

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

**March 30, 2022 TELECONFERENCE, 5:00 pm (EST)**

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

Maurice Brenner

**REGRETS:** Shaun Collier

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, and Maurice Brenner as a potential Director.

Bill McLean declared the meeting open at 5:08.

**Declaration of Interest**

There were no conflicts declared

Introduction of Maurice Brenner attending as a possible replacement for Bill McLean (retiring). Bill presented Maurice to the Board, Maurice who is a long serving City of Pickering Councilor, a firm supporter of PARA and has a high profile in the community which could benefit our ongoing operations. Bill stated that when he joined the PARA Board he wanted to increase our visibility within the other communities we serve (Ajax & Whitby) and he feels Maurice will be able to continue the work already done. Maurice told the Board that he will do all he can to help PARA achieve our short- and long-term goals. John expressed the Boards support for Maurice's inclusion.

## **Approval of Past Minutes**

John Rycroft moved that the Minutes of the October 27, 2021 meeting be approved as distributed, Rob Anderson seconded. ***Motion Carried***

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

Colin presented the distributed report.

Discussion was held regarding the DRPS's recent change in staffing and possible change in assets for its marine unit. It was decided that PARA should engage in dialogue with DRPS and other Regional stakeholders regarding the possibility of PARA acquiring the vessel JD Edwards should the Region be replacing it.

### **Risk Factors**

Maurice informed the Board that the City had approved funding to clear the weeds in Frenchman's Bay, and were negotiating with the Bay owner and service providers.

Rob Anderson Moved that the Commodore's Report be approved as distributed, Mark Poray Seconded ***Motion Carried***

## **FINANCIAL REPORT**

Unaudited Balance sheet and Profit and Loss statements to December 31, 2021 and March 31, 2022 were reviewed as distributed.

Jennifer told the Board that the Audit was almost complete and that the Auditors had not expressed any concerns, and that the Region's finance department had reviewed the submitted expense documents for 2021 and had not expressed any concerns. Each party (Auditor and Region) are waiting to formalize their acceptance. Funding should follow in the normal course.

Bill McLean informed the Board that the Region had approved PARA's 2022 budget request.

Samuel Cummings had reviewed the investment portfolio, as requested, and with the caveat that he is not a licensed Financial Advisor, stated that he and found no concerns with the investment strategy but expressed the opinion that PARA may be able to move to a plan with lower fees but the same risk profile (perhaps more ETF based). Jennifer and Colin will investigate options with the financial institutions.

John Rycroft moved, that the financial reports be accepted as distributed Keenan Watters seconded, - ***Motion Carried***

### **AGM Documentation**

Colin Thomson moved, that the AGM documents be approved for distribution once the new letterhead format has been incorporated, John Rycroft seconded - ***Motion Carried***

### **Other Business**

Bill McLean suggested that a Media Event be organized for the launch, but as the vessel is launching in Toronto, and it won't be known for sure if it will be berthing at FBYC or Whitby, due to ice levels, it was decided to try and organize such an event during the FBYC Sailpast and perhaps at the Whitby Sailpast as well. Bill suggested that local dignitaries and the Police and Fire Chiefs and Superintendent be invited for a ride along.

### **Future Meeting Dates**

April 21<sup>st</sup> 2022, immediately following the AGM.

Keenan Watters moved; that the meeting be adjourned Rhonda Mulcahy seconded ***Motion Carried***

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

Colin Thomson

Jennifer S. McGuinty

Approved November 9, 2022

Appendixes attached:

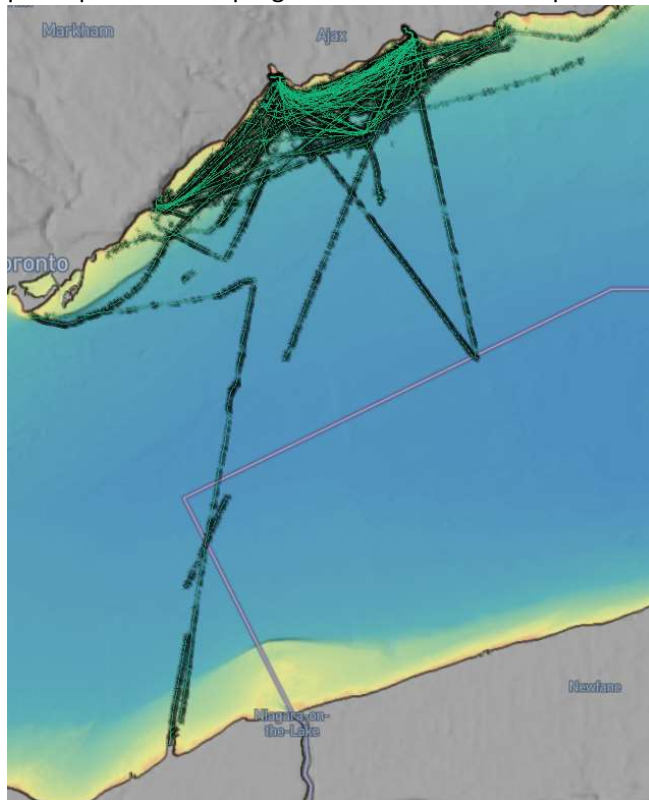
- A1 Commodore Report – March 2022
- A2 CCGA SOPP 11.28.21
- A3 PARA Marine SAR – 2022 general presentation - DRAFT
- A4 TYS invoice
- A5 Unit Action List and Risk Profile – Mar 2022
- A6 TOA – 2021 – PARA Capital Fundraising Plan - Draft
- A7 TOA – PARA – 2021 One Pager
  
- B1 Financial Statements – December 2021 – DRAFT
- B2 Financial Statements – March 31 2022 – DRAFT
  
- C1 2022 AGM Notice
- C2 2021 AGM Minutes – DRAFT
- C3 2022 AGM Proxy Form

# Commodore Report Mar 2022

Tuesday, 22 March 2022 9:25 am

## Opening Remarks

1. Off Season comments
  - a. Boat will be launched on 5 April 2022 at Outer Harbour Marine, Toronto
  - b. Returning to Durham on 6 April 2022. Intention is return to FBYC however if ice or water levels are limiting will proceed to Port Whitby Marina for a short period.
2. Attachments
  - a. Toronto Yacht Services (TYS) invoice for engines.
  - b. Community presentation for 2022
  - c. Deliverables (x2) from Ajax for fundraising strategy
  - d. March 2022 Risk Profile
  - e. CCGA SOPP 11.28.2021
3. Upcoming changes:
  - a. AGM is moved from April 28 to April 21 2022
  - b. Welcome Maurice Brenner as Pickering representative and chairman, replacing Bill Mclean. This would be effective as of the AGM next month.
  - c. Many thanks to Bill Mclean for his support and guidance over the past 7 years. Bill has been the chairman since 2017 and has been instrumental in our growth achievements. In this period we have welcomed new representation to the board from both the Ajax and Whitby communities. Happy Retirement Bill!
4. Over the last year, the unit has participated in gathering bathymetry data. This is part of a mandate to gather bathymetric data on the Great Lakes as part of [LAKEBED 2030](#) and [SEABED 2030](#) initiatives. Commercially, I have been working with a company called Orange Force Marine to develop this solution for the Great Lakes Observing System ([www.glos.org](http://www.glos.org)). A data logger was installed on PARA Marine last year and gathered data last summer for the project. The data ends up being using by GLOS and eventually by the CHS - Canadian Hydrographic Services ([Nautical charts and services](#)), NOAA - National Oceanic and Atmospheric Administration ([www.noaa.gov](http://www.noaa.gov)) and IHO - International Hydrographic Organization ([www.iho.int/en/csbwg](http://www.iho.int/en/csbwg)). The following picture illustrates the data collected over the course of the summer. Our intention is to continue participation in this program and collect data as part of our regular activities.



## **Operations and Admin**

1. Personnel
  - a. Members: 47
    - a. Admin: board members (7); administrative members (1)
    - b. Operational: 39 members of possible 50
  - b. Comments
    - a. Admin members:
      - 1) Maurice will need to join as an admin member
    - b. Operational members:
      - 1) 3 did not renew due to the new member requirement for full vaccination status. NOTE: The CCGA did issue a similar COVID policy requirement for membership.
2. CCGA has issued revised Standard Operating Policies and Procedures. See attachment. This is under review to ensure understanding and compliance. In particular, the following items:
  - a. 13.02.02 - Responsibilities of Units on page 65.
  - b. 13.31.01 - Towing on page 105 (NOTE: Sam / Keenan - need your assistance on communication and perception management to the boating community that we can't simply tow, need to be authorized to do so by JRCC - Joint Rescue Coordination Centre in Trenton)
  - c. 13.32.01 - Helmets on page 109 (NOTE: see comment below about integration of helmets and headsets)
3. Other topics
  - a. Support for DRPS for training. Status on vessel: JD Edwards per DRPS (?)

## **Training**

1. Online training has been conducted during the off-season. This included guest speakers from Canadian Coast Guard - JRCC, Durham Region Police Marine Unit, RCAF 424 Squadron.
2. Masters training for coxswains has commenced in March 2022. This involves training sessions (classroom and boat practical) to prepare for Transport Canada written and practical evaluations.
3. Phase training classroom started in March 2022. Practical sessions are scheduled for April / May 2022
4. A more structured continuous learning program has been developed. The Personal Progression Log (PPL) concept is being rolled out this season and will provide members a structured approach for SAR capability growth.

## **Equipment and Maintenance**

1. Projects - Completed:
  - a. Engine maintenance to replace faulty seal on starboard engine. Final bill was \$13.3K compared to the ~\$12K quotation but included a worn gasket and hoses on the turbo lines.
  - b. Replace the light frame on the bow flood light providing a more secure mounting.
2. Projects - Underway:
  - a. Reassessment of use of Helmets: CCGA has mandated the use of helmets under certain conditions. This will require integration with our headsets system. Currently testing the system however it may require us to purchase new helmets depending on the outcome of our tests.
  - b. Installation of davit system for onboard hoisting. Currently working with the vessel surveyor to determine stability issues.
  - c. Assessment and documentation of DC electrical system in the engine compartment and other systems on the vessel.
3. Projects - Outstanding:
  - a. Storage improvements to the trailer to support community events
  - b. Storage improvements to the forward compartment of PARA Marine

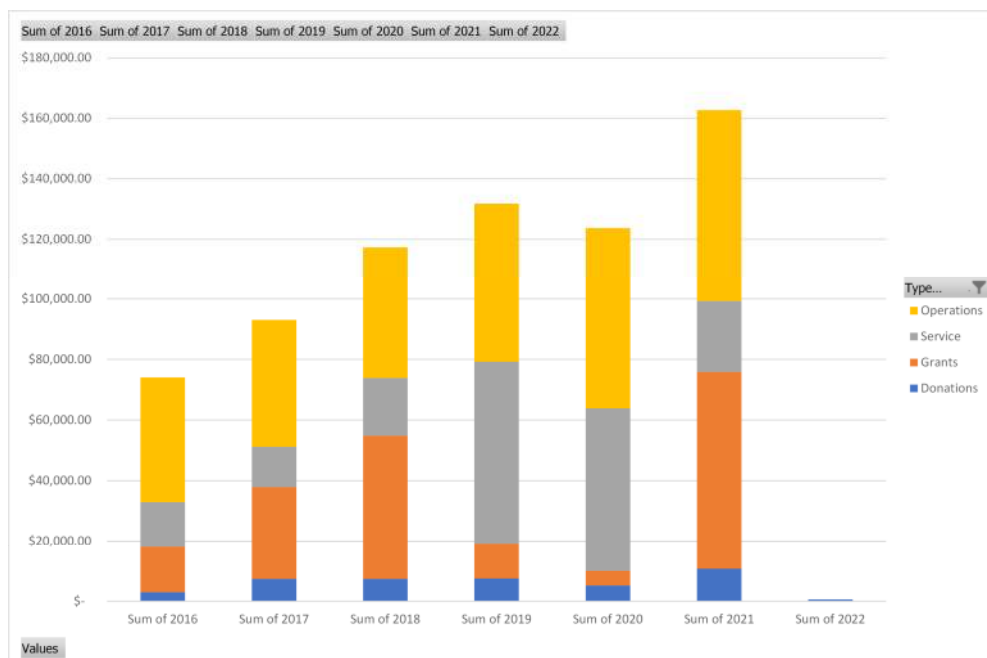
## **Financial**

1. Transferred of \$65K to long term savings was done in fall 2021
2. Grant status:
  - a. Government
    - a. Pickering: 6K was awarded but not received as of yet. Will be used to purchase a AIS datum marker, onboard computer and new branded community tent
    - b. Ajax: Service Agreement for 2022 is outstanding

- c. Whitby: Being drafted for due date of 31 March. Items - Pneumatic line launcher and rear search light for illuminating towed vessels
  - d. Region funding for remainder of 2021 and 2022 installment is still outstanding (due to audit)
- b. Corporate
  - a. Firehouse: no application as of yet.
  - b. OPG: nothing submitted for 2021 nor 2022 as of yet
  - c. Elexicon: nothing submitted for 2021 nor 2022 as of yet
- 3. Possible projects / purchases requiring funding:
  - a. Exploring acquisition of near shore "run about" vessel. Possible use of Firehouse grant for a similar "whally" vessel. See picture below of a similar vessel at Inland Rafts in Ajax. Budget for vessel, motor and trailer would be ~25K (Firehouse grant limitations)



- 4. Summary of annual income (see graph below)
  - a. Increase in donations predominantly due to Jim Dike in memory donations and a couple of larger personal donations
  - b. Grants were received from both Firehouse and Elexicon for electronics. Difference was deposited into long term savings. No major grants were received in 2019 and 2020 (ie Firehouse or others).
  - c. Operational budgets started to increase in 2019 including the funds from Ajax,
- 5. Budget for 2022
  - a. **FINANCIAL RISK** - Expecting continued higher fuel costs. On average, annual spend is \$8-9K so this year if we are back to full patrols and training, as COVID 19 restrictions ease, it may be higher than normal. COMMENT: Should we give the region a heads-up on this potential increased expense?



## Community Development

### 1. General

- a. Mandate: to increase awareness of PARA Marine SAR to the local residents, local businesses and government entities.
- b. New community tent is on order. See picture below:



### c. Activities and Events in 2022

#### a. Community

- 1) Canada Day events
- 2) Opportunity to participate in a community food drives with DRPS (example: Cram the Cruiser)
- 3) PARA Marine Waterfront Festival (pending permits being granted)

#### b. Business

- 1) May 19th Pickering/Ajax - Golf Tournament (hole sponsorship, PARA Marine selected Charity of Choice, players)
- 2) June 3th Whitby - Golf Tournament (players only)
- 3) Continuing discussions with Girls Inc. to cohost some events.

#### c. Government

- 1) Ajax Mayors Gala (June) has a nautical theme. How can PARA Marine support? FBYC / PWM Support?
- 2) Pickering Mayors Gala - is there an opportunity to support?
- 3) Whitby Mayors Gala - is there an opportunity to support?

### d. Fundraising Plans

- a. Support from Town of Ajax contact. Materials (2 samples) received in Q1 2021 but haven't been able to act on the recommendations or support as of yet. Thank you very much for the support and time from the individual.
- b. PARA Marine - Proud support program is being overhauled with new ideas. More to follow later in the spring.

### e. Planned Presentations and Awareness programs

#### a. Government Councils:

- 1) Pickering - completed on Feb 28
- 2) Ajax - Mar 28
- 3) Whitby - April 7
- 4) Durham Region - no confirmation

#### b. Yacht clubs and marinas

- 1) Helping members understanding our mandate and engagement processes

## Strategic Action Review

### 1. Action Items

#### a. Completed

- a. 2022 Council meetings presentations are scheduled or completed

#### b. Outstanding

- a. Review Action list for other board members

### 2. Risk Profile - selected risks for discussion (see March 2022 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 - UPDATE - There is a risk that PARA Marine SAR coxswains will be unable to obtain a limited Masters in order to use the vessel outside of CCGA taskings.
  - a) Training is underway
  - b) Coordinating with TC to determine the examination process

c. **Ensure SAR Readiness**

- a) MEDIUM - NO CHANGE | MONITORING - There is a risk that the inconsistent practices by crews, leads to a safety event
  - a) Given the safety event that occurred during a towing tasking in the spring 2021, there is a continued focused on hand safety, SOP review and practice.
- b) MEDIUM - NO CHANGE | MONITORING - There is a risk of being exposed to a communicable disease.
  - a) The assumption is that the protocols for 2021 will remain in place in 2022. The unit is now requiring double vaccinations for 2022 membership. This will be top of mind for summer operations as the situation changes.

d. **Plan for the Future**

- a) HIGH - NO CHANGE - DISCUSSION ON PROCESS - There is a risk that PARA Marine SAR will not be able to raise sufficient funds for strategic vessel acquisitions.
  - a) As indicated above the plan is being developed and should address both the Ajax and Pickering Casinos in addition to other local businesses.
  - b) Discussion on how this process will work - Do we address the casinos directly or work through local government council funding models?
- b) MEDIUM - EMERGING RISK - There is a risk that increased weed presence in Frenchman's Bay will impede long term operational availability and readiness in Pickering.
  - a) Continued efforts are not making significant progress to keep the weed level reduced.
  - b) The vessel PARA Marine, given its vessel capabilities, can navigate safely at this time while transiting in and out of the bay via the maintained channels. However outside of the channels we have significant limited manoeuvrability to aid a vessel given the density of the weeds.
  - c) The unit is supporting the local community initiative.
  - d) More vessels are being constrained either by weeds and / or low water levels.
- c) LOW - DECREASING - There is a risk of not renewing the commercial license.
  - a) Application has been submitted and waiting on new documentation to be received by us.



**CANADIAN COAST  
GUARD AUXILIARY**  
CENTRAL AND ARCTIC REGION



# **Canadian Coast Guard Auxiliary (Central & Arctic) Inc.**

## **STANDARD OPERATING POLICIES AND PROCEDURES**

**Original Date:**  
**September 24, 2016**

**Last Revision Date:**  
**November 28, 2021**




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	<b>POLICY</b>	
	<b>EXPLANATORY NOTE</b>	
	<b>Ref. By-law – N/A</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	November 28, 2021	November 28, 2021

The Canadian Coast Guard Auxiliary (Central & Arctic) Inc. (“CCGA”) is a not-for-profit Corporation governed by the *Canada Not-for-profit Corporations Act* (the “Act”) and is a registered charity. The CCGA was incorporated in 1978 and continued by Articles of Continuance dated December 27, 2012 (the “Articles”). The Articles set out the purpose of the CCGA and the classes of membership.

By-law No. 2019-1 of CCGA, as amended from time to time, (the “By-law”) describes the requirements for certain CCGA structures including membership conditions, discipline matters and the nominations process as well as sets the general rules and procedures for how CCGA should manage certain activities, such as board meetings, elections, members’ meetings and operational matters. Article 13 of the By-law gives the Board of the CCGA the authority to establish administrative and operation procedures commensurate with the undertakings of the CCGA.


The purpose of these Standard Operating Policies and Procedures (“SOPP”) is to provide our members, officers, Board of Directors and other volunteers with a clear set of rules for the day-to-day operations of the CCGA and procedure for particular matters that might arise from time to time.

The actions and activities of the CCGA, like the five other auxiliary corporations in Canada, are also governed by the Canadian Coast Guard Auxiliary National Guidelines (the “National Guidelines”). The National Guidelines are issued under the Joint Authority of the President and Chair of the Canadian Coast Guard Auxiliary National Board of Directors and the Director General National Strategies, Canadian Coast Guard to assist in the administration and delivery of the Auxiliary program.

The National Guidelines respond to the requirement by the federal Government that measures be established by Fisheries and Oceans Canada / Canadian Coast Guard (DFO/CCG) to ensure CCGA activities conducted under the terms and conditions of the Contribution Agreements between DFO/CCG and the CCGA will be conducted in a manner consistent with that of a corporation that has been authorized to be identified as an Auxiliary and function as a partner with the Canadian Coast Guard and in accordance with all applicable Government rules. CCGA organizations are obligated to make every effort to ensure that any regional policies and procedures do not conflict with the spirit and intent of the National Guidelines.

In the event of any conflict or inconsistency between these SOPP and the Act, the Articles, the By-law, the National Guidelines or the Contribution Agreements, the provisions of the Act, the Articles, the By-law, the National Guidelines or the Contribution Agreements, as applicable, shall prevail.

The SOPP are structured with reference to specific sections of the By-law, where applicable.

	<b>POLICY</b>	
	1.01 - Definitions	
	<b>Ref. By-law – 1.01</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	November 28, 2021	November 28, 2021

Definitions include but are not limited to the definitions in section 1.01 of the By-law and include:

"Act" means the Canada Not-for-profit Corporations Act S.C. 2009, c.23 including the Regulations made pursuant to the Act, and any statute or regulations that may be substituted, as amended from time to time;

"Arctic District" means Alberta, the Northwest Territories and Nunavut;

"Auxiliary" means the Canadian Coast Guard Auxiliary (Central & Arctic) Inc. and may also be referred to as the "Corporation" or "CCGA";

"Auxiliarist" means a member of the Auxiliary;

"Authorized" means authorized by the CCG or their delegate;

"Authorized Activities" means the activities of the Auxiliary afloat or ashore authorized by the CCG or their delegate and includes activities authorized by an Authorized SAR Agency relating to Search and Rescue;

"Authorized SAR Agency" is the agency responsible for the SAR area - JRCC or RCMP (Arctic Only);

"Auxiliary Coordinator" means Regional Coordinator Auxiliary and is on the staff of the Superintendent, Search and Rescue, CCG, and is the Fisheries & Oceans designate possessing responsibility for providing support services to CCGA and providing liaison with CCGA;

"Board" means the Board of Directors of the Auxiliary;

"Business Day" means any working day (Monday to Friday inclusive) excluding statutory and other holidays recognized by the government of Canada and any other day on which Canada has elected to be closed for business;

"Canadian Coast Guard Auxiliary" is the formal description of CCGA;

"CCG" means Canadian Coast Guard;

"Complaint Submission Form" means a form prescribed by the Board to be used by a Complainant, as defined in these SOPP, for the purposes of initiating a complaint;

"Contribution Agreement" means the agreement concluded between Department of Fisheries & Oceans (DFO) representing Her Majesty the Queen in right of Canada, and President and Board of Directors of CCGA;

"Coxswain/Captain" is the master of a Vessel;

"Dedicated Response Vessel" is one equipped and used solely for volunteer SAR;

“Deputy Director” means an elected representative of a District supporting the work of the District Director;

"Director" means a member of the Board and may also be referred to as a “District Director”;

“District” means the CCG search and rescue areas that the Region is divided into based on geography, operational and communications issues. A District will have one or more Units operating within it;

"District Director" means a district representative who is elected by the voting Members of a District and may also be referred to as a “Director”;

“GAR” Green Amber Red – means a risk management system

“Guests” means dignitaries, honored guests or stake holders;

“JRCC” means the Joint Rescue Coordination Centre;

“Media” means local radio, television or news media sources including their social media sources;

"Member" means a person accepted into membership by the Auxiliary after submitting an application and meeting the conditions for membership as established by the Auxiliary. A Member who is designated as a “crew Member” has received the requisite training and is authorized to participate in SAR operations and a Member who is designated as a “non-crew Member” is not;

"meeting of Members" includes an annual meeting of members or a special meeting of members;

“Nearest Safe Haven” when used in connection with towing, a safe haven shall mean a harbour sheltered from the weather where shore facilities or medical attention can be obtained if required;

“Nearest” is the closest which can be safely reached in the existing conditions of weather, geography and least diversion of the rescue vessel’s voyage allowing for the safety of vessel and crew;

“Officers” are elected by the Board to carry out certain specified functions and may also be referred to as “Executive Officers” and shall form the “Executive Management Committee”;

“Owner” means principal owner of a Vessel;

“Partner Organizations” or “SAR Partners” include Department of National Defense, Canadian Coast Guard, Parks Canada, Fire, Police and Ambulance Services, CASARA, United States Military, United States Coast Guard Auxiliary and Ground SAR groups;

“PCSC” means Pleasure Craft Safety Check;

“PCOC” means Pleasure Craft Operator Card;

“Person of Opportunity” means a person, who in the judgment of the Coxswain, is needed to assist in a rescue mission and is available and willing to assist when there is no other person available, or the circumstances are urgent;

“President” means the Chair and Chief Executive Officer of the Auxiliary responsible for implementing the strategic plans and policies of the Auxiliary;

“RCMP” means Royal Canadian Mounted Police;



“Region” means the provinces and territories of Ontario, Saskatchewan, Manitoba, Alberta, Nunavut and Northwest Territories;

“Regulations” means the regulations made under the Act, as amended, restated or in effect from time to time;

“Revoke” means a CCGA membership status was revoked through the discipline process;

“ROC (M)” means Restricted Operator Certificate – Marine;

“SAR” means Search and Rescue;

“Unit” means a group of Members accepted by the Board for the operation of a Vessel or Vessel(s) that may perform search and rescue operations on behalf of the Auxiliary. There are three types of Units: (1) Private Units; (2) Community-based Units; and (3) any other specialized group created by the Board to meet the objectives, mission and goals of the Auxiliary;


“Unit Leader” is a CCGA member who is either the personal Owner of the Vessel operated by a Private Unit or elected representative for the Community-based or specialized Unit;

“SMS” means the SAR Management System which keeps track of all vital information regarding Members, Units, Vessels and District operations throughout the Region and collects data concerning the missions / incidents the CCGA undertakes, the training hours put in, as well as all other official activities that are conducted by the Members and Units;

“SOPP” means Standard Operating Policies and Procedures;

“Special Resolution” means a resolution passed by a majority of not less than two-thirds (2/3) of the votes cast on that resolution;

“Vessel” means a boat, ship or craft designed, used or capable of being used solely for navigation in, on, or through water used by a Unit during SAR operations and which must be approved by the Auxiliary for Authorized Activities in accordance with the applicable policies and is under the command of an Auxiliarist (also known as “Authorized Rescue Vessel”).

	<b>POLICY</b>	
	2.0 - Membership Code of Conduct	
	<b>Ref. By-law – Article 2 Membership</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	September 24, 2016	November 28, 2021

## PURPOSE:

The purpose of the CCGA is to protect the boating public.

## UNDERTAKING:


To fulfill our purpose, our members agree and undertake:

- 1) To respect and promote the highest standards of conduct when protecting the safety and well-being of the boating public.
- 2) To read and abide by the CCGA 's rules, policies, guidelines and by-laws.
- 3) To sustain the public image of the CCGA by conducting themselves in a respectful and professional manner.
- 4) To commit to building and maintaining team relationships rooted in mutual respect, trust, accountability, and goodwill.
- 5) To respect and adhere to the chain of command, as it is crucial to the functioning of the operation.
- 6) To be constructive when advising and correcting other members, and to direct such communication at the task in question rather than an individual member's character.
- 7) To respect the confidentiality of personal information by not disclosing it to any individual not entitled to receive it.
- 8) To respect the standards and policies of the CCGA by not engaging in any conduct constituting harassment of any member of the CCGA or any member of the public.
- 9) To respect the standards and policies of the CCGA by not engaging in any conduct constituting discrimination against any member of the CCGA or any member of the public.

