

**M I N U T E S**  
of the Board of Directors of  
**PARA MARINE SEARCH & RESCUE**

**March 29, 2023, TELECONFERENCE, 8:30 pm (EST)**

**ONLINE:** Maurice Brenner  
Colin Thomson  
Gary Endicott  
Keenan Watters  
Mark Poray  
Samuel Cummings  
Rhonda Mulcahy  
Lisa Bower  
Rob Anderson

**REGRETS:** John Rycroft

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

Maurice Brenner declared the meeting open at 8:35.

**Declaration of Interest**

There were no conflicts declared.

**Approval of Past Minutes**

Mark Poray moved that the Minutes of the November 9, 2022, meeting be approved as amended with proper name "PARA Marine Search and Rescue and correction of Maurice Brenner's name spelled corrected Gary Endicott seconded.

***Motion Carried***

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

Colin Thomson presented the distributed report.

Sam enquired if insurance quotes have them been shopped with a declining value over 10 years with payouts being consistent type of policy. Colin confirmed that he has been in contact with our broker regarding this and that when the vessel valuation report is received, he will share it with the broker for new quotes, he further noted that the outstanding lawsuit is an impediment to shopping the insurance portfolio.

Maurice proposed it is the appropriate time to reach out to Jennifer O'Connell, MP, to see if there are any federal programs we could tap into for funding of a green alternative vessel. Colin also indicated that the Town of Ajax fundraising rep is working on setting up a meeting with the Federal MPs and local municipal/regional representatives for each of Pickering, Ajax and Whitby. A similar meeting would be setup for the local First Nations group.

As we were declined for recent grants Sam asked if we knew why or if the grant criteria have changed. Colin reported that PARA Marine S&R have been using the Safety aspect as our main reason for grant applications but that no longer seems to be the funding agencies criteria. Diversity is a stronger carrot for the funding agencies currently. For the Whitby grant we were late for the deadline for this March grant review but it is still under consideration at April meetings.

Due to the increased costs of goods and services and the timing between Board meetings Colin requested an increase in the discretionary spending limits. Colin suggested a move from \$1000 to \$2000, and Rob Anderson suggested to increase the limit to \$2500. To implement this increase Kennan Watters moved that the following changes be made in the Business and Risk Management Policy:

1) Under the Board of Directors / Financial Responsibility

"Review and approval of business cases for expenditures in excess of \$1,000CAD" be changed to "Review and approval of business cases for expenditures in excess of \$2,500CAD outside of the approved annual budget"

2) Under the Commodore and Executive / Financial Responsibility

"Commodore authorized to approve up to \$1,000CAD in expenditures without prior board approval" to "Commodore authorized to approve up to \$2,500CAD in expenditures without prior board approval".

3) Under Business Risk Criteria Matrix:

Change the Financial / Asset Investment risk criteria definition to levels 4 and 5 to reflect the increase from \$1,000 to \$2,500 as per the above. Seconded by Rob Anderson. -

### **Motion Carried**

As part of the Risk Management discussion regarding leadership succession risks Sam suggested that inviting interested members to attend executive meetings and/or Board meetings may encourage members to accept greater roles in the association as familiarization may remove hesitation move up the leadership ladder which would help to ensure successful succession.

Rhonda suggested approaching the fire departments to add PARA Marine SAR as one of the charities benefiting from the Boot Fundraising Drives. Further Colin requested introductions to the new Fire Chiefs in Ajax and Whitby, having just met the new Chief in Pickering/

Maurice offered to introduce PARA Marine to the diversification officers to assist PARA Marine SAR in reaching out to other communities for memberships and fundraising. This may be an appropriate time as the face of boating has been changing in our area.

### **FINANCIAL REPORT**

Draft Audited Statements for the period ending December 31, 2022, were reviewed as distributed. Jennifer informed the Board that these draft statements may have note 7 updated once the auditor had been able to confirm details of the lawsuit with the lead defense lawyers. Colin Thomson moved that the Audited Financial Statements be approved as distributed, pending any changes. seconded by Rhonda Mulcahy

### ***Motion Carried***

Unaudited Balance sheet and Profit and Loss statements to March 28, 2023, were reviewed as distributed. The short cash position was highlighted until Regional funding is released. Rhonda Mulcahy moved, that the financial reports be accepted as distributed Lisa Bower seconded, -

### ***Motion Carried***

### **Other Business**

The was no other business brought forward.

### **Future Meeting Dates**

November 8, 2023

Colin Thomson moved; that the meeting be adjourned Keenan Watters seconded

***Motion Carried***

There being no further business, Maurice Brenner declared the meeting terminated.

Maurice Brenner

Jennifer S. McGuinty

Approved October 11 2023

Appendixes attached:

- A1 Commodore Report – Spring 2023
- A2 2023-2033 Strategic Business Plan
- A3 Unit Action List and Risk Profile – Spring 2023
- A4 PARA Marine SAR – Unit Business & RM Policy March 2023
- A5 PARA Bylaws Approved April 2022
  
- B1 Audited Financial Statements Dec 31 2022 – DRAFT
- B2 Financial Statements to March 28 2023 - Unaudited

# Commodore Report Spring 2023

Thursday, 23 March 2023 6:10 pm

## Opening Remarks

1. Reminder for the AGM on 27 April 2023. Attendance is requested at FBYC
2. Attachments
  - a. Risk Profile for Spring 2023
  - b. Business and Risk Management Policy v1.2
  - c. Strategic Business Plan 2023-2033: An asset management strategy - Vessels for the next generation of volunteers
  - d. PARA Marine - 2023 Boat survey - DRAFT
  - e. PARA Marine SAR Bylaws 2022

## Operation and Admin

1. Personnel
  - a. Members: 57
    - i. 50 Operation members
      - 1) 48 - 1 is the member involved in lawsuit, the other will be removed for lack of participating
      - 2) 2 more are pending CCGA paperwork / or approvals
    - ii. 7 admin members (6 board member, 1 member involved in only CCGA committees)
  - b. Crews: 8
    - i. 3 regular weekday (Wednesday, Thursday, Friday) crews
    - ii. 5 weekend crews
    - iii. Standby crew members (Tanner D, Gary G)
2. Patrols
  - a. May long weekend to October long weekend.
  - b. Weekday patrols cease following September long weekend.
3. Vessel and Readiness
  - a. Winter projects completed.
  - b. Boat scheduled for launch on April 6
    - i. Final spring service by TYS
    - ii. Final testing on electrical system by contract electrician
    - iii. Boat Surveyor to be onsite to complete boat survey photos
  - c. Estimated date to be in service: April 14
    - i. Following equipment being ready
    - ii. Readiness and safety checklists are complete and satisfactory.

