

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

October 27, 2021 TELECONFERENCE, 5:00 pm (EST)

ONLINE: Keenan Watters
Colin Thomson
Rob Anderson
Bill McLean
Gary Endicott
Shaun Collier
John Rycroft
Rhonda Mulcahy
Mark Poray

REGRETS: none

Also present at the invitation of the Board, Jennifer McGuinty, Treasurer and Secretary of the Association. Samuel Cummings also attended, as a representative of FBYC.

Bill McLean declared the meeting open at 5:03.

Declaration of Interest

There were no conflicts declared

Introduction of Samuel Cummings attending as a representative of FBYC, Samuel is the current Past Commodore of FBYC, and has been a member since 2012. He is an executive in the banking industry and multiple governance committees within his industry.

Approval of Past Minutes

Colin Thomson moved that the Minutes of the March 2, 2021, meeting be approved as distributed with the correction of Ric to the Online list, Gary Endicott seconded.

Motion Carried

Commodore's Report **(see Attachments)**

Colin presented the highlights of the distributed report, and it was taken as read. The number of taskings was again higher than average this year. Hours are higher than last year, roughly 50% of pre-covid numbers. Colin informed the board that the intention is to adopt a policy requiring members to prove double vaccination status to participate in in person activities.

Equipment and Maintenance:

Colin outlined the request for funding for maintenance during the off season. A total cost \$20,000 of items not covered under the Regions funding is expected.

Discussion was held regarding the cost of repairs required by the vessel; Colin informed the Board that in 2013 the original engines (2) were replaced, and a 5-year regular maintenance schedule has been implemented. The required repair this year of a rear seal leak is outside of the anticipated repairs. Much of the costs incurred in the last few years have been to replace/upgrade the vessel equipment including the electronics last year. Based on the last vessel survey done in 2020 the hull is in good shape. Keenan noted that even the new Police rescue boat's running costs were higher than anticipated because of the nature of the work the boat does: operates in less-than-ideal running weather, running faster/harder due to the nature of rescue work. Gary noted that our vessel sees more hours in one year than a pleasure vessel would in 5 or more. Colin also informed the Board that there are limited-service providers qualified to work on the engines so comparative quotes are not feasible. John Rycroft moved that the required funds for the winterization of the vessel, and engine repairs as per items 2.a, b, c and d from the report be funded to a cap of \$20,000. Seconded by Gary Endicott - ***Motion Carried***

John Rycroft moved that the distributed rebranded Health & Safety policy and the Business and Risk Management policies be adopted, seconded by Gary Endicott. - ***Motion Carried***

Shaun Collier moved, that the Commodores report be adopted as presented Seconded by Rob Anderson. - ***Motion Carried***

FINANCIAL REPORT

Unaudited Balance sheet and Profit and Loss statements to September 30 were reviewed as distributed.

Colin Thomson moved, that the financial report be accepted as distributed, Keenan Watters seconded - ***Motion Carried***

Other Business

John Rycroft moved, Rhonda Mulcahy seconded that the Board of PARA Marine Search & Rescue amend their regular meeting schedule from four meetings a year to two, a spring and fall board meeting. It was further moved that any irregular or unusual occurrences could initiate additional meetings and the Commodore would keep the Board apprised of activities on a regular but informal basis. – **Motion Carried**

Rob Anderson moved that PARA apply to the City of Pickering for grant funding (approximately \$60000 for a replacement tablet, pneumatic Line launder and AIS datum marker locator seconded by John Rycroft - **Motion Carried**

Ontario Not-For-Profit Business Act came into effect this month and it starts a 3-year clock that by-laws and governing documents conform to the new Act. We have already reviewed bylaws in light of the expected law, so no major changes are expected– Rob recommends that a review be conducted, and any required changes be brought forward to the next AGM. Rob and Colin offered to conduct the review.

Wreath Donation Request \$335 for Ajax, Whitby and Pickering - Approved

Mark Poray moved to immediately appoint Samuel Cummings as a member of the PARA Marine Search & Rescue Board of Directors, seconded by John Rycroft **Motion Carried**

Future Meeting Dates

March 30th 2022

Shaun Collier moved; Rhonda Mulcahy seconded that the meeting be adjourned **Motion Carried**

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

Bill McLean

Jennifer S. McGuinty

Approved March 30, 2022

Appendixes attached:

- A1 Commodore Report – October 2021
- A2 Unit Risk Profile – October 2021
- A3 PARA Marine SAR – Unit Health and Safety Policy October 2021
- A4 PARA Marine SAR – Unit Business & RM Policy October 2021
- A5 PARA 2021 Year End Report for Region
- A6 BrandPromise 2021
- A7 DRAFT - 2021-2025 Strategic and Business Plan
- A8 Maintenance Quotes
- B1 Financial Statements – September 2021

Commodore Report Oct 2021

Tuesday, October 12, 2021 03:13

Opening Remarks

1. Season comments
 - a. Start of the season we were under COVID-19 restrictions for operating the vessel.
 - b. By mid summer (June) our patrol season started with training rounding out with training conducted both in classroom and on water in late October.
 - c. Another above average season of taskings at 34. See Appendix A of draft annual report for year over year comparisons.
2. Attachments
 - a. Toronto Yacht Services quotes
 - b. Brand Promise evaluation
 - c. Draft Durham Region 2021 report
 - d. Revised unit Business and Risk Management Policy (rebranded)
 - e. Revised unit Health and Safety policy (rebranded)
 - f. DRAFT 2021-2025 Business Plan as reference for new board members
3. Recommended Board changes:
 - a. Welcome Sam Cummings as potential FBYC representative
 - b. To hold less frequent board meetings, reducing from 4 to 2 per year.
 - a. March allow us to review plans for upcoming season and any necessary approvals / logistics for the AGM.
 - b. Late October to review the season outcome and approvals for any winter projects.

Operations and Admin

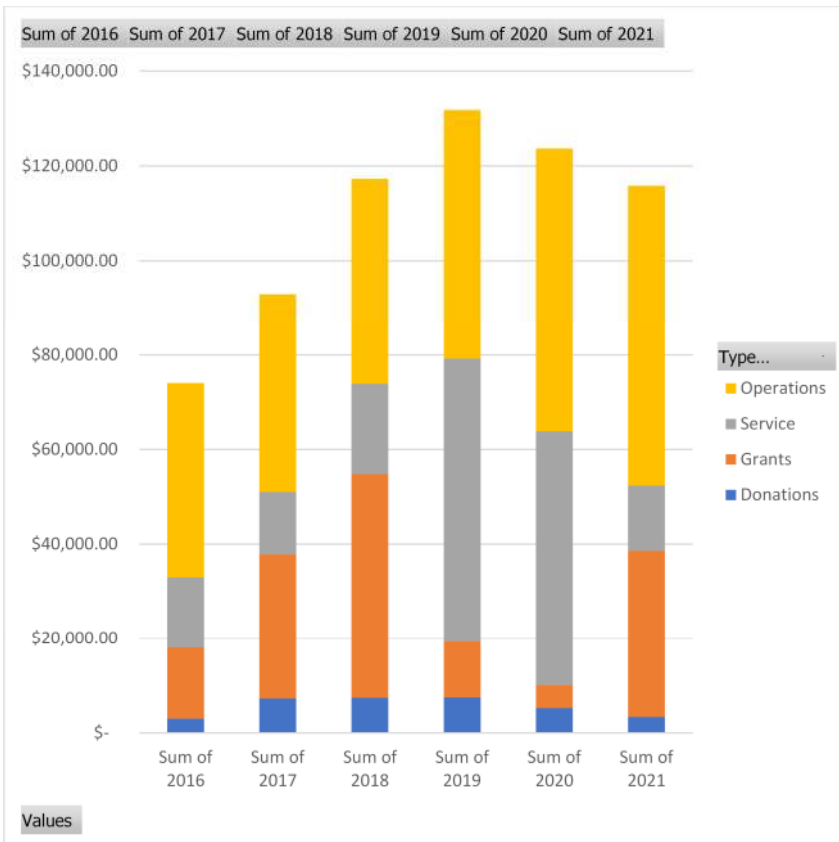
1. End of Season activities
 - a. See attached DRAFT 2021 Annual report
2. Personnel
 - a. Members 50
 - a. 6 board members or administrative members
 - b. 43 operation members of possible 50
 - b. Comments
 - a. Admin members:
 - 1) 1 new board member from Whitby.
 - 2) 1 member transitioned from operational to admin support.
 - 3) 1 pending board member (FBYC rep)
 - b. Operational members:
 - 1) Started with 49 members however since 6 have resigned for various reasons citing personal, work or other commitments. COVID-19 restrictions were an influencing factor but not the main factor.
 - 2) 1 return member wanting to return in 2022 plus 13 additional candidates for a possible 7 positions.
3. COVID Protocols
 - a. Membership renewal will mandate proof of vaccinations with no exceptions due to the complexity of managing that process and information. There is a potential issue with being challenged on the no exceptions. CCGA has not declared a policy on this matter as of yet.

Training

1. Met the training requirements for CCGA. All (but one due to lack of covid vaccination) required members completed the training or decided to "resign" from the CCGA. Fall training was 50 hours over the course of 5 days in October.
2. Masters training for coxswains will commence in winter 2022.
3. Training on new electronics went well and proved to be a success. However a focus needs to remain on the conventional ways of executing navigation and searches as well.

Financial

1. Grant status: Firehouse was awarded and deposited: \$26K
2. Grant applications (Corporate, Pickering, Whitby) intentions for 2022 will be limited as no immediate needs have been identified.