- 10) To read the Discipline Policy contained in these SOPP and the procedures and circumstances under which it will be employed.
- 11) To disclose to the organization any convictions under the Criminal Code of Canada relating to the operations or obligations of the CCGA.
- 12) To decline any financial or other advantage which may be offered as a result of the member's affiliation with the CCGA.

**MEMBER'S RIGHTS:**

- 1) To be treated in a professional and respectful manner by other members of the CCGA.
- 2) To be free from harassment and discrimination by other members of the CCGA.
- 3) To have their safety and the safety of others be a priority in the operations of the CCGA.
- 4) To be treated fairly, as set out in the Discipline Policy contained in these SOPP, if he or she is subject to disciplinary action.

	POLICY	
	2.01 - Application Requirements	
	Ref. By-law – Article 2.01	
	Original Date	Last Revision Date
	September 24, 2016	December 21, 2021

## Policy

Memberships are issued to those Members who make up the crews aboard the Vessels or who volunteer other services within the Auxiliary.

Membership within the CCGA is considered an honour. Members of the Auxiliary receive no personal remuneration for their services.

Membership for Unit Leader Members and General Members is conditional upon active participation and not periodic renewal.

Membership is conditional upon agreement to abide by the rules, by-laws and policies of the Auxiliary.

Upon joining the CCGA all Members waive rights of salvage of property which may otherwise arise out of an Authorized Activity. The membership enrolment process embodies a waiver of salvage that all Members sign.

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## Reason for Policy

To set the standard for membership application process and qualifications.

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## Procedure

The applicant must:

- Submit an application for membership (Candidate Summary Sheet) identifying the Unit that has sponsored the applicant and which the applicant will become a member of once the application is approved by CCGA.
- Be a Canadian Citizen or Permanent Resident of Canada.
- Have obtained the provincial age of majority within the province or territory in which they reside.
- Live within the geographic area of Central and Arctic region.
- Reside within the boundaries of their unit or as deemed acceptable by the unit.

The Candidate Summary Sheet shall be submitted to the Secretary. On behalf of the Board, the Secretary shall review the Candidate Summary Sheet to determine whether the applicant meets

the qualifications for membership and where the Secretary is satisfied that the qualifications have been met, the Secretary shall issue a membership to the applicant. Where the Secretary has doubts about whether an applicant has met the qualifications for membership or other concerns related to the application, the Secretary shall refer the application to the Board for final review and determination.

### **Forms and Documentation**

Candidate Summary Sheet form provided by the CCGA.

Signed Memorandum of Understanding, Declaration of Insurance form.

Signed Harassment Policy.

(see SMS Document Library for updated forms)


Copies of certifications listed. A passport type photo.

All applications must be signed by the member, Unit Leader and the District Director.

Completed applications are sent to the CCGA office. Applicants are considered CCGA members after the application is approved by the Corporate Secretary or designate.

All Members are obligated to provide and maintain up-to-date contact information in SMS.

**Deliberate misrepresentation upon the application form may render it, and resultant membership null and void.**

	<b>POLICY</b>	
	2.02 - Probationary Period for New Members	
	<b>Ref. By-law – Article 2.01</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	May 2, 2020	November 28, 2021

## Policy

All applicants joining CCGA as a Member will be required to serve a six-month probationary period.

## Reason for Policy

A probationary period provides the CCGA, with an opportunity to assess and evaluate new Members to determine if they are suitable for ongoing membership with CCGA and the Unit. It also provides the Member an opportunity to assess their suitability as a Member of the CCGA and the Unit.

## Procedure

Upon admission by the Board of a New Member, after submission and approval of a completed membership application, an applicant will become a New Member and be assigned a CCGA Membership number. The probationary period shall commence on the day the applicant is approved by the Board as a member.

It is recommended that operational time aboard a Vessel is included during the probationary period for new Members receiving SAR training.

A new Member shall be assessed during the Probationary Period by the Unit Leader or representative of the Unit in good faith and such assessment is made against reasonable standards of conduct that are explained to the new Member by the Unit Leader or other representative of the Unit when the Member is assigned to a Unit.


If there is cause that gives rise to the need for further assessment and evaluation including extenuating circumstances or the need for additional operational time, a probationary period may be extended by the Board and the Board may seek recommendations from the Unit Leader or the District Director.

The membership of a Member who is found unsuitable may be terminated without cause at any time during the probationary period. The Discipline Procedure set out in Article 12 of the By-Law and the Discipline Procedure Policy of the SOPP shall not apply to the termination of membership during the probationary period. The Board shall consider the recommendations of the Unit Leader and the District Director when deciding on any termination of membership during the probationary period. Members who have had their membership terminated during the probationary period may reapply to the CCGA at any time.

On successful completion of a probationary period the Unit Leader, through his/her District Director, in written form, must promptly notify the CCGA Head Office. **Failure to notify will result in automatic termination of the new Member.**

All training requirements commence with the acceptance of the application by CCGA.

All new Members are General Members.

	<b>POLICY</b>	
	2.03.01 - Membership Continuance - Crew Members	
	<b>Ref. By-law – Article 2.01</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	September 24, 2016	November 28, 2021

## Policy

Members are required to maintain their membership through active participation. This includes meeting the required criteria set for training or activity in the area they participate in.

## Reason for Policy


Members involved in the Search and Rescue Operations, regardless of position, are expected to meet all initial and ongoing training requirements and continue to remain compliant.

## Procedure

Members must;

- Have a PCOC or Transport Canada equivalent with the exception of the Arctic.
- Have a ROC (M) within 1 year of membership acceptance with the exception of the Arctic.
- Within 18 months of their date of enrollment complete the Phase 1 training course and within 3 years of their date of enrollment complete the Phase 2 training course.
- Each crew Member and Unit must successfully complete a Ride Check or SAR EX evaluation every 5 years to remain current.
- Continue to meet all applicable membership application requirements per policy 2.01
- Complete SMS training, as needed, and maintain up-to-date contact information in the SMS.



	<b>POLICY</b>	
	2.03.02 - Membership Continuance non-crew Members	
	<b>Ref. By-law – Article 2.01</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	May 2, 2020	November 28, 2021

## Policy

Members are required to maintain their membership through active participation. This includes meeting the required criteria set for training or activity in the area they participate in.


## Reason for Policy

Members involved in the CCGA, regardless of position, are expected to meet all initial qualifications and then remain compliant.

## Procedure

Members must;

- Continue to meet all membership application requirements per policy 2.01.
- Be SMS Trained if required.
- Meet the required criteria set for training or activity in the area they participate in.

	<b>POLICY</b>	
	2.04 - Leave of Absence	
	<b>Ref. By-law – Article 2</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	May 2, 2020	November 28, 2021

## Policy

A Member may apply for a leave of absence in the event of temporary personal circumstances which make active participation impossible.

## Reason for Policy

To provide a means by which a Member may be inactive for a period longer than six (6) months and not be terminated as a Member of the CCGA.

## Procedure

The Member will apply for a leave of absence through his / her Unit to their respective District Director, for approval by the Executive

The request shall indicate the reason(s) for the absence and the requested leave.

The term of leave of absence shall be up to 18 months.


The term may not be extended except in the case of military deployment.

The Executive will review the request and supply a written decision approving or denying the request.

A Member may at any time resume active status upon written request to the Executive to terminate the leave of absence. If the Member does not make a written request to return to active status prior to or at the expiry of the term of leave, then the membership of the Member shall be automatically terminated. For clarification the Discipline Procedure Policy of the SOPP shall not apply.

Membership records shall document absence.

A returning Member may be required to carry out refresher training as determined by the Unit Leader.

	POLICY	
	2.05 - Membership Termination	
	Ref. By-law – Article 2.04	
	Original Date	Last Revision Date
	November 28, 2021	November 28, 2021

## Policy

A membership in the Auxiliary is terminated when the Member dies or resigns, or the membership is revoked or otherwise terminated in accordance with the Articles or the By-law or the Auxiliary no longer exists.

## Reason for Policy

This policy describes the procedure for the orderly termination of membership in CCGA.

## Procedure

### 1) The Member dies;

Membership in the Auxiliary is terminated upon receipt of notification of the death of a member by the Secretary.

### 2) The Member resigns;

Membership in the Auxiliary is terminated upon receipt of written resignation from a Member by the Secretary.

### 3) The Member's membership is Revoked in accordance with Article 12 of the By-law;

Refer to policy 12. (Discipline)

**OR**

### Is otherwise terminated in accordance with the Articles or the By-law;

Membership in the Auxiliary is immediately terminated when:

- a Member no longer meets the conditions of membership as per the By-law and SOPP (Membership Continuance Crew Members and Membership Continuance Non-Crew Members).
- a new Member is found unsuitable for continued membership during or at the end of the probationary period for new Members as per SOPP (Probationary Period for New Members)
- a Member who is on a leave of absence does not request to resume active status as a Member prior to the expiry of the leave.


Termination is effective immediately.

Member may reapply when they meet membership criteria.

**4) The Auxiliary is liquidated or dissolved under the Act.**

Where the Auxiliary no longer operates or no longer exists.

Subject to the Articles, upon any termination of membership, the rights of the Member, including any rights in the property of the Auxiliary, automatically cease to exist.

	<b>POLICY</b>	
	3.01 - Annual General Meeting	
	<b>Ref. By-law – Articles 3.01 and 3.08</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	2016	November 28, 2021

## Policy

Expenses for attendance at the Annual General Meeting (AGM) of the Members of the CCGA may be reimbursed.

## Reason for Policy

To describe the procedure and eligibility for reimbursement of expenses for attendance at the AGM.

## Procedure


Only Unit Leaders, Management Board Members, National award recipients and invited Guests (at the discretion of the BOD) will have their eligible expenses for attendance at the AGM reimbursed.

All other Members are welcome to attend at their own expense.

Any Member wishing to attend the AGM must RSVP to the office by email [office@ccga-ca.com](mailto:office@ccga-ca.com).

All hotel reservations will be reimbursed at the single room rate. Any room upgrades, incidentals, additional room occupants may not be reimbursed.

Unit Leaders, Members and invited Guests are responsible for making their own hotel reservations.

	<b>POLICY</b>	
	3.03 - Electronic Meetings	
	Ref. By-law – Article 3.03	
	<b>Original Date</b>	<b>Last Revision Date</b>
	November 28, 2021	November 28, 2021

## Policy

If available electronic meetings of all voting Members may be held.

## Reason for Policy

To describe the procedure for holding electronic meetings of Members.

## Procedure

There are two options for electronic meetings:

### 1. Remote Participation in Meetings

Where Members participate remotely in a physical meeting through a communication facility, there is a meeting at a physical location at which the Chair of the meeting and other representatives of CCGA are in physical attendance. The other Members have the choice between attending in person or participating remotely through a communications link. This is a hybrid meeting.

A voting Member participating remotely in the meeting is deemed to be present at the meeting and, accordingly, counts toward the quorum requirement for the meeting.

If the communication facility is made available, it must permit all participants to communicate adequately with each other during the meeting.

### 2. Virtual Meetings of Members

In a virtual meeting, the meeting is held entirely by a telephonic, an electronic or other communication facility. Members cannot otherwise attend the meeting held at a specific physical location. The Chair could be conducting the meeting from his or her office, home, cottage or overseas location. The only option for Members (and any directors or others participating at the meeting) is to participate by way of CCGA's chosen communication facility.

Again, the chosen communication facility for the virtual meeting must permit all participants to communicate adequately with each other during the meeting.


A Member participating in a virtual meeting counts toward meeting the quorum requirement.

## **Electronic Voting**

Voting Members participating at a meeting of members (whether a physical meeting with remote member participation or a virtual meeting) may vote by means of the telephonic, electronic or other communication facility that CCGA has made available for that purpose which:

- Enables the vote to be gathered in a manner that permits its subsequent verification.
- Permit the tallied vote to be presented to CCGA without it being possible for CCGA to identify how the person voted.

The same standard applies where the vote is held entirely by means of a telephonic, an electronic or other communication facility. In effect, the electronic voting must create the functional equivalent of a secret ballot.

	<b>POLICY</b>	
	3.05 - Adjournment	
	<b>Ref. By-law – Article 3.05</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	November 28, 2021	November 28, 2021

## Policy

As set out by the Act, the By-law and Robert's Rules of Order, meetings may be adjourned upon the completion of all business or to a later time or date.

## Reason for Policy


To describe the process for the adjournment of a meeting.

## Procedure

To adjourn a meeting at the completion of all business any voting member may propose a motion to adjourn, a seconder is not required for the motion, proceed directly to vote.

To adjourn a meeting to a later date or time refer to Robert's Rule of Order.



	<b>POLICY</b>	
	3.07 - Voting by Proxy	
	Ref. By-law – Article 3.07 & 3.08	
	<b>Original Date</b>	<b>Last Revision Date</b>
	November 28, 2021	November 28, 2021

## Policy


Proxies, as a method of absentee voting at meetings of Members permitted by the By-law, are in the form set by the Board.

## Reason for Policy

Prescribe the form of proxy to be used at meetings of Members.

## Procedure

See SMS Document Library for prescribed form of proxy.

	<b>POLICY</b>	
	4.01 - Management	
	<b>Ref. By-law – Article 4.02</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	2016	November 28, 2021

## Policy

In the execution of its duty to manage or supervise the management of the activities and affairs of the Auxiliary, the Board sets the Policies and Procedures of the Auxiliary.


## Reason for Policy

To ensure the Policies and Procedures of the Auxiliary are in compliance with all relevant legislation and agreements entered into by the CCGA.

## Procedure

The relevant legislation and agreements with which the Board shall ensure SOPP remain compliant include but are not limited to;

- Canada Not-for-Profit Corporations Act
- Canada Revenue Agency regulations, Charities Directorate
- Transport Canada Regulations
- Canada Shipping Act
- CCG Contribution Agreement
- CCGA National Guidelines
- CCGA National Training Competency Standards
- Industry Canada, Corporations Canada
- CCGA By-laws and Policies
- CCGA National Insurance Policy

	<b>POLICY</b>	
	5.01.01 - President	
	<b>Ref. By-law –Article 5.04</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	2016	November 28, 2021

## Policy

To lay out the qualifications and duties of the President. The President of the Auxiliary is the Chief Executive Officer (CEO) of the Auxiliary. The CEO is charged with the general management and supervision of the affairs of the Auxiliary and is responsible to CCG for the conduct of the CCGA within DFO guidelines.


## Reason for Policy

For the effective management of CCGA.

## Procedure

The President shall be responsible for implementing the strategic plans and policies of the Auxiliary. The President, subject to the authority granted by the Board, shall supervise the affairs of the Auxiliary and:

- a) be the Chair for Management Board meetings and meetings of the Members,
- b) have the option to attend any CCGA Committee meeting,
- c) be the Auxiliary spokesperson,
- d) attend CCGA National meetings,
- e) manage the affairs of the Auxiliary,
- f) liaise with CCG officials designated by the CCG,
- g) be one of the three bank signing officers,
- h) sign all by-laws and membership cards
- i) fulfill other responsibilities as set out in CCGA policy or as requested by the Board of Directors.

	<b>POLICY</b>	
	5.01.02 - Vice President	
	<b>Ref. By-law –Article 5.04</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	2016	November 28, 2021

## Policy

To lay out the qualifications and duties of the Vice President.


## Reason for Policy

For the effective management of CCGA.

## Procedure

The Vice-President shall, if the President is absent or is unable or refuses to act, when present, preside at all meetings of the Management Board and of the Members. The Vice-President will be prepared for and be expected to be the next President at the end of the term. The Vice-President shall;

- a) have completed at least one (1) term as a District Director or Executive Officer,
- b) act as Chair of the Human Resources Committee,
- c) be responsible for Publications and Communications Media,
- d) act as Chair of the Membership Recognition Committee,
- e) be one of the three bank signing officers,
- f) support the President,
- g) perform the President's duties in the absence of the President.
- h) attend the prior two National CCGA meetings before becoming President.

	<b>POLICY</b>	
	5.01.03 - Past President	
	<b>Ref. By-law –Article 5.04</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	2016	November 28, 2021

## Policy

To lay out the qualifications and duties of the Past President.


## Reason for Policy

For the effective management of CCGA.

## Procedure

The Past-President shall be a resource to the Management Board and shall;

- be Chair of the Nominating Committee,
- be a member of the Human Resource Committee,
- be Chair of the Ethics and Review Committee,
- be Chair of the Honour Guard Committee,
- be scrutineer for all electronic elections and votes,
- fulfill other responsibilities as set out in CCGA policy or as requested by the President.

	<b>POLICY</b>	
	5.01.04 - Secretary	
	<b>Ref. By-law –Article 5.04</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	2016	November 28, 2021

## Policy

To lay out the qualifications and duties of the Secretary.

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## Reason for Policy


For the effective management of CCGA.

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## Procedure

The Secretary shall attend all meetings of the Management Board, members and committees of the Board. The Secretary shall;

- a) be a member in good standing for at least 2 years,
- b) enter or cause to be entered in the Auxiliary's minute book, minutes of all proceedings at such meetings,
- c) give, or cause to be given, as and when instructed, notices to members, Directors, the public accountant and members of committees,
- d) be Chair of the Governance Committee,
- e) be the custodian of all books, papers, membership approvals, record, documents, seal and other instruments belonging to the Corporation,
- f) fulfill other duties as requested by the Board of Directors and/or the President.

	<b>POLICY</b>	
	5.01.05 - Treasurer	
	<b>Ref. By-law – Article 5.04</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	2016	November 28, 2021

## Policy

To lay out the qualifications and duties of the Treasurer.

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## Reason for Policy


For the effective management of CCGA.

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## Procedure

The Treasurer attends all Management Board Meetings and shall;

- a) be a member in good standing for at least 2 years,
- b) preferably have some background in either Business or Finance,
- c) be responsible for the financial records and reports including budgets,
- d) oversee the audit process,
- e) be one of the three signing officers,
- f) fulfill other duties as requested by the Board of Directors and or the President.

	<b>POLICY</b>	
	5.06.01 - Manager of Operations Central	
	<b>Ref. By-law – Article 5</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	2017	November 28, 2021

## Policy

To lay out the qualifications and duties of the Manager of Operations Central.

## Reason for Policy

For the effective management of CCGA.

## Procedure


The Manager of Operations Central shall:

- be a member in good standing for 2 years, from District 1 – 8.
- have CCGA Phase 1, 2 or equivalent or higher training certifications
- have a two-year term, appointed during odd numbered years,
- report to the President and shall attend meetings of the Management Board as requested,
- have no vote at any board meeting,

The Manager of Operations Central is responsible for

- operational liaison with the Canadian Coast Guard in the Central Region,
- operational liaison with Central Coast Guard Auxiliary Units/Vessels, Directors, Executive and President,
- gathering, analyzing and disseminating information relative to operational capabilities, equipment, deficiencies and training. Ensure that follow-up at all levels is undertaken and recommendations are implemented,
- reviewing SAR Incident Reports for the purpose of making Directors aware of issues relating to training, equipment, procedures and meritorious recommendations,
- distribution of operational information and best practices procedures,
- working closely with CCG and JRCC and Manager of Operations Arctic to identify and resolve issues of mutual concern,
- making recommendations for procurement of equipment and outsourcing.



	<b>POLICY</b>	
	5.06.02 - Manager of Operations Arctic	
	<b>Ref. By-law – Article 5</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	2017	November 28, 2021

## Policy

To lay out the qualifications and duties of the Manager of Operations Arctic.

## Reason for Policy

For the effective management of CCGA.


## Procedure

The Manager of Operations Arctic shall:

- be a Member in good standing for 2 years, from Arctic District,
- have CCGA Phase 1, 2 or equivalent or higher training certifications
- have a two-year term, appointed during even numbered years,
- report to the President and shall attend meetings of the Management Board as requested,
- have no vote at any board meeting.

The Manager of Operations Arctic is responsible for

- operational liaison with the Canadian Coast Guard in the Arctic Region,
- all over-site of RCMP SAR taskings in the Arctic,
- operational liaison with Arctic Coast Guard Auxiliary units/Facilities, Directors, Executive and President,
- gathering, analyzing and disseminating information relative to operational capabilities, equipment, deficiencies and training. Ensure that follow-up at all levels is undertaken and recommendations are implemented,
- reviewing SAR Incident Reports for the purpose of making Directors aware of issues relating to training, equipment, procedures and meritorious recommendations,
- distribution of operational information and best practices procedures,
- working closely with CCG and JRCC and Manager of Operations Arctic to identify and resolve issues of mutual concern,
- making recommendations for procurement of equipment and outsourcing.

	<b>POLICY</b>	
	5.06.03 - Manager of Training Central	
	<b>Ref. By-law – Article 5</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	2017	November 28, 2021

## Policy

To lay out the qualifications and duties of the Manager of Training Central.

## Reason for Policy

For the effective management of CCGA.


## Procedure

The Manager of Training Central shall:

- be a member in good standing for at least 2 years,
- have CCGA Phase 1, 2 or higher training certifications and be an Instructor,
- be elected for a two-year term, elected during even numbered years,
- have no vote at any board meeting,
- be a member of the Regional Training Committee,
- report to the President and shall attend meetings of the management board as requested,

The Manager of Training Central is responsible for

- preparing an annual training budget for the Central Region,
- submitting an annual Training report for the Central Region to the AGM,
- working in cooperation with the Manager of Training Arctic and the Regional Training Committee to update SAR Training manuals in conjunction with CCG,
- coordinating SAR instructor updates for the Central Region,
- gathering, analyzing and disseminating information relative to training capabilities, equipment, deficiencies. Ensure follow up is taken at all levels and recommendations are implemented,
- reviewing SMS records as appropriate,
- issuing training certificates as required and in conjunction with CCG,
- approving training manuals to district training coordinators upon request.

	<b>POLICY</b>	
	5.06.04 - Manager of Training Arctic	
	<b>Ref. By-law – Article 5</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	2017	November 28, 2021

## Policy

To lay out the qualifications and duties of the Manager of Training Arctic.

## Reason for Policy

For the effective management of CCGA.

## Procedure


The Manager of Training Arctic shall:

- be a member in good standing for at least 2 years with preference, on appointment, given to a member from the Arctic District,
- have CCGA Phase 1, 2 or equivalent or higher training certifications and be an Instructor,
- be elected for a two-year term, elected during odd numbered years,
- have no vote at any board meeting,
- be a member of the Regional Training Committee,
- report to the President and shall attend meetings of the management board as requested,

The Manager of Training Arctic is responsible for

- preparing an annual training budget for the Arctic Region,
- submitting an annual Training report for the Arctic Region to the AGM,
- working in cooperation with the Manager of Training Central and the Regional Training Committee to update SAR Training manuals in conjunction with CCG,
- coordinating SAR instructor updates for the Arctic Region,
- gathering, analyzing and disseminating information relative to training capabilities, equipment, deficiencies. Ensure follow up is taken at all levels and recommendations are implemented,

- f) reviewing SMS records as appropriate,
- g) issuing training certificates as required and in conjunction with CCG,
- h) approving training manuals to district training coordinators upon request.

	<b>POLICY</b>	
	5.06.05 - Manager of Development	
	<b>Ref. By-law – Article 5</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	October 15, 2020	November 28, 2021

## Policy

To lay out the qualifications and duties of the Manager of Development.

## Reason for Policy

For the effective management of CCGA.

## Procedure

The Manager of Development is elected by the Directors.

The Nominating Committee shall make recommendations for the position of Manager of the Development based on experience and job description. Any member is entitled to be nominated as Manager of Development.

The Manager of Development shall:

- Be elected by the Board of Directors at the first meeting of the Board after the General Meeting for a term of five years, renewable at the discretion of the Board.
- Have no vote at any Board meeting
- Report to the President and the Board and shall attend meetings of the Management Board as requested
- Chair the Development Committee

The Manager of Development is responsible:

- for planning, organizing, and directing all of CCGA's fundraising including, a major gifts program, annual fundraising activities, planned giving, special events and capital campaigns
- The Manager of Development will set and achieve fundraising goals, maintain knowledge of fundraisers' interests, and cultivate relationships with fellow members of CCGA and volunteers.
- The Manager of Development will be an active participant in fundraising events, undertake vision trips and maintain a social media presence.
- The Manager of Development will also address issues that may hamper growth and success

- The Manager of Development will build lasting relationships with donors and keep them informed on how their financial input is making the Canada a better, safer place.
- The Manager of Development must have proven experience as a fundraising and organizational development specialist, with several years of management experience in a non-profit organization or similar environment
- The Manager of Development must be self-motivated, deadline driven, have the ability to solve complex problems and have a passion for philanthropy.


### Responsibilities

- Collaborate with CCGA President, Executive and Board to create and implement short and long-term strategic fundraising plans.
- Foster a culture of philanthropy and ensure that fund development is executed in keeping with the organization's values, vision, and mission
- Meet prospective donors and supporters on a continual basis to establish effective communications with them to foster positive, successful relationships with them.
- Grow a major gifts program including identification, cultivation and solicitation of major donors.
- Oversee grant seeking including research, proposal writing, and reporting requirements
- Build the planned giving program with a focus on deferred gifts such as bequest expectancies.
- Direct the annual fund program, including mailings and annual fundraising drives.
- Direct capital campaigns and other major fundraising drives.
- Coordinate fund raising special events.
- Oversee prospect research drives
- Make public appearances/accept speaking engagements to share information about the CCGA throughout Central and Arctic Region.
- Oversee fundraising database, tracking systems and measurement metrics.
- Maintain accountability and ensure compliance with all regulations and laws
- Collaborate with other local Unit fundraising staff.
- Oversee creation of publications to support fund raising activities.
- Maintain gift recognition programs
- Demonstrate professional conduct at all times

### Requirements

- Must embrace the mission of CCGA
- Have knowledge and experience in fund raising techniques, particularly major gift fundraising.
- Possess the skills to work with and motivate staff, board members and other volunteers.
- Demonstrated experience raising funds.

- Proficient with sponsorship solicitation.
- Excellent computer skills.
- Proficient with MS Office applications and CRMs.
- Proficient with social media platforms.
- Excellent understanding of best practices.
- Outstanding communication skills, both verbal and written.
- Ability to work independently.
- Available to travel, work weekends and evenings.
- Valid driver's license

	<b>POLICY</b>	
	6.04.01 - Schedule of Meetings – Regular Meetings	
	<b>Ref. By-law – Article 6.04</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	November 28, 2021	November 28, 2021

## Policy

The Board shall have regularly scheduled meetings and Requests for Discussion/Decisions are available to all Directors.

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## Reason for Policy

For effective governance of the CCGA.


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## Procedure

Directors may submit a Request for Discussion/Decision (RFD) to have an item of concern added to the agenda at any meeting of the Board. Executive Officers and the Executive Manager may also submit an RFD provided that the Board must approve it before it is discussed and considered.

RFDs must clearly outline the requested discussion or decision to be made along with reasons and supporting documents and must be provided to the Secretary and Executive Manager two weeks before the Board meeting at which the RFD is to be considered.



	<b>POLICY</b>	
	6.04.02 - Schedule of Meetings – Electronic	
	<b>Ref. By-law – Article 6.04</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	November 28, 2021	November 28, 2021

## Policy

The Board may choose to hold electronic meetings.

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## Reason for Policy

For effective governance of the CCGA.

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## Procedure

Meeting dates will be established by electronic poll based on majority of Directors available.