## Training

1. CCGA Instructor Training
  - a. Ivan Barsby will be attending the course this spring
2. CCGA Phase training
  - a. Phase 1 - conducted in May
  - b. Phase 2 - will be conducted in fall
3. Unit Training
  - a. Winter training was focused on safety and communications
  - b. Sea Survival - Pool exercise in spring
  - c. Renewed focus on SOPs given breadth of changes due to winter projects and vessel configuration changes
  - d. Personal Progression Log (PPL) - A more structured continuous learning program has been developed and will provide members a structured approach for SAR capability growth

## Equipment and Maintenance

1. Boat Off season improvements were completed:
  - a. Major projects
    - i. Bow storage area overhaul
    - ii. Electrical system redesign and upgrade
    - iii. Air conditioner install
    - iv. Replacement outdrive
  - b. Miscellaneous
    - i. Bilge pumps
    - ii. Replacement datum marker

- iii. Install rear search light
  - iv. Install access ports to fuel shutoffs
  - v. Repaired Helm indicator
  - vi. Improved night lighting
  - vii. Secured Railings
  - viii. Hull paint touch-ups
  - ix. Onboard computer with connectivity to NMEA instrument network
2. Boat Survey - survey was completed on 15 March 2023. Report is still pending receipt from the surveyor. Ed O'Connor, Coastwise Management.
- a. Recommendations are:
    - i. Findings: TBD
    - ii. Actions: TBD
    - iii. Replacement value : TBD
    - iv. Insured value: TBD
    - v. Stability evaluation.
      - 1) As a result of several industry incidents it is recommended that perform a stability analysis of the vessel to meet the Transport Canada requirements. This will be scheduled for the fall. There is no immediate concerns from the surveyor at this time.
  - b. **RECOMMENDATION:** increasing the unit insurance to a value of: TBD. NOTE: This will result in a higher premium (~\$ XXX). Previously the was insured at \$200K, in early 2023 that was increased to \$300K (premium increase of \$459).
3. Dock Improvements at FBYC
- a. Repaired and reinforced the dock
  - b. Installed cleats to allow for semi-permanent fenders
  - c. Installed water line
  - d. Prepared the mobile crane for use by both the unit and by FBYC members. It can be relocated as needed.
4. Projects still pending:
- a. Secondary vessel purchase
  - b. Replacement dewatering pump
  - c. Additional Line launcher equipment
  - d. Cabin anti-fatigue flooring
  - e. Improvements for storage on the community trailer
5. Strategic Business Plan for next generation assets
- a. **NEW ACTION** - Review the attachment and provide feedback on content
  - b. **NEW ACTION** - looking for opportunities to find sponsorship partners

## Financial

### 1. Project Cost Summary

Item	Project	Operational	Comments
Vessel			
- Electrical	\$39K		emerging electrical issues to meet ABYC code; mechanical code related issues: relocation of fuel water separators and oil changer; access to fuel shutoff (code); helm indicator repair(code); installation of A/C thru hull
- Mechanical and Propulsion (TYS)	\$18K	\$27.5K	
- Bow storage	\$3.7K		
- Miscellaneous	\$1.6K		
- Air Conditioning	\$7K		
- Winter Storage	\$3.7K		
Equipment	\$2.3K	\$0.7K	Including cargo and tool chests; NMEA connectors
Materials	\$0.1K	\$3.5K	
<b>Total</b>	<b>\$75K</b>	<b>\$32.2K</b>	
Budget	\$45K	0	
Difference (Overage)	<b>\$30K</b>	<b>\$32.2K</b>	
<b>Volunteer Labour Savings</b>	<b>\$60K</b>		<b>Upwards of 600 hours were completed by volunteer members. This was a savings of \$60, 000 in potential labour costs. (assuming an \$100/hr rate)</b>

2. Fundraising - Not as successful as hoped
  - a. Unsuccessful applications - Hydro One, Elexicon
  - b. Pending approval of submissions - OPG, Pickering, Whitby
  - c. Not submitted - Firehouse (Sept due date)
  - d. Attending the Grant Information event on March 30, Ajax Convention centre
  - e. Open to opportunities for broader business partnerships
3. Cashflow challenges
  - a. Withdrew \$50K from long term savings to cover expenses but current balance is \$5K.
  - b. However, we are expected to receive funds from Pickering(\$7K), service agreement funds from Ajax (\$5K), Durham Region(~\$60K) in new fiscal year (April 2023).
  - c. Pending grants approvals from OPG (\$6500) and Whitby (\$25K) with potential receivables in April / May
  - d. **RECOMMENDATION:** delay payments till accounts receivables are in and expedite A/R (~\$70-\$100K) where possible.
4. Future Considerations
  - a. Both outdrives were replaced in 2013 when the vessel was re-powered. Both were rebuilt in 2017.
  - b. The port outdrive was replaced this year, after 10 years of use, 5 since the rebuild. The starboard was replaced in 2017 due to an failure event causing the original to be replaced.
  - c. The starboard outdrive may need to be rebuilt and possible replaced within the next 4-5 years. Rebuilt cost ~15K, replacement ~26K at current pricing.
  - d. This results in an emerging risk that we may need to invest significantly in the current vessel

### Community Development

1. General
  - a. List of events
    - i. Easter Parade - Pickering - 8 April
    - ii. Canada Day - Ajax, Pickering, Whitby - 1 July
    - iii. PARA Marine SAR Waterfront Festival - Pickering - TBD August
    - iv. Humber Water Event - Toronto - 27 August
    - v. Remembrance Day - Ajax, Pickering, Whitby - 11 November
    - vi. Christmas Parade - Ajax, Pickering, Whitby - TBD November / December
2. Business
  - a. List of events
    - i. Ajax / Pickering - Board of Trade Golf Tourney - 18 May
    - ii. Whitby Chamber of Commerce Golf Tourney - 17 June

### Strategic Review

1. Action Items

Action items	Person responsible	Deadline
Funding Sources for New Vessel	Board	Ongoing
• Talk to Pickering re Funding New Vessel from Casino revenue	Maurice/Colin	April 1, 2023
• Talk to Ajax Casino re: Funding New Vessel	Lisa (was Shaun)	April 1, 2023
• Talk to Pickering Casino directly re: funding – supply contact for the casino to Colin	Maurice	Dec 15, 2022
Reach out to Police Board to make a (letter and presentation) regarding our capabilities and wishes in regard to possible dispose of the vessel: JD Edwards	Colin/John	April 30 COMPLETED
23 March 2023 - John to follow-up with DRPS as to the status and plan.		
Realign Investment account to lower fees	Jen	Dec 15
UPDATE: Jen and Colin visited the TD Bank to re-setup the accounts. Upgrading the banking account to a new plan is still pending.		
Possible media and VIP events in Pickering and Whitby harbours.	Colin	Next season
Investigate if unit is eligible to join Boating Ontario to become part of the general insurance policies	Jen / Keenan	April 15



New - Awareness Ride Along for council members	Colin	Month of April
New - Review Strategic Business Plan and provide feedback before AGM (April 27)	All	April 2023
New - Sponsorship Partners for asset management strategy - new vessels for next generation	All	Fall 2023
New - bylaw review pending NFP act changes	Rob	Fall 2023