Equipment and Maintenance

1. Donation was made by Crosslinx with a Davit (a marine hoist for lifting heavy loads) that will be installed on the vessel in 2022. Estimated value of equipment is \$5K.
2. Review attached quotes
 - a. Winterization: \$1.1K
 - b. Engine and Oil Changes: \$2k
 - c. Storage and wrap: \$4K
 - d. Engine repair (based on 2 engines): \$11K per engine
 - e. Electrical Upgrade for engine: \$21K
3. **APPROVAL REQUIRED** for items a, b, c, d. Repair Starboard engine only. Total Costs: ~17-20K

Community Development

1. General
 - a. Mandate: to increase awareness of PARA Marine SAR to the local residents and government entities.
 - b. Events: Were limited to COVID-19 restrictions however, we were able to:
 1. Remembrance Days wreathes laid in Whitby, Ajax, and Pickering in 2021
 2. Plan for participation in the 2021 Pickering and Ajax Santa Claus Holiday parade (COVID protocols in place).
 - c. Fundraising
 - a. Limited interaction with the Ajax contact over the summer. Is the resource available to reengage over the offseason?
 - d. Rebranding
 - a. In early 2021, we undertook a "brand promise" evaluation lead by one of our members.
 - b. As a result we have reconfirmed our 3 core values and developed branding statements to be used in materials and communications, both internally and externally.
 - c. We will be rolling this out along with our new tag line "Safe and Trusted" to support our refined mission statement: "Volunteers providing excellence in marine search & rescue". Please see the attachment: BrandPromise_2021.pdf
 - d. Community trailer is undergoing branding this fall. Estimated cost is \$2K as per budget.
2. Business Community
 - a. Mandate: Raise awareness of PARA Marine SAR within the business community to develop new partnerships for long term fundraising, and establish a stronger local supplier base
 - b. Results
 - a. PARA Marine SAR was highlighted in the Ajax/Pickering BoT eBulletin regarding a rescue off Oshawa
 - b. The unit has joined both the Pickering / Ajax Board of Trade and the Whitby Chamber of Commerce with the intent of raising our profile within the business community.
 - c. Sponsored the local Pickering / Ajax golf tournament and plan to do the same in 2022 for Pickering / Ajax BoT and Whitby CoFC.
 - d. Networking connections with membership including Elexicon, Casinos, other NFP orgs.
 - e. Speaking engagement at January 2022 BoT as the NFP charity for the fundraising at the event.

- f. Target the unit as the NFP nomination as a receiving NFP in 2022/2023 for both CofC and BoT
- c. Sample brandings earlier this year



Strategic Action Review

1. Action Items

- a. Completed
 - a. New Call sign - implemented new call sign "PARA Marine" during the boat season
 - b. Revised bylaws for branding and coxswains as officers completed for 2021 AGM
 - c. **APPROVAL REQUIRED:** Rebranded and other changes for the policy documents: Business and Risk Management & Health and Safety
- b. Outstanding
 - a. Review the electrical quote for engine compartment - UPDATE: a revised quote was received from Toronto Yacht Services for approximately \$22K. Our maintenance crew is undergoing reviewed and recommended that we reassess our needs and current implementation. They will recommend a path forward next year therefore this project has been deferred.
- c. Fundraising
 - a. Will arrange annual presentations for councils in 2022.

2. Risk Profile - selected risks for discussion (see October 2021 Risk Profile PDF)

- a. General Comments
 - a. Rebranded Risk Policy is attached as a reference for new board members
- b. Objectives
 - a. Strengthen the organization
 - a) No risks for discussion
 - b. Develop our crews
 - a) MEDIUM - There is a risk that PARA will be unable to obtain a limited Masters in order to use the vessel outside of CCGA taskings. **UPDATE - NO CHANGE:** We have developed a plan to execute this training internally in winter 2021 but this has been delayed due to restrictions. Will plan to execute in winter 2022. Details are: Gary Gibson will lead the instructing as he was a past TC instructor at Toronto Police Marine Unit. All 10 Coxswains will participate. Transport Canada exams and evaluations will be schedule when personnel are ready
 - b) LOW - There is a risk of timely completion for the Phase training signoffs. **UPDATE - REDUCED FROM MEDIUM TO LOW.** Training conducted in October has addressed the demand. For those that were not meant their membership is under review if not already resigned.

c. Ensure SAR Readiness

- a) MEDIUM - There is a risk that the inconsistent practices by crews training leads to a safety event- UPDATE - INCREASE LOW TO MEDIUM. Given the safety event that occurred during a towing tasking in the spring, added focus was put on hand safety, SOP review and practice. Focus will continue in the offseason and into
- b) MEDIUM - 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 . UPDATE - NO CHANGE. There are ongoing discussions between CCGA, CCG, TC and other government bodies. There is a concern that Tier one Exemption will be revoked as a result of an accident in Sooke, BC where an RCMSAR vessel was conducting night training and upon returning ran aground onto the rocks
- c) MEDIUM - There is a risk of being exposed to a communicable disease. UPDATE. The assumption is that the protocols for 2021 will remain in place in 2022. The unit is now requiring double vaccinations for 2022 membership.

d. Plan for the Future

- a) HIGH - There is a risk that PARA will not be able to raise sufficient funds for strategic vessel acquisitions. UPDATE - NO CHANGE. As indicated above the plan is being developed and should address both the Ajax and Pickering Casinos in addition to other local businesses.
- b) LOW - There is a risk of not renewing the commercial license. UPDATE - This is due to be renewed in 2022 and will be tracked on the executive action list.

Title	PARA Marine SAR – Unit Health and Safety Policy
Version	Version 1.1
Date Issued	October 2021
Drafted by	Cyril Wellman
Reviewed By	Ivan Barsby – Vice Operations
Recommended By	Colin Thomson - Commodore
Approved By	Board of Directors

Policy Statement

PARA Marine Search and Rescue (SAR) is an Ontario-based charitable corporation run entirely by volunteers. Principal business is to operate the dedicated rescue vessel PARA Marine upon the waters of Lake Ontario, as a service to area boaters in need of assistance. Our unit behaviours and values of Safety, Teamwork and Community will help achieve all policies. PARA Marine SAR is a founding and active member of the Canadian Coast Guard Auxiliary (CCGA).

PARA Marine SAR will consider public and member safety considerations into all its operating practices and decisions. The unit will endeavour to meet or exceed all applicable health and safety legislative requirements.

PARA Marine SAR is committed to the prevention of injuries and ill health through its Operational Risk Management program (ORM GAR). Our focus is to strive for improvements in health and safety performance through training and management oversight. Our goal is to promote an injury-free environment of physical, mental and social well-being.

Requirements of PARA Marine SAR Personnel

EXECUTIVE AND BOARD OF DIRECTORS - Persons in charge of the business operations for PARA MARINE SAR:

- Are responsible for establishing, promoting and enforcing a health and safety policy for the rescue vessel(s), and for the members of the association;
- Are expected to develop, promote, and execute an Operational Risk Management Assessment program in accordance with this risk management policy.
- Are expected to monitor the implementation of the health and safety policy and identify and correct any substandard behaviours or performance.

CREW MEMBERS – All personnel aboard the vessel (see Note 1) are accountable for:

- To be “fit for duty” (See Note 2) for all unit sponsored events.
- Their own health and safety first and foremost;
- Proactively ensuring the safety of others aboard the vessel;
- Maintaining their own personal health and state of readiness to serve. To identify whenever their state of health may affect their fitness for duty aboard the vessel to the crew leadership;
- Performing tasks aboard the vessel safely either independently or as part of a team.
- Identifying, communicating and where appropriate, correcting hazards, to protect themselves, others aboard the vessel, and the public, from harm;
- Understanding and accepting that the safety precedence order is as follows: the rescue crew, the person(s) in need of rescue, over the preservation of property.

COXSWAINS - The person in charge of the vessel when underway:

- Is continuously responsible for the supervision and safety of all aboard;
- Priority shall always be given to addressing matters of personal and public safety;
- Will ensure that all crew members are “fit for duty” for any boat related activities.

- Will assure that safety aspects of any task or mission are considered, planned, and discussed prior to performing the mission or task;
- Is expected to be aware of each person's capabilities to perform any task and provide the appropriate oversight to successfully complete the task.
- Is to be open and receptive to the safety concerns raised by anyone aboard, and will act as necessary to address those concerns in a timely fashion;
- Shall promote, execute and monitor the training of crew members, so that they can perform tasks competently and safely.
- Shall operate the vessel(s) in a safe and professional manner and in compliance of all rules and regulations of PARA Marine SAR, CCGA and Transport Canada.

Notes

1. On Application of the Ontario Health and Safety Act, the unit does not have any "workers" and therefore is not a "workplace", as defined in the Act:
 - a. "'worker" means a person who performs work or supplies services for monetary compensation...'
 - b. "workplace" means any land, premises, location or thing at, upon, in or near which a worker works.'
2. "Fit for duty" means a physical and mental state that allows an individual to perform his or her job duties safely and effectively without impairment due to the use of or after-effects of alcohol, illegal drugs, legal medications or other health conditions.

Title	PARA Marine SAR - Unit Business & Risk Management Policy
Version	Version 1.1
Date Issued	October 2021
Drafted by	Colin Thomson - Commodore Jennifer McGuinty - Treasurer
Reviewed By	Ivan Barsby - Vice Commodore
Recommended By	Colin Thomson - Commodore
Approved By	Board of Directors

Policy Statement

PARA Marine Search and Rescue is an Ontario-based charitable corporation run entirely by volunteers. Our unit's behaviours and values of Safety, Professionalism, Teamwork and Community will help achieve all policies. PARA Marine SAR is a founding and active member of the Canadian Coast Guard Auxiliary (CCGA).

PARA Marine SAR will maintain a policy on unit business management practices. This will include financial responsibility, investment strategy, and risk / opportunity management guidelines to support both operational (vessel) and business (not for profit and CCGA) requirements. This policy will allow the unit to achieve financial sustainability, operational and strategic objectives. These risk management and financial activities will comply with all legal and regulatory requirements and consider industry best practices.

Requirements of Board and Executive

BOARD OF DIRECTORS - Persons in Charge of oversight of PARA

- Financial Responsibility
 - Review and approval of business cases for expenditures in excess of \$1000CAD
- Investment Strategy
 - Approve an investment strategy with a moderate risk profile.
- Business Risk Management (BRM)
 - Issue a risk appetite statement (See Notes)
 - Approve Strategic and Business plans
 - Approve Risk Management Risk Criteria
 - Approve Key Performance Indicators
- Operational Risk Management (ORM)
 - Endorse and support an Operational Risk Management (ORM) program

COMMODORE AND EXECUTIVE - Persons in Charge of PARA:

- Financial Responsibility
 - To manage within the board approved budget.
 - Commodore authorized to approve up to \$1000CAD in expenditures without prior board approval.
 - Treasurer ensures that appropriate financial controls are in place to manage financial risk.
 - Purchases of materials or services.
- Fundraising Support
 - Encourage members to participate in events. Lead by example with their own participation.
- Long Term Savings Investment Strategy
 - Management of an annual operating float (\$50k)
 - Recommendation of investment strategy for fund raising for immediate concerns and long-term savings.
 - Treasurer ensures that appropriate financial controls are in place to ensure appropriate return on investment.
- Business Risk Management

- Recommend and implement potential Board policies.
- Develop Business Risk Criteria matrix based on appropriate risk tolerance and performance areas.
- Identify, assess, treat and monitor risks leveraging the approved risk criteria matrix guideline and report using the defined process (see Notes).
- Quarterly
 - Maintain a current risk profile for the unit and report at board meetings.
- Annually
 - Develop unit strategic objectives and annual goals for departments.
 - May develop annual strategic and business plans for a rolling 3-year planning cycle.
 - Report on business risk at annual general meetings
- Operational Risk Management
 - Are expected to develop, promote, and execute an Operational Risk Management Assessment program in accordance with this risk management policy.
 - Approve and monitor the ORM GAR methodology

Requirements of PARA Personnel

CREW MEMBERS - All members both aboard the Vessel:

- Financial Responsibility
 - Treat unit assets as their own in terms of respect and care.
 - Provide recommendations for improvements or deficiencies to the rescue vessel, equipment or processes that may require purchases of materials or services.
- Fundraising Support
 - All members shall identify opportunities and participate in fundraising events.
- Long Term Savings Investment Strategy
 - None
- Business Risk Management
 - Identifying, communicating, and helping to mitigate risks in support of unit objectives.
- Operational Risk Management
 - Actively participate in Operational Risk Management GAR discussions to identify day to day operational risks.