	<b>POLICY</b>	
	10.01 - District Director / Deputy Director	
	<b>Ref. By-law – Article 10</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	2016	November 28, 2021

## Policy

To lay out the qualifications and duties of the District Director/Deputy Director.

## Reason for Policy

For the effective management of CCGA.


## Procedure

District Directors shall:

- a) be a Member in good standing for at least 3 years,
- b) be nominated by majority vote of the Unit Leaders in their District by secret ballot prior to the Annual General Meeting,
- c) manage the affairs of the District, in accordance with CCGA By-laws, National Guidelines, SOPP and Contribution Agreement,
- d) be responsible to the Members of the Auxiliary,
- e) govern in the best interest of the organization as a whole,
- f) in conjunction, where applicable, with the Deputy Director and District Training Coordinator, manage the district training programs within the district under the guidance of the Regional Training Manager,
- g) manage the district budget, in accordance with CCGA policies and Contribution Agreement,
- h) approve reimbursement expenses for district Members, in accordance with CCGA policies and Contribution Agreement,
- i) ensure membership applications are complete and approve same for final approval and acceptance by the Secretary,
- j) ensure Vessel and Unit applications are complete and approve same for final review and approval by Operations Manager and or Board of Directors and CCG,
- k) vote on Auxiliary's affairs at the Board of Director's meetings,
- l) ensure Vessel inspections of the District's resources are completed,
- m) carry out other duties as requested by the President.

### Deputy Director

- a) The Deputy Director shall be elected by eligible voters within the District. – i.e., Unit leaders.
- b) The Deputy Director shall be a Member in good standing.
- c) The Member must have served two (2) years within the CCGA.
- d) The duties of the Deputy Director will be assigned by the District Director.
- e) The Deputy Director may authorize District activities with or without budgetary implications when authorized by the District Director or when the District Director is unavailable.
- f) The Deputy Director may approve expense claims when authorized by the District Director or when District Director is unavailable.
- g) In the event that the District Director cannot fulfill his / her duties, the Deputy Director shall act on his / her behalf provided that the Deputy Director shall not be entitled to vote on behalf of the District Director. In such instances, the CCGA President shall be notified by the District Director. If the District Director is incapacitated, the Deputy Director shall undertake notifications.
- h) Upon invitation by the President a Deputy Director may attend Board meetings in a non-voting capacity.

	<b>POLICY</b>	
	11.01 - Committees	
	<b>Ref. By-law – Article 11</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	November 28, 2021	November 28, 2021

## Policy

The Board may establish such Standing or Special Committees as required for the efficient and effective conduct of its business.

## Reason for Policy

For effective governance of the CCGA.


## Procedure

All Committees will be governed by those policies which the Board may from time to time approve.

All Committees must have approved Terms of Reference.

Current Standing Committees:

- Training Committee
- Human Resources Committee
- Governance Committee
- Nominations Committee
- Ethics and Review Committee
- Awards Committee
- Honour Guard
- Development Committee

	<b>POLICY</b>	
	11.01.01 - Regional Training Committee	
	<b>Ref. By-law – Article 11</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	February 25, 2007	November 28, 2021

## Policy

The Regional Training Committee shall review and may make recommendations related to all training programs.

## Reason for Policy

To set the Terms of Reference for the Regional Training Committee.


## Procedure

The Board of Directors will appoint a representative to sit as co-chair with the Regional CCG Representative of the Regional Training Committee.

The Regional Training Committee is comprised of the Managers of Training, the Secretary, the Training Administrator and the CCG training representative together with other members as may be appointed. From this pool of Auxiliary members, a vice chair will be appointed by the members of the committee. The co-chair or in their absence the vice chair will represent the Region at all and any meetings regarding training.

The Regional Training Committee is a standing committee responsible for the continued development and review of training requirements and the CCGA Training Program.

The Regional Training Committee may establish a sub-committee of District Training Coordinators to assist the Regional Training Committee as required.

	<b>POLICY</b>	
	11.01.02 - Human Resource Committee	
	<b>Ref. By-law – Article 11</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	April 2, 2014	November 28, 2021

## Policy

The Human Resource Committee shall review and may make recommendations related to all personnel.

## Reason for Policy

To set the Terms of Reference for the Human Resource Committee.

## Procedure

The Human Resources Committee assists the Board in:

- Ensuring the CCGA has an effective organizational structure.
- Establishing and reviewing written HR management policies in all areas of HR management.
- Developing and reviewing paid staff recruitment and retention policies and programs including succession planning.
- Ensuring appropriate processes are in place for the selection, evaluation, compensation and succession of the paid staff.
- Ensure proper health and safety protocols are in place including proper health and safety manuals where required.
- Such other related initiatives as may be necessary to enhance the human resources of the CCGA.

### Responsibilities:

- Review annually CCGA staff structure, compensation philosophy, performance management system and compensation guidelines, and human resources policies, and recommend to the board any necessary changes.
- Review the annual adjustments to compensation proposed by the Executive Manager.

### Succession Planning

- Maintain and annually review the management board and the office staff succession plans.

- Conduct exit interviews of individuals leaving the management board or office positions.

#### Composition of the HR Committee

The Committee shall consist of three (3) members at large plus the Vice President as chairperson and the Past President. The Executive Manager shall sit as an advisory member of the committee when requested.

#### Appointment of Members

The nominating committee will provide a callout for members interested in the HR Committee within two weeks of the AGM or within two weeks of a vacancy occurring on the committee. The nominating committee will evaluate the applications for experience and knowledge in the Human Resources field and make their recommendation for appointment to the Vice President accordingly. Members do not need experience or knowledge of the human resources field, but it is recommended. The board will appoint the members of the committee after reviewing the recommendations of the nominating committee

#### Terms

All positions will run concurrent with the Vice President position. Members appointed in 2018 will serve until the AGM 2019. Members appointed following the AGM in 2019 will serve a three-year term concurrent to the Vice President. All positions and callouts will be monitored by the Vice President.


#### Reporting

The committee Chair will report to the President and the committee is accountable to the Board of Directors.

The committee will report to members at the Annual General Meeting.

#### Review and Approval

These terms of reference will be reviewed by the incoming Vice President within 6 months of taking office.

	<b>POLICY</b>	
	11.01.03 - Governance Committee	
	<b>Ref. By-law – Article 11</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	September 26, 2009	November 28, 2021

## Policy

The Governance Committee shall review and may make recommendations related to all policies and governing documents.

## Reason for Policy

To set the Terms of Reference for the Governance Committee.

## Procedure

Committee Chair: Corporate Secretary

### Committee Members:

Any Member in good standing is eligible to run for election to the Committee. Members of this committee will be elected from within each District. One member per District will be elected. Each District will hold an election to be voted on by the voting members (Unit Leaders) within their Districts.

Members of the Committee will be elected to the position for a term of two (2) years. Odd number Districts will be elected in odd number years, while even number Districts will be elected in even number years. The Arctic District will be elected in the odd number years.

Elections will be held immediately after the Annual General Meeting. The Corporate Secretary is to be copied on all election material by the District Director.

### Committee Mandate:

The Committee is to set up a Standard Operating Policies and Procedures (SOPP) manual based on current approved SOPP's. The Committee will also include additions of current unwritten policy already in effect.

In addition, the Committee should annually review and make any recommendations to the following:

- By-laws of the Corporation.
- Requested by-law changes.
- Standard operating policies and procedures.
- Requested changes to Standard operating policies and procedures.




### Reporting

The committee Chair will report to the President and the committee is accountable to the Board of Directors.

The committee will report to Members at the Annual General Meeting.

### Review and Approval

These terms of reference will be reviewed by the incoming Secretary within 6 months of taking office.

	<b>POLICY</b>	
	11.01.04 - Nominating Committee	
	<b>Ref. By-law – Article 11</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	2003	November 28, 2021

## Policy

The Nominating Committee shall review and may make recommendations for elected and appointed positions to the Board and to other committees based on experience and qualifications.

## Reason for Policy

To set the Terms of Reference for the Nominating Committee.

## Procedure

Where a representative from a District is required, nominations from the Units within such District shall be requested through a public forum (SMS). All nominations shall be forwarded to the Nominating Committee to be scrutinized. The vote will be called by the District Director and cast ballots shall be scrutinized by the Nominating Committee.

Nominees to all other committees shall be forwarded to the Nominating Committee to administer the election process and then elected by Unit leaders within the respective Districts.

The Nomination and election process, when required for committees, must be completed within two (2) weeks following the Annual General Meeting.

Where only one (1) nominee is present, that member will be acclaimed.

Vacancies created during the elected term of office will be filled by nomination and election process. Positions filled by appointment must be subject to formal election process within two weeks of the next AGM.

Members of the Ethics and Human Resources Committee will be recruited through a general call for volunteers. Appointment to these committees will be made by the Board of Directors or their delegate, based on skills, qualifications and seniority of the applicants. These committees may have a maximum of four (4) members.

Members of the Nominating Committee shall be appointed by the Board of Directors at the first Board meeting following the AGM. The appointments shall be made in consultation with the Past President (chair). The term of office will follow the Past President term of office (3 years). There shall be four (4) members appointed.


### Reporting

The committee Chair will report to the President and the committee is accountable to the Board of Directors.

The committee will report to Members at the Annual General Meeting.

### Review and Approval

These terms of reference will be reviewed by the incoming Past President within 6 months of taking office.

	<b>POLICY</b>	
	11.01.05 - Ethics & Review Committee	
	<b>Ref. By-law – Article 11</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	2016	November 28, 2021

## Policy

The Ethics and Review Committee shall review and may make recommendations related to complaints.

## Reason for Policy

To set the Terms of Reference for the Ethics and Review Committee.

## Procedure

### Introduction

This document is the Terms of Reference and Procedures of the Ethics and Review Committee of the Canadian Coast Guard Auxiliary (Central & Arctic) (hereinafter called “the Committee”).

### Policy Framework

The Committee is charged with administration of the By-Laws, Regulation, Policies and Procedures as approved by the Board of Directors and amended from time to time. The Committee does not create policy; rather its role is to carry out the policy. Where there are gaps or inconsistencies, the Committee may recommend amendments to the Board of Directors for approval.

### Terms of Reference

The mandate of the Committee is as follows:

- To participate in the Discipline Procedure including investigating complaints in accordance with the By-Laws and SOPP;
- Investigate, present findings, and provide input to the Executive Management Committee on the By-laws, Discipline Policy, Harassment Prevention Policy and Code of Conduct.
- Be prepared to guide members complaints through the process of properly addressing their concerns.
- Continually improve the clarity and scope of the ethical standards of the CCGA.
- Recommend actions to be taken by the President and/or the Board of Directors in the event of a conflict of interest.

- f) Offer recommendations to the Board of Directors for changes to the, SOPP, By-Laws, Harassment Prevention Policy and Code of Conduct, as required.

#### Committee Membership

- a) Membership in the Committee shall consist of five CCGA members in good standing (including the chairperson) regardless of past or present rank. CCGA members shall be appointed by the Board of Directors on the advice of the Nominating Committee. Committee appointment shall be staggered to ensure continuity of membership.
- b) Members shall be recruited by a general call for volunteers.
- c) Appointment to the Committee shall be made by the Board of Directors based on the skills, qualifications and seniority of the applicants.
- d) The term of membership on the Committee is 3 years after which existing members may apply for re-appointment.
- e) Members of the Committee will be called upon to investigate alleged violations of the SOPP and/or to investigate situations of alleged harassment or discrimination. Consequently, the member must demonstrate the highest standards of professionalism and personal integrity and must quickly declare any conflicts of interest and abstain from decision making if such a conflict exists. (See Conflict of Interest Policy)

#### Fairness and Transparency


The Committee Members will investigate all aspects of the matters before them and will work diligently to provide a fully impartial report. The Committee will remain vigilant to ensure that no bias, prejudgment or imbalance of view be allowed to interfere with decisions.

The Committee will operate in accordance with the principles of natural justice which include, but are not limited to, presumption of innocence, right to a fair hearing and right of appeal.

#### Confidentiality & Disclosure

The proceedings of the Committee shall be confidential and known only to the participants.

All records regarding complaints will be dated on the outside of a sealed envelope and kept confidential. They will remain with the Secretary's records in a sealed file for at least 2 years. After 2 years, the records will be destroyed, unless another formal complaint is made involving the complainant or the respondent, in which case the records may be brought forward in order to determine sanctions regarding subsequent complaints. When a complaint record is sealed, this means that its contents will not be available to anyone unless another complaint involving either the complainant or the respondent occurs within the two years following the completion of the complaint, unless the file is retained longer. If the complaint record is to be reviewed, it will only be viewed by the Investigator and the decision-making body.

	<b>POLICY</b>	
	12.0 - Discipline and Discipline Procedures	
	<b>Ref. By-law – Article 12</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	2016	November 28, 2021

## Policy

Any Member may be subject to discipline as set out in the By-Laws.

## Reason for Policy

To set out the disciplinary procedure as per Article 12 of the By-Laws.

## Procedure

### 1) DISCIPLINE.

- a) The Executive Management Committee (“**EMC**”) and the Board shall have authority to discipline any Member of the Auxiliary for any of the grounds set out in By-Law Section 12.01 (“**Grounds for Discipline**”).
- b) **Initiation of a Complaint.** Any individual, including any Member, Executive Officer, other volunteer or member of the public (the “**Complainant**”) may file a complaint by following these steps:
  - i) **Format and Content of the Complaint.** A Complainant must set out the nature of the complaint using the Complaint Submission Form and deliver the Complaint Submission Form to the Past-President or the Past-President’s delegate (the “**Complaint**”).
  - ii) **Confirmation of Receipt of Complaint.** Within five (5) days of the Past-President’s receipt of the Complaint, the Past-President or delegate will provide written confirmation, to the Complainant, that the Complaint has been received.
- c) **Use of Mediation Prior to the Initiation of a Complaint.** Where a prospective Complainant wishes to resolve a dispute related to the Grounds for Discipline without recourse to the formal complaint reporting process, the Complainant may request, from the EMC, the assistance of a mediator who is a neutral party and not party to the dispute (“**Mediator**”). Mediation is a voluntary process entered into freely by both parties where both the Complainant and respondent consent to participate. Where mediation fails, either party may initiate a complaint using a Complaint Submission Form. For clarity, parties need not make use of mediation prior to initiating a complaint.

## 2) DISCIPLINE PROCEDURE: INITIAL ASSESSMENT OF COMPLAINT

- a) The Past-President or delegate will assess the Complaint to determine if it is properly captured by the Grounds for Discipline set out in section 12.01 of the By-law.
- b) Within five (5) days of receipt of the Complaint, and where the initial assessment of a Complaint by the Past-President or delegate determines that the Complaint is not properly captured by the Grounds for Discipline, the Past-President or delegate will send a letter to the Complainant, confirming that the Complaint is outside the jurisdiction of the EMC and that the matter has been closed.
- c) Where the initial assessment of a Complaint by the Past-President or delegate confirms that the Complaint is properly captured by the Grounds for Discipline, the EMC, the ERC, the Board and other applicable participants shall carry out the Discipline Procedure in accordance with this Discipline Policy.

## 3) DISCIPLINE PROCEDURE: APPOINTMENT OF INVESTIGATOR(S)

- a) Within fourteen (14) days of receipt of the Complaint, and where the initial assessment of a Complaint by the Past-President or delegate confirms that the Complaint is properly captured by the Grounds for Discipline, the Past-President or delegate shall notify the EMC and the ERC of the Complaint, and the ERC shall:
  - i) Proceed to appoint an investigator or investigators who will carry out their responsibilities in accordance with this Discipline Policy. Individual EMC members may not, other than where outlined in this Discipline Policy, contact any party involved or referenced in the Complaint Submission Form.
  - ii) Send an e-mail to the Complainant confirming that, based on the Past-President or delegate's initial assessment of the Complaint, it is properly captured by the Grounds of Discipline and set out the next steps in the process including the appointment of an investigator or investigators (the "**Next Steps Letter**"); and
  - iii) Send an e-mail to the subject of the complaint (the "**Respondent**"), notifying them that a Complaint against them has been received by the Past-President or delegate and based on the Past-President or delegate's initial assessment of the Complaint, it is properly captured by the Grounds of Discipline as well as set out the next steps in the process including the appointment of an investigator(s) (the "**Notification Letter**");
  - iv) The Next Steps Letter and the Notification Letter must be sent to the Complainant and the Respondent at the same time respectively.
- b) **Risk to the Auxiliary or Community.** Where, after the initial assessment of a Complaint, the investigator has reason to believe that a Member's conduct, as described in the Complaint Submission Form by the Complainant, exposes or is likely to expose members of the public or other Members of the Auxiliary to physical harm or injury, the investigator may immediately request that the Board make an interim order suspending the right of the Member to engage in the activities of the Auxiliary. Where the Board makes an interim order, the Board shall inform the person affected forthwith and give reasons for the interim order and the facts upon which the interim order is based and provide the Member affected with five (5) days to make a written submission to the Board with reasons why the interim order should be modified or revoked. The Board shall make a decision within five (5) days of receipt of a written submission from the Member.

#### 4) DISCIPLINE PROCEDURE: MEDIATION

- a) **Mediation.** If, in the opinion of the investigator(s), mediation is appropriate and available, then the investigator(s) may present the option to the Complainant and the Respondent for mediation (the “**Mediation Letter**”).
- b) **Decision Regarding Mediation.** The Complainant and Respondent will have seven (7) days from the date of receipt of the Mediation Letter to reply to the investigator(s) confirming whether they would like to submit the Complaint to mediation or not;
- c) **Agreement to submit the Complaint to Mediation.** Where both the Complainant and the Respondent agree to submit the Complaint to mediation, the Complainant and Respondent shall cooperate with the ERC in selecting a neutral Mediator and in scheduling the mediation proceedings in accordance with this policy.
- d) **Role of Investigator(s).** The investigator(s) appointed by the ERC herein will play no role in the mediation process except as in accordance with this policy.
- e) **Mediator’s Fees.** The Mediator’s fees and expenses and the costs incidental to the mediation will be borne by the Auxiliary provided preapproval of the expense has been obtained from the EMC. If preapproval of the expense is not obtained, it shall be shared equally between the parties.
- f) **Confidentiality With Respect to Mediation.** All offers, promises, conduct and statements, whether oral or written, made in the course of the mediation by any of the parties, their agents, experts and lawyers, and by the Mediator and any employees of the mediation service, are confidential, privileged and inadmissible for any purpose, including in any litigation, arbitration or other proceeding involving the Complainant and the Respondent with respect to the Complaint.
- g) **Resolution of the Complaint.** Where the Complaint is resolved through the process of mediation, the Respondent and the Complainant will enter into a settlement (the “**Settlement**”) and be bound by confidentiality in respect of the terms of the Settlement.
- h) **Failure to Resolve Complaint.** If the parties cannot resolve the Complaint for any reason, including, but not limited to, the failure of either the Complainant or Respondent to agree to enter into mediation or agree to any settlement proposed by the Mediator, the investigation will continue.

#### 5) DISCIPLINE PROCEDURE: RESPONDENT’S OPPORTUNITY TO ANSWER THE COMPLAINT

- a) The investigator(s) will have seven (7) days from receipt of the Complaint, to write a letter to the Respondent (the “**Respondent’s Letter**”) making reference to the Notification Letter, and setting out the following:
  - i) the steps of the investigation process;
  - ii) the parameters of the investigation;
  - iii) the timeframe of the investigation;
  - iv) what solutions or results are possible;
  - v) who will make the final decision as to any eventual disciplinary action; and
  - vi) giving the Respondent fourteen (14) days from the date of receipt of the Respondent’s Letter to make written submissions to the investigator(s) in



response to the Complaint and include any documents which may be relevant for the purposes of the investigation (the “**Respondent’s Answer**”).

- b) The investigator(s) will consider the Respondent’s Answer in arriving at their recommendations and the ERC will consider the Respondent’s Answer in arriving at a final decision in respect of the discipline measures selected (if any).
- c) the investigator(s) will also write a letter to the Complainant (the “**Complainant’s Letter**”), making reference to the Next Steps Letter, and setting out the following:
  - i) the steps of the investigation process;
  - ii) the parameters of the Investigation;
  - iii) the timeframe of the investigation;
  - iv) what solutions or results are possible; and
  - v) who will make the final decision as to any eventual disciplinary action.
- d) The investigator(s) must send the Respondent’s Letter to the Respondent and the Complainant’s letter to the Complainant on the same date.

#### 6) DISCIPLINE PROCEDURE: THE INVESTIGATION

- a) **Commencement of Investigation.** The investigator will have fourteen (14) days from the receipt of the Complaint to commence the investigation, including the commencement of interviews and the collection of evidence.
- b) **Investigator’s Interview with the Complainant.** The investigator may arrange an interview with the Complainant as part of the investigation process, as required. The Complainant is permitted to have someone accompany them during any stage of the investigation process.
- c) **Investigator’s interview the Respondent.** Following review of the Respondent’s Answer, the investigator may arrange an interview with the Respondent, as required. The Respondent is permitted to have someone accompany them during any stage of the investigation process.
- d) **Members Participation in Ongoing Investigation.** Every Member of the Auxiliary is expected to fully cooperate with the investigator(s) over the course of any investigation launched by ERC in respect of a Complaint. Such cooperation may include, but is not limited to:
  - i) Participation in telephone calls, online or in-person meetings with the investigator(s); and/or
  - ii) Upon request from the investigator(s), providing any relevant information, in writing, that may be related to or relevant to the investigation
- e) **Review of Evidence.** The investigator together with the ERC will review the evidence collected during any interviews conducted and any documents provided and conduct further interviews where necessary.
- f) **Completion of Investigation.** The investigator(s) and the ERC will make every effort to complete the investigation as soon as possible but, in any event, they will have a maximum of three (3) months from the commencement of the investigation to draft a report containing the investigator’s or investigators’ findings and the ERC’s

recommendations, (the “**Investigation Report**”) and submit the Investigation Report to the EMC.

- g) **Extension of Time to Complete Investigation.** Where it is not practical or appropriate to complete the investigation within three (3) months, the ERC will apply to the EMC proposing a timeline for an extension to complete the investigation. The EMC shall decide on any extension within three (3) days of receipt of the request.
- h) **Regular Updates to the Complainant and the Respondent.** The investigator(s) will provide at least one update each month over the course of the investigation to both the Complainant and the Respondent as to the progress of the investigator(s).
- i) **Confidentiality Over the Course of the Investigation.** Strict confidentiality will be maintained throughout the entirety of the investigation. Any information, materials or evidence obtained by any party over the course of the investigation shall be used for the purposes of advancing and concluding the investigation only and for no other purpose whatsoever. Disclosure, circulation, publication, distribution or transmission, in whole or in part, by any medium or in any form, of any information related to the investigation or any Complaint is strictly prohibited except as required to advance and conclude the investigation, in good faith, and to the extent which is necessary to ensure fair treatment of both parties.

## 7) DISCIPLINE PROCEDURE: THE INVESTIGATION REPORT

- a) **Content of Investigation Report.** Upon completion of the investigation, the investigator(s) and the ERC shall complete an Investigation Report which shall contain, among other information considered relevant by the investigator(s) and the ERC:
  - i) The original Complaint Submission Form;
  - ii) The Respondent’s Answer;
  - iii) Notes and documents gathered over the course of the investigation;
  - iv) The findings of the investigator(s) and the ERC’s recommendations; and
  - v) The ERC’s recommendations for disciplinary action (if any)and submit the Investigation Report to the EMC.
- b) **Confirmation of Completion of Initial Investigation.** Upon submission of the Investigation Report to the EMC, the investigator(s) shall send a letter to the Complainant and the Respondent, confirming that the initial investigation is complete and that the Investigation Report has been submitted to EMC for review.
- c) **Principles of Natural Justice.** The ERC and the Investigator(s) will at all times operate in accordance with the principles of natural justice which include, but are not limited to, presumption of innocence and right to a fair hearing.

## 8) DISCIPLINE PROCEDURE: THE EMC’S DECISION

- a) **The EMC’s Decision Period.** Upon receipt of the Investigation Report, the EMC, excluding the Past-President will have fourteen (14) days (the “**Decision Period**”) to review the Investigation Report and make a final decision as to the disciplinary action to be taken (if any) (the “**EMC’s Decision**”). Neither the investigator(s) nor the ERC shall participate in EMC’s deliberation or decision-making process during the Decision Period except to answer any questions EMC may have about the Investigation Report.

- b) **Legal Counsel.** Legal counsel (if any) for the Complainant or the Respondent are expressly prohibited from attending the EMC meeting(s). However, the EMC may use an external legal advisor.
- c) **Action In Response to The Complaint.** The EMC may choose from the following options as it relates to possible action in response to the Complaint following the Decision Period:
  - i) Send a letter to the investigator(s) and the ERC providing further instructions to conduct additional review or to collect further evidence;
  - ii) Appoint a new investigator or investigators to conduct a new investigation;
  - iii) Obtain further evidence;
  - iv) Dismiss the Complaint; or
  - v) Decide on Disciplinary Action.
- d) **Options for Disciplinary Action.** Where the EMC's Decision involves taking Disciplinary Action as a response to the Complaint, the EMC shall choose from the following options (the "**Disciplinary Action**"):
  - i) revoke the Member's membership in the Auxiliary;
  - ii) suspend the Member's membership in the Auxiliary for a specified period of time;
  - iii) impose specified terms, conditions and limitations on the Member's membership for a specified or indefinite period of time;
  - iv) require the Member to appear before the EMC/Board to be cautioned or, in the alternative, send a letter of caution to the Member;
  - v) require the Member to appear before the EMC/Board to be reprimanded or, in the alternative, send a letter of reprimand to the Member; or,
  - vi) impose such other penalty as the EMC/Board considers appropriate in its sole discretion.
- e) **Prior Discipline.** The EMC and/or Board may consider prior discipline in determining Disciplinary Actions.
- f) **Implications of a Suspension.** While suspended, Members are not considered to be in good standing with the Auxiliary and lose all rights and privileges normally exercised by Members who are in good standing. Suspended members are not eligible to participate in Auxiliary activities.
- g) **Implications of a Revocation** Any Member whose membership in the Auxiliary has been revoked shall be forever thereafter ineligible for re-admission as a Member of the Auxiliary and shall be required to surrender their identity card and return all CCG/ Auxiliary equipment and material in their possession to the applicable Unit Leader.
- h) **Decision Letters.** Following the EMC's Decision, the EMC shall send decision letters to the Respondent, the Complainant, the Executive Management Committee and the applicable Unit Leader (the "**EMC Decision Letter**") setting out the following:
  - i) The Decision;
  - ii) The reasons upon which the EMC based its decision;
  - iii) Any Disciplinary Action;


- iv) The reasons upon which the EMC based its decision to take Disciplinary Action if applicable; and
  - v) The Respondent's and Complainant's rights to appeal the EMC's Decision and next steps should the Respondent or Complainant decide to appeal the Decision to the Board.
  - vi) The EMC Decision Letter shall attach the Investigation Report with any personal information contained therein redacted.
- i) **Principles of Natural Justice.** The EMC shall at all times operate in accordance with the principles of natural justice which include, but are not limited to, presumption of innocence, right to a fair hearing and right of appeal.