## 2. Unit Business & Risk Management

- a. Change the existing Business and Risk Management policy - increase commodore limit to 2K or within budget
  - i. Under Board of Directors / Financial Responsibility:
    - 1) Change "Review and approval of business cases for expenditures in excess of \$1000CAD " to "Review and approval of business cases for expenditures in excess of \$2000CAD outside of the approved annual budget"
  - ii. Under Commodore and Executive / Financial Responsibility:
    - 1) Change "Commodore authorized to approve up to \$1000CAD in expenditures without prior board approval" to "Commodore authorized to approve up to \$2000CAD in expenditures without prior board approval"
  - iii. Business Risk Criteria Matrix:
    - 1) Change the Financial / Asset Investment risk criteria definition to levels 4 and 5 to reflect the increase from \$1000 to \$2000 as per the above
  - iv. **DECISION REQUIRED:** Approve the revised policy
- b. Risk Profile - selected risks for discussion (see Spring 2023 Risk Profile PDF)
  - a. **Strengthen the organization**
    - 1) HIGH - NO CHANGE - There is a risk of negative reputation resulting from personal injury lawsuit
      - a) The individual who was injured in a towing incident 2 years ago, is progressing with a lawsuit against the federal government, CCGA and PARA Marine SAR. Given the unit falls under the CCGA insurance program while under a tasking, our unit insurance does not cover the unit for SAR operations. The crown is taking the lead on the lawsuit and the unit is supporting via the CCGA.
    - 2) MEDIUM - INCREASING - There is a risk that there is insufficient participation at the fundraising and community events
      - a) As the unit is ramping up the public awareness and events, there may be a lack of support from the membership.
    - 3) LOW - INCREASING - There is a risk that PARA Marine SAR will not be able to maintain a sustainable succession plan for the unit executive and leadership.
      - a) The existing executive team has been in place for 6+ years therefore the unit is looking at different strategies to increase the engagement for leadership roles to mitigate any potential future changes. UPDATE: 2 new members have been added to the Executive over the past few months. We are also inviting members to become aware of the executive meetings to foster interest in the behind the scene activities.
  - b. **Develop our crews**
    - a) No notable risks to discuss at this time
  - c. **Ensure SAR Readiness**
    - a) HIGH - INCREASING - There is a risk that the annual maintenance program (including refits) has cost and schedule over runs
      - a) This became a reality this offseason. Mitigation was put in place to manage scope however unforeseen challenges occurred as discussed earlier
    - b) MEDIUM - EMERGING - There is a risk that the current vessel will need to be repowered before a new asset is acquired.
      - a) Expediting the fundraising and awareness for a new vessel is needed. Strategic fundraising needs to occur in parallel to scoping and costing a new vessel.
    - c) MEDIUM - NO CHANGE - There is a risk that the inconsistent practices by crews, leads to a safety event
      - a) Given the safety events that occurred during the season, safety related topics are a key part of the 2023 training programs
    - d) MEDIUM - DECREASING - There is a risk that increased weed presence in Frenchman's Bay will impede long term operational availability and readiness in Pickering.
      - a) Given the new raw water cooling, the vessel PARA Marine can now safely navigate through the weeds outside the channel thereby decreasing the probability and impact of this risk. However as the unit leverages a new shore capability, this asset will be subject to weeds and potential limitations.
    - e) LOW - DECREASING - There is a risk of being exposed to a communicable disease.
      - a) COVID-19 protocols are being removed including the 5 person crew limit. However the vessel will still carry the necessary PPE to deal with a communicable disease.
  - d. **Plan for the Future**
    - a) HIGH - NO CHANGE - There is a risk that PARA Marine SAR will not be able to raise sufficient funds for strategic vessel acquisitions.
      - a) Need to engage in discussions with Casinos and other potential corporate sponsorships

- b) LOW - INCREASING - There is a risk that PARA Marine SAR will not be able maintain a sustainable succession plan for crews
  - a) We are potentially looking at some of more experience coxswains retiring in the short term. Although we are back up at the full crew complement, we need to continue to develop the next round of boat leadership - coxswains and 2ICs.



# 2023 – 2033 Strategic Business Plan

An Asset Management Strategy -  
Vessels for the next generation of volunteers



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

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

***Tag Line:*** Safe and Trusted

***Pillars:*** Safety, Teamwork, Community



[www.PARAMarineSAR.ca](http://www.PARAMarineSAR.ca)

Board of Directors  
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Commodore PARA Marine SAR  
Unit Leader CCGA Unit #1  
Colin Thomson

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An Asset Management Strategy –  
Vessels for next generation of volunteers

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## An Asset Management Strategy – Vessels for next generation of volunteers

### Strategic Awareness

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



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

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

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

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

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

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

Thank you in advance.

Yours Aye  
Colin Thomson  
Commodore PARA Marine SAR  
CCGA Unit Leader

Yours Truly  
Maurice Brenner  
Chairman  
Board of Directors



## An Asset Management Strategy – Vessels for next generation of volunteers

### Marine Search and Rescue Mandate



#### Overview

D

The Department of Defense has overall accountability for the National Search and Rescue directive in Canada. As part of that the Canadian Coast Guard (CCG) is responsible for manning the marine element of Joint Rescue Coordination Centre (JRCC) while the Royal Canadian Air Force is responsible for air incidents. The JRCC is operated at Canadian Forces Base Trenton, in Trenton, Ontario. The CCG maintains assets in strategic locations on Lake Ontario and along with the local volunteer auxiliary units provide the marine assets. Additionally, the Royal Canadian Air Force (RCAF) provides air assets (fixed wing aircraft and helicopters) and SAR Technicians to support any SAR missions.

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

During the regular boating season from May to October, our volunteers provide annually over 8,000 hours of service to local boaters and the community at large. Since 1967, PARA has assisted over 3,000 people in emergency situations, many of which were life threatening.

Our volunteers are on call 24 / 7 to respond to any emergency. Search and Rescue (SAR) activities include night searches in response to emergency flares, overdue vessels, and calls for assistance from vessels in distress, as well as suspected drownings out on the lake. These callouts or taskings are under the direction of the Joint Rescue Coordination Centre (JRCC) as part of the national SAR mandate.

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

Due to our proximity to the main areas of boating activity, CCGA units can often respond to emergency situations and Search and Rescue incidents faster than the regular Coast Guard. Due to the enhanced capabilities of our vessel is frequently called upon for more complex search and rescue missions.



## An Asset Management Strategy – Vessels for next generation of volunteers

### Canadian Coast Guard Auxiliary (CCGA)



#### CCGA Central & Arctic (CCGA C&A)

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

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

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

The overall CCGA Central and Arctic region objectives are:

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

### PARA Marine Search & Rescue (SAR)



PARA Marine Search and Rescue, maintains and operates a rescue vessel out of Frenchman's Bay in Pickering. PARA Marine SAR is Unit 1 of District 1 within the CCGA's Central and Arctic region.

We are one of the oldest volunteer marine rescue units. The unit's name has evolved through the generations of vessels but remains a pillar in the community with a long history of community service, dedication to duty and a commitment to safety on the waters of Lake Ontario. The name history is highlighted:

- 1967, at inception we were known as the Pickering Emergency Rescue Unit (PERU)
- 1974 we renamed to Pickering Ajax Rescue Unit (PARU)
- 1987 the unit renamed to Pickering Auxiliary Rescue Unit (PARU)
- 1997 the NFP charity was established under the name Pickering Auxiliary Rescue Association (PARA)





## An Asset Management Strategy – Vessels for next generation of volunteers

- 2021 the unit is renamed to PARA Marine Search and Rescue to reflect the supporting communities of Pickering, Ajax, and Whitby. The vessel is renamed to PARA Marine

Our history is one of long-time dedication to the boaters of Pickering, Ajax and Whitby. Since 1967 PARA Marine SAR has undergone many changes and has constantly grown stronger, both in manpower and boat capability. The unit has had just 3 vessels over the years with our current vessel being launched in 1997.

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

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

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

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

### **Local District 1 CCGA Units (GTA and East)**

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

### **Local District 2 CCGA Units (GTA and West)**

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

### **Local GTA SAR Partners**

- Police Marine Units: Durham Region and Toronto
- Fire Services: Pickering, Ajax, Whitby, Toronto
- Land SAR units: OVERT Search and Rescue





## An Asset Management Strategy – Vessels for next generation of volunteers

### Strategic Objectives



**Our Vision statement:** “Volunteers providing excellence in marine search and rescue.”

**Our Mission statement:** “Dedicated volunteers ready to do what we do for the person on the water.”

**Our Tag line:** Safe and Trusted

**Our Pillars:** Safety, Teamwork, Community

**Our strategic objectives** and goals are to:

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



## An Asset Management Strategy – Vessels for next generation of volunteers

### Unit Focus – From people to vessels

#### A message to our Membership



*The past few years have been focused on the essentials of strengthening the organization, developing our crews, and ensuring SAR readiness while promoting our unit values.*

*From internal communications, to training to vessel improvements, we have made great progress in these areas.*

*Our vessel improvements have been focused on ensuring crew safety, SAR capability, crew comfort and professionalism. Our maintenance strategies will continue to leverage contractors and vendors where appropriate to ensure the projects are completed in a timely and professional manner. Projects of a minor nature will be undertaken by the membership through skilled volunteers.*

*As we move to the next phase of “Planning for the future”. Our fundraising and communities will now be the major focus with the goal of purchasing a replacement vessel and secondary vessel for near shore capability.*