COXSWAIN - The Person in Charge of the Vessel:

- Financial Responsibility
 - Requires verbal followed by written approvals impacting immediate vessel operations (after the fact) from Commodore (unit leader) or delegate.
 - Provide recommendations for improvements to the rescue vessel or processes that may require purchases of materials or services.
- Fundraising Support
 - Encourage members to participate in events. Lead by example with their own participation.
- Long Term Investment Strategy
 - none
- Business Risk Management
 - Participate in the development of Strategic and Business plans including the unit objectives and annual goals.
- Operational Risk Management
 - Actively lead Operational Risk Management GAR discussions for any missions or tasks.
 - Shall operate the vessel in a safe and professional manner and in compliance of all rules and regulations of PARA Marine SAR, CCGA and Transport Canada.

Notes on Program implementation

1. Risk Appetite Statement

- a. PARA Marine SAR will take an aggressive approach for the aspects of fundraising and community awareness in both exploring on new opportunities and mitigating risk in this area.
- b. PARA Marine SAR will take a moderate risk investment portfolio for long term savings.
- c. PARA Marine SAR will maintain a low appetite for risk when it comes to safety, vessel operations, community events and SAR tasking operations.

2. Operation Risk Management (ORM) is defined in the Unit standing Instructions.

3. Business Risk Management Process (BRM) is defined here in lieu of the unit standing instructions to avoid confusion with the ORM process.

a. Identify

- i. Risks and Opportunities shall be identified via several sources including CCGA, Board of Directors, executive team and crew discussions.
- ii. Risks shall be mapped to strategic objectives and how they may threaten those objectives and goals.

b. Assessment

- i. Risks and Opportunities shall be assessed using the following methodology and calculation: Risk Score = Probability x Impact x Urgency
- ii. Probability – scored 1 Low to 5 High. 0 as emerging or not assessed yet.
 1. Emerging – not assessed
 2. Frequent - Has or is likely to occur often at various locations (Greater than 70%)
 3. Probable - Has or is likely to occur often (30 to 70%)
 4. Occasional - Has occurred once or twice (10 to 30%)
 5. Remote- Occurred one or twice in industry (5 to 10%)
 6. Improbable - Can be assumed it may not occur (<5%)
- iii. Impact - scored 1 Low to 5 High, 0 as emerging or not assessed yet.
 1. see Appendix A – Risk Criteria Matrix Guideline for both Negative impacts (risks) and are scored from 1 (Minimal) to 5 (Significant)
 2. Opportunities (positive impacts) assessment may be addressed in future revisions of this policy.
- iv. Urgency – scored 1 to 5 based on timeline for required actions or mitigation. 0 as emerging or not assessed yet.
 1. Emerging – not assessed
 2. Long term > 3 years from now (outside business plan)
 3. Medium term 1-3 years (within current Business Plan)
 4. Near Term < 1 year
 5. Immediately < 6 months or current season
- v. Risks are assessed to be the following Risk Rankings and colour coded as outlined below:
 1. Emerging: score 0 (blue)
 2. Low: score 1 to 29 (green)
 3. Medium: score 30 to 74 (amber)
 4. High: score 75 to 100 (red)

c. Treatment

- i. Determine strategy and actions to accept, avoid, transfer or mitigate the risk probability and or impact.

d. Report and Monitoring

- i. Monitor the effectiveness of the risk treatment and report accordingly to the appropriate level of escalation.
- ii. Maintain a risk profile for the unit and reported to the board on a quarterly basis

PARA MARINE SAR: BUSINESS RISK CRITERIA MATRIX

Category	Column Below Indicates: Impact Area Column Right Indicates: Reporting level	Negative Impacts (Risks)				
		Minimal	Minor	Moderate	Major	Significant
		1	2	3	4	5
		Coxswains	Executive	Commodore	CCGA (DD and office)	PARA Board of Directors
		(crew level risk or compliance)	(unit level)	(unit level)	(Operational information)	(Business information)
Strategic	Reputation	potential poor individual conduct	Potential poor crew conduct	Potential for CCGA inter unit challenges	Non-working relations between CCGA or CCG units	Complaints from community
	Community	Lack of crew participation at non patrol events	Poor staffing and attendance @ community events	Stressed working relations with clubs and marinas	Complaints from CCGA / CCG	Poor relations with local business
	Long Term Planning	n/a	Succession plan gaps Business plan actions at risk	Unit Leadership gaps	Unit Leadership turnover	No successors for 3-5-year period and
Operational	Regulatory	Compliance with Transport Canada and Collision Regulations and policies	non-compliant with administrative CCGA regulations and policies	Changes to maintain and comply with Transport Canada or CCG	Not compliant with operational CCGA regulations and policies	Non compliance with Revenue Canada NFP act or Not for profit governance
		Minimal environment impact from day to day operations (refueling, cleaning, training)	n/a	n/a	Environmental spills	Possibility of fines or violations.
	Safety	Minor personnel safety incident	Environmental spills addressed within the unit	Personnel safety incident	Vessel safety incident	Significant personnel or vessel safety event
	SAR Readiness	Personal issues with SAR partners or individuals	Poor crew or internal unit collaboration	Unit Issues between SAR partners	Poor inter unit relationships	Poor relations with local SAR partners
		crew readiness training not being conducted	internal PARA crew readiness checks are not being completed	CCGA ride checks not being completed (< 10)	5 year ride check non compliance (10+)	
		n/a	n/a	Vessel Availability metric trending to <97%	increasing availability challenges	Vessel Availability metric trending to <95%
	Personnel & Teamwork	Maintain a low turnover rate	Membership turnover 5+	Disciple regarding crew members	Harassment or other significant concerns	Membership turnover 10+
		Crew competency is met	Crews are not meeting the standard	crews are not capable of operations	Possible unit stand down	
		Crew Morale is positive	Complaints or crew level issues			
		crew manning is sufficient	crews are not being consistently manned	crew staffing shortage	Possible unit stand down	
	Training	crew qualification training is being performed	10+ Students in progress on Phase training	Crews are not completing training programs	General Inability to complete Phase training in a timely manner	
		Crews are maintaining required skillsets	Skillsets are not meeting demand	Changes to training program are required		
	Asset Management	daily / weekly checklists trends	Maintenance program challenges Challenges in executing seasonal maintenance and purchases required to maintain SAR readiness	Vessel Life expectancy < 10 years	Replacement vessel strategy	Significant maintenance issues
		ROI is value added	limited ROI	low return on ROI		early asset replacement
Financial	Asset Investment		Requires minor budget realignment	Requires significant budget realignment	Requires CCGA investment > \$1K is required	Requires PARA investment > \$1k is required
	Business Plan	n/a	As per business plan & annual budget	Change of 5% to business plan	significant decrease of CCGA Funds	Change of 10% or more to business plan
			inability to find funding sources	inability to raise funds from other sources	Potential loss of CCGA funding	Potential loss of funding



PARA Marine Search and Rescue

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2021 Annual Operational Report for Region of Durham

1. Key Performance Indicators:

KPI	Unit	2021 ^(c)	2020	2019	2018	2017
Operational Metrics						
Safety	Number	1 (a)	0	1	0	0
Vessel Availability	%	96.89	99.39	93.75	95.75	96.66
Response time	Min	17.51	23.18	12.53	21.37	11.0
SAR Missions	Number	34	38	15	27	14
Membership (percentage of maximum 50)	Percentage	86	96			
Volunteer Commitment						
Community Service (Total)	Hours	4,388	3,039	8,400	7,705	8,940
Taskings (outside of Patrols)	Hours	271	401	79	375	83
Patrols	Hours	2,451	0	3401	3880	4105
Maintenance	Hours	243	305	316	414	342
Training	Hours	747	1171	2110	1726	1787
Administration	Hours	606	468	1282	744	1629
Community Development	Hours	70	387	1229	566	994
Community Financial Support						
Operational Funding (Durham Region)	Dollars	63.5K	59.8K	52.5K	43.4K	41.9K
Other Funding (grants, service agreements, service fees, donations in kind)	Dollars	52K	63K	80K	53K	50K

NOTES

- 1 Severe hand injury occurred during a towing operation. 0 COVID-19 related incidents
- 2021 Grants included Firehouse Subs and Elexicon
- As of Oct 24th, 2021

2. Vessel Operations

- In service from mid May through mid November.
- Typically, patrols are conducted from Victoria Day weekend to Thanksgiving weekend during weeknights and weekends but were delayed until Friday June 11th due CCGA COVID-19 protocols.
- The unit was on call 7x24 for the in-service period.
- CCGA COVID-19 protocols evolved over 2020 but can be summarized as:
 - Restricted the number of personnel onboard (maximum crew size to 5 whereas maximum operational capacity is 8)
 - Delayed the start of any training till mid summer.
 - Required the units to have dedicated and segregated crews to minimize potential cross contamination.
 - Outlined the use of required PPE.