**9) DISCIPLINE PROCEDURE: APPEAL OF THE EMC'S DECISION**

- a) **Appeal Authority.** Any appeal of the EMC's Decision shall be sent to the Board.
- b) **Appeal Submissions.** Should the Complainant or Respondent decide to appeal the EMC's Decision (the "**Appellant**"), they will have thirty (30) days from the date of receipt of the EMC Decision Letter to provide written submissions to the Board setting out the grounds upon which they are appealing the EMC's Decision (the "**Appellant Submissions**").
- c) **Responding Submissions.** Within seven (7) days of receipt of the Appellant Submissions, the Board shall write a letter to the Complainant, Respondent, and the EMC enclosing the Appellant Submissions and requesting that the applicable party provide responding submissions to the Board within 10 days of receipt of the Appellant Submissions ("**Responding Submissions**").
- d) **Reply Submissions.** The Responding Submissions should be provided to the Appellant. The Appellant shall have ten (10) days to provide any reply to new matters raised in the Responding Submissions ("**Reply Submissions**").
- e) **Grounds for Appeal.** Any appeal of the EMC's Decision shall be limited to the following grounds:
  - i) An error of fact in the EMC's Decision;
  - ii) New evidence that was not available during the investigation;
  - iii) Evidence that either the investigator(s), the ERC or the EMC did not follow due process, or otherwise breached the principles of fairness and natural justice; or
  - iv) The reasonableness of the Disciplinary Action chosen by the EMC (if applicable).
- f) **Possible Appeal Outcomes.** There are three possible outcomes which may result from an appeal of the EMC's Decision to the Board:
  - i) An affirmation of the EMC's decision, in which case the EMC's decision is upheld;
  - ii) Order a new investigation of the Complaint; or
  - iii) Render a new decision and/or new Disciplinary Action if applicable.

Policy - 12.0 - Discipline and Discipline Procedures

- g) **Board's Appeal Decision.** The Board shall have fourteen (14) days, from the end of the 10-day period given to the Appellant to submit Reply Submissions, to render its decision (the "**Appeal Decision**"). The Appeal Decision shall be sent to the EMC, the Respondent and the Complainant on the same date.
- h) **Board's Appeal Decision Is Final.** There is no appeal from the Appeal Decision of the Board. The Board's Appeal Decision is final.

	<b>POLICY</b>	
	13.01 - CCGA District Boundaries	
	<b>Ref. By-law – Article 13</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	September 17, 2005	November 28, 2021

## Policy

The CCGA Region is divided into nine Districts.

## Reason for Policy

Identify the CCGA District boundaries determined in accordance with the system approved by the Board.

## Procedure

The District boundaries are as follows;

D1 is everything from Quebec to the 427 and north to the south shore of Lake Simcoe and up to Highway 9 in the west.

D2 is the west of 427, north to 9, west to Kitchener and down to both Lake Ontario and Lake Erie east of Long Point.

D3 is SW Ontario from Long Point to Point Clarke (same as the boundary on the water and Stratford/Kitchener becomes the mid eastern boundary going north to 9 and 86 as indicated on the map.

D4 is everything north of D1, D2 and D3 up to highway 17 at North Bay over to Sturgeon Falls and dropping down on 64 to include all of Lake Nipissing.


D5 is Manitoulin, east to Sudbury, down to 64, west to Blind River and up north to the farthest reaches.

D6 is Bruce Mines west to Marathon and the terrain west of Hearst.

D7 is Marathon to Ontario/Minnesota and the north area from Longlac westward to Manitoba.

D8 is all of Manitoba and Saskatchewan.

Arctic District is Alberta, Nunavut and the NWT.

	<b>POLICY</b>	
	13.02 - Types of Units and Acceptance/Removal of Units	
	<b>Ref. By-law – Article 13</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	2016	November 28, 2021

## Policy

The CCGA may accept and remove various types of Units.

## Reason for Policy

Process to accept and remove Units.

## Procedure

Types of Units

The following constitutes the types of Units:

### Community-based Units which may include:

- not-for-profit societies/organizations which may or may not be separate not-for-profit corporations governed by legislation in their applicable jurisdictions or an unincorporated association or organization. Pursuant to the National Guidelines, all directors and members of such organizations must be Members of the CCGA.
- Municipally sponsored team of Leaders, Coxswains and crew which may include municipal fire departments or ambulance services. Pursuant to the National Guidelines, all coxswains and crewmembers of such municipal entities must be Members of the CCGA.

Pursuant to the National Guidelines, the Vessel(s) operated by Community-based Units must be accepted by the CCGA.

### Private Units

- A private Unit is a Unit where the Vessel(s) that is operated by the Unit is owned by an individual.

Assets for all SAR Units may include any of the following classifications:

- Private vessels (generally Private Units)
- Commercial vessels
- Commercial Fishing vessels
- Dedicated Response vessels (DRV) (generally Community-based Units)

Non-SAR Units include specialized Units created by the Board to meet the objectives, mission and goals of the Auxiliary. Current specialized Units include the Honour Guard Committee.

CCGA membership benchmarks in each Unit are:

A maximum of twelve (12) SAR members for Private Units.

A maximum of fifty (50) SAR members and an additional ten (10) non-SAR members for Community-based Units.

Membership in specialized Units shall be determined by the Board.

### Acceptance of Units

In order to be recognized by the CCGA as a Unit, a proposed Unit Leader will submit an application to the CCGA Board including a Vessel Offer of Use, if applicable, in a form approved by the Board with all requisite supporting documents and identify the type of proposed Unit and proposed location.

The application will be reviewed by the Board for suitability. The Board, with input from the CCG, will consider operational need in the location identified on the application as one of the factors in determining acceptance of the application by the Board.

### Removal of Units

The CCGA may remove a Unit in the following circumstances:

1. A Vessel operated by the Unit is not in compliance with the SOPP;
2. A Unit does not meet the requirements of the type of Unit for which it was recognized by the CCGA;
3. A Unit does not meet the requirements of the National Guidelines;
4. A Unit does not have a Unit Leader or a sufficient number of Unit members to operate safely; or
5. Where the Board determines removal of a Unit is in the best interest of the Auxiliary with input from the CCG.


At least 30 business days prior to the removal of a Unit, the Board shall notify the Unit Leader (or a Unit Member where there is no Unit Leader) of deficiencies which may give rise to the removal of the Unit.

The Unit Leader, or applicable Unit Member, may take steps to remedy any deficiencies raised by the Board.

The Board shall determine whether any steps taken to remedy the deficiencies are sufficient, or not, and despite steps taken to remedy the deficiencies may still remove the Unit in its sole discretion.

For clarity, the Board may in its sole discretion immediately remove a Unit if the continued operation of the Unit is a risk to the safety of the Unit members or the public.



	<b>POLICY</b>	
	13.02.01 - Unit Assignments	
	<b>Ref. By-law – Article 13</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	2016	November 28, 2021

## Policy


Unit assignments will be based on operational needs.

## Reason for Policy

Operational needs must determine where resources are applied, including Vessel allocations. Operational needs are developed and revised in consultation with the CCGA and CCG.

## Procedure

- The standard configuration for a CCGA Unit is one Vessel which shall be SAR ready and taskable.
- Some Units may be requested by the CCG to maintain a second Vessel based on operational needs.
- Units may request a second Vessel by presenting a business case to the Manager of Operations, to review with CCG. Assignment of a second Vessel will be determined by the Manager of Operations and CCG in their sole discretion.

	<b>POLICY</b>	
	13.02.02 - Responsibilities of Units	
	<b>Ref. By-law – Article 13</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	2016	November 28, 2021

## Policy

The Unit shall provide services to the CCGA as set out in this policy.

## Reasons for Policy

To establish clear guidelines for the Units that support CCGA and to clarify the rights and responsibilities between the Unit and the CCGA.

## Guidelines


It is the responsibility of the Community Unit to:

- Provide funding for a Vessel or Vessels for SAR use;
- Maintain a seaworthy Vessel in compliance with Transport Canada requirements;
- Raise funds by donations and by other means in order to provide financial support to the Units. The funds raised are to be used for the acquisition of approved rescue vessels, to cover maintenance cost of those vessels, and to provide needed equipment and supplies for the Unit;
- To contribute, as required, financial assistance towards the maintenance of CCGA equipment and supplies;
- Adhere to all policies and guidance of the CCGA;
- Promptly advise CCGA of any legal action taken or anticipated against the Unit. The Unit will indemnify and save CCGA from any litigation related to the Unit in which CCGA is named as a party, for alleged damages or other judicial proceedings related to the activities or actions of the Unit, its members, officers, volunteers or staff;
- Keep its corporate records up to date and ensure timely reporting in accordance with the Province or Territorial Corporations/ Society Act, and provide CCGA copy of all filed documents upon request;
- In the case of a Community-based Unit that is a not-for-profit corporation or society, ensure that all directors and members are Members of the CCGA;
- In the case of a Municipally sponsored Community-based Unit, ensure that all Coxswains and crewmembers are Members of the CCGA;

- Ensure that all Coxswains and crewmembers reside, during local SAR season (generally April 1<sup>st</sup> to October 31<sup>st</sup> or when there is any open water), in close proximity (approximately 30 minutes) to the Vessel upon which they will serve.
- Provide to CCGA, on an annual basis, a verification list of all members of the Unit in accordance with section 6.9 of the National Guidelines with an indication of any members of the Unit who are not Members of CCGA;
- Disclose fiscal year-end financial statements and other financial documents upon request as well as insurance and a list of Directors to CCGA on an annual basis;
- Provide CCGA with a copy of its constitution, by-laws and register of members, upon request;
- Advise CCGA of its application, registration, or de-registration with the Canada Revenue Agency as a charity, under the *Income Tax Act* and confirm in writing its status to CCGA promptly upon written request;
- Comply with applicable Canada Revenue Agency reporting requirements when the Unit is a registered charity. On written request, the Unit shall provide to CCGA a copy of taxation reports and filings.

It is the responsibility of the Private Unit to:

- Provide a Vessel for SAR use;
- Maintain a seaworthy Vessel in compliance with Transport Canada requirements;
- To contribute, as required, financial assistance towards the maintenance of CCGA equipment and supplies;
- Adhere to all policies and guidance of the CCGA;
- Promptly advise CCGA of any legal action taken or anticipated against the Unit. The Unit will indemnify and save CCGA from any litigation related to the Unit in which CCGA is named as a party, for alleged damages or other judicial proceedings related to the activities or actions of the Unit, its members, officers, volunteers or staff;
- Ensure that all Coxswains and crewmembers reside, during local SAR season (generally April 1<sup>st</sup> to October 31<sup>st</sup> or when there is any open water), in close proximity (approximately 30 minutes) to the Vessel upon which they will serve; and
- Provide to CCGA, on an annual basis, a verification list of all members of the Unit who must be active members of the CCGA

	<b>POLICY</b>	
	13.03 - Vessels	
	<b>Ref. By-law – Article 13</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	2016	November 28, 2021

## Policy

Any Member may offer a vessel to the CCGA for SAR Operations.

## Reason for Policy

The purpose of this policy is to describe the procedure for offering a vessel for consideration by CCGA.

## Procedure

A Member wishing to offer the CCGA a vessel shall discuss the proposed offer with his/her District Director who in turn shall present the written offer to the Manager of Operations. The offer will be reviewed with CCG and the Manager of Operations to either accept or reject the offer.

Points for consideration should include but not be limited to:

- Is the vessel suitable for SAR operations in the geographic area in which it is intended to operate?
- Is the vessel well-founded and seaworthy?
- Is the vessel going to be available for SAR duty (either from being on the water regularly or from being readily accessible)?

Vessel offers must include:

- Vessel Offer of Use
- Vessel Valuation
- Current photos of the vessel

If the Manager of Operations and CCG agree to accept the vessel, CCGA will arrange for a CCGA vessel inspection to be completed. Any deficiencies found in the course of the inspection must be corrected before the Vessel can be put into service.


On the Vessel page of SMS, Normal Status must be shown as Inactive, and Resource Type selected.

SAR Rate will be assigned by the office when the vessel is accepted.

The Manager of Operations will notify the District Director of the decision to accept or reject the vessel offered. The District Director will notify the Member who submitted the Vessel offer.

The vessel will be available for Authorized Activities subject to required training.

Once the vessel and crew have been approved for SAR taskings the Authorized SAR Agency will be notified by the CCGA office.

	<b>POLICY</b>	
	13.04.01 - Equipment - SAR	
	<b>Ref. By-law – Article 13</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	2016	November 28, 2021

## Policy

SAR equipment may be loaned to CCGA Units or Members.

## Reason for Policy

To manage CCGA loaned equipment.

## Procedure

CCGA loaned equipment shall:


- Not be used for personal use.
- Be kept in good working order, including regular testing and battery maintenance.

The CCGA loaned equipment may be transferred or returned at any time as directed by CCGA Head Office.

In the event a Member in possession of loaned equipment no longer holds a membership with the CCGA or the Unit which the Member belongs to is no longer recognized as a Unit of the CCGA, the equipment will be returned or transferred as instructed by the Director.

These items are the responsibility of the recipient Member or Unit, as applicable.

CCGA Head Office must be notified of any defect or malfunction during use of the loaned equipment. CCGA Head Office must be notified of any loss or theft of the loaned equipment immediately.

	<b>POLICY</b>	
	13.04.02 - Equipment - Electronics	
	<b>Ref. By-law – Article 13</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	2016	November 28, 2021

## Policy

Electronic equipment may be loaned to CCGA Units or Members.

## Reason for Policy

To manage CCGA loaned electronic equipment.

## Procedure

CCGA loaned electronic equipment shall:


- Not be used for personal use such as personal emails, IMs, web browsing, personal social media, game apps, etc.
- Not have any unauthorized software and / or applications downloaded or installed.
- Be kept in good working order, including regular testing and battery maintenance.

The CCGA loaned electronic equipment may be transferred or returned at any time as directed by CCGA Head Office.

In the event a Member in possession of loaned electronic equipment no longer holds a membership with the CCGA or the Unit which the Member belongs to is no longer recognized as a Unit of the CCGA , the equipment will be returned or transferred as instructed by the Director.

These items are the responsibility of the recipient Member or Unit, as applicable.

CCGA Head Office must be notified of any defect or malfunction during use of the loaned equipment. CCGA Head Office must be notified of any loss or theft of the loaned electronic equipment immediately.

	<b>POLICY</b>	
	13.05.01 - Insurance - Equipment and Injury	
	<b>Ref. By-law – Article 13</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	2016	November 28, 2021

## Policy

All claims relative to collisions, losses, damage and injury must be reported.

## Reason for Policy

To provide the procedure for insurance claims.

## Procedure

By following this procedure proper steps will be taken to ensure that the correct procedures are used to report, investigate, substantiate and process all relevant claims for which members and others are entitled to be remunerated.

Immediately after an event which may lead to a claim the respective District Director must be informed via telephone, email, fax or other expeditious method of communication as soon as possible.

In addition, the incident must be noted in the Unit's SAR log. Further, if it occurred during a SAR tasking the Joint Rescue Coordination Centre should also be advised either at the time of the incident or during the incident debriefing either via telephone, fax or email. The incident should be noted on the SMS Report submitted to the CCGA office.

The appropriate Collision, Wreck and Injury Report, available from the CCGA. Region website or on request from a District Director or the CCGA. Region business office must be completed in detail. Cost estimates should be obtained, and statements provided. The report, cost estimates and statements along with any pictures of the damage should be forwarded to the CCGA office and copied to the respective District Director.


### **Repairs are not to be started without prior approval from the CCGA office or insurance.**

If the submitted claim exceeds the Auxiliary's insurance deductible the CCGA Office will immediately upon notification of the incident by the District Director, forward the Collision Wreck report, vessel valuation and the cost estimate to the insurance company contact via email.

The deductible is approx. \$1,000.00 (1% of the vessel valuation) determined by the insurance Company and shall be paid by the Auxiliary.

The office shall be responsible to notify the President and the Manager of Operations of the Auxiliary of all incident claims, regardless of the expected costs.



	<b>POLICY</b>	
	13.05.02 - Insurance - Automobile	
	<b>Ref. By-law – Article 13</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	2016	November 28, 2021

## Policy

The CCGA provides rental vehicle insurance coverage to Members renting vehicles for CCGA purposes.

## Reason for Policy

To provide the procedure for insuring rental vehicles.

## Procedure

Rental vehicles shall not be valued greater than C\$65,000.


The CCGA Region does not carry automobile insurance as they do not own any motor vehicles, just trailers. However, when renting an automobile, members of the CCGA can opt not to buy back the rental company's Collision Damage Waiver (CDW) because coverage for physical damage to hired automobiles is provided under the Commercial General Liability section of the CCGA's Package policy in the form of Standard Endorsement Form (S.E.F.) 94. Coverage is for a limit of \$100,000 subject to a \$1,000 deductible against All Perils.

**This coverage is for damage to the rented vehicle only and applies as long as the rental contract is in the name of the CCGA.**

As for third-party liability, i.e., bodily injury or property damage to others resulting from the operation of a rented vehicle, although the rental vehicle is registered in their name, legislation in Ontario under Bill 18 makes it so that the rental company's policy will not be the primary source of indemnity should an accident occur. As such, the primary source of liability coverage, should the rental contract be in the name of the CCGA, would be the CCGA's automobile policy. Because we do not have an automobile insurance policy, coverage is therefore provided under the CCGA's Non-Owned Auto Insurance Policy (SPF 6) for a limit of \$5,000,000. Should such an amount not be sufficient to settle a catastrophic loss, the second policy in line would be that of the CCGA employee/volunteer that rented the vehicle or that of anyone in that person's household that holds an auto policy. The rental company's policy would be last in line with a diminishing limit of \$1,000,000 which limit would be exhausted should the afore-mentioned policies come into play.

It is important to note that such legislation applies to the Province of Ontario only. However, regardless of the legislation, the above insurance coverage applies across Canada and in the U.S.

**Please be reminded that, in order for the subject insurance coverage to be “primary”, the rental contract must be in the CCGA’s name. Otherwise, coverage would first fall under the individual’s own auto insurance policy and then onto the CCGA’s.**

	<b>POLICY</b>	
	13.06 - CCGA Uniform	
	<b>Ref. By-law – Article 13</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	2016	November 28, 2021

## Policy

The CCGA has uniforms that may be worn.

## Reason for Policy

To establish the proper protocol when wearing the CCGA uniform.

## Procedure

Uniforms shall only be worn when on an Authorized Activity.

Members are not obligated to wear a uniform at any CCGA Authorized Activity or event.

Members are eligible to wear the CCGA uniform as outlined in the CCGA Uniform section of the National Guidelines.


Wearing the CCGA uniform is a privilege and the proper dress protocols are to be followed. Mixing of uniform and civilian clothing is not permitted.

Members may also receive Auxiliary awards and decorations. When worn, members must wear them correctly.

### Members may:

Wear the blazer crest on left hand side of a jacket under pocket, Wear metal service pin or CCGA Crest on left lapel,

Wear their Unit's own distinctive uniform.

	<b>POLICY</b>	
	13.07.01 - Member Reimbursement	
	<b>Ref. By-law – Article 13</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	2016	November 28, 2021

## Policy

Authorized Member expenses may be reimbursed.

## Reason for Policy

To explain the procedure for reimbursement.

## Procedure

Funding for the Auxiliary is based on a Contribution Agreement. This agreement identifies what Authorized Activities the federal government, the Department of Fisheries and Oceans, will reimburse.

A member requesting reimbursement must have an applicable tasking number.

Management shall only approve expenses related to their budgets.

Payment for all Authorized Activities shall be made by cheque payable to the member.

Reimbursement requires the submission of an expense report through the SMS.

Claims for reimbursement shall be submitted within 30 days of an Authorized Activity.

Expenses that occur in the last month of the fiscal year (March) must be received and approved no later than April 15th to be compliant with the CCG/CCGA Contribution Agreement.

All expenses shall be processed within 30 business days from the date of final approval.

### First Aid Courses

First Aid expenses are reimbursed to members of crews of non-commercial vessels.

First Aid course expenses must be accompanied by an invoice and certificate of completion.

Only WSIB and accredited First Aid providers are approved for the CCGA.

First Aid expenses are reimbursed to a maximum of \$100 per member. Except in special circumstances, mileage and meals may not be claimed when associated with First Aid training courses.

### Travel and Accommodations

The completed SMS request form must identify anticipated costs including travel arrangements and meal requirements.

Expenses are approved based on matching the authorized request form to the Expense claim.

#### Meal Claims:

Breakfast may be claimed if departure from home is prior to 0630.

Lunch may be claimed if the member is away from home after 1300. As well, lunch may be claimed if the member departs from his/her residence prior to 1130 on Auxiliary travel.

Dinner may be claimed if the member is away from home after 1830. As well, dinner may be claimed if the member departs from his/her residence prior to 1630 on Auxiliary travel.

When approved, reimbursement shall be at the current rate established by the National Council Travel Directive, regardless of whether the member's cost exceeds the rate.

Receipts are not required for meals except in remote locations as identified by CCG. (Churchill/Nunavik)

Meals must not be claimed when included in accommodation.

Meals may be catered at meetings and training courses for Members and SAR Partners only. Receipts are required and total cost shall not exceed the individual meal allowances. Names of members shall be included in the claim details.

#### Use of Personal Vehicle

When travel is expected to exceed the 600Km limit, prior approval must be made by the President. Car rental can be the preferred option in many instances. It is understood that rental facilities may not be readily available.

Kilometric charges are not allowed for travel to and from a Member's Unit or jurisdiction.

Distances are based on accepted measurements as found on websites and / or road maps.

Local travel under 16 km is not claimable. Regardless of distance, travel to and from a member's Unit on Auxiliary Authorized Activities is not claimable.

Travel claims with toll road charges should have prior approval.

When carpooling, only the registered owner of the vehicle may claim the kilometric rate and they shall indicate the Member passengers on the claim.

Car pooling should be practiced whenever possible.

When a Member is carrying CCGA passengers, they should ensure that their insurance policy has the appropriate rider.

#### Rental Vehicle Use:

Vehicles shall be rented in the name of the CCGA Member and the CCGA. This will activate CCGA insurance coverage in accordance with the insurance (automobile) policy of the CCGA.


Insurance available from rental agencies shall be declined.

Rental invoice and fuel costs must be submitted with the Expense claim.

Rental car value shall not exceed C\$65,000.

Travel claims with toll road charges should have prior approval.

Receipts for fuel purchases are required when rented vehicles are used.

	<b>POLICY</b>	
	13.07.02 - Management Board Sundry Expenses	
	<b>Ref. By-law – Article 13</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	2016	November 28, 2021

## Policy

Management Board Sundry Expenses may be reimbursed.

## Reason for Policy

To explain what expenses can be claimed and how much of the expense will be paid.

## Procedure

### Supplies

- Home Computer Supplies, Paper, Ink Toner to a maximum of 50 percent
- Personal Use Stationary to a maximum of 50 percent

Claims are to be preapproved by CCGA Executive.

Any deviation to the preapproval must be requested in writing to the Executive prior to submitting the expense.

### Communications

- Internet Service
- Long Distance Phone Charges itemized on phone bill or additions to long distance phone plan
- Cell Phone expenses

Prior to the first Board meeting occurring AFTER the AGM management Board meeting, Members wishing to have phone/internet costs reimbursed would submit an application with supporting documentation using a format prescribed by the CCGA Head Office.

The following conditions must be met to be eligible for reimbursement:

- the expenditure is not a “share” of an expense the Member would otherwise incur personally
- it is possible to determine the accurate cost of the expense
- the expense conforms to all other controls implemented by the CCGA


- the expenditure was authorized to be incurred by a Member on behalf of the CCGA

The CCGA Head Office reviews the member's request and ensures that conditions listed above are met.

The Executive considers that rationale for reimbursement put forward by the Member. If the expenditure is authorized, the authorization lasts for one year (or until the Member is no longer filling the position that served as the rationale for the reimbursement, if shorter than one year).

For situations where a 100% funded phone or internet service is needed for CCGA business, and where there is NO personal use of this service, the Office arranges for the service to be installed and invoices can come directly to CCGA.

For other internet/phone reimbursements, the documentation submitted with the original application (e.g., a typical monthly bill) can serve as the needed paperwork and CCGA can make monthly payments to the member automatically with no further paperwork or SMS entries required.

	<b>POLICY</b>	
	13.07.03 - Vessel Reimbursement	
	<b>Ref. By-law – Article 13</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	2016	November 28, 2021

## Policy

Authorized Vessel expenses may be reimbursed.

## Reason for Policy

To explain the procedure for reimbursement.

## Procedure

Payment for all Authorized Activities shall be made by cheque payable to the designated payee.

Reimbursement requires the submission of an appropriate SMS report.

Requests for reimbursement shall be submitted within 30 days of an Authorized Activity.

The authorized tasking number must be provided.

The authorized rate is effective when underway during actual marine exercise. Time secured alongside or at anchor before or after exercise is not eligible for Vessel reimbursement and should be shown as “down time” on the SMS report.

Insurance is effective throughout Authorized Activity period.

### Vessel Reimbursement Rates

For Vessel calculations:

Rates are based on Vessel classification as defined by CCG.


The time period for on water activities may be reimbursed based on up to actual time underway.

### SAR Taskings

Only vessels tasked by JRCC (including RCMP in the Arctic) shall be reimbursed.

The time period for SAR taskings shall be a minimum of one hour and any part of the first hour shall be deemed one full hour of compensation. Thereafter, use in excess of one hour shall be calculated on a proportional basis.



	<b>POLICY</b>	
	13.08 - Media - General Guidelines	
	<b>Ref. By-law – Article 13</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	April 29, 2019	November 28, 2021

## Policy

Use of media related to the CCGA is restricted and, when used, must promote a positive image for the CCGA.

## Reason for Policy

To set the guidelines for the management of media relations.

## Procedure

Anything you post to social media is public. Regardless of your privacy settings, anything you post can be passed along to people who don't know the context of your story, your organization or your intent.

Members cannot speak for the CCGA, the CCG or any of our SAR partners. Always ensure what you want to post is clearly attributed to you or, if speaking on behalf of your Unit, your Unit.

Members don't pass judgment. Our job isn't to be critical of each other, the people we help on the water or the communities that support us. You're welcome to your opinions, but your personal opinions are not welcome when you are representing any aspect of CCGA or your Unit.

If you were not present at a particular event or SAR activity, you don't know what happened. Passing along second-hand information or, worse, speculation about motives or events is dangerous.

Sometimes humour isn't funny. Humour is a very subjective thing; what you think is funny might be offensive to someone else. Play it safe and don't attempt to pass along humour through any channel that has any connection to the serious business of SAR. Racist or sexist content is never welcome.

### Posting information on SAR Missions by Units

If posting information on behalf of your Unit:

Never post anything during a SAR mission. Experience tells us that we never know the whole story behind missions until we can put all the information together after the mission is complete.

Posting during a mission risks:

- Releasing information about vessels, injuries or damages before families and authorities have been formally notified.

- Compromising the privacy and dignity of victims.
- Distributing partial or incorrect information.
- Inviting media inquiries to JRCC or other authorities before they are briefed and ready to respond.
- Compromising any official inquiry that may follow a major incident.
- Distracting crew from the serious business of SAR

Communicating the details of SAR Missions is the responsibility of our SAR Partners. Large, multi-asset searches, extended-length searches, events involving severe conditions or casualties are managed and communicated by authorities like JRCC or police services. Your postings can confirm the Unit's participation but must never reveal the names or details of victims, or the details of the mission like search areas, patterns or the tactics used. When it comes to this information, simpler is safer.