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

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

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



## An Asset Management Strategy – Vessels for next generation of volunteers

### The Management & Membership Structure



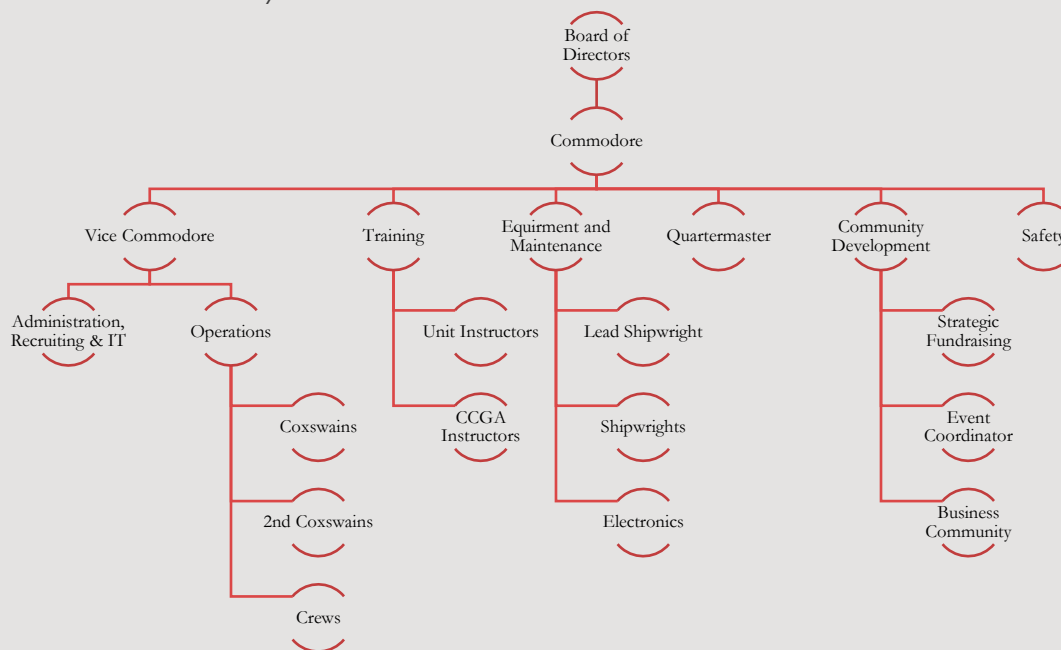
The unit is a Registered Charitable Corporation under the rules of the Canada Revenue Agency, Registration number: 868020843RR0001

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

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

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

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





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### Membership Values



The unit membership demographics are diverse. Our members come from all walks of life, with varied levels of maritime and emergency management expertise. This offers a unique opportunity that can be built on the concepts of knowledge sharing, leadership, camaraderie, and friendship. Each member strives to conduct themselves to the highest standards and develop the expertise of seamanship and SAR skills. Our standards are demonstrated by a strong commitment for continued learning through training and commitment to complete the missions.

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

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

**Community.** PARA Marine SAR is a member of several communities. As part of the national SAR program, we are aligned with the CCGA National organization, other CCGA regions, USCGA and local SAR partners. As part of the marine community in Durham Region and GTA we are involved with the marina and yacht clubs. We are members of the various local communities and businesses that we and our families live and work in. The unit and its membership must strive to maintain an active profile in all these areas if we are to be successful in fulfilling our objectives.

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



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### Asset Management



The unit asset management strategy is focused on the following 2 areas:

Near shore capability to assist with rescues within 300m of shore. Fire department capability can only extend 300ft to 600ft (~200m) from shore and the current vessel can only proceed into safe water given sufficient depth. This leaves an area of water that is not reachable. See the illustration in Figure 1- Near Shore Capability, that illustrates this “no-help” area in red. A vessel like the “Whally” run about would help meet this requirement and aid those in trouble in those areas.

The unit is looking for a long-term replacement vessel. The requirements are outlined in Figure 2 – Replacement Vessel but below highlights some key areas that are not addressed with the current asset while maintaining capabilities that exist today.

0. Propulsion
  - a. Hybrid engines
  - b. Jet propulsion
1. Boat
  - a. Aluminum hull, push-knee on bow, rear platform for engine protection
  - b. Self-righting hull, Hull runner / rub rails
  - c. Fully functional head
  - d. Carry daughter vessel with easy launch and recovery.
  - e. Medical storage and treatment location
  - f. Storage solutions - Forward bow area, main cabin, deck storage
2. Electrical DC and AC requirements
  - a. Charging stations
  - b. Remote monitoring
  - c. Full NMEA integration
3. Cabin
  - a. Shock absorbing seating for 6.
  - b. Climate controlled.
  - c. Fully equipped Communication station.
  - d. Fully equipped Navigation station.
4. Current Technology
  - a. FLIR cameras, Video Cameras – forward and aft
  - b. Navigation suite including radar and AI detection software.
  - c. Lighting - flood and search lights on all aspects of the vessels
  - d. VHF radios, Fire radio, Headsets
5. Commercial specifications
  - a. Requires only small Transport Canada vessel operator qualifications.
  - b. Meet Transport Canada equipment regulations.
  - c. Meets all appropriate ABYC specifications.





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**Figure 1 - Near Shore Capability**




Next Steps:

- Raising Funds (~\$30K) via corporate grant
- Ordering via Ajax vendor
- Delivery expected Summer 2023
- Training opportunities with municipal Fire departments



**PARA Marine Search & Rescue**  
2023 Community, Government & Corporate Awareness

**Figure 2 - Replacement Vessel**



**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.
- Hull and equipment improvements in 2017 - 2020.
- Electronics upgrade in 2021.
- Electrical and interior storage upgrade in 2022

**The Vision**  
To replace the current vessel in the 2025 to 2030 timeframe

- State-of-the-art vessel purpose built
- Green energy operating model - hybrid
- Leveraging the latest technologies
- Near shore operating capability

**The Requirements**

Hull & Machinery	Light weight, durable in heavy seas; capable of self righting
Power Plant & Propulsion	Emerging technologies such as electric/hybrid power plant & jet propulsion
Electronics and Navigation	Current state of the art radar, GPS, chart plotters, AIS, RDF, 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 \$1.5M to \$2M

**Primary Examples**



Next Steps:

- Fundraising Strategy
- Approach corporations
- ASK: Looking for continued endorsement



**PARA Marine Search & Rescue**  
2023 Community, Government & Corporate Awareness



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### Appendix

#### Operational Statistics



##### SAR Mission (Tasking) Historical Data

Figure 1, Geographical Illustration of SARs, depicts the various locations and type of mission that PARA has conducted over the years. PARA is tasked by the JRCC for various missions in the local area, inside or outside our patrol area (see Figure 2 for area coverage). The goal is to provide the most effective response in helping those in need in the water. These can include:

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

In Figure 3, SAR Types and Actions vs Population Growth illustrates, we have executed almost 600 missions however the boating activity in Frenchman's Bay and Whitby has changed over the years. Prevention and technology changes are making the boaters more aware and the vessels more reliable so there is noticeable decline over the decades. However, we still maintain capabilities to help the boating community.

Our capabilities adapt as the type of person enjoying the water has evolved. There is an increase of small pleasure craft including paddle boarders, PWC, kite and wind surfers, kayaks, dragon boats and canoes are now enjoying the water. With the future acquisition of a secondary vessel for inshore capabilities we can address this emerging need, while maintaining our primary asset for the traditional boating community on Lake Ontario.