3. General Observations

- Response time was on average 17.51 minutes (28.57 when not on patrol)



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- b. Continued increased number of people participating in water-based activities with all types of watercraft from traditional boats (sail and power), PWC, fishing boats, human power (canoes, paddle boards, kayaks) to inflatables and other beach craft.
- 4. Training
 - a. On water training conducted from July through to October once COVID-19 protocols permitted.
 - b. Training to support Transport Canada and CCGA qualification was held in October.
 - c. Online training options were developed and implemented to maintain membership engagement.
- 5. Vessel Maintenance
 - a. Winter 2021: New electronics suite was installed by a local Whitby vendor (Swan's).
 - b. Summer 2021: The vessel developed an oil leak on one of the engines but remained manageable through out the remainder of the season.
 - c. Upcoming work in 2021: starboard engine repairs
- 6. Community Development
 - a. Branding
 - i. The unit continued the rebranding efforts to PARA Marine SAR to be more inclusive of our 3 major municipality partners (Pickering, Ajax, and Whitby). Vessel call sign was changed from PARU to PARA Marine to be inclusive of all communities supporting the unit.
 - ii. Community Events trailer is now being branded and prepped for future events. This is being stored at Port Whitby Marina.
 - b. General Activities
 - i. Unfortunately, most if not all community related events were cancelled in 2021 due to COVID-19 restrictions. However, we were able to:
 - 1. Remembrance Days wreathes laid in Whitby, Ajax, and Pickering in 2021
 - 2. Plan for participation in the 2021 Pickering and Ajax Santa Claus Holiday parade (COVID protocols in place).
 - ii. The following is our standing event calendar anticipated for 2022 but will be subject to municipality guidelines:
 - 1. Pickering: Canada day, OPG Community events, Easter Egg Hunt, Pickering Dragon Boat Festival, Pickering Village Museum Mine-craft, hosted the 3rd annual PARA Waterfront Festival in Pickering, Remembrance Day presence, Santa Claus Parade
 - 2. Ajax: Canada Day, Remembrance Day presence, Santa Claus Parade
 - 3. Whitby: Harbour and Canada Day, Remembrance Day presence, Santa Claus Parade
 - 4. Other: Canadian Power and Sail Squadron events, Sea Cadet and Navy League Presentations, Toronto Region Conservation Association events at Paddle the Don and Humber River, Toronto International Airshow
 - c. Business Community
 - i. The unit has joined both the Pickering / Ajax Board of Trade and the Whitby Chamber of Commerce with the intent of raising our profile within the business community.
 - ii. Sponsored the local Pickering / Ajax golf tournament and plan to do the same in 2022 for Pickering / Ajax BofT and Whitby CofC.



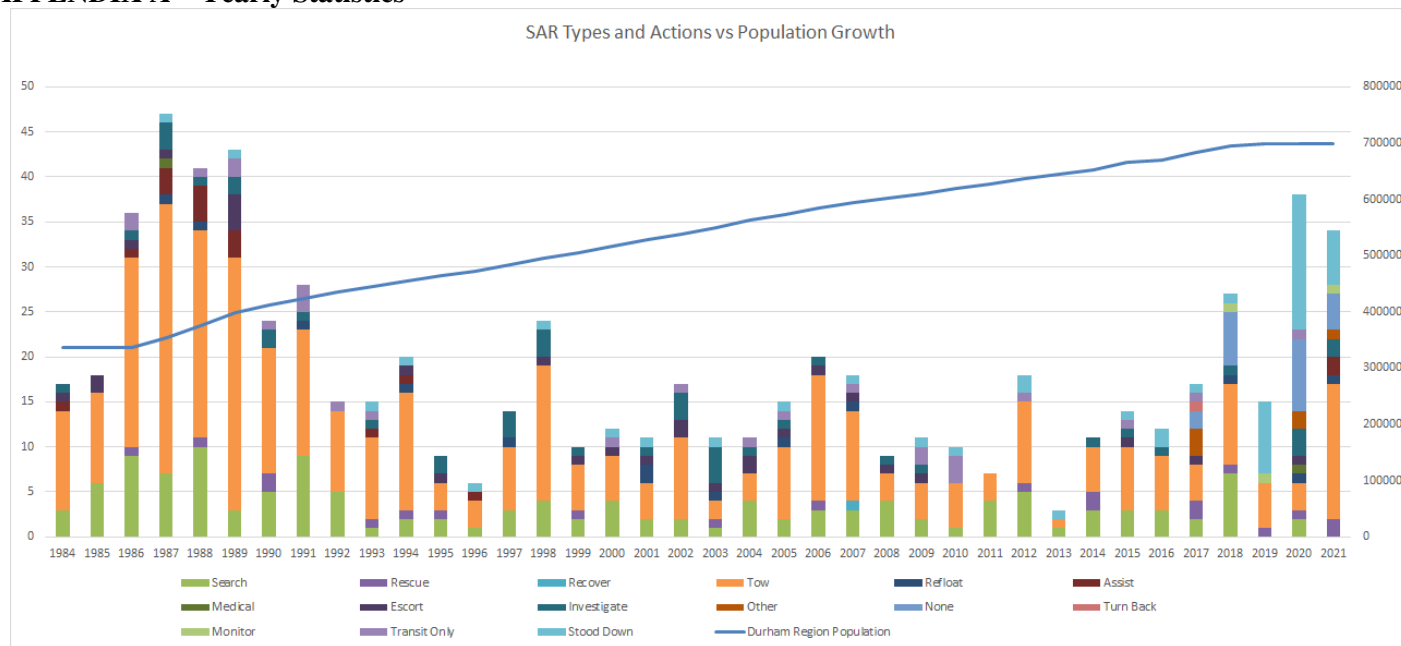
PARA Marine Search and Rescue

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Pickering, ON L1W 2R7

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APPENDIX A – Yearly Statistics



2021 Tasking Locations:



PARA Marine Search and Rescue is a Registered Canadian Charity, 86802 0843 RR 0001

Volunteers providing excellence in marine search & rescue since 1967



PARA MARINE SEARCH & RESCUE **BRAND PROMISE**

May 2021

PARA MARINE SEARCH & RESCUE

682 Hillview Crescent,
Pickering, Ontario, L1W 2R7

info@paramarinesar.ca
paramarinesar.ca

INTRODUCTION

The purpose of this document is to explore the unique characteristic that differentiate PARA Marine Search & Rescue from other similar organizations.

This will help guide us to develop a more distinct brand personality for our organization to use in future communication collaterals.

TABLE OF CONTENTS

SECTION 1

BRAND PROMISE

SECTION 2

PARA MARINE SEARCH & RESCUE BRAND PROMISE PYRAMID

What is a Brand Promise?

It's all of these things, expressed in a unique way for our organization:

- **Our purpose** or “why” ... why we exist, what we believe, our mission
- **Our story** ... where we've been, and where we are going
- Our **organization's values** and personality
- Our core services and **what differentiates us**
- Our **value proposition** from our community and supporters perspective ... both functional and aspirational/emotional



Why is a Brand Promise important?

- It describes how we see ourselves and our organization, how we're viewed externally by the community and supporters and where there may be gaps
- It provides a road-map to develop consistent messaging across all channels and forums
- It creates alignment and focus for our organization and our teams
- It becomes the foundation of all our organization decisions – the supporters we want to pursue, the type of services we want to provide and the volunteers we accept and train.



How do we bring the Brand Promise to life?

Through company messaging:

- Website
- Social portals
- Other marketing materials
- PR – internal and external
- Networking and lead generation

Through employee messaging:

- New volunteer orientation
- Training and development
- Feedback and recognition
- Team celebration



SECTION 2

PARA MARINE SEARCH & RESCUE BRAND PROMISE PYRAMID

The Brand Pyramid can be defined as a framework that answers the fundamental questions related to the brand and its operations in the market.



Building the Brand Promise Pyramid

Brand Essence

What makes our brand unique?

Brand Personality

What are the key traits the community will experience from our brand?

Brand Values

What does our organization stand for?

Community Benefits

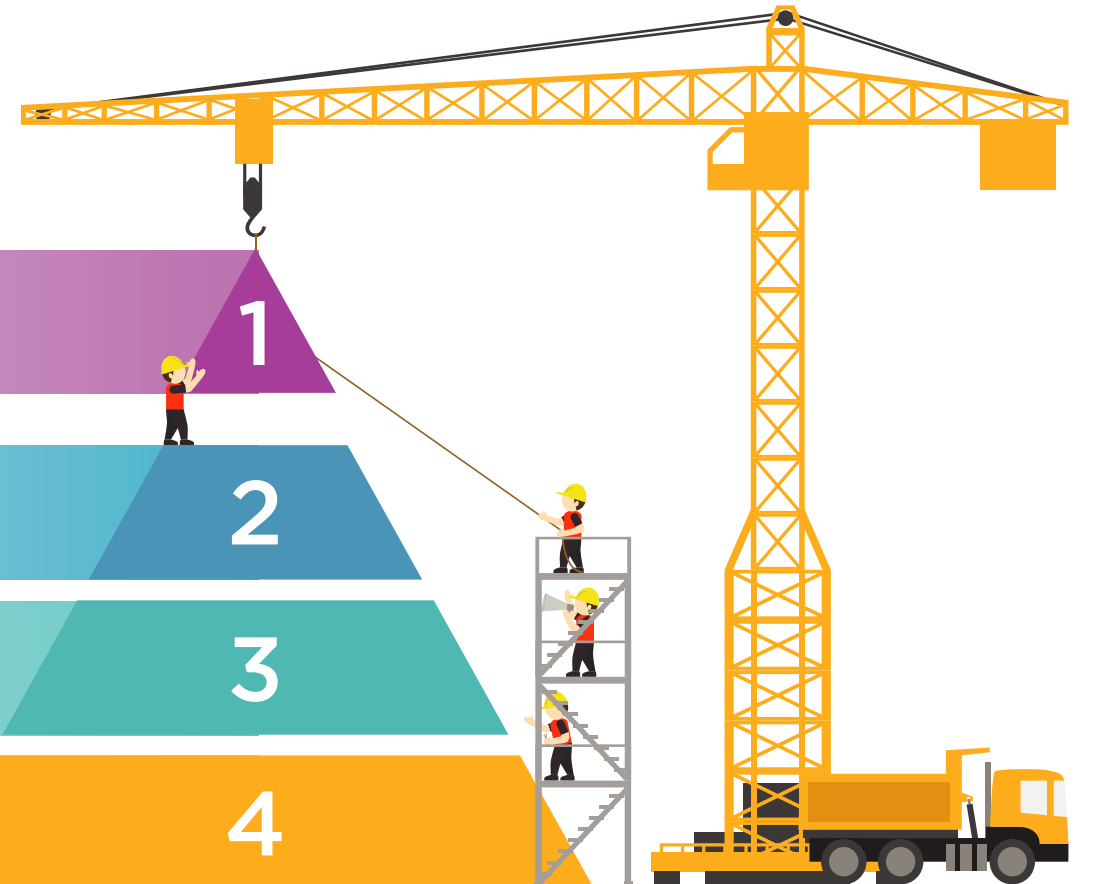
What is the most important functional/emotional benefit for our community?

Brand Attributes

What are the key brand characteristics that differentiates our brand?