Remember you're posting on activities of your Unit and not CCGA, CCG or any other organization. The voice should be the voice of your Unit. You can feel free to acknowledge other assets and organizations, but you can only speak for your Unit.

Never post the names of victims or their images. Even photos of victims' vessels with clearly visible names or other identification can cause serious problems. When in doubt, leave it out.

It's better to be right than fast. Take your time to double-check facts and details. A factual mistake gets amplified when picked up and shared and is virtually impossible to correct. Take the time to carefully consider a post before pushing 'send'.

If in doubt, ASK! The JRCC public relations officers can advise if mission details, or other potentially sensitive information have been released and if your proposed posting will create a problem. Call them at 613 392 8854.

Navigate around the trolls. Internet 'trolls', those nameless, faceless critics and pundits who feel qualified to criticize everything, are lurking everywhere. If your posts about SAR activity draw criticism from any source, don't respond. Any kind of response or defense can ignite a vicious exchange among supporters and critics that's damaging. Don't take the bait, and feel free to remove offensive or abusive comments from the forums you manage.

#### Posting about SAR Training and other Activities by Units

Posting information on training, recruiting or fundraising activities on behalf of your Unit can be helpful in keeping your Unit in touch with the community.

Keep these guidelines in mind:

Any photos of vessels and crew should show members wearing all the proper safety gear while aboard and all vessels in good order. Look carefully at action shots to make sure that every crewmember in the frame is following the correct procedure and no one appears in a perilous situation. Community based activities should be identified as such.

Community Units that support local events like fishing derbies or fireworks evenings should clearly identify these efforts as Unit activities and not CCGA-sanctioned events.

Develop and use clear language that explains the Unit's relationship to CCGA and our SAR Partners.

A simple two or three sentence paragraph that explains your Unit's situation, private or community-based and its association with CCGA can be helpful. Once it exists, the explanation can be used with regular posts as well as other communications.

Acknowledge the hard work of volunteers. Posting training schedules, patrols and other activities helps convey the commitment and hard work of members. Posting the names of members with their photos (with their permission) helps your members link to other people and organizations.

If you're recruiting for new members, let your audience know. Provide dates and locations for meetings or other events when prospective recruits can come out and meet members and find out about membership. Be sure to post contact info for a member responsible for recruiting.

Publicize fundraising activities by community groups. Community-based Units that post news about fundraising activities can extend their effectiveness with links to sponsoring organizations and events. Photos of members are especially helpful.

Try to post on a regular basis. Once you have attracted interest in your Unit and its activities, keep readers engaged with regular posts. Even training schedules or meeting dates can showcase an active, dynamic Unit and helps fill gaps between other news events.

### Individuals' posts discussing SAR, CCGA and Units by Members

It can be challenging to separate our responsibilities as Auxiliary members and the rest of our busy lives on social media. Here are some suggestions:

The above guidelines for your Unit apply to you, too. Common sense says that the serious issues of privacy, dignity, respect and responsibility apply to individuals as well as Units. Because you're posting as an individual doesn't mean you have a license to post images or stories that can harm accident victims or damage reputations. Be particularly careful about posting anything around SAR missions: No names of victims, images of victims or their vessels, or anything that might compromise their privacy or dignity. If you'd hesitate to post it on behalf of your Unit, you shouldn't post it personally, either.

Be clear you're speaking for you and not your Unit, the CCGA or our SAR Partners.

Never be critical of those we rescue, their families or other agencies. If you've got a beef with your Unit, the CCGA or some other organization, take it directly to the people involved. Airing it on Facebook doesn't help.

Think twice before getting into a heated online exchange about your Unit, SAR, the CCGA or any of our SAR Partners. Everyone gets burned in 'flame wars'. Your Unit, the CCGA and our SAR Partners should not be collateral damage.

### Summary - Use of social media


The rapid growth of social media has provided untold opportunities and benefits for all Canadians. Indeed, many Auxiliary members and units utilize social media regularly to share their activities, to connect to the communities they serve, to recruit new members and to aid in fundraising. But the universal access, immediacy and unfiltered content that make social media so popular also pose a challenge to members and units. As trusted community resources that frequently come to the aid of our neighbors, often at some of the worst moments of their lives, we bear a heavy responsibility to protect their privacy and dignity. And through our affiliation to the CCGA, the CCG and the other federal agencies and departments, we are also subject to strict rules and regulations on how – and what – we communicate.

## Policy - 13.08 - Media - General Guidelines

This section has been prepared to aid CCGA units and their members in navigating the difficult and sometimes conflicting demands of using social media. It addresses three aspects of the application of social media:

- Use of social media by units in and around SAR missions
- Use of social media by units to communicate other messages
- Use of social media by individual members in relation to their duties with CCGA units

We are all ambassadors for our units as well as the vast volunteer marine SAR community. Because every social media activity is essentially public, each posting has the potential to polish our image OR to harm us.

	<b>POLICY</b>	
	13.09 - Awards	
	<b>Ref. By-law – Article 13</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	2016	November 28, 2021

## Policy

The CCGA may recognize Members with awards.

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## Reason for Policy

To set the guidelines for the provision of awards.

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## Procedure

### Service Awards

Members in good standing are eligible for service awards every five years of continuous service.

Members will receive a service pin along with a certificate.


Units will be recognized with a plaque and certificate every five years of continuous service.

### National Awards

All Members of CCGA are eligible for the National Awards Program. At 25 years of service a member will receive a long service medal.

Any CCGA Member can recommend someone they believe deserves National recognition by completing a nomination form.

Information, forms, and award categories can be found on the National website  
[www.ccg-gcac.ca](http://www.ccg-gcac.ca).

	<b>POLICY</b>	
	13.10 - Harassment	
	<b>Ref. By-law – Article 13</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	June 25, 2011	November 28, 2021

## Policy

The Canadian Coast Guard Auxiliary Inc. (CCGA) is committed to providing a safe, respectful and healthy environment for all of its employees and members.

## Reason for Policy

The CCGA developed this policy to establish a procedure that helps prevent harassment by or against its employees and members.

## Procedure

### SCOPE

- This Policy applies to all employees and members of the CCGA.
- This Policy prohibits harassment of any kind, for any reason.
- This Policy applies to all work-related or CCGA related membership activities that occur both during and outside of regular business hours.
- This Policy covers all forms of harassment prohibited by applicable statutes including sex and sexual orientation, race, ancestry, nationality, place of origin, colour, ethnic origin, language, citizenship, creed, religious beliefs, political beliefs, age, record of offences, marital status, family status, civil status, same-sex partnership status, social condition, source of income and disability.

### DEFINITIONS

Harassment means engaging in a course of vexatious comment or conduct against an employee or member that is known or ought reasonably to be known to be unwelcome. The comments or conduct typically happen more than once and often involve repeated works or actions, or a pattern of behaviours against the employee, member or a group of employees or members. A single incident or comment that is sufficient to take away an employee or member's respect and dignity, would also be considered harassment under this Policy.

Harassment includes unwelcomed words or actions that are known or should be known to be offensive, embarrassing, humiliating or demeaning to the employee or member.

Examples of harassment may include but are not limited to:

- Making remarks, jokes or innuendos that demean, ridicule, intimidate or offend;

## Policy - 13.10 - Harassment

- Displaying or circulating offensive pictures or materials in print or electronic form;
- Bullying;
- Repeat offensive or intimidating phone calls or e-mails;
- Inappropriate sexual touching, advances, suggestions or request.

Psychological harassment means harassment that includes:

- Any vexatious behaviour in the form of repeated or hostile or unwanted conduct, verbal comments, actions or gestures, that affect an employee or member's dignity or psychological or physical integrity and that results in a harmful environment for the employee or member;
- Sexual harassment means any unwelcomed sexual advances, requests for sexual favours, or other verbal or physical conduct of a sexual nature when such conduct might reasonably be expected to cause insecurity, discomfort or humiliation to another person;
- When submission to such conduct is implicitly or explicitly made a condition of employment or membership;
- When submission to or rejection of such conduct is used as a basis for any employment decision (including, but not limited to, matters of promotion, compensation, job security, or benefits affecting the employee);
- When such conduct has the purpose or effect of interfering with a person's work performance or creating an intimidating, hostile or offensive work environment;
- When such conduct is demeaning to a person because of their sex.

Examples of sexual harassment may include, but are not limited to:

- Remarks, jokes, or innuendos about sex or sexual orientation where the speaker has been advised, or should otherwise be aware, that they are offensive;
- Leering or other offensive or sexually suggestive or obscene gestures;
- Derogatory or degrading remarks used to describe, or which are directed toward, members of one sex or sexual orientation;
- The display or distribution (either mechanically or through the use of electronic media and e-mails) of sexually explicit or otherwise offensive material;
- Refusing to work with people because of their sex or sexual orientation;
- Unwelcomed advances, invitations or propositions of a sexual nature or repeated invitations after previous requests have been refused;
- Persistent unwanted contact or attention after the end of a consensual relationship;
- Any advances, invitations or propositions of a sexual nature, or the refusal of any such advances, invitations or propositions, which might, on reasonable grounds, be perceived as placing a condition on a person's employment or membership, work assignment, or on any opportunity for training or promotion;
- Unwarranted inquiries or comments about a person's personal life;
- Unwanted physical contact, including touching, patting, etc.;
- Verbal abuse or threats of a sexual nature;

- Indecent exposure or sexual assault.

Examples of racial harassment may include, but are not limited to:

- Comment or conduct which disparages or ridicules a person's race, ethnic origin, colour, language or religion;
- Insulting gestures or jokes which relate to race, ethnic origin, colour language or religion;
- Mimicking a person's accent, speech or mannerisms;
- The display or distribution (including use of electronic media) of derogatory material which relate to race, ethnic origin, language or religion;
- Refusing to work with people because of their race, ethnic origin, colour, language or religious background;
- Harassment on other grounds may follow similar patterns.

Discrimination means the differential treatment of any individual based upon their membership in a particular group (real or perceived), rather than on their personal merit. One form that discrimination may take is harassment. It may include but is not limited to the following:

- Derogatory comments or unwelcome remarks, jokes, ridicules, teasing or threats about a person's racial, ethnic background, or other prohibited ground;
- Displaying degrading pictures;
- Physical assault, including pushing, tripping, touching;
- Refusing to employ or continue to employ any individual based on a prohibited ground of discrimination;
- In the course of employment, to differentiate adversely in relation to an employee based on a prohibited ground of discrimination.

Professionalism is more than the absence of harassment or discrimination. It involves civility and courtesy in inter-personal interactions and kindness and respect for others. To this end, the CCGA has established a Code of Conduct policy which further defines expected behaviours.

Violation of the Code of Conduct are considered equivalent to harassment and will be dealt with in accordance with the procedures established by the Discipline Policy and the Ethics and Review Committee Terms of Reference.

## **RESPONSIBILITIES**

It is the responsibility of the CCGA to ensure every employee and member is aware of this policy and the commitment to an environment free from intimidation and harassment. Every employee and member of the CCGA is responsible for helping to create an environment that is free from harassment. All employees and members are strongly encouraged to report all incidents of harassment and initiate a Complaint. All incidents will be dealt with promptly, fully and without bias in accordance with the Discipline Policy.

No reprisals will be made against reporting employees or Members. Cooperation with CCGA investigations, police and/or other authorities during investigation related to harassment is required by all Members.



## **PROCEDURE**

As soon as possible after the incident(s), the employee or member should take one or more of the following courses of action.

- Commence a record or diary of any incidents of harassment or bullying;
- Date, place and time of incident(s);
- Name of person alleged to have been harassing the employee or member;
- Details of what happened/was said;
- Names of any witnesses;
- How they felt;
- Action taken (if any);
- Copies of any documents that may be relevant e.g., a letter or note or copy of an e-mail;
- Speak to the person and explain clearly that their behaviour is offensive and that it should stop;
- If the employee or member feels unable to speak to the person or, if having spoken to them the behaviour persists, the employee or member should consider writing to the individual concerned, in the same terms and keep a copy of the correspondence;
- If informal attempts at resolution fail, or if the harassment is potentially of such a serious nature as to require formal action, the employee or member may initiate a formal complaint which will be dealt with in the next section of this procedure.

Strict confidentiality will be maintained throughout the investigation and circulation of information will be minimized to that which is necessary to ensure fair treatment of both parties. The complainant(s) and the alleged harasser(s) or respondent(s) are allowed to have someone accompany them during any stage of the investigation process.

The respondent will be asked to respond in writing to the allegations as described on the Complaint Submission Form. The investigator will separately interview the complainant and the respondent during the investigation and witnesses, or other involved parties may be asked to provide information. Parties may be requested to sign their statement.

The investigator will review the interviews and document any inconsistencies or other questions they may have. They will conduct further interviews if they need to clarify any information. The Investigator will produce a report summarizing the investigation and forward it to the Ethics and Review Committee for review and discussion. The Ethics and Review Committee will provide a final report of its findings and possible corrective recommendations to the Executive. The Executive shall consider the report of the Ethics and Review Committee and decide whether to dismiss the complaint as minor or groundless or determine that the allegations are valid and implement corrective measures or disciplinary sanctions.

Employees or members seeking information or clarification of this procedure or wishing to have an informal discussion regarding a possible complaint, are encouraged to approach their Unit Leader, District Director, or President as appropriate. Such inquiries will be held in confidence. Implementation of this procedure does not prohibit employees or members from reporting incidents to their respective government body.

Disciplinary action shall be conducted in accordance with Article 12 of the CCGA By-laws.

### Anonymous Complaints

If the complainant wishes to remain anonymous it may not be possible for the CCGA to take any action.

### Victimization and Malicious, Vexatious and Spurious Complaints


Complaints of harassment are treated seriously by the CCGA. Harassment can have serious and far-reaching effects on the careers and lives of individuals. A charge of harassment is not to be taken lightly by the complainant or the respondent. Both parties to a complaint, and any witnesses, will be protected until the outcome of the investigation, where upon appropriate action to resolve the matter will be taken.

Any employee or member who victimizes a complainant for bringing an allegation of harassment will be subject to disciplinary action. False accusations can also have a serious impact on individuals. Employees and members found to have made mischievous, false or malicious complaints will therefore render themselves liable to the appropriate disciplinary action.

Any employee or member who witnesses or becomes aware of harassing behaviour by any person should notify his or her supervisor or immediate one up immediately. The reporting employee or member will need to provide full written details of the incident and the names of all persons present or involved.

### Confidentiality and Safety

These provisions on harassment are intended to protect the safety of all employees and members and are in no way intended to infringe on an employee or member's privacy. The primary goal of this policy and procedure is to encourage an open, ongoing dialogue with the affected employee or member, and those within the CCGA who need to know, so that the CCGA can take reasonable steps to protect employee and member safety. The CCGA's goal is to handle all situations with the utmost sensitivity to the particular situation, while meeting the goal of safety and security of its employees and members.

	<b>POLICY</b>	
	13.11 - Conflict of Interest	
	<b>Ref. By-law – Article 13</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	September 18, 2016	November 28, 2021

## Policy

All members, directors, officers and employees of the CCGA have the responsibility to maintain public confidence in the integrity of the CCGA. The organization benefits from the capacity of individuals with a multiplicity of interests. However, those interests must not conflict with the interests of the organization, nor impair the public support and respect necessary for the operation of the CCGA.

## Reason for Policy

The purpose of this Conflict-of-Interest Policy is to protect the interests of CCGA when it is contemplating entering into a transaction or arrangement that might benefit or appear to benefit the private interest of any present or former director, officer, employee or volunteer of CCGA, or indirectly benefit a related party. CCGA is organized to serve the charitable purposes stated in its Articles, and each director, officer, employee and volunteer must act and use good judgment to maintain and further the public's trust and confidence in CCGA.

The Conflict-of-Interest Policy is to establish a standard of conduct to ensure that personnel in the organization act in the best interests of the organization and its clients and to maintain standards relating to an actual, potential or perceived conflict of interest.

## Procedure

For individuals, the standard advice and practice for dealing with a conflict of interest is:

- 1) Recognize it;
- 2) Disclose it;
- 3) Remove yourself from the decision-making, and ideally from the entire discussion.

### Definition of Conflict:

A conflict of interest is a situation where an individual, or the organization he or she represents or has an interest in, has a direct or indirect competing interest with the CCGA activities. This competing interest may result in the individual being in a position to benefit from the situation, and in the case of the CCGA, not being able to achieve a result in its best interest.

A conflict of interest exists when a Member, Director, Officer or employee's private affairs or financial interests are in conflict with their duties or obligations or result in a public perception that a conflict exists, and/or in situations that could impair the Member, Director, Officer or

## Policy - 13.11 - Conflict of Interest

employee's ability to act in the best interests of the CCGA; or where their actions could compromise or undermine the trust that the public places in the organization.

It is the intention of the CCGA to avoid not just real conflicts of interest, but also to avoid situations that may be perceived as conflicts both within and outside the organization.

### Performance of Duties:

A Member, Director, Officer or employee may not vote on, or participate in, any discussion about a resolution to approve an agreement or decision in which they have an interest, nor will they approve and/or sign off on such circumstances or attempt to influence the outcome. In the performance of their duties, they must not do the following:

- 1) Act without full disclosure or authorization and without considering the best interests of the CCGA.
- 2) Use their involvement with CCGA for their personal gains or the benefit of advantage of someone in their immediate circle including promotion of an individual or their business.
- 3) Authorize the use of, or use for the benefit or advantage of any person, the name, emblem, endorsement, services or property of CCGA.
- 4) Place themselves in a position of obligation to persons who might benefit or appear to benefit from special considerations with respect to CCGA business.
- 5) Have a monetary interest that could conflict with the discharge of the duties owed to the CCGA with the exception of cases where the conflict is disclosed and the person in conflict has no influence on the decision-making process.
- 6) Disclose, discuss, use, take advantage of, benefit or appear to benefit from the use of information not generally available to the public and which has been acquired during their official CCGA duties.
- 7) Communicate with the provincial or federal government, or with any elected or appointed provincial or federal government official in relation to the business of the CCGA.
- 8) Assist private entities or persons in their dealings with the CCGA where this could result in preferential treatment to any person.
- 9) Directly or indirectly use, or allow the use of, CCGA property or information for anything other than officially approved activities.
- 10) Misrepresent or misuse their position or authority within the CCGA in communications or contracts with external parties.

### Disclosure of Conflict of Interest:

Members, Directors, Officers and employees must make a timely and full disclosure in any situation where they have a conflict of interest or an appearance of a conflict of interest.

Members, Directors, Officers and employees have a duty to report suspected violations of this policy to the Chair of the Ethics and Review Committee.

### Failure to Disclose Conflict and Remedies:

If the Board or a Committee has reasonable cause to believe that a Member, Officer, Director or an employee has failed to disclose an actual or possible conflict of interest, it shall inform the Chair of the Ethics and Review Committee of the basis of such belief. The Ethics and Review Committee shall afford the person an opportunity to explain the alleged failure to disclose. If,

after hearing the response and making such further investigation as may be warranted by the circumstances, the Ethics and Review Committee shall submit to the Executive any recommendations for corrective measures and the Executive shall determine any sanctions up to and including termination of membership or employment.

#### Obligations Specific to Directors and Officers

The Act sets out specific duties for Directors and Officers.

#### *When the Disclosure Obligation is Triggered*

The disclosure obligation is triggered if the director or officer has a:

- **Direct conflicting interest:** they are a party to a material contract or material transaction, whether made or proposed, with the CCGA.
- **Indirect conflicting interest:** they have a material interest in a party to the material contract or transaction or the proposed material contract or transaction.
- **Conflicting duty:** they are a director or officer (or an individual acting in a similar capacity for a non-corporate entity) of a party to the material contract or transaction or the proposed material contract or transaction.

The materiality threshold is meant to filter out certain disclosures that have no bearing on the CCGA's decision-making process or that of its individual conflicted director or officer.

Materiality must be assessed in terms of what the board of directors as a whole must take into account to properly consider the merits of the contract or transaction or proposed contract or transaction.

#### *To Whom Disclosure Must be Made*

Assuming that the disclosure obligation is triggered by a material contract or transaction (or proposed material contract or transaction), disclosure must be made:

- In writing to the corporation on the CCGA Declaration of Interest Form (see below).
- By requesting to have the necessary disclosure entered in the minutes of the meeting of:
  - directors; or
  - a committee of directors.

If the proposed material contract or transaction is to be approved by special resolution of the members, disclosure of the interest must be made to the members. The disclosure must be in sufficient detail to permit a member to form a reasoned judgment on the business.

#### *When Disclosure Must Be Made*

The timing of disclosure is addressed separately for directors and officers as follows:

- **Directors.** A director must make the required disclosure at the meeting at which the proposed contract or transaction is first considered.
- **Officers.** For an officer who is not a director, they must make the required disclosure immediately after they become aware that the contract or transaction (or proposed contract or transaction) is to be considered or has been considered at a meeting of the board (or board committee).

## Policy - 13.11 - Conflict of Interest

However, if the contract or transaction (or proposed contract or transaction) is one that, in the ordinary course of the corporation's business, would not require approval by the directors or members, the conflicted director or officer must make disclosure immediately after they become aware of the contract or transaction.

### *Advance Disclosure*

Instead of making disclosure on a reactive basis, a director or officer may provide advance disclosure (that is, disclosure to the corporation even in the absence of a proposed contract or transaction to which the corporation is a party). A director or officer can complete the CCGA Declaration of Interest Form and deliver it as a general notice to the directors declaring that they are to be regarded as interested in a contract or transaction made with another party. The Declaration must be updated if there is a material change in the nature of the interest that the director or officer has in the identified party.

### *Extent of Disclosure Required*

If the disclosure obligation is triggered by a material contract or transaction (or proposed material contract or transaction), disclosure must be made of the nature and extent of the interest that the director or officer has in the contract or transaction (or proposed contract or transaction) keeping in mind the following considerations:

- There is no precise formula that will determine the extent of detail that is required. The amount of detail will depend on the nature of the proposed contract or transaction and the context in which it arises.
- Disclosure must make the other directors fully informed of the real state of affairs. A conflicted director must ensure that the other directors are informed of what the conflicted director's interest is and its extent if it is material to the exercise of the board's judgment.
- It will rarely suffice for the conflicted director or officer to simply declare that they have an interest.
- Disclosure may, if applicable and information is available, include full and open disclosure of all costs and possible profits accruing to the directors and the entities in which they hold a conflicting interest.

### *Voting Restrictions Against Conflicted Directors*

A conflicted director cannot vote on the approval of a proposed contract or transaction even where their interest is adequately disclosed.

A conflicted director **shall** recuse themselves from the salient part of the board meeting.

**CCGA Declaration of Interest Form**

TO: The Board of Directors of Canadian Coast Guard Auxiliary  
(Central & Arctic) Inc. (the "**Corporation**")

DATE: [DATE]

Notice is hereby given in accordance with the *Canada Not-for-profit Corporations Act* that the undersigned [director/officer] of the Corporation is interested in the [proposed] material contracts or material transactions referred to below (collectively, the "**Transactions**"). Therefore, the undersigned [director/officer/director and officer] is to be regarded as interested in:


- a) the Transactions; and
- b) any other material contract made or any material transaction entered into by the Corporation with any of those corporations or firms with whom the undersigned has disclosed an interest.

DESCRIPTION OF CONTRACT OR TRANSACTION	NAME OF THE PARTIES INVOLVED IN THE CONTRACT OR TRANSACTION	NATURE AND EXTENT OF INTEREST

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[NAME]

[TITLE]

	<b>POLICY</b>	
	13.12 - Chain of Command	
	<b>Ref. By-law – Article 13</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	January 20, 2018	November 28, 2021

## Policy

To set forth guidelines concerning level of authority, as well as direction and information flow within the CCGA.

## Reason for Policy

To permit the clear transmission of instructions and information up and down the chain of command in an orderly fashion.

## Procedure

All communications must go through an immediate higher up before being submitted to a higher authority.

In the event that communication with an immediate higher up is not possible or an issue is unresolved by the immediate higher up, communication with the next higher level of authority can be made, and notification shall be given to the immediate higher up of that action.

Consult the Organizational Chart for details. (See “About Us” section on SMS).

If a Member has a comment, question or concern, the Member will speak with their Unit Leader for an answer or resolution; the Unit Leader will speak with their District Director; the District Director will speak with the President.

Comments, questions and concerns shall be responded to in a timely manner.


The President will communicate information and direction with the District Directors; the District Directors will communicate with the Unit Leaders; and the Unit Leaders will communicate with the Members.

The District Directors may consult with the Managers, the Committees, the Tasking Activity Coordinator (not shown on the Organizational Chart) and/or the Head Office Staff.

Direction to Unit Leaders must flow through their District Director; and to Members through their Unit Leader.

All other branches of the Organizational Chart will operate in a similar manner.



	<b>POLICY</b>	
	13.13 - Drug and Alcohol	
	<b>Ref. By-law – Article 13</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	January 27, 2019	November 28, 2021

## Policy

Members who are actively on call or involved in training shall not use alcohol or drugs that would in any way impair them during duty.

## Reason for Policy


- 1) Ensure the safety of CCGA crews and the general public
- 2) Comply with the law
- 3) Avoid liability of CCGA or its members.

## Procedure

1. A member shall not consume or use any alcohol or drugs:
  - a) When on duty, or call or participating in a training activity.
  - b) On any dedicated response vessel (DRV) or when involved in an Authorized Activity, Authorized Tasking or training activity.
  - c) When dressed in CCGA uniform as per uniform guidelines. The exception to this requirement is attending official functions where it is recognized that persons in uniform may through custom or tradition consume alcohol. Remembrance Day, CCGA Annual General Meeting socials, ISAR Competition socials, are examples.
2. A Member shall not undertake any CCGA activity when under the influence, however slight, of alcohol or a drug.
3. A Member who is on call or on duty and feels they may not be in compliance with this policy shall stand down and seek to have another member stand-by until such time as he/she is fully capable of returning to duty.
4. A Member noted to have an odour of alcohol on his/her breath is prima facia in contravention of policy and shall immediately stand down or cease the activity.
5. Any Member who believes that a Member may be impaired by alcohol or drug and is about to undertake a CCGA activity, shall immediately advise that Member and the Unit Leader or designate.
6. No repercussions shall result to a person reporting on reasonable belief.
7. Alcoholic beverages or drugs shall not be brought onto dedicated response vessel.

8. Contravention of this policy will result in potential disciplinary action or dismissal from CCGA.

It is not the intent of this policy to preclude Members from socializing or consuming alcohol. Members should be mindful of policy and exercise appropriate judgement. Simply put, if you commit to being on duty, or when dressed in CCGA uniform or are on call do not consume alcohol or drugs.

	<b>POLICY</b>	
	13.14 - Critical Incident Stress Management	
	<b>Ref. By-law – Article 13</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	2016	November 28, 2021

## Policy

All crew members shall have access to Critical Incident Stress Management services as supplied by CCG.

## Reason for Policy

CCGA crew members may be subjected to traumatic events in the performance of their duties. These events may result in physiological and / or psychological responses commonly referred to as Critical Incident Stress.