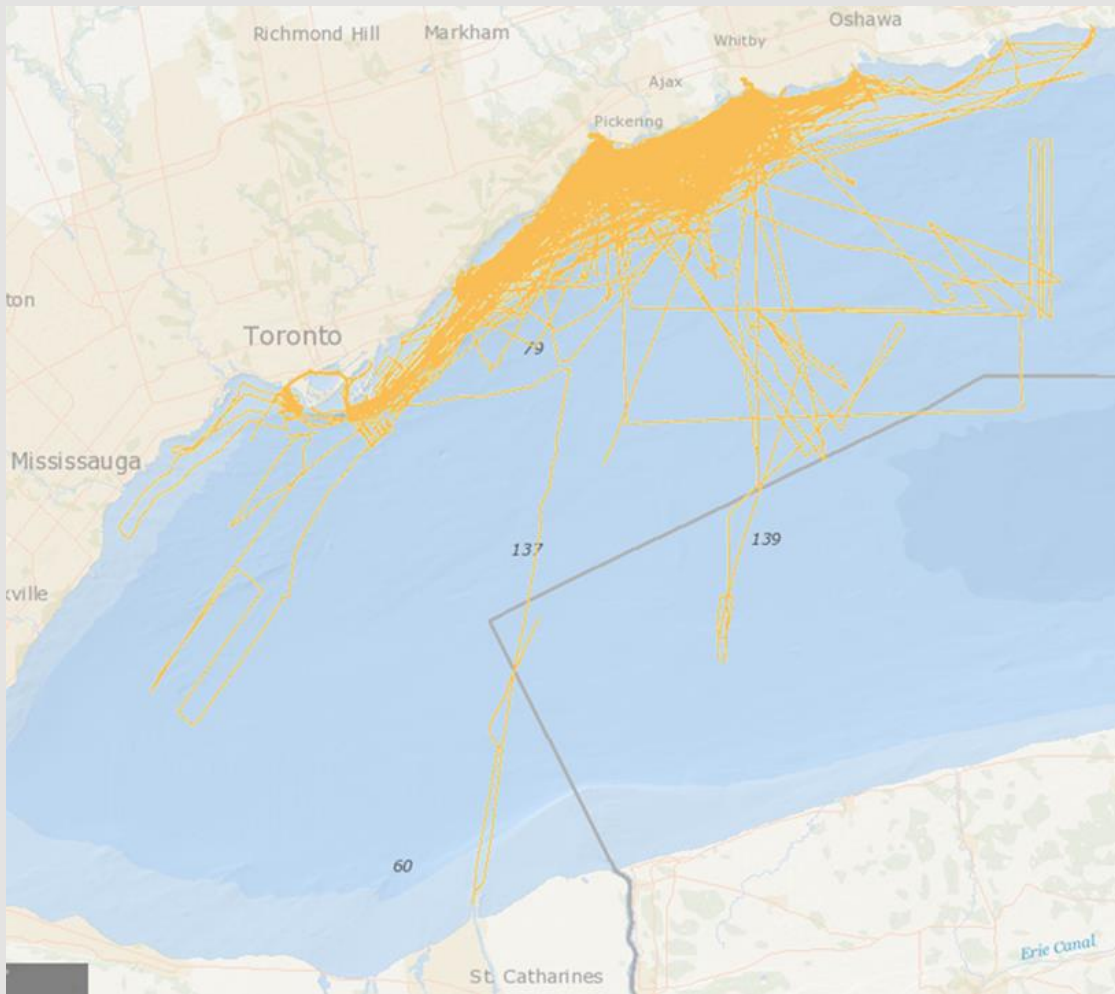
**Figure 1 - Geographical Illustration of SARs**





## An Asset Management Strategy – Vessels for next generation of volunteers

Figure 2 – Lake Ontario area coverage





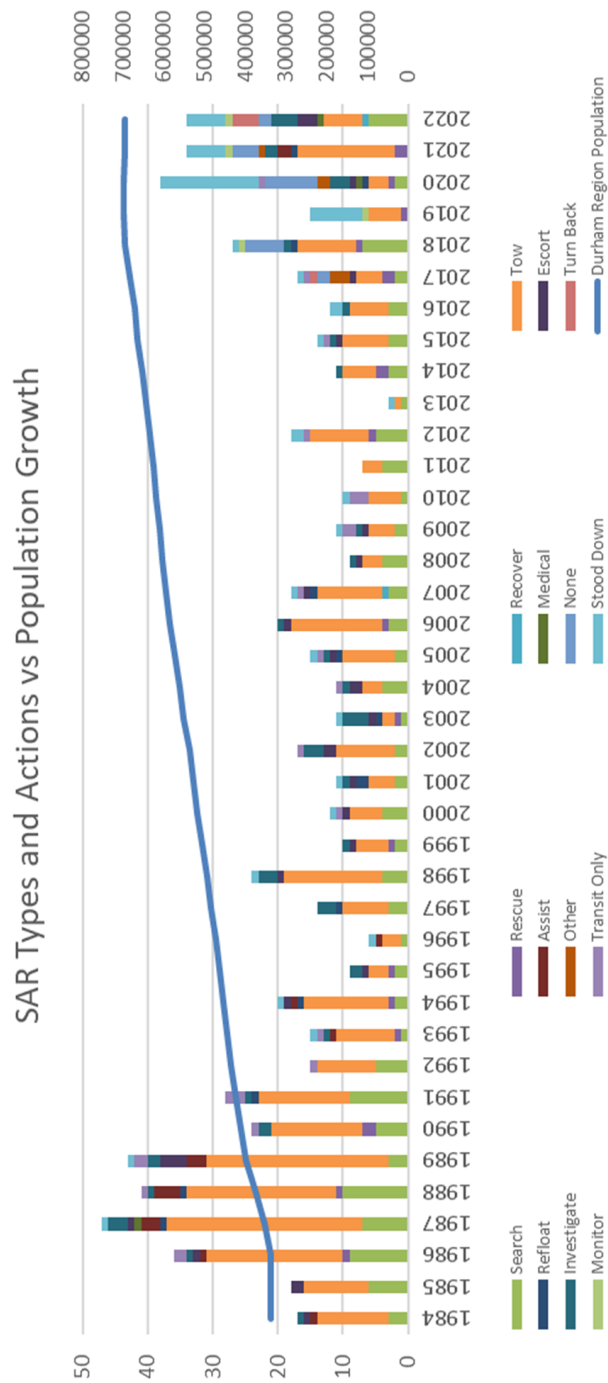


## An Asset Management Strategy – Vessels for next generation of volunteers

**Figure 3 - SAR Types and Actions vs Population Growth**



## An Asset Management Strategy – Vessels for next generation of volunteers





## An Asset Management Strategy – Vessels for next generation of volunteers

### Unit Achievements



#### Past Awards

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

Year	Organization	Award	Comments
1976	Canadian Boating Federation	Award of Merit	Awarded to PARU, "... presented annually to the person or organization that has made exceptional contributions to boating safety."
1988	U.S. Coast Guard Auxiliary	7 <sup>th</sup> District Award of Merit	Awarded to PARU "... for outstanding cooperation and assistance in furthering the purposes and principles of the [U.S.] Coast Guard Auxiliary"
1988	Terry Fox Run	Certificate of Appreciation	Awarded to PARU "For your invaluable contribution to the first-ever Terry Fox Run"
1991	Canadian Marine Rescue Auxiliary	CMRA Certificate	Awarded to PARU "... to commemorate twenty-five years of volunteer service dedicated to the rescue of life and property upon the waters of Lake Ontario"
1992	Canadian Coast Guard	Certificate of Merit for Volunteers	Awarded to PARU "in recognition of 25 years' dedication to Search and Rescue Operations and Prevention on Lake Ontario"
1992	Director General Canadian Coast Guard	Central Region Recognition Plaque	Presented to PARU "In recognition of 25 years of Search and Rescue Service"
1997	KX96 FM	Recognition Award	Awarded to PARA "for outstanding community service"
1999	Canadian Coast Guard Central & Arctic Region	Service Recognition Award	Awarded to PARA "In appreciation of twenty years of volunteer rescue service"
2000	Ontario Summer Games 2000	Appreciation Award	Presented to PARA "In appreciation of your assistance."
2001	Canadian Coast Guard	Certificate of Merit for Volunteers	Awarded to Capt. John Hanbidge, former PARA Search Master and founding President of the Canadian Marine Rescue Auxiliary, fore runner to the CCGA.
2003	Canadian Coast Guard Central & Arctic Region	Service Recognition Award	Presented to PARA "In Appreciation for 25 years of Volunteer Rescue Service"
2003	City of Pickering	Bravery/Heroism Award	Awarded to PARA "...for their outstanding contributions that have clearly served to enrich our community."
2003	Canadian Coast Guard National	Operational Merit Medal	Awarded to former PARA Commodore Tony Buckley
2004	Canadian Coast Guard National	Operational Merit Medal	Awarded to the crewmembers aboard PARU for the rescue mission of Sept 28, 2003.
2004	Director General Canadian Coast Guard	Recognition Award	"In recognition of 25 years of search and rescue service"
2007	City of Pickering	Service Group Award	Awarded to PARA "...for their outstanding contributions that have clearly served to enrich our community."
2007	International Search & Rescue Competition	Top Canadian Team	