Brand Vision

What is our brand vision - Its' our reason for being?



1. BRAND ESSENCE

Brand essence describes a brand in a nutshell. It's a one to three-word statement that expresses a guiding principle or attribute that's clearly understood and most importantly, felt by our partners and our community. It describes the primary emotional reason they choose us and remain loyal. It is the reliable feeling people come to expect when they interact with our brand.

Safe – Can be defined as free from harm or hurt. So, feeling safe means you do not anticipate either harm or hurt, emotionally or physically.

Trusted – Trust is an abstract mental attitude toward a proposition that someone is dependable. A feeling of confidence and security.



Safe and Trusted

2. BRAND PERSONALITY

Brand personality plays a crucial role in developing and maintaining strong brands — it's a set of human characteristics attributed to a brand.

Driven by passion – Everyone of our members comes from various situations and careers, but we are connected by our passion for being out on the waters and saving lives.

Connected – Our connections spans internally and externally. Internally, through training and exercises. Externally, throughout our community in and out of the waters.

Dependable – We build trustworthiness by being accountable and by honoring our commitments.

Established – Founded in 1967 we are one of the oldest volunteer marine search and rescue units on Lake Ontario. Respected within the community and by our partners.

Accomplished – As a founding member of the Canadian Coast Guard Auxiliary (CCGA) and part of District 1 of the Central and Arctic region. We are one of the busiest units with a total of 674 taskings from 1984.



driven by passion

connected

dependable

established

accomplished

3. BRAND VALUES

Brand values are the truths and guiding principles that articulate what the company stand for and the primary driving force behind the brand, business, behaviors, and decisions.



Safety

Continuous development of our crew and maintenance of our vessel to provide the best possible help to those distressed on the water.



Teamwork

Promoting an atmosphere that fosters friendship and loyalty.



Community

A common bond that unites us and make us feel as though we are a part of something greater than ourselves.

4. CUSTOMER BENEFITS

The real or perceived value that people experiences or believes their receiving through interaction with our organization.

Core Benefit (functional): We are a volunteer organization that performs search and rescue efforts on Lake Ontario.

Expected Benefit (expected): Available during the boating season. PARA Marine Search and Rescue crew members are experienced, knowledgeable and trained to render assistance to help get them home safely. They work independently as well as seamlessly in partnership within a network of other first responder organizations.

Augmented Benefits (not expected): We are founding members of the Canadian Coast Guard Auxiliary, a Canada-wide volunteer marine association with committed resources to ensure they deliver top quality services safely. Our complimentary services are available to all boaters without judgment. Beyond the water we support community events, charity fundraisers and youth organizations.

Potential Benefit (emotional connection): I can trust that my vessel and the lives I'm responsible for are in the hands of a reliable, dedicated and well organized crew. We are proud and feel safer knowing that we have trained members of our own community who can assist us in case of an emergency on the water.

Core Benefits – These are the main functional benefits of the product/service.

Expected Benefits – These benefits are often unstated.

Augmented Benefits – These are benefits beyond the expected, and may offer added value, surprise or excitement.

Potential Benefits – These benefits are often more implied or imagined and create emotional reactions.



5. BRAND ATTRIBUTES

Brand attributes are the specific personality traits our brand would have if it was a human being. What would PARA Marine look, think, and act like as a person?



6. BRAND VISION

Brand vision refers to the ideas behind a brand that help guide the future.

- **Reflects and supports** the organizations strategy
- **Differentiates** from similar organizations
- **Resonates** with people
- **Energizes and inspires** volunteers, supporters and the community
- **Generates ideas** for marketing programs



Volunteers providing excellence in marine search & rescue.



Safe and Trusted

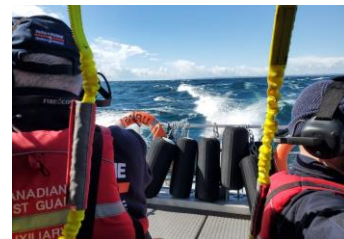


2021 – 2025 Strategy & Business Plan

Vision: Volunteers providing leading Marine SAR Services in Durham Region on Lake Ontario

Mission: It is what we do for the person in the water

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



www.PARAMarineSAR.ca

Board of Directors
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Pickering, Ontario
L1W 2R7

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

info@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 Values	9
	Goals for 2021 - 2025.....	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
	Business Plan Actions	16
	Operational Statistics.....	17
	Unit Achievements	22



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



PARA Marine Search & Rescue, a volunteer organization has operated a Search and Rescue (SAR) vessel serving the Durham Region since 1967. Our service helps protect boaters and water enthusiasts while working with police, fire, and ambulance services in emergency situations. Our members are also active in the local marine community encouraging boater and public awareness on maritime safety.

Our strategic and business plan, available on request, outlines our history and ongoing activities to achieve the SAR mandate and, more importantly, provides details on our strategic objectives and short-term goals:

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

Each year our volunteer members provide over 8,000 hours of service through a variety of activities including local community event support, regular weekly patrols, on-water and classroom training, vessel and equipment maintenance, and 24 / 7 tasking response (rescue missions). We are funded in part by Durham Region, for operational and, when tasked, thru reimbursement by the Canadian Coast Guard. Additional financial support for minor capital expenses is obtained via local government grants, corporate support, and personal donations.

As you can imagine, however, major capital expenses for new assets are not realistically achievable without large scale corporate support. Our current rescue vessel has been in service for the better part of 25 years and notwithstanding a series of recent refits and upgrades to keep her ship-shape and ready to go, our asset management strategy remains focused on a replacement with a target of the next 5 to 10 years. The vessel requirements will address our current search and rescue capabilities, improve the safety of the crews, and look to resolve operational gaps within our local coverage areas. This new vessel will be a purpose-built for search and rescue with the ability to self-right and able to improve our near shore capabilities along Durham Region's rugged shoreline.

The members of PARA Marine Search and Rescue are continually inspired by the dedication and generosity of the community at large. Together, we can achieve our mission of "It is what we do for the person in the water" by providing a reliable and agile service for another 30 years.

Thank you in advance.

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.

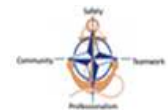
To support this mandate, PARA Marina SAR patrols from Whitby, Ontario to the Rouge River in Scarborough, Ontario. This covers the waters of Lake Ontario adjacent to the City of Pickering, the Town of Ajax and the Town of Whitby. As necessary we support other activities in Durham Region, the City of Toronto 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 8,000 hours of service to local boaters and the 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 / 7 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 drownings out on the lake. 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. Due to the enhanced capabilities of our vessel, PARA Marine SAR is frequently called upon for more complex search and rescue missions. The unit name has evolved through the generations of vessels but remains a pillar in the community 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, originally known as the Canadian Marine Rescue Auxiliary (CMRA), in 1978, PARU at the time 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 out of Frenchman's bay in Pickering. PARA Marine SAR is Unit 1 of District 1 within the CCGA's Central and Arctic region.

We are one of the oldest volunteer marine rescue units on Lake Ontario. The unit was formed as the Pickering Emergency Rescue Unit (PERU) in 1967, it was renamed to the Pickering Ajax Rescue Unit in 1975 and then the Pickering Auxiliary Rescue Unit in 1987. The unit was legally incorporated as a charity under the name of Pickering Auxiliary Rescue Association in 1996. In 2020, the unit legally changed the name to "PARA Marine Search and Rescue (SAR)" to reflect the 3 major municipalities we serve, 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 with our current vessel being launched in 1997.

Throughout this time, our organization has provided over 50 years of committed service to the boating community of Western and Central Durham Region and the surrounding areas. The unit is a Registered Charitable Corporation.

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 with 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)

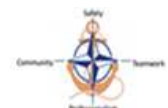
- Toronto Search and Rescue (TSAR)
- City of Oshawa Marine Rescue Association (COMRA)
- Brighton Auxiliary Rescue Association (BARU)

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 statement: "Volunteers providing leading marine SAR Services in Durham Region on Lake Ontario."

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

Our Values statement: "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 (pillars) and goals are to:

1. **Strengthen the organization** through improved communications:
 - a. Continue our Management Transparency initiatives
 - b. Increase member engagement and awareness.
2. **Develop our crews** by instilling a strong nautical knowledge base.
 - a. Continue training to build basic skills.
 - b. Improve skills competency in our crew members.
3. **Ensure SAR readiness** in order to maintain operational resiliency and agility:
 - a. Build consistency between crews.
 - b. Validate crew readiness, safety through training and evaluations.
 - c. Broaden SAR Partner engagement to other partners.
4. **Planning for the future** to ensure a sustainable service:
 - a. Continue to increase our Community awareness and presence.
 - b. Maintain and execute a viable Asset Management strategy.
 - c. Ensure Succession planning is in place.
 - d. Maintain Financial strength and sustainability.





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Business Plan

A message to our Membership



The past 5 years have been focused on the essentials of strengthening the organization, developing our crews, and ensuring SAR readiness while promoting our unit values. From internal communications, to training to vessel improvements, we have made great progress in these areas. Our focus in these areas will continue as focus the next phase of "Planning for the future". Our fundraising and communities will now be the major focus with the goal of purchasing a replacement vessel in the future.

We have revised and focused our vision, focusing our services more locally by "Volunteers providing leading marine SAR services in Durham Region on Lake Ontario". Previously this was a grander statement regarding the best unit on the Great Lakes, but our efforts are really focused on our local area. It also emphasizes a key element to our success is due to the commitment of our volunteer membership.

Strengthen the organization:

- i. Increase recognition of your peers through CCGA and internal awards.

To Develop our crews:

- ii. CCGA Phase training for our newer members
- iii. Introduction of activities that can increase our expertise for the experienced members.
- iv. Our Coxswains will be undergoing a coaching and mentoring pilot program to help get their master's limited qualifications.

To Ensure SAR Readiness:

- v. Execute the internal readiness concept to annual crew assessments.

To Plan for the Future:

- i. Continue the community awareness programs under the new brand.
- ii. The development of a strategic fundraising plan with support from external sources in the community.
- iii. Asset Management Strategy
 - a. Vessel improvements to ensure the safety and capabilities of our crews.
 - b. Start the procurement assessment for a replacement vessel (with a near shore secondary vessel capability) in 5-10 years period.

Our success is dependent on your continued assistance to ensure the timely completion of our actions. We would ask all of you to participate and help where you can within the confines of your unique commitments.