## Procedure

### Critical Incident Definition

“Critical Incidents are usually powerful events that have the potential to create a significant and strong physiological response that may produce varying degrees of emotional/physical/ cognitive/behavioural reactions at the time of the incident or at a later time, potentially overwhelming the individual’s ability to cope.” [BC Search and Rescue Association]

Critical Incident Stress Management, or CISM, is an intervention protocol developed specifically for dealing with traumatic events. It is a professionally recognized process for helping those involved in critical incidents to share their experiences, vent emotions and learn about stress reactions and symptoms.

1. Immediately following a traumatic event the Coxswain shall immediately notify the Unit leader.
2. The Unit leader (or designate) or JRCC will immediately email all of the following:  
(This email is mandatory)  
President [president@ccga-ca.com](mailto:president@ccga-ca.com)  
Shannon Laird [shannon@ccga-ca.com](mailto:shannon@ccga-ca.com)  
Central Operations - [centraloperationsmanager@ccga-ca.com](mailto:centraloperationsmanager@ccga-ca.com) (for Central Operations)  
Arctic Operations - [arcticoperationsmanager@ccga-ca.com](mailto:arcticoperationsmanager@ccga-ca.com) (for Arctic Operations)  
Mark Gagnon - [Mark.Gagnon@dfo-mpo.gc.ca](mailto:Mark.Gagnon@dfo-mpo.gc.ca)
3. Once the email has been received the Unit leader or designate will be contacted for details and to initiate the SOS.

	<b>POLICY</b>	
	13.30.01 - SAR Operations	
	<b>Ref. By-law – Article 13</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	2016	November 28, 2021

## Policy

Every SAR Mission must have a tasking number from a SAR Authorized Agency.

## Reason for Policy

To explain the procedure for SAR Missions.

## Procedure

- All crew must complete the GAR risk assessment prior to departing.
- Coxswains of CCGA craft must not respond, if the GAR score for the assignment is beyond the safe capability of their vessel and crew. The authorized agency must be notified. An entry in the vessel log should be made when declining a tasking.
- In all SAR operations priority will be given to the saving of life.
- It is necessary to notify and obtain the approval of the Authorized SAR Agency for any and all assets being utilized
- **The minimum crew for private units in any Authorized Activity shall be two (2). One trained, qualified Auxiliary captain/Coxswain shall be on board for Authorized Activities.**
- **The minimum crew for community units in any Authorized Activity shall be two (2) CCGA members. One trained, qualified Auxiliary captain/Coxswain shall be on board for Authorized Activities.**

CCGA members shall take direction from the Authorized SAR Agency.

When engaged in SAR operations, Auxiliary vessels shall fly the Auxiliary pennant.


While on SAR tasking, all crew members must wear an approved PFD or lifejacket. In all instances floatation gear must be suitable / appropriate for the time of year and weather conditions.

- An Auxiliary vessel taken out of service for any cause must promptly notify the Authorized SAR Agency.
- Any towing of disabled craft by a CCGA member vessel can only be carried out in a voluntary role, and no Auxiliarist is permitted to charge the Owner of the disabled vessel for the service.

- Members of the Auxiliary waive any salvage rights, which may arise from an Authorized Activity and will not accept any remuneration from a rescued party.

In the course of an authorized patrol, the vessel logbook must be maintained.

An appropriate Activity Report must be completed on the SMS within 30 days.

	<b>POLICY</b>	
	13.30.02 - SAR Missions	
	<b>Ref. By-law – Article 13</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	2016	November 28, 2021

## Policy


Every SAR Mission must have a tasking number from a SAR Authorized Agency.

## Reason for Policy

To explain the procedure for SAR Missions.

## Procedure

- In every SAR incident, an Authorized SAR Agency's approval must be obtained, in order to be classified as an Authorized Activity.
- If an Authorized SAR Agency instructs the Auxiliary vessel to discontinue, the Coxswain must comply. Any continuance of the response in disregard of an Authorized SAR Agency shall be deemed an Unauthorized Activity. As such, there is no insurance or reimbursement.
- The authorizing agency must be notified of the Persons of Opportunity aboard prior to commencement of tasking.
- When tasked for an Authorized Activity with Persons of Opportunity aboard, they must be given an opportunity to disembark.
- The name of any Person of Opportunity, irrespective of age, aboard during an Authorized SAR Mission must be logged.
- The name(s) must be written within the incident report submitted through the SMS.

	<b>POLICY</b>	
	13.30.03 - Humanitarian	
	<b>Ref. By-law – Article 13</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	2016	November 28, 2021

## Policy

Humanitarian case authorization.

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## Reason for Policy

To provide the procedure for humanitarian cases.

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## Procedure

- Humanitarian Cases must be approved through the authorizing SAR agency.
- All procedures as outlined in the SAR Missions Policy must be adhered to.

	<b>POLICY</b>	
	13.30.04 - Patrols	
	<b>Ref. By-law – Article 13</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	2016	November 28, 2021

## Policy

Patrol activities may be authorized.

## Reason for Policy

The objectives of CCGA patrols and the CCG goal in authorizing patrols in specific situations, is to increase SAR response effectiveness/ efficiency by placing a suitable response vessel closer to where Coast Guard / JRCC consider search and rescue incidents may occur.

## Procedure


Prior authorization must be obtained through the SMS request form.

- On commencing an authorized patrol, the CCGA Unit should provide the authorizing agency with a status report. This should be followed by SITREPS as appropriate.

All standing guidelines shall apply as if on a SAR activity.

- Authorized patrol status compensation is based on the published reimbursement schedule as well as District budget considerations as determined by the District Director.
- If during a patrol, the CCGA Unit is required to assist a distressed vessel, then the appropriate authorizing agency must be contacted immediately for a tasking number.
- All procedures as outlined in the SAR Missions Policy must be adhered to.



	<b>POLICY</b>	
	13.30.05 - Special Events	
	<b>Ref. By-law – Article 13</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	2016	November 28, 2021

## Policy


Special events may be approved.

## Reason for Policy

To clarify tasking and procedure for special events.

## Procedure

- Units may seek authorization to undertake community events and / or CCGA promotional activities. Prior authorization must be obtained through the SMS request form.
- Only *Special Events* that do not hinder or reduce SAR coverage or the ability to respond immediately to a SAR incident shall be considered for authorization.
- In cases of extended duration or events where a resource is drawn away from its normal operational area, a suitable backup resource must be available.
- When a CCGA Unit has been asked to provide a safety vessel for an event, the Auxiliary vessel must be an additional safety resource and not the primary resource.
- The event organizers must be made aware that the CCGA vessel may be required to depart the event with no notice.
- All procedures as outlined in the SAR Missions Policy must be adhered to.

	<b>POLICY</b>	
	13.31.01 - Towing	
	<b>Ref. By-law – Article 13</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	2016	November 28, 2021

## Policy


Towing policy.

## Reason for Policy

To set out the procedures for towing operations.

## Procedure

- Towing should only be conducted when approved by the authorizing SAR agency.
- The CCGA towing waiver (verbal or written) must be completed prior to commencing the tow.
- Record of the completion of the towing waiver must be recorded in the SMS SAR Mission Report.
- All procedures as outlined in the SAR Missions Policy must be adhered to.

	<b>POLICY</b>	
	13.31.02 - Risk Assessment (GAR)	
	<b>Ref. By-law – Article 13</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	May 4, 2019	November 28, 2021

## Policy


GAR risk assessment must be completed for each Vessel.

## Reason for Policy

All Coxswains must follow proper procedure and ensure that the Vessel is being operated within the Vessel's limitations and operational capabilities.

## Procedure

- Ensure all Members of the crew are aware of all safety equipment.
- Ensure all Members of the crew know the vessels limitation and operational capabilities.
- A GAR report is mandatory before the Vessel leaves the dock. The GAR score must be recorded in the log and reported to JRCC or CCG communications center.
- A GAR report is mandatory if sea conditions change. The GAR score must be recorded in the log and reported to the communication center.
- Sitreps shall contain a revised GAR score that has been recorded in the log.
- All GAR scores shall be entered in the SMS report.
- Always remember the SAPP principle, STOP ASSESS PLAN PROCEED. The safety of the crew is primary on any tasking.

	<b>POLICY</b>	
	13.31.03 - RHIB Operation Policy	
	<b>Ref. By-law – Article 13</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	Feb 8, 2019	November 28, 2021

## Policy


Rigid Hull Inflatable Boat (RHIB) Operation Policy.

## Reason for Policy

To ensure that the vessel is being operated within the Vessel's limitations and operational capabilities.

## Procedure

- All Coxswains with Phase 3 RHIB training can operate a RHIB under a tasking for the CCGA.
- All future Coxswains and those not specifically trained for RHIB operation under the Phase 3 program will require RHIOT training.
- Coxswains operating RHIB's must follow proper procedure and ensure that the vessel is being operated within the vessel's limitations and operational capabilities.
- Any crew member can operate a RHIB for training purposes provided there is a qualified Phase 3 or RHIOT trained operator onboard.
- Units operating RHIBs may have any member with Phase 1 and Phase 2 at the helm provided that there is a Phase 3 or RHIOT trained Coxswain on board and only if the GAR score is within the green. In all other situations the Phase 3 or RHIOT trained Coxswain must be at the helm.
- All procedures as outlined in the SAR Missions Policy must be adhered to.
- All procedures as outlined in [Policy 13.31.02 GAR](#), must be adhered to.

	<b>POLICY</b>	
	13.31.04 - RHIB Self Righting	
	<b>Ref. By-law – Article 13</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	February 23, 2015	November 28, 2021

## Policy

Ensuring RHIB's with self righting systems are inspected for safe operations.

## Reason for Policy

The purpose of this policy is to describe the procedure for annual review and inspection of RHIB's with self-righting systems.

## Procedure


RHIB's require annual inspection of the self-righting system. These inspections must be completed yearly and the inspection sheet along with pictures sent to the CCGA Office. (See SMS Document Library for inspection sheet.)

Please reference both of these bulletins and the other associated documentation required for completion of the inspection.

As a reminder; the following items must be completed each year prior to first launch.

- Fully complete the Self-Righting System inspection as per the most recent ZHT Technical Bulletin. Ensure the sheet is signed by the Unit Leader and at least one Coxswain.
- Take pictures and send (via email or use drop box if applicable due to size of pictures) with the inspection sheet. Zodiac Hurricane Technologies requires the pictures.
- The CCGA Office will forward inspection sheet and pictures to Zodiac Hurricane Technologies.

When the inspection is completed, please email your inspection sheets to the office and copy your district director and manager of operations on the email.

	<b>POLICY</b>	
	13.32.01 - Helmets	
	<b>Ref. By-law – Article 13</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	November 28, 2021	November 28, 2021

## Policy

The CCGA requires helmets be worn during Small Craft Operations.

## Reason for Policy

To protect and provide the best safety standards for members.

## Procedure

Helmets shall be worn:


- when in restricted visibility or rough weather as determined by Coxswain and/or Unit Leader, or
- when the Coxswain and / or Unit Leader indicate that helmets are required.
- when a GAR score (24+) puts the operation out of the green.
- at all times on Rigid Hull Inflatable Boats

## Standards

- Helmets must meet or exceed safety standard PAS 028:2002 (the British Institute Standard)

## Storage and Handling

- Helmets must be sanitized after use and stored in a safe manner.
- Helmets must be replaced according to the manufacturer's recommendations and / or after sudden impact.
- Helmets shall be inspected for damage before each use and shall be removed from service if damaged.

	<b>POLICY</b>	
	13.35.01 - Tasking Activity Coordinator	
	<b>Ref. By-law – Article 13</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	November 12, 2013	November 28, 2021

## Policy

To lay out the duties and responsibilities of the CCGA Tasking Activity Coordinator.

## Reason for Policy

To ensure tasking activities conform to governing documents.


## Procedure

The Tasking Activity Coordinator shall:

- 1) Approve requests for various events on behalf of the CCGA
- 2) Be familiar with the CCGA Governing documents, policies and guidelines.
- 3) Maintain a record of authorizations that have been issued.
- 4) Deliver monthly summary to CCGA office.
- 5) Issue “Blanket Training Authorizations” as per policy.
- 6) Review Expense claims to ensure conformity to Tasking Authorization.
- 7) Ensure that claims are complete and advise the member to follow up and review.
- 8) Review SMS Activity and Training / Exercise Reports to ensure conformity to tasking authorization.
- 9) Ensure that blanket authorizations are being used appropriately. If information is missing or not accurate, Tasking Coordinator should advise the member to follow up and review. If further review is necessary, forward to Executive.
- 10) Ensure SMS signoffs are appropriate to the tasking Authorization issued. If signoff is not accurate, Tasking Coordinator should advise the Director to follow up and review. If further review is necessary, forward to Executive.
- 11) Check SMS “Pending” entries daily for sign-offs.
- 12) Ensure tasking authorizations pertaining to Bobbie have been booked through the CCGA office first and that participants are qualified to operate Bobbie.
- 13) Ensure tasking authorizations pertaining to International travel have been approved by CCG through the CCGA office first.

- 14) Ensure SAR Awareness activities / claims are routed through appropriate channels. If information is missing or not accurate, Tasking Coordinator should advise the member to follow up and review. If further review is necessary, forward to Executive.
- 15) Ensure requests for meetings actually pertain to CCGA affairs.
- 16) Ensure tasking authorizations apply to CCGA Members only.
- 17) The Coordinator should ensure that the most economical mode of travel is being used. Any concerns should be directed to the CCGA President to review and to follow up on.
- 18) The Coordinator must be familiar with National Council Travel Directives.
- 19) The Tasking Coordinator must consult the CCGA Treasurer on all concerns or issues with requests and expense claims. Any correspondence with member's requests and expenses must have the CCGA Treasurer copied on.
- 20) Ensure event calendar is updated.



	<b>POLICY</b>	
	13.35.02 - Unit Safety Officer Job Description	
	<b>Ref. By-law – Article 13</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	May 2, 2021	November 28, 2021

## Policy

Every Unit shall designate a Unit Safety Officer.

## Reason for Policy

To protect and provide the best safety culture for members and ensure safe operations of our vessels. To layout the qualifications and duties of the Unit Safety Officer

## Procedure

Unit Safety Officers will be selected by the Units.

Unit Safety Officers will answer to their respective Operations Manager.

All communications between the Operations Manager and the Unit Safety Officer shall be copied to the Unit Leader.

Unit Safety Officers will immediately communicate safety concerns to their Unit Leader.

## Job Duties

To assist in ensuring a safety culture for our crews.

To endeavor to continuously improve systems for ensuring marine quality, safety, and compliance with CCGA policies.

To ensure that marine safety is in full compliance with all applicable standards and the policies of the CCGA.

Safety Officers will be required to hold Unit meetings and post-incident reviews as required.

Exercise responsibility for a safety culture with all crew and vessels.


Assist all members to fill out the incident report form as required.

Conduct an incident investigation upon receipt of completed incident report form

Ensure all reports and documentation for any incident is properly filled out and submitted to the Operations Manager.

The Unit Safety Officer shall be familiar with all applicable legislation and any changes to the legislation including but not limited to Transport Canada documents and The Canada Shipping Act (specifically the collision regulations)

The Unit Safety Officer shall be responsible for safety issues submitted as whistle blower items. The Unit Safety Officer, in whistle blower issues, shall keep the identity of the complainant confidential.

	<b>POLICY</b>	
	13.40 - Training	
	<b>Ref. By-law – Article 13</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	2016	November 28, 2021

## Policy

Provisions for Training.

## Reason for Policy


To outline basic training requirements of the CCGA.

## Procedure

- The training program is identified in the CCGA Introduction Manual. This document outlines training standards and expectations of CCGA members.
- Courses may be taught by either a CCGA or CCG instructor depending on the course type, the requirements, of the course or Instructor availability.
- Identification of training needs is a joint function of CCGA Board of Directors, and the CCG based on the CCGA National Training Competencies Standards.

All Unit crew Members must be current to CCGA training standards at all times.

- At the discretion of the Executive any crew member not meeting the CCGA training standards may be stood down.
- All crew Members must, within 18 months of their date of enrollment complete the Phase 1 training course.
- All crew Members must within 3 years of their date of enrollment complete the Phase 2 training course.
- The CCGA training program will include theory and practical instruction.
- Each crew Member Unit must successfully complete a Ride Check or SAR EX evaluation every 5 years to remain current.
- All training activities must be authorized in order to be deemed an Authorized Activity. This subsequently provides, when applicable, reimbursement and insurance coverage.
- The Request for any training activity must be filed through SMS.
- Authorized training activities are for CCGA crew Members only.
- It is the responsibility of the Member to ensure that his / her log is training records are maintained through SMS.

	<b>POLICY</b>	
	13.40.01 - Phase Program	
	<b>Ref. By-law – Article 13</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	2016	November 28, 2021

## Policy


Phase Training Program.

## Reason for Policy

To explain the requirements of the Phase Training Program.

## Procedure

- Crew Members must complete Phase 1 within 18 months of their date of enrollment.
- Phase 1 is a basic introduction to boating in a SAR role.
- Crew Members must complete Phase 2 within 3 years of their date of enrollment.
- Phase 2 is a more in-depth training of boating skills and SAR skills.
- Crew Members are required to complete 10 hours of Theoretical training (in class) and 10 hours of Practical training (on water) for each Phase.
- Crew Members will be required to achieve a minimum of 80% on the written test after completion of the Theoretical training for each Phase.
- Each crew member will be required to be evaluated by a Transport Canada approved CCGA Instructor and successfully complete all practical components of the course for each Phase.
- All crew Members will receive SVOP and MED A3 certifications once Phase 1 and Phase 2 have been completed and all requirements for these certifications have been met.

	<b>POLICY</b>	
	13.40.02 - SAR Component Course	
	<b>Ref. By-law – Article 13</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	November 28, 2021	November 28, 2021

## Policy


SAR Component policy.

## Reason for Policy

To provide SAR training to crew Members with SVOP and MED A3 certifications.

## Procedure

- Only crew Members in possession of both SVOP and MED A3 (or higher) certification can take the SAR Component Course instead of the Phase Program.
- The SAR Component Course must be completed within 18 months of enrollment.
- Crew Members enrolled in the SAR Component Course are required to complete 4 hours of Theoretical training (in class) and 4 hours of Practical training (on water).
- Crew Members will be required to achieve a minimum of 80% on the written test after completion of the Theoretical training.
- Each crew Member will be required to be evaluated by a CCGA or CCG Instructor and successfully complete all practical components of the course.
- At the discretion of the Instructor members may be required to complete the Phase Program.

	<b>POLICY</b>	
	13.40.03 - SAR Personal Water Craft Course	
	<b>Ref. By-law – Article 13</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	September 2018	November 28, 2021

## Policy

The SAR Personal Water Craft Course.

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## Reason for Policy

The requirements for crew Members operating SAR Personal Water Crafts.

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## Procedure

Currently to utilize the SAR Personal Water Craft for SAR Missions you must have:

- Phase 1 and 2 certifications.
- SAR Sea Doo Jet Specific Course Power Point - 1hr.
- SAR Sea Doo Jet Specific Course - 4hrs.

Currently to utilize the units for Training you must have:

- Phase 1 certification.
- SAR Sea Doo Jet Specific Course - 1hr.
- SAR Sea Doo Jet Specific Course - 4hrs.

	<b>POLICY</b>	
	13.40.04 - SAR Recertification	
	<b>Ref. By-law – Article 13</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	2016	November 28, 2021

## Policy


Ride Check and SAR Ex Evaluations.

## Reason for Policy

To evaluate crew Members on SAR capabilities.

## Procedure

- After completion of Phase 1 and Phase 2 or equivalent, crew Members are required to be evaluated by a CCGA Instructor or CCG instructor every 5 years to maintain membership.
- There are two mechanisms for recertification: Ride Check or SAR EX Evaluation.
- Any crew Member can participate in a Ride Check or SAR EX Evaluation.
- Evaluations can be crew based or individual. Crew based evaluations require that each Member rotate through all positions needed to complete the evaluation.
- Evaluation forms must be completed for both Ride Checks or SAR EX Evaluations.
- Instructors must ensure that electronic copies of the completed evaluation forms are sent to the DTC within 2 weeks of the evaluation.
- DTC's must upload the completed evaluation forms in SMS for each crew Member within 3 weeks of the evaluation.

	<b>POLICY</b>	
	13.41.01 - District Training Coordinator	
	<b>Ref. By-law – Article 13</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	September 2001	November 28, 2021

## Policy

To lay out the qualifications and duties of the District Training Coordinator.

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## Reason for Policy


For the effective management of CCGA.

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## Procedure

- 1) Must be a CCGA Instructor.
- 2) Shall be available to assist the Regional Training Committee upon request and be a member of a sub-committee of the Regional Training Committee made up of District Training Coordinators from each District.
- 3) Consults with the District Director and their respective Manager of Training on subjects pertaining to training.
- 4) Consults and reviews with units in their District on training needs and records of their members.
- 5) Encourage members to enroll in courses beyond the basic level.
- 6) Organize training within the District and ensure training and training reports are done efficiently, correctly and within designated time frames.
- 7) Provide recommendations to the District Director and their respective Training Manager on recruitment of Phase Instructors.



	<b>POLICY</b>	
	13.42 - Instructor Course	
	<b>Ref. By-law – Article 13</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	2016	November 28, 2021

## Policy


Members may be designated a CCGA Instructor.

## Reason for Policy

Defining the process for becoming a CCGA Instructor.

## Procedure

- The CCGA Instructors Course is a Regional Course.
- Applicants for the Instructor Course must have the following certifications;
  - Prior instruction experience
  - Successful completion of the Transport Canada Certified Phase 1 and Phase 2 Courses.
  - Must be up to date on all CCGA training requirements and documentation.
- The instructor applicants will be required to submit a CV to the Regional Training Committee through their DTC.
- CV's will be reviewed by their respective DTC, the Regional Training Committee, the Managers of Training and the Regional Canadian Coast Guard Training Officer.
- The Regional Training Committee will present a list of qualified applicants to the Board for final approval.
- Successful applicants will be eligible to attend the CCGA Instructor Course.
- At the Instructors Course Candidates will be evaluated on their instructional skills and SAR knowledge. Candidates must be successfully evaluated on these skills to complete the course.
- After successful completion of the Instructors course candidates must undergo training as an assistant instructor for two complete Phase 1 and Phase 2 Courses and must have taught a third course under supervision of an approved instructor.

	<b>POLICY</b>	
	13.42.01 - Instructor Candidates	
	<b>Ref. By-law – Article 13</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	2016	November 28, 2021

## Policy


The process for becoming a CCGA Instructor.

## Reason for Policy

Defining the process for becoming a CCGA Instructor.

## Procedure

1. The CCGA Instructors Course is a Regional Course.
2. Applicants for the Instructor Course must have the following certifications;
  - Prior instruction experience
  - Successful completion of the Transport Canada Certified Phase 1 and Phase 2 Courses.
  - Must be up to date on all CCGA training requirements and documentation.
3. The instructor applicants will be required to submit a CV to the Regional Training Committee through their DTC.
4. CV's will be reviewed by their respective DTC, the Regional Training Committee, the Managers of Training and the Regional Canadian Coast Guard Training Officer.
5. The Regional Training Committee will present a list of qualified applicants to the Board for final approval.
6. Successful applicants will be eligible to attend the CCGA Instructor Course.
7. At the Instructors Course Candidates will be evaluated on their instructional skills and SAR knowledge. Candidates must be successfully evaluated on these skills to complete the course.
8. After successful completion of the Instructors course candidates must undergo training as an assistant instructor for two complete Phase 1 and Phase 2 Courses and must have taught a third course under supervision of an approved instructor to become Transport Canada certified.

	<b>POLICY</b>	
	13.42.02 - Lead Instructors	
	<b>Ref. By-law – Article 13</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	2016	November 28, 2021

## Policy

To lay out the qualifications and duties of CCGA Lead Instructors.

## Reason for Policy

For the effective management of CCGA Training Program.

## Procedure

### Process for selection

- Lead Instructors will be selected from responses to a general callout to all Members.
- CV's will be reviewed by the Training Managers and a list of selected qualified candidates will be presented to the Board for approval.
- Approval of Candidates by Transport Canada.

### Lead Instructors candidates' must

- Have completed Phase one and Phase two training or external MED A3 and SVOP equivalent or higher and CCGA SAR Component training.
- As per the By-law and SOPP, be an active CCGA Instructor qualified for both on water and in classroom components of the current training curriculum.

### Lead Instructors must have external credentials


- Through a federal government department in Canada.
- Through a provincially accredited post-secondary education institution in Canada; or
- Through a firm in Canada which is recognized by a provincial government or by federal government.
- Through a "train the trainer" course.

#### Optional Qualifications

- Phase 3 – Command and Control.
- CCG RHOT qualification.

#### Responsible for:

- Responsible for conducting Instructor courses as required.
- Develop and publish regional audit team annual schedule (minimum of 3 districts per annum, on 3-year rotation or as required)
- Perform audits for classroom and practical courses.

	<b>POLICY</b>	
	13.42.03 - Phase Instructors	
	<b>Ref. By-law – Article 13</b>	
	<b>Original Date</b>	<b>Last Revision Date</b>
	2016	November 28, 2021

## Policy

To lay out the qualifications and duties of CCGA Phase Instructors.

## Reason for Policy

For the effective management of CCGA Training Program.

## Procedure

### Phase 1 & Phase 2 Instructor

Eligible candidates must have been referred by their DTC to the Manager of Training and the Regional Canadian Coast Guard Training Officer.

The instructor candidates will be required to submit a CV to the Regional Training Committee.

CV's will be reviewed by their respective DTC, the Regional Training Committee, the Manager of Training and the Regional Canadian Coast Guard Training Officer.

They must have completed P1/P2 Course and have current Ride Check and be deemed competent by the Committee to become an instructor.

Successful applicants will then attend a CCGA Instructor Course.

### Phase 3 Instructor

Eligible candidates must be a P1/ P2 Instructor or equivalent as deemed by the Managers of Training and the Regional Canadian Coast Guard Training Officer.

Candidates must have attended a Phase 3 course and they will be required to successfully co-instruct one Phase 3 Course, before they are granted certification as a Phase 3 instructor.

It is strongly recommended that candidates for Phase 3 instructor possess a SVOP/MED A3 certification and also certification in a CCG RHIOT course.





