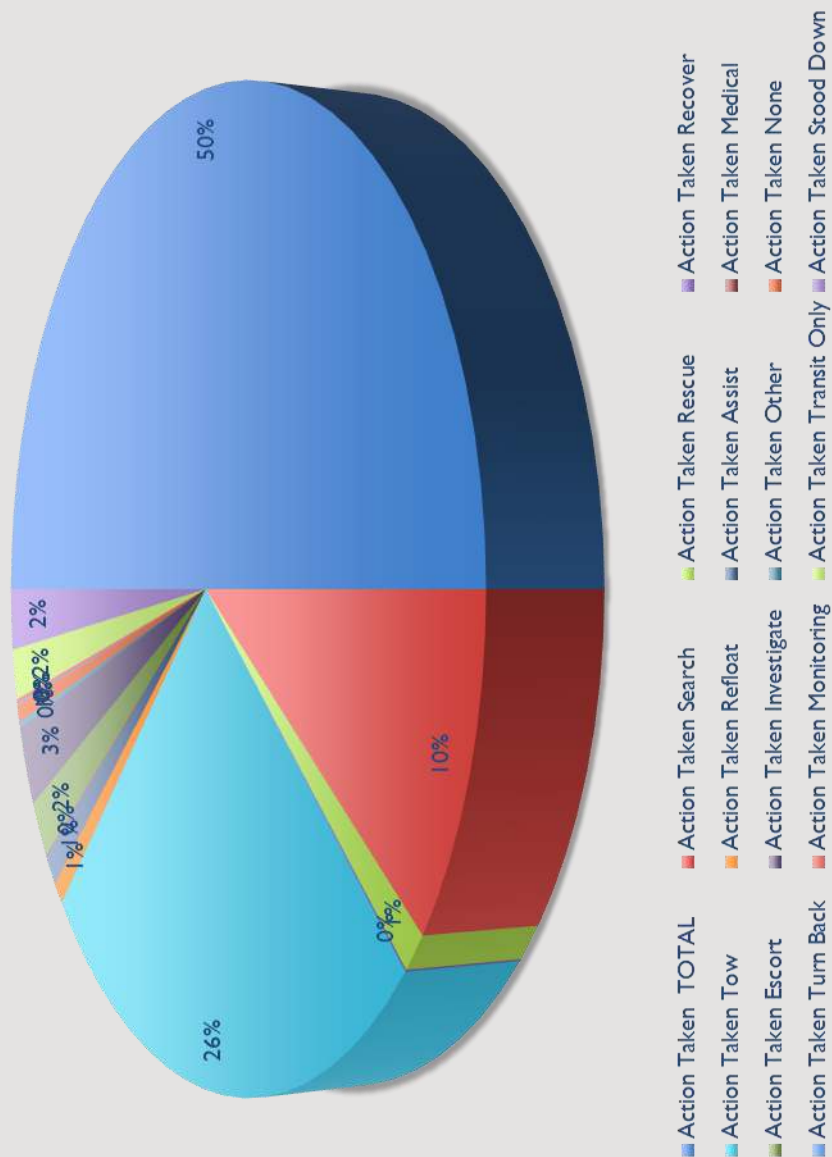




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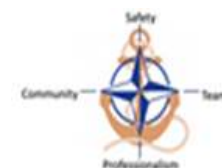


Proportion of Response Type



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Unit Achievements



Past Awards

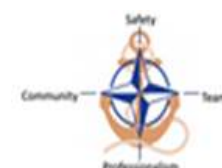
The following CCGA or Community awards have been granted to PARA. These unit and member awards represent the commitment that has been made by our members.

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."



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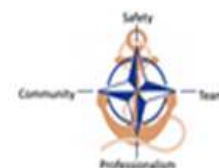


2003	Canadian Coast Guard National	Operational Merit Medal	Awarded to former PARA Commodore Tony Buckley
2004	Canadian Coast Guard National	Operational Merit Medal	Awarded to the crewmembers aboard PARU for the rescue mission of Sept 28, 2003.
2004	Director General Canadian Coast Guard	Recognition Award	"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.