## An Asset Management Strategy – Vessels for next generation of volunteers

2008	Canadian Coast Guard Auxiliary	Exemplary Service Medal	Awarded to PARA member Fergus Reid
2008	Canadian Coast Guard Auxiliary	Administrative Excellence Award	Awarded to PARA member Carolyn Reid
2008	Canadian Coast Guard Auxiliary Central & Arctic Region	Certificate of Appreciation	Awarded to PARA on its 30 <sup>th</sup> year as a CCGA member unit
2010	Metropolitan Toronto Police Services	Recognition Plaque	Awarded to PARA “in appreciation for your assistance in logistics during the G20 Summit”
2012	Canadian Coast Guard Auxiliary	Lifelong CCGA Membership	Awarded to PARA member Gary Endicott
2012	Canadian Coast Guard	Assistant Commissioner’s Award of Distinction	Awarded to former PARA Commodore and CCGA C&A Region President Gary Endicott
2013	Canadian Coast Guard	Service Recognition Award	Awarded to PARA “For 35 years of Dedicated Service”
2013	Canadian Coast Guard Auxiliary Central & Arctic Region	Certificate of Appreciation	Awarded to PARA on its 35 <sup>th</sup> year as a CCGA member unit.
2013	Canadian Coast Guard Auxiliary	Facility Service Recognition Award	Presented to PARA for 35 years of service as a CCGA member unit.
2014	The Naval Officers Association of Canada	Recognition Plaque	“For speaking to our membership on the topic of ‘47 Years of Saving Lives on the Water’”
2017	Federal Government of Canada	Service Recognition Award	Presented to PARA for 50 years of service to the local communities.
	Ontario Provincial Government		
	City of Pickering		
	Durham Regional Police		
	Canadian Coast Guard		
2019	Canadian Coast Guard Auxiliary Central & Arctic Region	Service Recognition Award	Presented to PARA for 40 years of service as a CCGA member unit.

## 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		Risk Change		
Operational	Regulatory			↓	There is a risk that PARA Marine SAR will be unable to obtain a limited Masters in order to use the vessel outside of CCGA taskings (Training)	↓	There is a risk that the CCGA transport Canada exemption might be discontinued resulting in members not having the appropriate TC qualifications (Training)	↔	There is a risk that the secondary SAR asset may not be a recognized CCGA vessel (Operations & Safety)	⚠	Emerging Risk	
						↔	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) (Operations & Safety)			X	Risk to be Closed	
				↔	There is a risk of timely completion for the Phase training signoffs. (Training)	↔	There is a risk that internal crew readiness evaluations will be not be completed (Operations & Safety)			↕	Increasing or Decreasing risk	
	Training			↔	There is a risk that the number of members to complete the phase training becomes unmanageable. (Training)						↔	No change in assessment
		Safety					↑	There is a risk that the inconsistent practices by crews training leads to a safety event (Operations & Safety)				Risk Rankings
							↓	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 the season and post COVID impacts (Admin & Personnel)	↔	There is a risk that PARA Marine SAR will be unable maintain the appropriate skillsets for both the primary and secondary vessel. (Training)	↔	There is a risk that the CCGA 5-year ride check requirement will not be meet. (Training)	↔	There is a risk that the primary asset may require replacing prior to the planned date (Equipment and Maintenance)		Not Assessed	
	Personnel & Teamwork	↑	There is a risk that PARA Marine SAR will not be able to maintain a sustainable succession plan for the unit executive and leadership. (Admin & Personnel)						↑	There is a risk that PARA Marine SAR will not be able maintain a sustainable succession plan for crews (Admin & Personnel)		Low
		↔	There is a risk that PARA Marine SAR will be unable to man both the primary and secondary vessel. (Admin & Personnel)									Medium
	Asset Management						↔	There is a risk that the boat can not meet the TC Commercial Requirements with respect to equipment and systems (Equipment and Maintenance)	↔	There is a risk of not renewing the commercial license. (Equipment and Maintenance)		High
												Instructions
	Financial	Business Plan					↔	There is a risk that the Region funding will be insufficient to maintain a regular maintenance program (Board)	↓	There is a risk that commercial towing operations in the area may reduce tasking income (Board)		1. Review Emerging Risks 2. Review changes to risks and discuss mitigation plans 3. Identify new risks 4. Confirm Risks to be closed
						↑	There is a risk that the annual maintenance program (including refits) has cost and schedule over runs (Equipment and Maintenance)	↔	There is a risk that PARA Marine SAR may not be able to fiscally operate both a primary and secondary vessel (Operations & Safety)			
Regulatory								↔	There is a risk that PARA Marine SAR (under NFP Rules) is not permitted to save funds for a long-term asset (Board)			
Asset Investment						⚠	There is a risk that the current vessel will need to be repowered before a new asset is acquired. (Executive and Board)	↔	There is a risk that PARA Marine SAR will not be able to raise sufficient funds for strategic vessel acquisitions. (Community Development / Board)			
Strategic	Reputation	↑	There is a risk of negative reputation resulting from personal injury lawsuit (Community Development)			↔	Lack of participation from SAR partners for collaboration in training exercises (Operations & Safety)	↔	There is a risk of negative community perception of PARA Marine SAR due to a lack of presence at FBYC (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 (Operations & Safety)	↔	There is a risk that a new primary vessel would introduce new and higher commercial requirements (Equipment and Maintenance)			
	Community	↑	There is a risk that there is insufficient participation at the fundraising and community events (Community Development)					↔	There is a risk that municipalities will not fund future grants until a name rebranding is completed. (Board)			

<b>Title</b>	<b>PARA Marine SAR - Unit Business &amp; Risk Management Policy</b>
<b>Version</b>	Version 1.2
<b>Date Issued</b>	March 2023
<b>Drafted by</b>	Colin Thomson - Commodore Jennifer McGuinty - Treasurer
<b>Reviewed By</b>	Ivan Barsby - Vice Commodore
<b>Recommended By</b>	Colin Thomson - Commodore
<b>Approved By</b>	Board of Directors

## Policy Statement

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

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

## Requirements of Board and Executive

### *BOARD OF DIRECTORS - Persons in Charge of oversight of PARA*

- Financial Responsibility
  - Review and approval of business cases for expenditures in excess of \$2000CAD outside of the approved annual budget
- Investment Strategy
  - Approve an investment strategy with a moderate risk profile.
- Business Risk Management (BRM)
  - Issue a risk appetite statement (See Notes)
  - Approve Strategic and Business plans
  - Approve Risk Management Risk Criteria
  - Approve Key Performance Indicators
- Operational Risk Management (ORM)
  - Endorse and support an Operational Risk Management (ORM) program

### *COMMODORE AND EXECUTIVE - Persons in Charge of PARA:*

- Financial Responsibility
  - To manage within the board approved budget.
  - Commodore authorized to approve up to \$2000CAD in expenditures without prior board approval.
  - Treasurer ensures that appropriate financial controls are in place to manage financial risk.
  - Purchases of materials or services.
- Fundraising Support
  - Encourage members to participate in events. Lead by example with their own participation.
- Long Term Savings Investment Strategy
  - Management of an annual operating float (\$50k)
  - Recommendation of investment strategy for fund raising for immediate concerns and long-term savings.
  - Treasurer ensures that appropriate financial controls are in place to ensure appropriate return on investment.