# PARA Marine Search & Rescue

*2022 Community, Government & Corporate Awareness*



Safe and Trusted

# 50+ Years of Service from PERU, to PARU, to PARA Marine Search and Rescue



First Vessel  
Chris Craft  
**PERU**



1967



Pickering Police  
Chief Reg Parker  
spearheads the  
creation of  
Pickering  
Emergency  
Rescue Unit  
(PERU)

Name Change  
Pickering Ajax  
Rescue Unit  
(PARU)



1974

Canadian Maritime Rescue  
Association (CMRA) created  
and PARU member John  
Hanbridge becomes founding  
President



1978

Name Change  
Pickering Auxiliary  
Rescue Unit (PARU)



1987

Move from  
Moorehaven  
Marina to FBYC



1990

Third Vessel  
RHIB (loan)  
Coast Guard



1992

Fourth Vessel  
Henley  
**PARU**



1995

Pickering Auxiliary  
Rescue Association  
(PARA) established  
as a charity



1997

PARA represents  
CCGA C & A at  
International SAR  
competition



2007

50th year of  
Community  
Service



2017

Rebrand to  
PARA Marine  
Search and  
Rescue



2020

**PARU** renamed  
**PARA Marine** as  
part of rebrand



Second Vessel  
Fibreform  
**PARU**

## Commodores (Unit Leaders)

Keith Warner (1967-1985)  
Tony Buckley (1985 – 2003)  
Gary Endicott (2003-2008, 2011-2016)  
Rob Anderson (2009-2011)  
Chris Webb (2016)  
Colin Thomson (2016 – present)





# Strategic & Business Plan: 5-year plan

**Vision:** Volunteers providing excellence in marine search & rescue

**Mission:** Dedicated volunteers ready to do what we do for the person on the water

**Values:** Safety | Teamwork | Community



**Strengthen the organization** through improved communications



**Develop our crews** by instilling a strong nautical knowledge base



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



**Planning for the future** to ensure a sustainable future



**PARA Marine Search & Rescue**

*2022 Community, Government & Corporate Awareness*



# Management Transparency

via the Board of Directors direction and oversight



**Strengthen the  
organization**  
through  
improved  
communications

## Recent Changes

- Expanded Board membership
- Representation from all 3 municipalities
- Focused efforts on community presence and support over the past few years.

## Current Board members

### External

1. Bill Mclean, Regional Councillor for City of Pickering – Chairman
2. Shaun Collier, Mayor Town of Ajax
3. Rhonda Mulcahy, Regional Councillor for Town of Whitby
4. Keenan Watters, Manager Port Whitby Marina, Member
5. Sam Cummings, Past Commodore, Frenchman's Bay Yacht Club
6. John Rycroft, Business community member
7. Jennifer McGuinty – Secretary and Treasurer

### Internal

8. Gary Endicott, Past Unit Commodore
9. Rob Anderson, Unit Member at large
10. Mark Poray, Unit Member at large
11. Colin Thomson, Current Unit Commodore



**PARA Marine Search & Rescue**

*2022 Community, Government & Corporate Awareness*

# Ensure SAR Readiness through Training with Partners



**Develop our crews** by instilling a strong nautical knowledge base



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

## Develop our crews

- CCGA Phase training for new members
- SME Development for personal growth for experienced members
- Practical progression signoffs

## Validate SAR Readiness

- Consistency between crews
- Annual Crew readiness evaluations
- CCGA 5-year ride checks

## Broaden SAR Partnerships

- Police – Durham, Toronto
- Fire Services – Pickering, Ajax, Whitby, Oshawa, OPG
- EMS – Durham Region
- Royal Canadian Air Force (RCAF) – 424 squadron
- Canadian Coast Guard (CCG) Vessels
- Joint Rescue Coordination Centre



**PARA Marine Search & Rescue**

*2022 Community, Government & Corporate Awareness*

# Maintain Financial Strength and Sustainability



**Planning for  
the future**  
to ensure  
a sustainable  
future

## HOW WE ARE FUNDED ?

Current operating budget: Region of Durham  
Minor capital improvements: Local Municipal & Corporate grants

### Other income for services

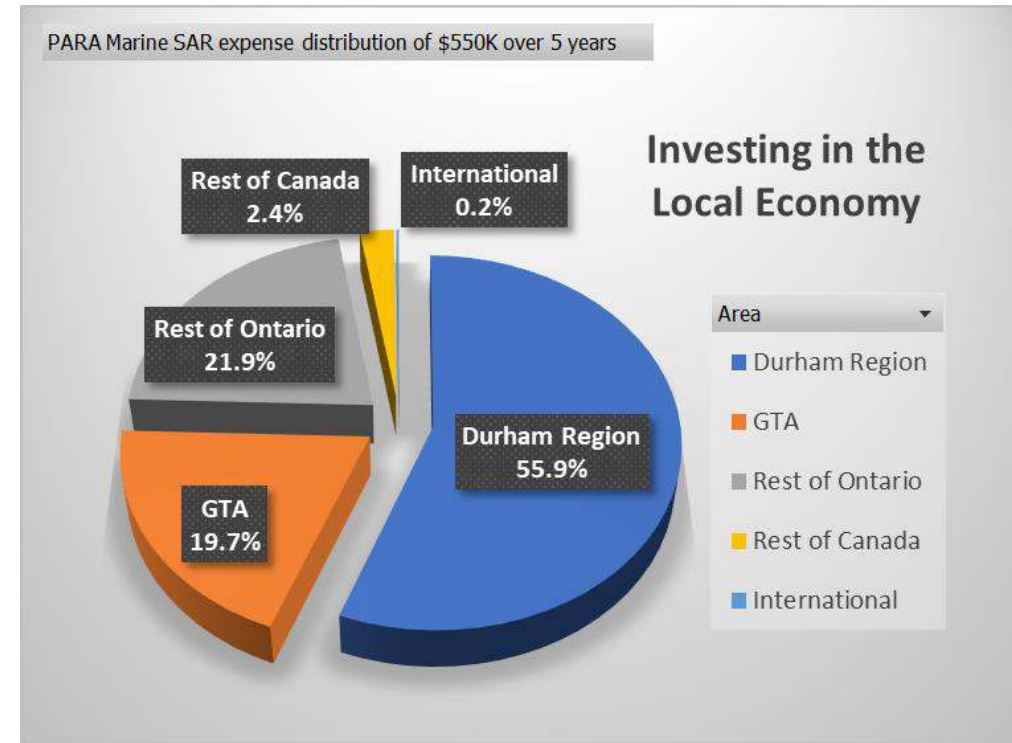
Municipalities, Corporate or Foundations  
Coast Guard and Coast Guard Auxiliary

### Donations in kind

Local Corporations, Companies & Private donors

## OUR MISSION IS TO FUND A NEW VESSEL

(Target: \$1.5M to \$2M) Current Funding level: \$~200K

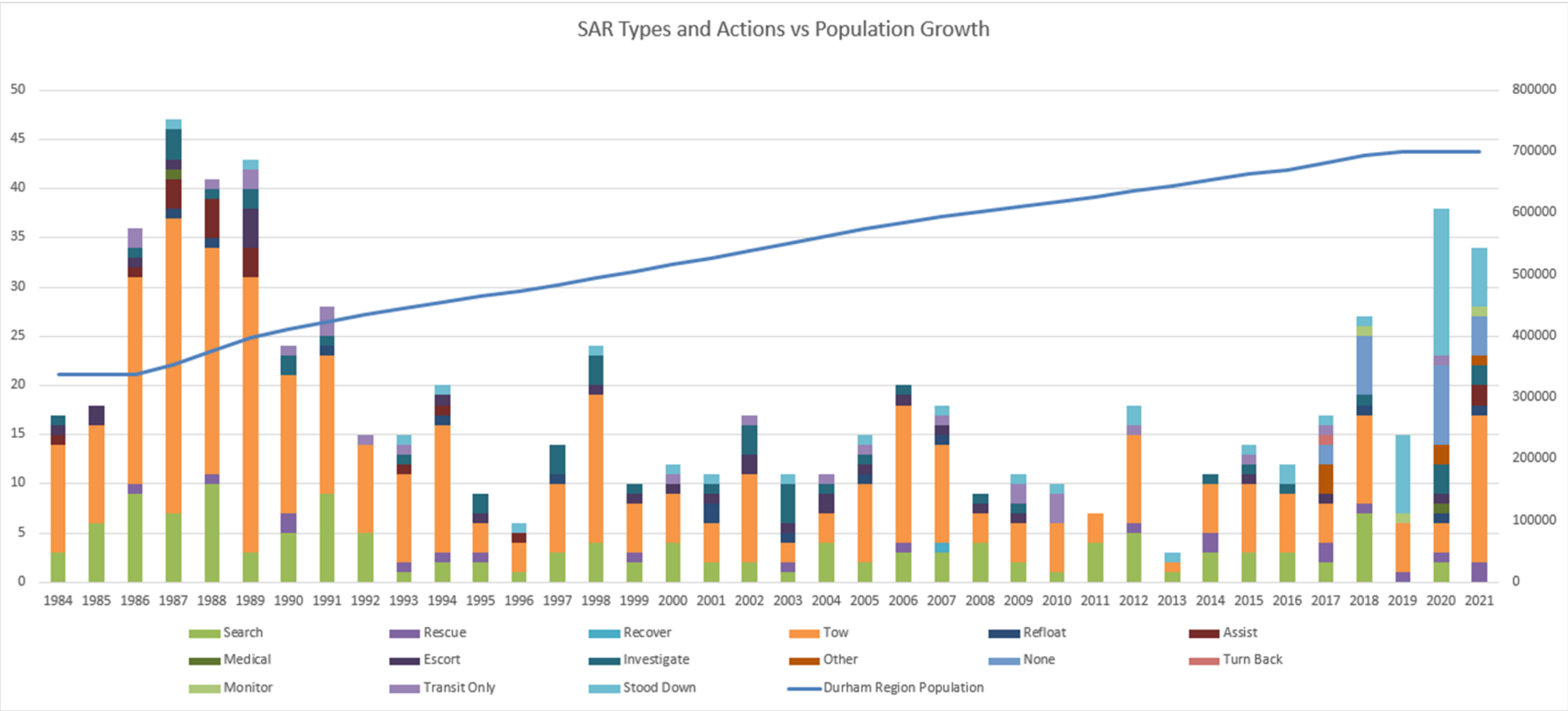


**PARA Marine Search & Rescue**  
*2022 Community, Government & Corporate Awareness*



**Continued help to identify  
or refer potential sponsors!**

# SAR Readiness demonstrated by Historical Taskings (by year)



# 2021 Durham Region Report Highlights



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



**PARA Marine Search & Rescue**  
2022 Community, Government & Corporate Awareness

KPI	Unit	2021	2020	2019	2018	2017
<b>Operational Metrics</b>						
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			
<b>Volunteer Commitment</b>						
Community Service (Total)	Hours	4817	3,039	8,400	7,705	8,940
Taskings (outside of Patrols)	Hours	271	401	79	375	83
Patrols	Hours	2531	0	3401	3880	4105
Maintenance	Hours	246	305	316	414	342
Training	Hours	1008	1171	2110	1726	1787
Administration	Hours	675	468	1282	744	1629
Community Development	Hours	70	387	1229	566	994
<b>Community Financial Support</b>						
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

\$1 for volunteer support saves \$40 government spend. ~250K

Potential net savings (based on 8000 hrs/year or 4 persons) ~\$400K

Potential Estimated Savings: ~\$650K

## Vessel Operations

- In service from mid May through mid November.
- on call 7x24 for the in-service period
- Patrols from Victoria Day weekend to Thanksgiving weekend

## General Observations

- Increased calls originating from local fire and police departments for water-based support and capability.
- Increased number of people participating in water-based activities with all types of watercraft.
- The notable overall increase in taskings has not been seen since the 1980s.

# Example Taskings

"It is what we (volunteers) do for the person in the water"

## Overdue Sailboat: Single Sailor

- Sailor transiting from Niagara to Oakville area marina
- Working on tender; knocked overboard by rogue wave
- Vacant sailboat was discovered near Rouge River and towed to Bluffer's marina
- Extensive multi-unit search
- Sailor was found in the water by the RCAF and rescued by CCG out of Port Weller

## Lost fisherman: Not Found

- Sport fisherman off Pickering falls overboard near shore
- Extensive 24-hour search involving multi-vessels (CCGA, CCG, Police, RCAF, fire services)
- Person not found.
- Search eventually called off.

## Common Events

- Vessels with mechanical issues
- Vessels out of fuel
- Vessels hitting logs and other debris
- Inflatables blown offshore
- Smaller vessels including kite surfers, PWC, kayaks, canoes that get in trouble due to weather, waves or other issues
- Vessels or persons identified from shore in perceived trouble
- Lines around propellers

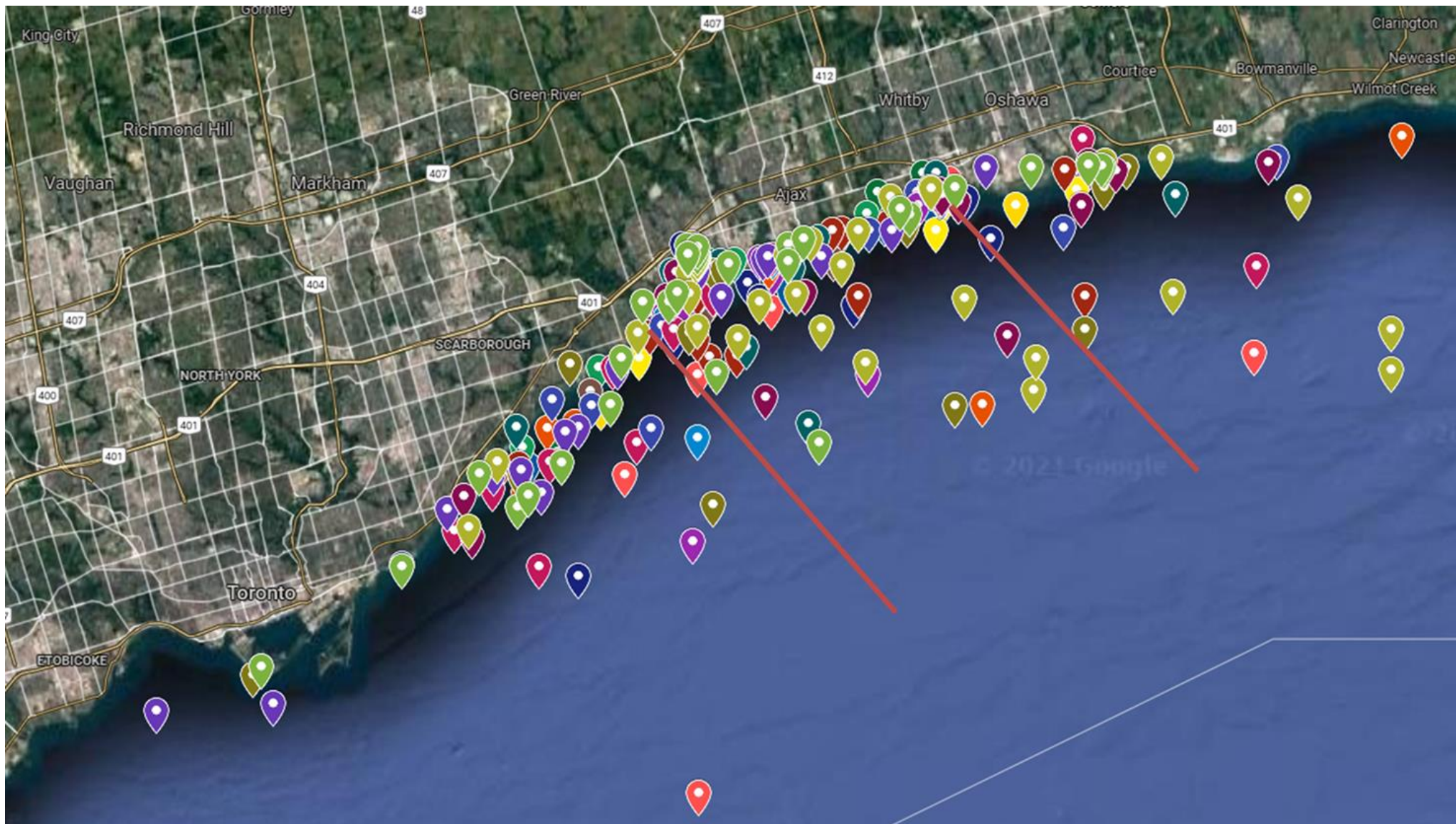


**PARA Marine Search & Rescue**

*2022 Community, Government & Corporate Awareness*



# SAR Readiness demonstrated by Tasking location



# Asset Management for Vessel Replacement with Near Shore capability

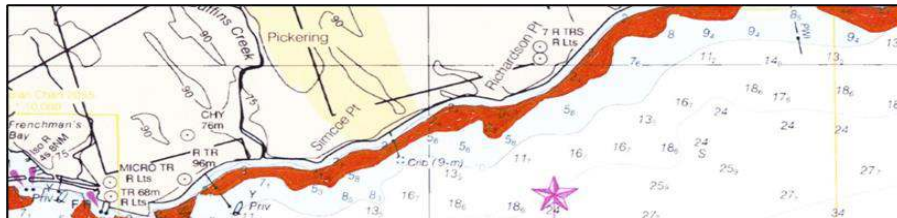


## The Background

Current vessel was put in service in the mid 1990s. A former dive tender converted to SAR requirements. Volvo engines were replaced in 2013. Latest hull and equipment in 2017 - 2020. Electronics upgrade in 2021.

## The Vision

To replace the current vessel in the 2025 to 2030 timeframe with state-of-the-art vessel leveraging the current latest technologies and including near shore operating capability



**PARA Marine Search & Rescue**  
*2022 Community, Government & Corporate Awareness*

## The Requirements

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

## The Financials and Timelines

Timeframe	2025 to 2030
Vessel cost and equipment	Estimated \$1M to \$2M

## Primary Examples



## Secondary Examples





# PARA MARINE Search & Rescue





Safe and Trusted

**THANK YOU** for your continued support

[commodore@paramarinesar.ca](mailto:commodore@paramarinesar.ca) | [events@paramarinesar.ca](mailto:events@paramarinesar.ca)



# Invoice

DATE	11/12/2021
INVOICE #	6601
TERMS	Due Upon Receipt

## BILL TO

**PARA Marine Search and Rescue**  
**682 Hillview Crescent, Pickering, L1W 2R7**

JOB#	DESCRIPTION
<b>65212520</b>	<b>Replace Rear Main Seal on Starboard Engine</b>

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. Replace leaking gasket on turbo oil. Reinstall outdrive. Run engine on water flushing attachment for 30 mins to verify there are no further oil leaks. Rewinterize engine and disconnect batteries.	1.00	\$7,770.00	13.00%	\$8,780.10
Volvo flange screw	10.00	\$3.62	13.00%	\$40.91
Volvo bushing (Old: 888264)	1.00	\$86.10	13.00%	\$97.29
Volvo lip seal	1.00	\$34.30	13.00%	\$38.76
Volvo ball bearing	1.00	\$62.53	13.00%	\$70.66
Volvo snap ring	1.00	\$8.17	13.00%	\$9.23
Volvo snap ring	1.00	\$1.99	13.00%	\$2.25
Volvo bushing	1.00	\$35.23	13.00%	\$39.81
Volvo sealing ring	1.00	\$56.93	13.00%	\$64.33
Volvo rubber ring	2.00	\$52.40	13.00%	\$118.42
Volvo striker plate 806624	3.00	\$28.10	13.00%	\$95.26
Volvo hexagon screw	6.00	\$16.80	13.00%	\$113.90
Volvo exhaust bellows kit	1.00	\$110.50	13.00%	\$124.87
Volvo flexplate	1.00	\$1,512.00	13.00%	\$1,708.56
Volvo U joint bellows kit 3808898	1.00	\$89.70	13.00%	\$101.36

Shop Supplies	1.00	\$100.00	13.00%	\$113.00
Volvo exhaust hose	1.00	\$440.30	13.00%	\$497.54
V-clamp	1.00	\$66.27	13.00%	\$74.89
Volvo hose	1.00	\$538.46	13.00%	\$608.46
Volvo gasket	1.00	\$12.50	13.00%	\$14.13
Volvo bolt	8.00	\$2.92	13.00%	\$26.40
Volvo sealing ring kit	1.00	\$292.25	13.00%	\$330.24
Volvo hose	1.00	\$131.60	13.00%	\$148.71
Volvo clamp	2.00	\$4.08	13.00%	\$9.22
Volvo hose clamp	1.00	\$48.07	13.00%	\$54.32
Star Brite non toxic antifreeze -50F, gal	10.00	\$8.99	13.00%	\$101.59
HST		13.00%		\$1,539.77

**TOTAL DUE:**  
\$8,784.19

<b>CUSTOMER MESSAGE</b>
Thank you for your business!

<b>Invoice Total:</b>	<b>\$13,384.19</b>
<b>Deposits (-):</b>	<b>\$0.00</b>
<b>Payments (-):</b>	<b>\$4,600.00</b>
<b>Total Due:</b>	<b>\$8,784.19</b>

PARA Marine SAR: Strategic Objectives and Risk Profile													
Category: Operational Financial Strategic	Risk Impact Area (see Risk Criteria)	Strengthen the organization		Develop our crews		Ensure SAR Readiness		Plan for the future		Legend			
		Strengthen the organization through improved communications:  1. Continue our Management Transparency initiatives 2. Identify opportunities to encourage increased member participation 3. Increase member engagement and awareness		Develop our crews by instilling a strong nautical knowledge base  1. Continue training to build basic skills 2. Improve skills competency in our crew members		Ensure SAR readiness in order to maintain operational resiliency and agility:  1. Build consistency between crews 2. Validate crew readiness, safety through training and evaluations 3. Broaden SAR Partner engagement to other partners		Planning for the future to ensure a sustainable future:  1. Continue to increase our Community awareness and presence 2. Maintain and execute a viable Asset Management strategy 3. Ensure Succession planning is in place 4. Maintain Financial strength and sustainability					
Operational	Regulatory			⬇	There is a risk that PARA will be unable to obtain a limited Masters in order to use the vessel outside of CCGA taskings	↔	There is a risk that the CCGA transport Canada exemption might be discontinued resulting in members not having the appropriate TC qualifications	↔	There is a risk that the secondary SAR asset may not be a recognized CCGA vessel	⚓	Emerging Risk		
					(Training)		(Training)		(Operations & Safety)				
						↔	There is a risk that the boat will not operate under a CCGA tasking to ensure appropriate TC exemptions. (NOTE: CCGA refers to this as Dockside Insurance)					X	Risk to be Closed
							(Operations & Safety)						
	Training			↔	There is a risk of timely completion for the Phase training signoffs.	↔	There is a risk that internal crew readiness evaluations will be not be completed			↕	Increasing or Decreasing risk		
					(Training)		(Operations & Safety)						
				↔	There is a risk that the number of members to complete the phase training becomes unmanageable.							↔	No change in assessment
					(Training)								
	Safety					↔	There is a risk that the inconsistent practices by crews training leads to a safety event			⚓	Risk Rankings		
						↔	(Operations & Safety)						
						↔	There is a risk of being exposed to a communicable disease						
						↔	(Operations & Safety)						
	SAR Readiness	↔	There is a risk of potentially losing members due to lack of engagement during 2020 season and COVID impacts	↔	There is a risk that PARA will be unable maintain the appropriate skillsets for both the primary and secondary vessel.	↔	There is a risk that the CCGA 5-year ride check requirement will not be meet.	↔	There is a risk that the primary asset may require replacing prior to the planned date				
			(Admin & Personnel)		(Training)		(Training)		(Equipment and Maintenance)	Not Assessed			
	Personnel & Teamwork	↔	There is a risk that PARA will not be able to maintain a sustainable succession plan for the unit executive and leadership.					↔	There is a risk that PARA will not be able maintain a sustainable succession plan for crews	Low			
			(Admin & Personnel)						(Admin & Personnel)	Medium			
		↔	There is a risk that PARA will be unable to man both the primary and secondary vessel.							High			
			(Admin & Personnel)										
Asset Management					↔	There is a risk that the boat can not meet the TC Commercial Requirements with respect to equipment and systems	⬇	There is a risk of not renewing the commercial license.	Instructions				
						(Equipment and Maintenance)		(Equipment and Maintenance)					
Financial	Business Plan					↔	There is a risk that the Region funding will be insufficient to maintain a regular maintenance program	⬇	There is a risk that commercial towing operations in the area may reduce tasking income	1. Review Emerging Risks  2. Review changes to risks and discuss mitigation plans  3. Identify new risks  4. Confirm Risks to be closed			
							(Board)		(Board)				
						↔	There is a risk that the annual maintenance program (including refits) has cost and schedule over runs	↔	There is a risk that PARA many not be able to fiscally operate both a primary and secondary vessel				
							(Equipment and Maintenance)		(Operations & Safety)				
	Regulatory							↔	There is a risk that PARA (under NFP Rules) is not permitted to save funds for a long-term asset				
									(Board)				
	Asset Investment							↔	There is a risk that PARA will not be able to raise sufficient funds for strategic vessel acquisitions.				
								(Community Development / Board)					
Strategic	Reputation	↔	There is a risk that there is insufficient participation at the fundraising and community events			↔	Lack of participation from SAR partners for collaboration in training exercises	↔	There is a risk of negative community perception of PARA due to a lack of presence at FBYC				
			(Community Development)				(Operations & Safety)		(Community Development)				
	Long Term Planning					⚓	There is a risk that increased weed presence in Frenchmans Bay will impede long term operational availability and readiness in Pickering	↔	There is a risk that a new primary vessel would introduce new and higher commercial requirements				
							(Operations & Safety)		(Equipment and Maintenance)				
	Community							↔	There is a risk that municipalities will not fund future grants until a name rebranding is completed.				
									(Board)				

2021 PARA Capital Fundraising Plan

Phase 1

April - August

Donor Identification

		Past Individual Donors		Corporate Donors		Volunteers		New Donors	
Key Activities		Review lists of past donors for the past 10 years from all sources and create a master list with contact information  Obtain emails and phone numbers by calling through the list to connect, and filling in additional information.		Develop a list with updated contact information for all corporate donors that have assisted in the past.  Review top 20 large employers (shared by local Economic Development departments) and obtain Marketing/Communications contacts at each.		Past Board members, past volunteers.  Reach out to local high school guidance counsellor offices.  Review Twitter and Facebook (or other) social media followers and send DMs to ask if they are interested in becoming involved. *This could be a pipeline to new donors.		Create lists with current contact information for all community partners or organizations you have partnered with or have had events with in the past five years; all union leadership for Pickering, Ajax and Whitby Fire, and Durham Police and Durham EMS; all volunteers and board members both past and present; and all local elected officials from current Councils and immediate past Council (2014-2018) in Ajax, Pickering and Whitby.	
Timeline		May-June		May-June		April		July	

Phase 2

August-December

Donor Contact

		Past Donor Recognition		Monthly Email to Existing Donors		Updating Online Giving Opportunities		Virtual Events to Increase Donor Universe	
Key Activities		Hold a virtual event for all past donors to thank them for their past support; <b>and/or</b> purchase small swag (pin, pen, etc.) to mail/engage with past donors.		Develop a plan to send existing donors a bimonthly email - both to include PARA-specific updates. One without asking for funds (only volunteer opportunities) and one with a direct fundraising ask. *Scheduled timeline and investment in a social media software might be worthwhile here to automate.		Ensure online giving platforms are consolidated and updated with copy that references the capital campaign for the new vessel.  Review tax and charitable giving incentives via the CRA, and prominently include on donation platofrms and in all communications with prospective donors.  Ensure donation links are updated on all social media sites		Some examples of virtual events could include: - "Ridealongs" / livestreamed tours of the vessel - Safety / rescue training? Ice safety (winter event)? - Public engagement tool / competition to "name" the new vessel.  All events should have the primary goal of collecting contact information for individuals who could be donors.	
Timeline		July-August		August		July		September-December	