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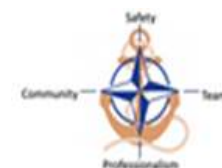


	Canadian Coast Guard Auxiliary Central & Arctic Region		
2019	Canadian Coast Guard Auxiliary Central & Arctic Region	Service Recognition Award	Presented to PARA for 40 years of service as a CCGA member unit



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PARA Strategic Objectives and Risk Profile										
Category: Operational Financial Strategic	Strengthen the organization		Develop our crews		Ensure SAR Readiness		Plan for the future		Legend	
	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		Risk Change	
Operational	↔	There is a risk that PARA will not be able maintain a sustainable succession plan for crews	↔	There is a risk of timely completion for the Phase training signoffs.	↔	There is a risk that internal crew readiness evaluations will be not be completed	↔	There is a risk that the secondary SAR asset may not be a recognized CCGA vessel	⚓	Emerging Risk
		(Admin & Personnel)		(Training)		(Operations & Safety)		(Operations & Safety)		
	↔	There is a risk that PARA will not be able to maintain a sustainable succession plan for the unit executive and leadership.	↔	There is a risk that PARA will be unable to obtain a limited Masters in order to use the vessel outside of CCGA taskings	↔	There is a risk that the inconsistent practices by crews training leads to a safety event	↔	There is a risk that the boat can not meet the TC Commercial Requirements with respect to equipment and systems	↕	Increasing or Decreasing risk
		(Admin & Personnel)		(Training)		(Operations & Safety)		(Equipment and Maintenance)		
	↔	There is a risk that PARA will be unable to man both the primary and secondary vessel.	↔	There is a risk that the number of members to complete the phase training becomes unmanageable.	↔	There is a risk that the CCGA 5-year ride check requirement will not be meet.	↔	There is a risk of not renewing the commercial license.	↔	No change in assessment
		(Admin & Personnel)		(Training)		(Training)		(Equipment and Maintenance)		
			↔	There is a risk that the Forward operating base is not sustainable and is not put to good use	↔	There is a risk that the boat will not operate under a CCGA tasking to ensure appropriate TC exemptions.				Risk Rankings
				(Equipment)		(Operations & Safety)				
			↔	There is a risk that PARA will be unable maintain the appropriate skillsets for both the primary and secondary vessel.						Not Assessed
				(Training)						
			↔	There is a risk that the CCGA transport Canada exemption might be discontinued resulting in members not having the appropriate TC qualifications to man the boat						Low
				(Training)						
Financial					↔	There is a risk that the Region funding will be insufficient to maintain a regular maintenance program	↔	There is a risk that PARA will not be able to raise sufficient funds for strategic vessel acquisitions.		Medium
						(Board)		(Community Development / Board)		
							↔	There is a risk that commercial towing operations in the area may reduce tasking income		
						(Board)				
							↔	There is a risk that PARA (under NFP Rules) is not permitted to save funds for a long-term asset		High
						(Board)				
							↔	There is a risk that PARA many not be able to fiscally operate both a primary and secondary vessel		Instructions
						(Operations & Safety)				
						↔	There is a risk that the annual maintenance program (including refits) has cost and schedule over runs			
					(Equipment and Maintenance)					
Strategic	↔	There is a risk that there is insufficient participation at the fundraising and community events			↔	Lack of participation from SAR partners for collaboration in training exercises	↔	There is a risk that the primary asset may require replacing prior to the planned date		1. Review Emerging Risks
		(Community Development)				(Operations & Safety)		(Equipment and Maintenance)		
	↔	There is a risk that PARA can not comply with the membership directive for a maximum of 50 members					↔	There is a risk that a new primary vessel would introduce new and higher commercial requirements		2. Review changes to risks and discuss mitigation plans
		(Admin & Personnel)						(Equipment and Maintenance)		
	↓	There is a risk that PARA can not comply with the membership directive for he board of directors.					↔	There is a risk that municipalities will not fund future grants until a name rebranding is completed.		3. Identify new risks
								(Board)		
						↔	There is a risk of negative community perception of PARA due to a lack of presence at FBYC			
							(Community Development)			