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

Ivan Barsby
Vice Commodore PARA Marine SAR
CCGA Deputy Unit Leader, Unit #1





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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

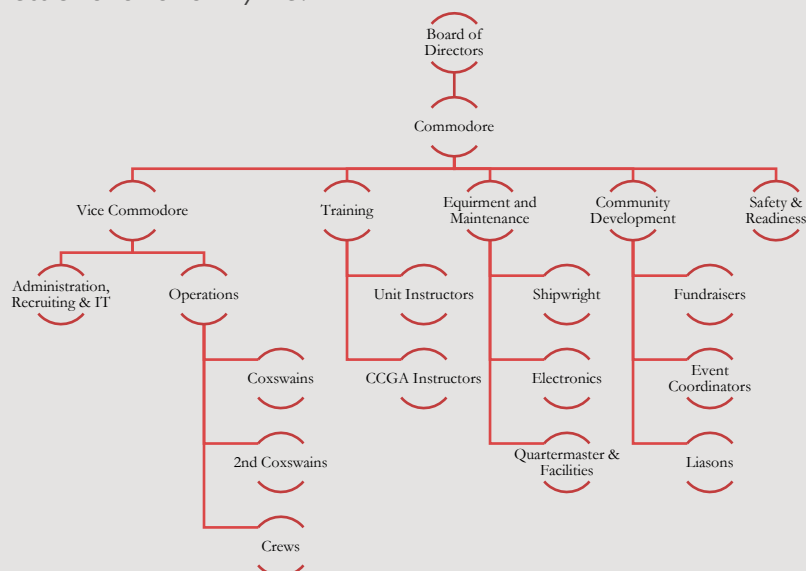
Oversight to the organization is provided by volunteer board (9 members) consisting of at 5 members representing the local communities and 4 active members of PARA:

- 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 professional and family life.





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Membership Values



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 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, or 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.





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Goals for 2021 - 2025

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.

Increase Member Engagement and Awareness:

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.

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.

In the end, we simply ask for open communications and honesty in the ability to commit to the mission.

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





PARA Marine Search & Rescue

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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 will be to support the primary vessel operations. Regardless of the type, this 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 growth through learnings from basic, to intermediate and senior levels of knowledge. Continuous self-improvement is 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.
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



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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 and safety through evaluations:

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

1. Continue to improve our risk management (GAR) processes onboard the vessel.
2. Introduce a program that will provide various methods to ensure more consistent knowledge and practices across the crews.
3. Align our practical performance signoffs with onboard experiences.
4. Introduce a more structured approach to training evolutions conducted during patrols through the scenario playbook.
5. Introduce a series of focused sessions to develop skillsets in key vessel roles.

Broaden SAR Partner engagement to other partners:

Our relationships continue to grow. We have solid working relationships with Durham Regional Police, Toronto Police Marine Unit, and the respective Pickering, Ajax, and Whitby Fire Services. Working 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 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 guidelines for social media and other communication methods will be set. These aids can be leveraged at any activities and public events. This will help to ensure consistent messaging around the unit Brand, Purpose and Mission.





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- Recognition: Targeted at those sponsors, donors 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 undertaken by the membership through skilled volunteers.

A replacement vessel strategy is underway. This vessel requirements can be summarized as follows:

Hull & Machinery	Light weight but durable in heavy seas; capable of self righting
Power Plant & Propulsion	Emerging technologies such as electric / hybrid power plant & jet propulsion
Electronics and Navigation	Current state of the art radar, GPS, chart plotters, AIS, RDF
Communications	Internal and external communications via VHF and emergency service bands
Transportation & Trailer	Road Trailer and designed for road transportation
Near Shore Capability	Must be capable of carrying and deploying a smaller dinghy or PWC or deploying to shore.
Exterior Paint & Branding	Addresses sponsorships and funding but clearly identified as a RESCUE vessel
SAR & Safety Equipment	Latest technology in safety and SAR equipment

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. Where appropriate, board and executive governance has been developed for smooth transition and consistent business practices.

Maintain Financial strength and sustainability:

PARA Marine SAR is funded by the following financial mechanisms:



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1. The Region of Durham provides an annual operating budget for one (1) marine asset. The focus of these funds is for operating costs and regular maintenance. Special upgrades or extensive maintenance coverage are reviewed on as 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. Long term savings activities:
 - i. Fund Raising Events.
 - ii. Personal donations by the community, friends and family of members or the membership themselves.
 - b. Near term equipment purchases:
 - i. Corporate grants or donations through our sponsorships or business partnerships programs.
 - ii. Local government grants.
 - iii. Provincial government grants.

With support of municipal staff, a fundraising plan is being drafted to support the long-term savings activities. The intent is to engage more volunteers external to the unit so that the current membership can focus on vessel operations and supporting community events. There will also be a focus on educating and leveraging the broader business community through the local board of trades / chamber of commerce organizations.

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



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Appendix

Primary Vessel Replacement Initiative

The Past and Current Vessels

1960s to 1970s

1980s to 1990s

2000s to 2010s

Rebranded in 2020

Primary Vessel Discussion: Replacement Strategy

Current vessel on launch and various SAR efforts

The PARA Marine Search and Rescue 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 Marine SAR is also active in encouraging boater and public awareness of water safety.

The Unit & Mission

Vision: To provide best-in-class marine SAR services to Durham Region and surrounding areas on Lake Ontario.

Mission: 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

The Background

The current vessel 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. Last hull and equipment in 2017 - 2018. Anticipated electronics upgrade in 2020.

The Vision

To replace the current PARU in the 2015 to 2020 timeframe with state of the art vessel leveraging the current latest technologies.

The Requirements

- Hull & Machinery
- Power Plant & Propulsion
- Electronics and Navigation
- Communications
- Transportation & Trailer
- Near Shore Capability
- Exterior Painting & Branding
- SAR & Safety Equipment
- Sponsorships - gift in kind
- Grants

The Ask

Targeted equipment acquisition including safety and specialized SAR equipment

The Why

SAR Types and Actions vs Population Growth

Targeted equipment acquisition including safety and specialized SAR equipment

PARA Marine SAR
682 Hillview Crescent,
Pickering, Ontario, L1W 2P7
Charity BN / Registration
#86802 0843 R60001

www.paramarinestar.ca
info@paramarinestar.ca
PARA Marine SAR
https://m.facebook.com/paramarinestar
https://www.twitter.com/para_rescue

Community Safety Teamwork Professionalism

Near Shore Vessel Examples





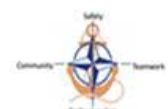
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Business Plan Actions

Objective	Goals	Actions	Status	Owner
Develop our crews by instilling a strong nautical knowledge base	Continue training to build basic skills	Execute the CCGA Phase program in a timely manner	Continue	Training
	Improve skills competency in our crew members	Improve and execute the individual training program - make us sailors first	Continue	Training
		Execute training program for Transport Canada coxswain qualifications (Masters Limited)	Focus Area	Training
		Leverage online training solution for Radar training	Focus Area	Training
		Execute a plan to train membership to Raymarine electronic product suite	Focus Area	Training
Ensure SAR readiness in order to maintain operational resiliency and agility	Broaden SAR Partner engagement to other partners	Develop and execute a damage control training program	Focus Area	Training
	Build consistency between crews	Develop and rollout the Basic, Intermediate and Senior levels assessment program (PPL)	Focus Area	Operations
		Continue exercises with local SAR Partners	Continue	Operations
	Validate crew readiness, safety through training and evaluations	Rollout the Patrol and SAR Training - Scenario Playbook	Focus Area	Operations
		Ensure a maximum 30-minute response time to any mission tasking.	Continue	Executive
		Continue with annual kickoff with SAR review	Continue	Operations
		Continually improve the implementation of the formal risk management (GAR) methodology	Continue	Coxswains
		Promote the Health and Safety Policy	Continue	Coxswains
	Continue to increase our Community awareness and presence	Improve collaboration with other CCGA units and Operations Manager for lessons learned	Continue	Operations
		Execute the crew Readiness Checks with CCGA instructors	Focus Area	Training
		Publication of articles in industry publications	Continue	Admin
		Continue to engage members in fund raising activities	Continue	Community
		Expanding presence at municipal, regional and federal events within our serviceable area.	Continue	Community
Planning for the future and ensure a sustainable future	Ensure Succession planning	Foster and renew relationships with the local marinas and yacht clubs	Continue	Community
		Enforce uniform policy to ensure consist application	Continue	Coxswains
		Continued presentations to local Councils to raise awareness of our services	Continue	Community
		Raise awareness of the asset replacement strategy to business community	Focus Area	Executive
		Develop Fund Raising plan to support the asset management strategy	Focus Area	Commodore
	Maintain and execute a viable Asset Management strategy	Review the Social media strategy and engage external support.	Focus Area	Community
		Promote the Business & Risk Management Policy for business operations for the organization.	Continue	Executive
		Execute a robust and agile minor maintenance strategy	Continue	Equipment
		Execute a vendor based maintenance plan	Continue	Equipment
		Establish and review electronic logs for maintenance, checklists and other items	Focus Area	Admin
Strengthen the organization through improved communications	Continue our Management Transparency initiatives	Revise an asset replacement strategy for emerging requirements	Continue	Equipment
		Issue Request for Information (RFI) for a vessel replacement	Focus Area	Commodore
		Continue to produce board memos and proposals for initiatives	Continue	Executive
		Maintain administrative excellence in reporting during season	Continue	Coxswains
		Publication of Executive and Board Minutes to the general membership	Continue	Admin
	Increase Member Engagement	Continue Leveraging Office 365 for membership training, collaboration and communication	Focus Area	Admin
		Develop and communicate a unit risk profile to the membership and board	Continue	Executive
		Promote the training and readiness roadmap for competency	Continue	Coxswains
		Promote a career roadmap illustrating opportunities to contribute	Continue	Coxswains
		Promote the Critical Stress Management support network	Continue	Coxswains
		Members to maintain profiles on CCGA SMS and PARA Volunteer Rescue	Continue	Admin
		Manage and improve the recruitment process	Continue	Admin
		Continue to improve through an annual member survey	Continue	Admin
		Continue to monitor and report on members activities	Continue	Admin
		Promote a 4 point rule (Patrol, Training, Community, Backoffice) to measure members hours	Continue	Admin
		Increase the recognition with CCGA and PARA awards	Focus Area	Executive





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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
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





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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 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.