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

### **Requirements of PARA Personnel**

#### *CREW MEMBERS - All members both aboard the Vessel:*

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

#### *COXSWAIN - The Person in Charge of the Vessel:*

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

## Notes on Program implementation

1. Risk Appetite Statement
  - a. PARA Marine SAR will take an aggressive approach for the aspects of fundraising and community awareness in both exploring on new opportunities and mitigating risk in this area.
  - b. PARA Marine SAR will take a moderate risk investment portfolio for long term savings.
  - c. PARA Marine SAR will maintain a low appetite for risk when it comes to safety, vessel operations, community events and SAR tasking operations.
2. Operation Risk Management (ORM) is defined in the Unit standing Instructions.
3. Business Risk Management Process (BRM) is defined here in lieu of the unit standing instructions to avoid confusion with the ORM process.
  - a. Identify
    - i. Risks and Opportunities shall be identified via several sources including CCGA, Board of Directors, executive team, and crew discussions.
    - ii. Risks shall be mapped to strategic objectives and how they may threaten those objectives and goals.
  - b. Assessment
    - i. Risks and Opportunities shall be assessed using the following methodology and calculation: Risk Score = Probability x Impact x Urgency
    - ii. Probability – scored 1 Low to 5 High. 0 as emerging or not assessed yet.
      1. Emerging – not assessed
      2. Frequent - Has or is likely to occur often at various locations (Greater than 70%)
      3. Probable - Has or is likely to occur often (30 to 70%)
      4. Occasional - Has occurred once or twice (10 to 30%)
      5. Remote- Occurred one or twice in industry (5 to 10%)
      6. Improbable - Can be assumed it may not occur (<5%)
    - iii. Impact - scored 1 Low to 5 High, 0 as emerging or not assessed yet.
      1. see Appendix A – Risk Criteria Matrix Guideline for both Negative impacts (risks) and are scored from 1 (Minimal) to 5 (Significant)
      2. Opportunities (positive impacts) assessment may be addressed in future revisions of this policy.
    - iv. Urgency – scored 1 to 5 based on timeline for required actions or mitigation. 0 as emerging or not assessed yet.
      1. Emerging – not assessed
      2. Long term > 3 years from now (outside business plan)
      3. Medium term 1-3 years (within current Business Plan)
      4. Near Term < 1 year
      5. Immediately < 6 months or current season
    - v. Risks are assessed to be the following Risk Rankings and colour coded as outlined below:
      1. Emerging: score 0 (blue)
      2. Low: score 1 to 29 (green)
      3. Medium: score 30 to 74 (amber)
      4. High: score 75 to 100 (red)
  - c. Treatment
    - i. Determine strategy and actions to accept, avoid, transfer or mitigate the risk probability and or impact.
  - d. Report and Monitoring
    - i. Monitor the effectiveness of the risk treatment and report accordingly to the appropriate level of escalation.
    - ii. Maintain a risk profile for the unit and reported to the board on a quarterly basis



**PARA Marine Search and Rescue: BUSINESS RISK CRITERIA MATRIX**

Category	Impact	Negative Impacts (Risks)				
	Area	Minimal	Minor	Moderate	Major	Significant
	Report to	1	2	3	4	5
		Coxswains (crew level risk or compliance)	Executive (unit level)	Commodore (unit level)	CCGA (DD and office) (Operational information)	PARA Board of Directors (Business information)
Strategic	Reputation	potential poor individual conduct	Potential poor crew conduct	Potential for CCGA inter unit challenges	Non-working relations between CCGA or CCG units	Complaints from community
		Lack of crew participation at non patrol events	Poor staffing and attendance @ community events	Stressed working relations with clubs and marinas	Complaints from CCGA / CCG	Poor relations with local business
	Community					Lack of support at Government levels
	Long Term Planning	n/a	Succession plan gaps Business plan actions at risk	Unit Leadership gaps	Unit Leadership turnover	No successors for 3-5-year period and
Operational	Regulatory	Compliance with Transport Canada and Collision Regulations and policies	non-compliant with administrative CCGA regulations and policies	Changes to maintain and comply with Transport Canada or CCG	Not compliant with operational CCGA regulations and policies	Non compliance with Revenue Canada NFP act or Not for profit governance
		Minimal environment impact from day to day operations (refueling, cleaning, training)	n/a	n/a	Environmental spills	Possibility of fines or violations.
	Safety	Minor personnel safety incident	Environmental spills addressed within the unit	Personnel safety incident	Vessel safety incident	Significant personnel or vessel safety event
	SAR Readiness	Personal issues with SAR partners or individuals	Poor crew or internal unit collaboration	Unit Issues between SAR partners	Poor inter unit relationships	Poor relations with local SAR partners
		crew readiness training not being conducted	internal PARA Marine SAR crew readiness checks are not being completed	CCGA ride checks not being completed (< 10)	5 year ride check non compliance (10+)	
		n/a	n/a	Vessel Availability metric trending to <97%	increasing availability challenges	Vessel Availability metric trending to <95%
	Personnel & Teamwork	Maintain a low turnover rate	Membership turnover 5+	Membership turnover 7+	Membership turnover 10+	Membership turnover 15+
		n/a	n/a	Disciple regarding crew members	Harassment or other significant concerns	Any significant discipline concerns where board may be engaged
		Crew competency is met	Crews are not meeting the standard	crews are not capable of operations	Possible unit stand down	
		Crew Morale is positive	Complaints or crew level issues			
	Training	crew manning is sufficient	crews are not being consistently manned	crew staffing shortage	Possible unit stand down	
		crew qualification training is being performed	10+ Students in progress on Phase training	Crews are not completing training programs	General Inability to complete Phase training in a timely manner	
	Asset Management	crews are maintaining required skills	Skillssets are not meeting demand	Changes to training program are required		
		daily / weekly checklists trends	Maintenance program challenges		Replacement vessel strategy	Significant maintenance issues
ROI is value added		Challenges in executing seasonal maintenance and purchases required to maintain SAR readiness	Vessel Life expectancy < 10 years		early asset replacement	
Financial	Asset Investment		Requires minor budget realignment	Requires significant budget realignment	Requires CCGA investment > \$2K is required	Requires PARA Marine SAR investment > \$2k is required
	Regulatory	n/a	n/a	Violation of Accounting standards	Violation of CCGA financial regulations	Violation of the NFP regulations
	Market		n/a	Risk of Market decline > 10%	n/a	Market decline > 25%
	Business Plan	As per business plan & annual budget		Change of 5% to business plan	significant decrease of CCGA Funds	Change of 10% or more to business plan
		inability to find funding sources		inability to raise funds from other sources	Potential loss of CCGA funding	Potential loss of funding

# PARA MARINE SEARCH & RESCUE

*MEMBER OF THE CANADIAN COAST GUARD AUXILIARY*

## BYLAWS OF

## PARA MARINE SEARCH & RESCUE

INCORPORATED JANUARY 21, 1997 o/a "PICKERING  
AUXILIARY RESCUE ASSOCIATION"

### 1 GENERAL

1.1 In this by-law, unless the context otherwise requires:

- a) "Act" means the Corporations Act, 1990 (Ontario) and, where the context requires, includes the regulations made under it, as amended or re-enacted from time to time;
- b) "Board" means the board of directors of the Corporation;
- c) "By-laws" means this by-law (including the schedules to this by-law) and all other by-laws of the Corporation as amended and which are, from time to time, in force;
- d) "Chair" means the chair of the Board;
- e) "Corporation" means the corporation that has passed these by-laws under the Act or that is deemed to have passed these by-laws under the Act;
- f) "Director" means an individual occupying the position of director of the Corporation by whatever name they are called;
- g) "Member" means a member of the Corporation;
- h) "Members" means the collective membership of the Corporation; and
- i) "Officer" means an officer of the Corporation, including but not limited to appointed Coxswains.