PARA Board | ACTION ITEMS

From meeting held March 24 2020 |

Action items	Person responsible	Deadline
Funding Sources for New Vessel	Board	Ongoing
<ul style="list-style-type: none">Talk to Casino re Funding New Vessel	Bill	Q2 meeting
Structure of Fundraising Campaign	Shaun	Fall
Sources of funding for Rebranding (Elexicon)	Shaun	In progress
CCGA Registration of Board Members	Colin	March 31
AGM Date	Colin	April 1
Provide details of Golf Tourney on Sept 8 th , 2020	Colin	April 1
Investigate the details in changing the legal name	Jennifer	April 1
Advise on window replacement strategy and launch date	Colin	April 15
Update website governance with appropriate material & Links	Colin	Q2 Board meeting

Pickering Auxiliary Rescue Association

Balance Sheet

As of 29 February 2020

29 Feb 20

ASSETS

Current Assets

Chequing/Savings

1000 - TD - Checking 21,572.51

1050 - PayPal 5,530.92

Total Chequing/Savings 27,103.43

Accounts Receivable

1200 - Accounts Receivable 26,527.93

Total Accounts Receivable 26,527.93

Other Current Assets

1452 - Advances for Expenses 5,000.00

1460 - Short-term investments

1465 - New Boat Fund 87,664.94

Total 1460 - Short-term investments 87,664.94

Total Other Current Assets 92,664.94

Total Current Assets 146,296.30

Fixed Assets

1500 - Vessel Asset Purc (PARU) 110,000.00

1510 - Acc Dep on Purch vessel -110,000.00

1520 - Improvements to PARU 219,863.87

1530 - Acc Dep on Improv to Ves -72,771.00

1601 - Shore Assets - Operating 6,018.13

1602 - Accum Depr Shore Assets -1,806.00

Total Fixed Assets 151,305.00

TOTAL ASSETS 297,601.30

LIABILITIES & EQUITY

Liabilities

Current Liabilities

Accounts Payable

2005 - Accounts Payable 2,932.84

Total Accounts Payable 2,932.84

Other Current Liabilities

2000 - Accrued Liabilities -253.59

2010 - GST/HST Payable -12,739.82

Total Other Current Liabilities -12,993.41

Total Current Liabilities -10,060.57

Total Liabilities -10,060.57

Equity

2500 - Deferred Contribution 219,233.62

2501 - Acc Dep of Deferred Cont -41,233.00

3100 - Opening Balance Equity 149,854.64

Net Income -20,193.39

Total Equity 307,661.87

TOTAL LIABILITIES & EQUITY 297,601.30

Pickering Auxiliary Rescue Association

Profit & Loss Prev Year Comparison

January through February 2020

	<u>Jan - Feb 20</u>	<u>Jan - Feb 19</u>	<u>Annual Budget</u>
Ordinary Income/Expense			
Expense			
5001 - Maintenance and Repairs			
5002 - M&R Vessel	10,524	-	20,000
5003 - M&R Equipment	-	-	6,000
5004 - M&R Materials	75	-	2,000
5005 - Communication	-	-	2,000
Total 5001 - Maintenance and Repairs	<u>10,599</u>	<u>-</u>	<u>30,000</u>
5010 - Fuel	-	-	9,000
5020 - Insurance	4,733	4,274	10,900
5030 - Professional Fees	-	-	4,300
5040 - Personnel Related	153	-	500
5050 - Rentals	1,830	1,804	5,100
5070 - Misc Services	60	-	50
Total Expense	<u>17,376</u>	<u>6,077</u>	<u>59,850</u>
Net Ordinary Income	(17,376)	(6,077)	(59,850)
Other Income/Expense			
Other Income			
6004 - rec'd - other charities	-	101	
6007 - Tax-receipted gifts	200	2,000	
8004 - Rev. sale of good	1,209	176	
Total Other Income	<u>1,409</u>	<u>2,277</u>	
Other Expense			
7100 - Freight In	196	-	
9001 - Ad & Promotion	-	1,500	
9006 - ParaWear Expenses	3,990	-	
9010 - Square Fees	41	-	
Total Other Expense	<u>4,226</u>	<u>1,500</u>	
Net Other Income	<u>(2,817)</u>	<u>777</u>	
Net Income	<u>(20,193)</u>	<u>(5,300)</u>	