Ongoing									
Goal Setting and Future Planning									
		Review of Past Donations		Target Setting for 2021		Event Plan and Strategy for 2022		New Donor Recognition Planning	
Key Activities		Review all donations from past 5 years to determine opportunities for scaling up donations made, or re-contacting those who have donated.		Realistic goal targets based on what was raised in 2017-2019, and plans for 2021		Shift towards more in-person events and additional opportunities for engagement.		Formalize a way to recognize donors (beyond initial event) - Tiers - Under \$50, between \$100-\$250, \$250-\$500 and \$500+ - Swag, events, opportunities, meetings, etc.	
Timeline		Completed		April-May		October-December		December-February 2022	

## KEY TENETS OF CAPITAL FUNDRAISING CAMPAIGN

- Increase donor universe by reconnecting with past donors (corporate and individual) and creating a list of potential new donors from various sources
- Acknowledge COVID and post-COVID realities, and focus on internal planning and virtual engagement until 2022
- Begin to hold engagement events, including those for education purposes, awareness building and volunteer recruitment, as well as donor recognition activities

## KEY FOCUS AREAS FROM 2021-2024

**2021** Focus on increasing monthly donations and list-building

**2022** Focus on major gifts and partnership development

**2023** Focus on major gifts and in-person events

**2024** Focus on grant applications and in-year corporate giving initiatives

## ROAD MAP THROUGH 2021

### PHASE 1 – APRIL -JULY 2021

- Engage with donors from past 10 years and update contact information, including corporate and individual donors
- Identify volunteers to support the rollout of the fundraising plan, including social media followings, local high school guidance offices, past and present board members and volunteers
- Participate in community event opportunities for awareness building (ex. those with local Boards of Trade or Chambers of Commerce)
- Develop a list of potential donors from connected partners and organizations from the past 5 years, as well as adjacent stakeholder organizations

---

### PRIMARY GOAL: DEVELOP A UNIVERSE OF 250-300 POTENTIAL DONORS

### PHASE 2 – AUGUST-DECEMBER 2021

- Hold a past donor recognition event or engage with past donors in a meaningful way in order to update lists and reengage
- Develop a plan to send existing donors a regularly scheduled email that includes general updates and direct asks for donations
- Update online giving platforms to focus on capital campaign, and promote charitable giving incentives from the CRA.
- Hold public engagement-focused virtual events with the primary goal of collecting contact information

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### PRIMARY GOALS: HOLD 3 VIRTUAL EVENTS AND SEND 15 CONTACT EMAILS WITH A DIRECT ASK FOR FUNDS

### ONGOING EFFORTS

- Review past donations and assess opportunities to scale up asks and reengage
- Set realistic targets for 2021, 2022, 2023 and 2024
- Plan to shift towards more in-person events or additional opportunities for engagement in 2022
- Formalize donor recognition activities

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### PRIMARY GOALS: DEVELOP TANGIBLE ACTION PLAN FOR 2022 AND FORMALIZE DONOR RECOGNITION STRUCTURE



# PARA Marine Search & Rescue

## Balance Sheet

As of 31 December 2021

Draft for Discussion Only

	31 Dec 21
<b>ASSETS</b>	
Current Assets	
Chequing/Savings	
1000 - TD - Checking	40,357.76
1050 - PayPal	6,706.58
Total Chequing/Savings	47,064.34
Accounts Receivable	
1200 - Accounts Receivable	31,740.00
Total Accounts Receivable	31,740.00
Other Current Assets	
1300 - Prepaid Insurance	4,404.33
1350 - Prepaid Slip Fees	2,007.13
1460 - Short-term investments	
1465 - New Boat Fund	204,407.40
Total 1460 - Short-term investments	204,407.40
Total Other Current Assets	210,818.86
Total Current Assets	289,623.20
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	7,860.53
1604 - Accum Dep on Trailer	-519.00
Total Fixed Assets	138,440.06
<b>TOTAL ASSETS</b>	<b>428,063.26</b>
<b>LIABILITIES &amp; EQUITY</b>	
Liabilities	
Current Liabilities	
Accounts Payable	
2005 - Accounts Payable	1,818.98
Total Accounts Payable	1,818.98
Other Current Liabilities	
2000 - Accrued Liabilities	2,800.00
2010 - GST/HST Payable	-8,879.10
Total Other Current Liabilities	-6,079.10
Total Current Liabilities	-4,260.12
Total Liabilities	-4,260.12
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	80,528.85
Total Equity	432,323.38
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>428,063.26</b>

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

Draft for Discussion Only

	Jan - Dec 21	Jan - Dec 20	\$ Change	Region Budge
<b>Ordinary Income/Expense</b>				
Income				
4010 - from Muni/Reg Gov't	63,480.00	59,850.00	3,630.00	63,480.00
<b>Total Income</b>	<b>63,480.00</b>	<b>59,850.00</b>	<b>3,630.00</b>	<b>63,480.00</b>
<b>Gross Profit</b>	<b>63,480.00</b>	<b>59,850.00</b>	<b>3,630.00</b>	<b>63,480.00</b>
Expense				
5001 - Maintenance and Repairs				
5002 - M&R Vessel	50,612.59	20,269.15	30,343.44	20,000.00
5003 - M&R Equipment	4,478.83	2,298.54	2,180.29	6,000.00
5004 - M&R Materials	1,829.13	879.00	950.13	1,500.00
<b>Total 5001 - Maintenance and Repairs</b>	<b>56,920.55</b>	<b>23,446.69</b>	<b>33,473.86</b>	<b>27,500.00</b>
5010 - Fuel - Deisel	8,425.43	2,585.14	5,840.29	9,000.00
5020 - Insurance				
5021 - Insurance - D&O	980.91	1,181.88	-200.97	-
5022 - Insurance - Personell	1,219.05	979.02	240.03	-
5023 - Insurance - Vessel & Equ	2,768.67	7,603.38	-4,834.71	-
5024 - Insurance General Liabil	6,081.12	0.00	6,081.12	-
<b>Total 5020 - Insurance</b>	<b>11,049.75</b>	<b>9,764.28</b>	<b>1,285.47</b>	<b>10,900.00</b>
5030 - Professional Fees	3,200.00	3,200.00	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	418.88	648.94	-230.06	500.00
5042 - COVID	711.75	0.00	711.75	500.00
<b>Total 5040 - Personnel Related</b>	<b>1,130.63</b>	<b>802.09</b>	<b>328.54</b>	<b>4,500.00</b>
5050 - Rentals				
5051 - Rental Boat Lift	614.40	551.52	62.88	1,500.00
5052 - Rental Slip Fee	2,293.60	1,902.22	391.38	1,830.00
5054 - Rental Winter Storage	2,177.23	1,778.80	398.43	1,500.00
<b>Total 5050 - Rentals</b>	<b>5,085.23</b>	<b>4,232.54</b>	<b>852.69</b>	<b>4,830.00</b>
5070 - Misc Services				
5071 - Bank Fees	0.00	10.00	-10.00	-
5072 - Communiation	2,242.74	3,910.94	-1,668.20	2,000.00
5073 - Office Expense	462.29	285.19	177.10	250.00
<b>Total 5070 - Misc Services</b>	<b>2,705.03</b>	<b>4,206.13</b>	<b>-1,501.10</b>	<b>2,250.00</b>
5080 - Licences				
5081 - K-Sim Navigation Radar	550.00	0.00	550.00	200.00
<b>Total 5080 - Licences</b>	<b>550.00</b>	<b>0.00</b>	<b>550.00</b>	<b>200.00</b>
<b>Total Expense</b>	<b>89,066.62</b>	<b>49,724.87</b>	<b>39,341.75</b>	<b>63,480.00</b>
<b>Net Ordinary Income</b>	<b>-25,586.62</b>	<b>10,125.13</b>	<b>-35,711.75</b>	<b>-</b>

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

**Draft for Discussion Only**

	<b>Jan - Dec 21</b>	<b>Jan - Dec 20</b>	<b>\$ Change</b>
<b>Other Income/Expense</b>			
<b>Other Income</b>			
6001 - rec'd from CCGA	18,365.54	48,813.26	-30,447.72
6004 - rec'd - other charities	2,109.63	1,652.15	457.48
6005 - gifts - not receipted	0.00	18,045.00	-18,045.00
6007 - Tax-receipted gifts	5,395.21	3,598.67	1,796.54
6510 - Unrealized gain on inves	14,593.41	6,267.62	8,325.79
8002 - Other revenue	2,500.00	0.00	2,500.00
8004 - Rev. sale of good	1,550.00	4,757.50	-3,207.50
8007 - Service Agreements	5,000.00	5,000.00	0.00
8009 - Interest Income	21.95	7.32	14.63
8010 - Grants Received			
8014 - Grant City of Pickering	6,000.00	4,787.00	1,213.00
8015 - Grant - Firehouse	25,983.21	0.00	25,983.21
8016 - Grant Town of Whitby	3,200.00	0.00	3,200.00
8017 - Grant Elexicon	27,000.00	0.00	27,000.00
Grants Received	62,183.21	4,787.00	57,396.21
Interest Earned on Investments	0.00	2,285.48	-2,285.48
<b>Total Other Income</b>	<b>111,718.95</b>	<b>95,214.00</b>	<b>16,504.95</b>
<b>Other Expense</b>			
7100 - Freight In	0.00	195.95	-195.95
9001 - Ad & Promotion	1,324.26	741.50	582.76
9003 - Fundraising Exp	653.89	0.00	653.89
9004 - Members Exp	0.00	39.30	-39.30
9006 - ParaWear Expenses	2,765.69	8,974.02	-6,208.33
9007 - Supplies for Spit Base	11.16	0.00	11.16
9008 - Community Engagement Exp	538.43	176.86	361.57
9009 - Equip for Vessel	100.10	0.00	100.10
9010 - Square Fees	55.58	155.81	-100.23
9011 - Pay Pal Fees	144.37	75.04	69.33
9018 - Trailer Expenses	0.00	1,050.90	-1,050.90
9019 - Amortization	0.00	25,882.00	-25,882.00
9025 - Membership & subscriptio	10.00	689.13	-679.13
Other Expenses not claimed to Region	5,603.48	37,980.51	-32,377.03
<b>Net Other Income</b>	<b>106,115.47</b>	<b>57,233.49</b>	<b>48,881.98</b>
<b>Net Income</b>	<b>80,528.85</b>	<b>67,358.62</b>	<b>13,170.23</b>

**PARA Marine Search & Rescue**  
**Profit & Loss Prev Year Comparison**  
January through December 2021  
(as per Region)  
Draft for Discussion Only

	<u>Jan - Dec 21</u>	<u>Jan - Dec 20</u>	<u>\$ Change</u>	<u>Region Budget</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				
Total 5001 - Maintenance and Repairs	28,737.00	38,140.00	-9,403.00	27,500.00
5010 - Fuel - Deisel	8,757.00	2,496.00	6,261.00	9,000.00
Total 5020 - Insurance	10,935.00	10,355.00	580.00	10,900.00
5030 - Professional Fees	0.00	0.00	0.00	2,800.00
5031 - Professional Services	3,326.00	4,873.00	-1,547.00	1,500.00
Total 5040 - Personnel Related	435.00	1,364.00	-929.00	4,500.00
Total 5050 - Rentals	8,194.00	3,693.00	4,501.00	4,830.00
Total 5070 - Misc Services	3,250.00	2,944.00	306.00	2,250.00
5080 - Licences				
5081 - K-Sim Navigation Radar	0.00	0.00	0.00	200.00
Total 5080 - Licences	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>200.00</u>
Total Expense	<u>63,634.00</u>	<u>63,865.00</u>	<u>-231.00</u>	<u>63,480.00</u>
Net Ordinary Income	-154.00	-4,015.00	3,861.00	-
Other Income/Expense				
Grants Received	65,183.00	4,787.00	60,396.00	
Other Income	44,767.00	68,367.00	-23,600.00	
Total Other Income	<u>109,950.00</u>	<u>73,154.00</u>	<u>36,796.00</u>	
Other Expenses not claimed to Region	<u>46,030.00</u>	<u>22,454.00</u>	<u>23,576.00</u>	
Net Other Income	63,920.00	50,700.00	13,220.00	
Net Income	<u><u>63,766.00</u></u>	<u><u>46,685.00</u></u>	<u><u>17,081.00</u></u>	

**PARA Marine Search & Rescue**  
**Statement of Cash Flows**  
January through December 2021  
Draft for Discussion Only

	<u>Jan - Dec 21</u>
<b>OPERATING ACTIVITIES</b>	
Net Income	80,528.85
Adjustments to reconcile Net Income	
to net cash provided by operations:	
1200 - Accounts Receivable	-1,815.00
1215 - HST REBATE	6,944.40
1099 - Cash	48.25
1300 - PrePaid Insurance	114.75
1350 - PrePaid Slip Fees	-2,007.13
1400 - Accrued Revenue	4,368.56
1460 - Short-term investments:1465 - New Boat Fund	-79,593.41
2005 - Accounts Payable	-4,877.22
2000 - Accrued Liabilities	-541.12
2010 - GST/HST Payable	-8,879.10
Net cash provided by Operating Activities	-5,708.17
<b>INVESTING ACTIVITIES</b>	
1603 - Trailers	-2,668.73
Net cash provided by Investing Activities	-2,668.73
Net cash increase for period	-8,376.90
Cash at beginning of period	55,441.24
Cash at end of period	<u><u>47,064.34</u></u>

**PARA Marine Search & Rescue**  
**Balance Sheet**  
As of 31 March 2022  
Draft for Discussion Only

	<u>31 Mar 22</u>
<b>ASSETS</b>	
Current Assets	
Chequing/Savings	
1000 - TD - Checking	23,629.52
1050 - PayPal	6,706.58
Total Chequing/Savings	<u>30,336.10</u>
Accounts Receivable	
1200 - Accounts Receivable	31,430.59
Total Accounts Receivable	<u>31,430.59</u>
Other Current Assets	
1300 - Prepaid Insurance	1,888.56
1350 - Prepaid Slip Fees	2,007.13
1452 - Advances for Expenses	-4,600.00
1460 - Short-term investments	
1465 - New Boat Fund	204,407.40
Total 1460 - Short-term investments	<u>204,407.40</u>
Total Other Current Assets	<u>203,703.09</u>
Total Current Assets	<u>265,469.78</u>
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	7,860.53
1604 - Accum Dep on Trailer	-519.00
Total Fixed Assets	<u>138,440.06</u>
<b>TOTAL ASSETS</b>	<b><u><u>403,909.84</u></u></b>
<b>LIABILITIES &amp; EQUITY</b>	
Liabilities	
Current Liabilities	
Accounts Payable	
2005 - Accounts Payable	67.80
Total Accounts Payable	<u>67.80</u>
Other Current Liabilities	
2000 - Accrued Liabilities	2,800.00
2010 - GST/HST Payable	-11,058.52
Total Other Current Liabilities	<u>-8,258.52</u>
Total Current Liabilities	<u>-8,190.72</u>
Total Liabilities	<u>-8,190.72</u>
Equity	
2500 - Deferred Contribution	294,777.56
2501 - Acc Dep of Deferred Cont	-75,528.00
3100 - Opening Balance Equity	213,073.82
Net Income	-20,222.82
Total Equity	<u>412,100.56</u>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b><u><u>403,909.84</u></u></b>

**PARA Marine Search & Rescue**  
**Profit & Loss Prev Year Comparison**  
January through March 2022

Draft for Discussion Only

	Jan - Mar 22	Jan - Mar 21	\$ Change	Region Budge
Ordinary Income/Expense				
Income				
4010 - from Muni/Reg Gov't	0.00	63,480.00	-63,480.00	65,980.00
Total Income	0.00	63,480.00	-63,480.00	65,980.00
Gross Profit	0.00	63,480.00	-63,480.00	65,980.00
Expense				
5001 - Maintenance and Repairs				
5002 - M&R Vessel	11,844.42	2,165.00	9,679.42	20,000.00
5003 - M&R Equipment	2,020.23	2,443.29	-423.06	6,000.00
5004 - M&R Materials	5.98	294.96	-288.98	1,500.00
Total 5001 - Maintenance and Repairs	13,870.63	4,903.25	8,967.38	27,500.00
5010 - Fuel - Deisel	0.00	0.00	0.00	9,000.00
5020 - Insurance				
5021 - Insurance - D&O	1,416.87	980.91	435.96	-
5022 - Insurance - Personell	243.81	243.81	0.00	-
5023 - Insurance - Vessel & Equ	1,104.30	832.50	271.80	-
5024 - Insurance General Liabil	1,058.67	1,018.98	39.69	-
Total 5020 - Insurance	3,823.65	3,076.20	747.45	10,900.00
5030 - Professional Fees	0.00	0.00	0.00	2,800.00
5031 - Professional Services	0.00	0.00	0.00	1,500.00
Critical Stress Training	0.00	0.00	0.00	1,500.00
5040 - Personnel Related				
5041 - Training	0.00	0.00	0.00	4,500.00
IMRF Exchange	0.00	0.00	0.00	500.00
5042 - COVID	0.00	0.00	0.00	500.00
Total 5040 - Personnel Related	0.00	0.00	0.00	5,500.00
5050 - Rentals				
5051 - Rental Boat Lift	0.00	0.00	0.00	1,500.00
5052 - Rental Slip Fee	1,922.85	1,865.27	57.58	1,830.00
5054 - Rental Winter Storage	0.00	1,173.67	-1,173.67	1,500.00
Total 5050 - Rentals	1,922.85	3,038.94	-1,116.09	4,830.00
5070 - Misc Services				
5071 - Bank Fees			0.00	200.00
5072 - Communiation		-138.88	138.88	2,000.00
5073 - Office Expense	50.00		50.00	250.00
Total 5070 - Misc Services	50.00	-138.88	188.88	2,450.00
5080 - Licences				
5081 - K-Sim Navigation Radar	0.00	550.00	-550.00	-
Total 5080 - Licences	0.00	550.00	-550.00	-
Total Expense	19,667.13	11,429.51	8,237.62	65,980.00
Net Ordinary Income	-19,667.13	52,050.49	-71,717.62	-

**PARA Marine Search & Rescue**  
**Profit & Loss Prev Year Comparison**  
January through March 2022

**Draft for Discussion Only**

	<b>Jan - Dec 21</b>	<b>Jan - Dec 20</b>	<b>\$ Change</b>
<b>Other Income/Expense</b>			
<b>Other Income</b>			
6004 - rec'd - other charities	648.50	256.25	392.25
6007 - Tax-receipted gifts		630.00	-630.00
6510 - Unrealized gain on inves		734.59	-734.59
8002 - Other revenue		2,500.00	-2,500.00
8004 - Rev. sale of good	721.00	1,299.00	-578.00
8010 - Grants Received			
8016 - Grant Town of Whitby		3,200.00	-3,200.00
8017 - Grant Elexicon		27,000.00	-27,000.00
Grants Received	0.00	30,200.00	-30,200.00
Interest Earned on Investments	0.00		0.00
<b>Total Other Income</b>	<b>1,369.50</b>	<b>35,619.84</b>	<b>-34,250.34</b>
<b>Other Expense</b>			
9001 - Ad & Promotion	500.00	382.50	117.50
9006 - ParaWear Expenses	1,039.76	2,098.32	-1,058.56
9007 - Supplies for Spit Base	0.00	11.16	-11.16
9008 - Community Engagement Exp	0.00	463.96	-463.96
9010 - Square Fees	28.43	45.59	-17.16
9011 - Pay Pal Fees	0.00	16.93	-16.93
9025 - Membership & subscriptio	357.00	0.00	357.00
Other Expenses not claimed to Region	1,925.19	3,018.46	-1,093.27
<b>Net Other Income</b>	<b>-555.69</b>	<b>32,601.38</b>	<b>-33,157.07</b>
<b>Net Income</b>	<b>-20,222.82</b>	<b>84,651.87</b>	<b>-104,874.69</b>





# **PARA Marine Search & Rescue**

**MEMBER OF THE CANADIAN COAST GUARD AUXILIARY**

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

email: [info@para-rescue.org](mailto:info@para-rescue.org)

Charity BN/ Registration # 86802 0843 RR0001

## **NOTICE OF SPECIAL and ANNUAL GENERAL MEETING OF THE ASSOCIATION**

Notice is hereby given that the Annual General Meeting of the Association will be held on **Thursday April 21, 2022 at 1900 hours, online meeting via Microsoft Teams**, [Click here to join the meeting](#) for the following purposes:

- Approval of the Minutes of the 2021 AGM
- Receipt of reports of the Commodore, Secretary/Treasurer and other Executives of the Association
- Adopt Proposed Changes to the Bylaws
- Election of the Commodore
- Election of Directors
- Appointment of an Auditor, and
- Transacting any other business as may come before the meeting.

Any member of PARA may run for election as Director. Nominations will be accepted in advance and from the floor. Nominations must have the endorsement of 2 other members in good standing. The elected Directors listed below have stated their desire to continue as Directors:

John Rycroft, Robert Anderson, Rhonda Mulcahy,  
Gary Endicott, Mark Poray

Shaun Collier and Keenan Watters are not elected but appointed by the Board to serve as directors from the community.

Any member that is unable to attend the meeting is invited to designate a proxy to vote according to their instructions at the meeting using the attached proxy form.

Dated at Pickering, *April 10, 2022*



# PARA Marine Search & Rescue

**MEMBER OF THE CANADIAN COAST GUARD AUXILIARY**

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

email: [info@para.volunteerrescue.org](mailto:info@para.volunteerrescue.org)

**Charity BN/ Registration # 86802 0843 RR0001**



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## MINUTES OF ANNUAL AND SPECIAL MEETING

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### WEB MEETING

April 29, 2020 at 19:00

- 
1. **Call to Order** – As Chair, Bill McLean called the meeting to order at 19:04.
  2. **Declaration of Quorum Present and Notice of Meeting Sent Out** – Bill McLean confirmed we had a quorum. There were 31 members present with no proxies.
  3. **Introductions** – Bill McLean thanked the members for attending and all they do during the year and then invited the Board members to present themselves to the membership. The Board members individually all spoke of how proud they are to serve an organization that is so well respected and appreciated by the boating community, their municipalities, and other SAR organizations.
  4. **Review and Acceptance of Minutes of the past Annual General Meeting, June 11, 2020** – Bill McLean asked for a motion to accept the minutes of the 2020 AGM as printed. John Rycroft moved and Colin Thomson seconded the motion. The motion carried.
  5. **Reports** –

#### *A. Commodore: Colin Thomson*

Colin thanked the membership for their support over the last difficult year. He highlighted how far we have come as an organization as our members have dedicated themselves to embracing the values of safety, teamwork, professionalism and a sense of community. We have over the last year completed the rebranding exercise and strengthened our ties with all the communities we serve. Upgrades to PARU have continued which allow us to better serve those in the water – complete report attached

#### *H. Secretary Treasurer:*

Report was distributed prior to meeting, highlighted improved financial savings, audited financial statements attached.

6. **Election of Commodore** – Bill McLean informed the membership that Colin Thomson was willing to stand again as Commodore and then asked if there were any other nominations from the floor, there not being any other nomination Rob Anderson moved, Gary Endicott seconded that Colin Thomson be elected as Commodore - The motion carried.

***SUPPORTED BY THE REGIONAL MUNICIPALITY OF DURHAM  
SERVING PICKERING, AJAX AND WHITBY***



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7. **Election of the Board of Directors** – Bill McLean presented the current Board of Directors who all indicated their willingness to continue in the position, Bill then asked if there were any nominations from the membership, there being none – Ivan Barsby moved and Alan Macdonald seconded the motion that: Bill McLean, John Rycroft, Robert Anderson, Rhonda Mulcahy, Gary Endicott and Mark Poray be Directors of PARA for the next year - The motion carried.

Bill McLean confirmed that Sean Collier and Keenan Watters are willing to continue as appointed Board members.

8. **Changes to the Bylaws** – Rob Anderson presented the proposed changes to the bylaws of the Association which were previously distributed. The focus of the updates to the Bylaws were to reflect the change in the legal name of the organization, include Coxswains as “Officers”, provide clarity as to when the Chair should vote and some minor improvements in wording. Rob Anderson moved that the Bylaws be amended as distributed, Francois Gauthier seconded the motion passed with greater than a 2/3rds majority. – proposed changes document attached.
9. Jennifer McGuinty reported that she had contacted various other Auditors in the Region for proposals for the 2021 audit. After a review of the responses her recommendation was to continue with Mike Evans as Auditor for the organization. Keenan Watters moved; Rob Anderson seconded that Mike Evans be appointed as auditor for 2021. - The motion carried
10. **Other Business** – Annual Awards - Although in the past the membership at large was asked to vote on these awards, during this period the Committee felt the membership has not had the exposure to all members as it normally would and decided to make the decisions within the Committee – but that this was due to extenuating circumstances not a change in policy. Ivan Barsby related the Executive Committee’s struggle with awarding the Rookie of the Year award as there were so many outstanding Rookies this last year, despite the operating restrictions because of COVID. However, after considerable reflection he was pleased to announce the award will go to Justin Tumino.

The Lifetime Achievement award, will not be presented this year.

Ivan also reported that when the Executive Committee reflected upon the Above and Beyond award candidates for the past season a single candidate was difficult to find as the work/sacrifice and dedication of the entire membership last season to ensure PARA was able to meet its obligations while maintaining a safe environment for its crews during COVID had to be recognized and therefore the Above and Beyond award will be presented to the PARA Marine SAR Crew.

There being no further business the meeting was closed at 19:45

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

email: [info@para.volunteerrescue.org](mailto:info@para.volunteerrescue.org)

**Charity BN/ Registration # 86802 0843 RR0001**



Attendees:

Adam Chan	Eleonore Edwards	Justin Tumino
Alan Macdonald	Emily Cullen	Kevin Gibbs
Benjamin Harrison	Francois Gauthier	Marcus Howse
Bradley Greenland	Gary Endicott	Mark Poray
Clint Scott	Ivan Barsby	Michael Galita
Cody De la Cuba	Jason Brown	Paul Darnbrough
Colin Thomson	Jason Goodyear	Pierre Pelletier
Craig Newell	Jessica Templin	Rob Anderson
Cyril (CJ) Wellman	Jillian Gobrecht	Sandra Karakolis
Duane Judd	Jonathan Clayton	Sofronio Garrucho

***SUPPORTED BY THE REGIONAL MUNICIPALITY OF DURHAM  
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# PARA Marine Search & Rescue

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**Charity BN/ Registration # 86802 0843 RR0001**



## PROXY FORM

This form is to be used by any PARA member that is unable to attend the Annual and Special Meeting but who wishes to have their vote cast by proxy at such a meeting.

**Annual General Meeting  
April 21, at 19:00 hr  
Online meeting via Microsoft Team**

I, \_\_\_\_\_, a member in good standing in the PARA Search & Rescue, hereby appoint \_\_\_\_\_,

also a member in good standing in PARA, as my proxy at the Annual and Special Meeting specified above, to vote according to my instructions on the election of Directors, change of Association name, appointment of auditors, or on any other matters to be addressed at the meeting for which members have received appropriate advance notification as specified under the By-Laws.

Member's Signature and date: \_\_\_\_\_

Proxy's signature and date: \_\_\_\_\_

This completed proxy form must be received by the Secretary at 682 Hillview Crescent or by email to [jennifer.mcguinty@para-rescue.org](mailto:jennifer.mcguinty@para-rescue.org) at least one half hour before the start of the meeting.

***SUPPORTED BY THE REGIONAL MUNICIPALITY OF DURHAM  
SERVING PICKERING, AJAX AND WHITBY***