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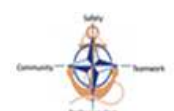
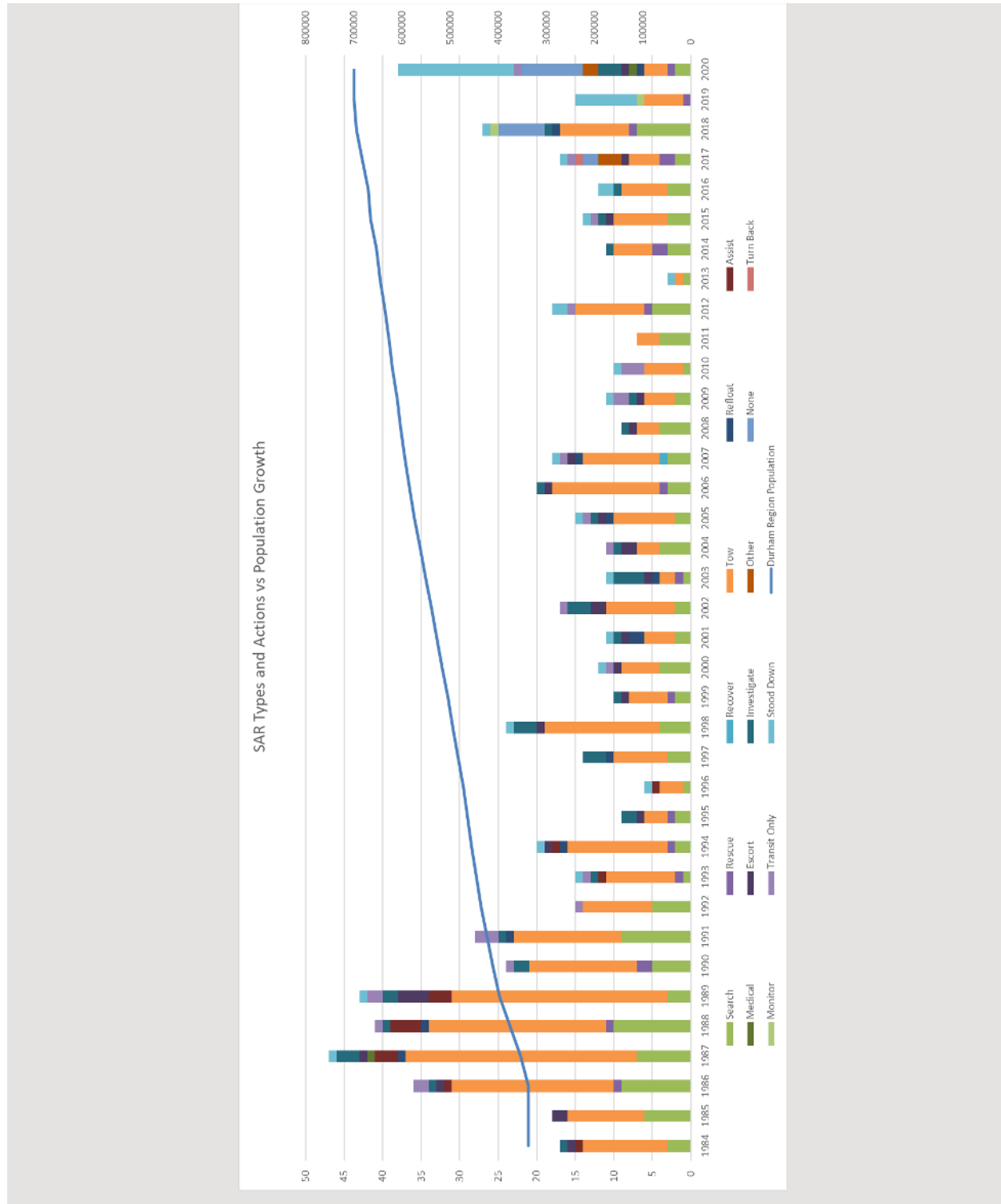
Figure 1 - Geographical Illustration of SARs





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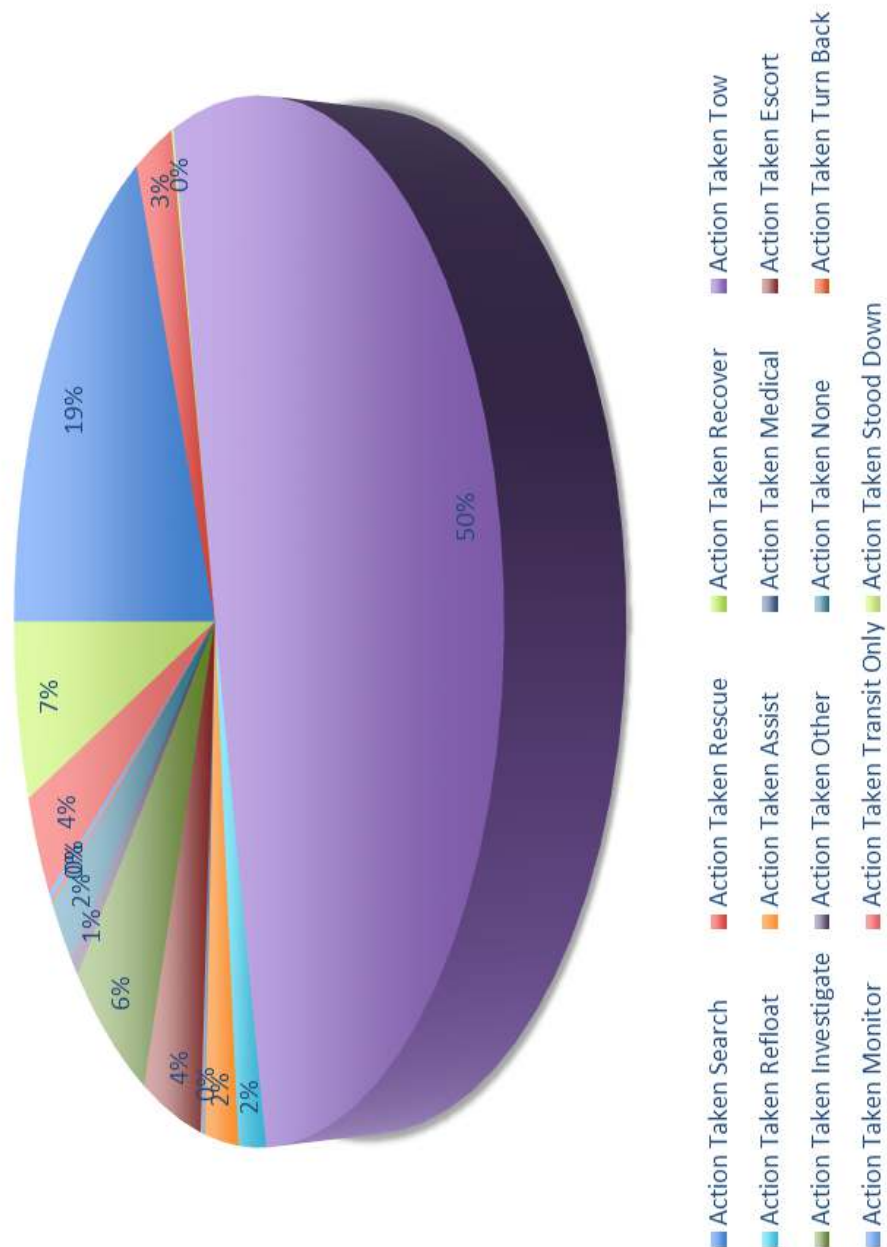




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Proportion of Response Type





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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"



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2003	City of Pickering	Bravery/Heroism Award	Awarded to PARA "...for their outstanding contributions that have clearly served to enrich our community."
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	Service Recognition Award	Presented to PARA for 50 years of service to the local communities.





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	Canadian Coast Guard		
	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





Estimate

DATE	09/23/2021
ESTIMATE #	60903312
CUSTOMER	PARA Marine Search and Rescue 682 Hillview Crescent, Pickering, L1W 2R7,

DESCRIPTION	Replace AC/DC Electrical components in engine compartment
-------------	---

Description	Qty	Rate	Tax	Total
Remove existing battery charger, battery switches, bus bars, AC / DC wiring and outlets from engine compartment. Mount black starboard to forward bulkhead of engine compartment. Install new battery charger/invertor , battery switches, battery boxes and battery isolator. Install emergency parallel solenoid between engine battery switches. Route and connect all new AC/DC cabling with appropriate fusing as per ABYC requirements.	62.00	\$185.00	13.00%	\$12,961.10
3/4" x 48" x54" black starboard marine lumber	1.00	\$748.39	13.00%	\$845.68
MasterVolt COMBIMASTER 12V/1500-60A 120V Invertor/Charger	1.00	\$1,997.89	13.00%	\$2,257.62
Promariner 2/3 battery isolator	1.00	\$750.99	13.00%	\$848.62
Blue Seas HD battery switch	2.00	\$76.99	13.00%	\$174.00
Blue seas L series solenoid switch	1.00	\$351.69	13.00%	\$397.41
Attwood group 31 battery box	4.00	\$42.19	13.00%	\$190.70
Blue seas positive/negative battery terminal boots	6.00	\$15.99	13.00%	\$108.41
Ancor battery lugs 2/0	40.00	\$9.99	13.00%	\$451.55
BEP 8 Stud HD bus bar with cover	1.00	\$321.79	13.00%	\$363.62
Blue Seas ANL fuse holder 325-750 Amp with cover	10.00	\$89.29	13.00%	\$1,008.98
Blue seas ANL fuse 350A	10.00	\$45.29	13.00%	\$511.78
Blue Seas ANL fuse holder 35-300A with cover	3.00	\$45.19	13.00%	\$153.19
Blue seas ANL fuse 160A	1.00	\$45.29	13.00%	\$51.18
Ancor 2/0 AWG red tinned copper battery cable 50'	1.00	\$494.59	13.00%	\$558.89
Ancor 2/0 AWG black tinned copper battery cable 50'	1.00	\$494.59	13.00%	\$558.89
Ancor 1 AWG red tinned copper battery cable 50'	1.00	\$344.19	13.00%	\$388.93
6 AWG red tinned copper battery cable	1.00	\$131.79	13.00%	\$148.92
Misc SS fasteners	1.00	\$100.00	13.00%	\$113.00

Misc Electrical / Shop Supplies	1.00	\$475.00	13.00%	\$536.75
HST		13.00%		\$2,603.36

CUSTOMER MESSAGE

****Please Note**** Repair estimates are subject to change due to concealed or unknown conditions at the time that the estimate was written. The customer will be contacted for approval if the cost of repairs will exceed the original estimate by more than 15% (parts and labour). This estimate assumes that the customer approves all increases up to 15% of the original estimate (parts and labour) plus applicable taxes. This estimate is valid for fifteen days. A signed copied of the estimate must be returned and a deposit (equal to the total cost of parts) received prior to the commencement of any work. By signing below, you hereby authorize Toronto Yacht Services (TYS) personnel to operate your vessel in connection with repair work quoted above. By signing below, you acknowledge that pursuant to the repair and storage liens act, a lien may be secured against your vessel for non-payment of the above quoted repair work. By signing below, you acknowledge and agree to all of the above listed terms and conditions.

Estimate Total: \$22,629.21

Pre-Work Signature

Signed By



Estimate

DATE	09/11/2021
ESTIMATE #	60586326
CUSTOMER	PARA Marine Search and Rescue 682 Hillview Crescent, Pickering, L1W 2R7,

DESCRIPTION

Description	Qty	Rate	Tax	Total
Remove outdrive from transom shield. Remove clamping ring from transom shield. Rig gantry crane and remove engine from boat. Remove and replace rear main crankshaft seal. Remove primary housing and shaft. Install new bearings in housing.. Reinstall primary shaft housing. Reinstall engine in boat and adjust alignment. Reinstall clamping ring on transom assembly. Reinstall outdrive.	2.00	\$7,150.00	13.00%	\$16,159.00
Volvo Flange Screw 984754	20.00	\$3.14	13.00%	\$70.96
Volvo bushing	2.00	\$71.91	13.00%	\$162.52
Volvo lip seal	2.00	\$34.39	13.00%	\$77.72
Volvo ball bearing	2.00	\$52.00	13.00%	\$117.52
Volvo snap ring	2.00	\$6.92	13.00%	\$15.64
Volvo snap ring	2.00	\$1.99	13.00%	\$4.50
Volvo bushing	2.00	\$29.41	13.00%	\$66.47
Volvo sealing ring	2.00	\$44.42	13.00%	\$100.39
Volvo rubber ring	4.00	\$51.70	13.00%	\$233.68
Volvo striker plate 806624	6.00	\$27.30	13.00%	\$185.09
Volvo hexagon screw	12.00	\$13.73	13.00%	\$186.18
Volvo sealing ring	2.00	\$71.69	13.00%	\$162.02
Volvo o-ring	4.00	\$3.34	13.00%	\$15.10
Volvo exhaust bellows kit	2.00	\$101.90	13.00%	\$230.29
Volvo flexplate	2.00	\$1,383.99	13.00%	\$3,127.82
Volvo U joint bellows kit 3808898	2.00	\$91.23	13.00%	\$206.18
Volvo exhaust hose	2.00	\$381.38	13.00%	\$861.92
Volvo pivot pin	2.00	\$77.83	13.00%	\$175.90
Volvo hose clamp	2.00	\$42.90	13.00%	\$96.95

Shop Supplies	1.00	\$200.00	13.00%	\$226.00
HST		13.00%		\$2,586.41

CUSTOMER MESSAGE

****Please Note**** Repair estimates are subject to change due to concealed or unknown conditions at the time that the estimate was written. The customer will be contacted for approval if the cost of repairs will exceed the original estimate by more than 15%(parts and labour) This estimate assumes that the customer approves all increases up to 15% of the original estimate (parts and labour) plus applicable taxes. This estimate is valid for fifteen days. A signed copy of the estimate must be returned and deposit (equal to the total cost of parts) received prior to the commencement of any work.

Estimate Total: \$22,481.85

Pre-Work Signature

Signed By

PARA Marine Search & Rescue

Balance Sheet

As of 30 September 2021

30 Sep 21

ASSETS

Current Assets

Chequing/Savings

1000 - TD - Checking 65,590.93

1050 - PayPal 3,622.50

Total Chequing/Savings 69,213.43

Accounts Receivable

1200 - Accounts Receivable 61,665.00

Total Accounts Receivable 61,665.00

Other Current Assets

1300 - Prepaid Insurance 6,828.12

1460 - Short-term investments

1465 - New Boat Fund 131,358.54

Total 1460 - Short-term investments 131,358.54

Total Other Current Assets 138,186.66

Total Current Assets 269,065.09

Fixed Assets

1500 - Vessel Asset Purc (PARU) 110,000.00

1510 - Acc Dep on Purch vessel -110,000.00

1520 - Improvements to PARU 247,604.40

1530 - Acc Dep on Improv to Ves -119,514.00

1601 - Shore Assets - Operating 6,018.13

1602 - Accum Depr Shore Assets -3,010.00

1603 - Trailers 5,541.80

1604 - Accum Dep on Trailer -519.00

Total Fixed Assets 136,121.33

TOTAL ASSETS 405,186.42

LIABILITIES & EQUITY

Liabilities

Current Liabilities

Accounts Payable

2005 - Accounts Payable -100.10

Total Accounts Payable -100.10

Other Current Liabilities

2010 - GST/HST Payable -6,920.09

Total Other Current Liabilities -6,920.09

Total Current Liabilities -7,020.19

Total Liabilities -7,020.19

Equity

2500 - Deferred Contribution 214,248.71

2501 - Acc Dep of Deferred Cont -75,528.00

3100 - Opening Balance Equity 213,073.82

Net Income 60,412.08

Total Equity 412,206.61

TOTAL LIABILITIES & EQUITY 405,186.42

PARA Marine Search & Rescue
Profit & Loss Prev Year Comparison
January through September 2021

	<u>Jan - Sep 21</u>	<u>Jan - Sep 20</u>	<u>\$ Change</u>	<u>Region Budge</u>
Ordinary Income/Expense				
Income				
4010 - from Muni/Reg Gov't	63,480.00	59,850.00	3,630.00	63,480.00
Total Income	<u>63,480.00</u>	<u>59,850.00</u>	<u>3,630.00</u>	<u>63,480.00</u>
Gross Profit	63,480.00	59,850.00	3,630.00	63,480.00
Expense				
5001 - Maintenance and Repairs				
5002 - M&R Vessel	38,898.96	41,538.02	-2,639.06	20,000.00
5003 - M&R Equipment	4,600.55	2,060.97	2,539.58	6,000.00
5004 - M&R Materials	1,570.87	879.00	691.87	1,500.00
Total 5001 - Maintenance and Repairs	<u>45,070.38</u>	<u>44,477.99</u>	<u>592.39</u>	<u>27,500.00</u>
5010 - Fuel - Deisel	6,534.05	2,063.80	4,470.25	9,000.00
5020 - Insurance				
5021 - Insurance - D&O	980.91	1,181.88	-200.97	-
5022 - Insurance - Personell	731.43	487.62	243.81	-
5023 - Insurance - Vessel & Equ	832.50	3,663.00	-2,830.50	-
5024 - Insurance General Liabil	6,081.12	4,257.45	1,823.67	-
Total 5020 - Insurance	<u>8,625.96</u>	<u>9,589.95</u>	<u>-963.99</u>	<u>10,900.00</u>
5030 - Professional Fees	400.00	400.00	0.00	2,800.00
5031 - Professional Services	0.00	1,488.00	-1,488.00	1,500.00
5040 - Personnel Related				
5041 - Training	0.00	153.15	-153.15	3,500.00
IMRF Exchange				500.00
5042 - COVID	418.88	648.94	-230.06	500.00
Total 5040 - Personnel Related	<u>418.88</u>	<u>802.09</u>	<u>-383.21</u>	<u>4,500.00</u>
5050 - Rentals				
5051 - Rental Boat Lift	614.40	530.60	83.80	1,500.00
5052 - Rental Slip Fee	2,293.60	1,830.11	463.49	1,830.00
5054 - Rental Winter Storage	1,173.67	1,191.97	-18.30	1,500.00
Total 5050 - Rentals	<u>4,081.67</u>	<u>3,552.68</u>	<u>528.99</u>	<u>4,830.00</u>
5070 - Misc Services				
5072 - Communiation	868.60	2,435.36	-1,566.76	2,000.00
5073 - Office Expense	462.29	0.00	462.29	250.00
Total 5070 - Misc Services	<u>1,330.89</u>	<u>2,435.36</u>	<u>-1,104.47</u>	<u>2,250.00</u>
5080 - Licences				
5081 - K-Sim Navigation Radar	550.00	0.00	550.00	200.00
Total 5080 - Licences	<u>550.00</u>	<u>0.00</u>	<u>550.00</u>	<u>200.00</u>
Total Expense	<u>67,011.83</u>	<u>64,809.87</u>	<u>2,201.96</u>	<u>63,480.00</u>
Net Ordinary Income	-3,531.83	-4,959.87	1,428.04	-

PARA Marine Search & Rescue
Profit & Loss Prev Year Comparison
January through September 2021

	<u>Jan - Sep 21</u>	<u>Jan - Sep 20</u>	<u>\$ Change</u>	<u>Region Budge</u>
Other Income/Expense				
Other Income				
6001 - rec'd from CCGA	13,805.63	39,971.18	-26,165.55	
6004 - rec'd - other charities	1,556.88	898.40	658.48	
6007 - Tax-receipted gifts	2,215.21	290.00	1,925.21	
6510 - Unrealized gain on inves	6,544.55	-1,347.52	7,892.07	
8002 - Other revenue	2,500.00	0.00	2,500.00	
8004 - Rev. sale of good	1,490.00	4,543.00	-3,053.00	
8007 - Service Agreements	5,000.00	5,000.00	0.00	
8009 - Interest Income	10.75	4.84	5.91	
8010 - Grants Received				
8014 - Grant City of Pickering	6,000.00	4,787.00	1,213.00	
8016 - Grant Town of Whitby	3,200.00	0.00	3,200.00	
8017 - Grant Elexicon	27,000.00	0.00	27,000.00	
Total 8010 - Grants Received	36,200.00	4,787.00	31,413.00	
Interest Earned on Investments	0.00	3,670.94	-3,670.94	
Total Other Income	69,323.02	57,817.84	11,505.18	
Other Expense				
7100 - Freight In	0.00	195.95	-195.95	
9001 - Ad & Promotion	1,124.26	0.00	1,124.26	
9003 - Fundraising Exp	190.00	0.00	190.00	
9004 - Members Exp	0.00	39.30	-39.30	
9006 - ParaWear Expenses	2,765.69	6,826.53	-4,060.84	
9007 - Supplies for Spit Base	11.16	0.00	11.16	
9008 - Community Engagement Exp	463.96	0.00	463.96	
9010 - Square Fees	53.24	147.06	-93.82	
9011 - Pay Pal Fees	49.05	4.64	44.41	
9025 - Membership & subscriptio	721.75	689.13	32.62	
Total Other Expense	5,379.11	7,902.61	-2,523.50	
Net Other Income	63,943.91	49,915.23	14,028.68	
Net Income	<u>60,412.08</u>	<u>44,955.36</u>	<u>15,456.72</u>	