1.2 Words importing the singular include the plural and vice versa, and words importing one gender include all genders.

1.3 The invalidity or unenforceability of any provision of this By-law shall not affect the validity or enforceability of the remaining provisions of this By-law. If any of the provisions contained in the By-law are inconsistent with those contained in the articles of incorporation or the Act, the provisions contained in the articles or the Act, as the case may be, shall prevail.

## 2 NAME

The name of the organization shall be "PARA Marine Search & Rescue " hereinafter referred to as "PARA Marine SAR" or the "Association".

## 3 PURPOSE

The purpose of PARA Marine SAR is the operation of a volunteer marine search and rescue service, based in Pickering, to protect mariners and the public in general from the dangers of waterborne activities.

## 4 BOARD OF DIRECTORS

The affairs of the Association shall be managed by a Board of Directors (herein referred to as "the Board" or as "the Directors") that shall not be fewer than three nor more than ten in number. The Commodore shall be the Chief Executive Officer of PARA Marine SAR and shall be accountable jointly and severally with the Directors of PARA Marine SAR for the operations and conduct of the Association.

## 5 ELECTION OF DIRECTORS

Each elected Director shall hold office until midnight on the date of the next Annual General Meeting after they shall have been duly elected and qualified. Election shall be by a majority vote that may be by a show of hands unless a ballot is demanded by any member present.

## 6 COMPOSITION OF THE BOARD OF DIRECTORS

6.1 The Board shall be composed of up to ten Directors, of which:

i) All elected Directors shall be members in good standing as described in Articles 7 and 11. One of whom shall be the Commodore, and the others shall be elected by the members at the Annual General Meeting.

ii) Up to three Directors may be appointed by the elected Directors in office from non-members outside the Association, chosen for their knowledge, experience and skills of a nature to be of benefit to the Association.

6.2 The appointed Directors shall have no conflict of interest that may be, or may appear to be, detrimental to the Association.

6.3 The appointed Directors shall be ex-officio members of the Association throughout their period in office and shall have the right to vote upon all issues in the same manner as the elected Directors. They shall also be entitled to the benefit of the Association's 's director insurance protection in the same manner as the Association members.

6.4 The appointed Directors' term in office shall cease at each

Annual General Meeting but may individually be reappointed at the elected Directors' majority decision.

## 7 ELIGIBILITY TO STAND FOR ELECTION TO THE BOARD

7.1 The Commodore candidate for election to the Board shall be a member in good standing, and shall have served not less than two consecutive years in PARA Marine SAR as Coxswain, or as Staff Officer, or have equivalent external experience in marine search and rescue which is deemed suitable by the Board.

7.2 A PARA Marine SAR member in good standing may self-nominate for election to the Board, or shall have been nominated by another Association member in good standing, which nomination shall be submitted with the concurrence of the nominee.

7.3 The nomination shall be submitted in writing to the registered address of PARA Marine SAR not less than seven days prior to the date of the Annual General Meeting at which the election will be held.

7.4 The nomination shall be seconded by a member in good standing before being put to a vote at the Annual General Meeting of the Association.

7.5 Notwithstanding sections 7.2 and 7.3, it shall be sufficient notice for an incumbent Board member to make known through the Notice of the Annual General Meeting their willingness to stand for re-election to the same position. All other requirements stay the same.

## 8 REMOVAL OF A DIRECTOR

The members of the Association may, by resolution passed by a majority of the votes cast at a General Meeting of which notice specifying the intentions to pass such resolution has been given, remove any Director before expiration of their term in office.

## 9 VACANCIES ON THE BOARD OF DIRECTORS

In the event of there being a vacancy on the Board of Directors, this vacancy may be filled by the remaining elected Directors appointing a member of the Association or a non-member appointee, in accordance with Article 6. The appointment will last no longer than the next Annual General Meeting, at which time the normal election or appointment procedure shall apply. Alternatively, the remaining elected Directors may decide to leave the position vacant until the Annual General Meeting, so long as a minimum of three elected Directors remain in office.

## 10 COMPOSITION

PARA Marine SAR shall be comprised of one or more rescue vessels, and volunteer members who shall operate and maintain the rescue vessel(s) and/or provide other administrative or support services.

## 11 MEMBERSHIP

11.1 The membership of the Association shall be comprised of members of the surrounding communities who have volunteered their services to carry out the purposes of the Association and who shall receive no remuneration for such services.

11.2 New or renewing members may be enrolled to meet the personnel requirements of PARA Marine SAR. Suitability for membership shall be judged by the Executive who may delegate this role to an appointed sub-committee. The Executive is empowered to set standards of eligibility for all members. The Executive may impose a probationary period for new members.

11.3 No member under the age of majority in Ontario shall serve on board the rescue vessel when the vessel is underway (as defined under the Canada Shipping Act).

## 12 LIFE MEMBERSHIP, HONORARY MEMBERSHIP

A Life Membership or Honorary Membership may be bestowed by the Board as a mark of reward or honor, but such category of membership shall hold no office and shall not be entitled to vote upon the business of the Association.

## 13 DISENROLLMENT

13.1 The Executive may discipline or terminate the membership of a volunteer for any activity contrary to the objectives of the Association, including, but not limited to, inactivity exhibited by insufficient interest or no apparent desire to continue or annually renew membership, or for bringing discredit to the Association, or for flagrant disregard of the rules and regulations of the Association, or for any behavior detrimental to the good order of the Association.

13.2 Upon fifteen days written notice to a Member, the Executive may pass a resolution authorizing disciplinary action or the termination of Membership for violating any provision of the articles or By-laws.

13.3 The notice shall set out the reasons for the disciplinary action or termination of Membership. The Member receiving the notice shall be entitled to give the Executive a written submission opposing the disciplinary action or termination not less than 5 days before the end of the fifteen-day period. The Executive shall consider the written submission of the Member before making a final decision regarding disciplinary action or termination of Membership.

## 14 NOTICES

14.1 Any notice required to be sent to any Member or Director shall be provided by telephone, delivered personally, or sent by prepaid mail, facsimile, email or other electronic means to any such Member or Director at their latest address as shown in the records of the Association. Notice may be waived or the time for the notice may be waived or abridged at any time with the consent in writing of the person entitled thereto.

14.2 Where a given number of days notice or notice extending over any period is required to be given, the day of service or posting of the notice shall not, unless it is otherwise provided, be counted in such number of days or other period.

14.3 No error or accidental omission in giving notice of any Annual or General Meeting or any adjourned meeting of the members or any Board Meeting, shall invalidate the meeting or make void any proceedings taken at the meeting.

## 15 ANNUAL AND OTHER MEETINGS OF MEMBERS

15.1 The Annual General Meeting shall be held each year at a date, time, and place decided by the Board of Directors.



15.2 Notice of the Annual General Meeting or other General Meetings shall be sent to PARA Marine SAR members in good standing to their last known address in accordance with Article 14, not less than ten days before the meeting.

15.3 The business of the Annual General Meeting shall include the election of the Directors, receipt of the reports of the Commodore and Staff Officers, and the handling of any other business that may be properly brought before the meeting.

15.4 The business of extra-ordinary general meetings shall be governed by the meeting Chair.

15.5 A general meeting can be called by the members at large by written request to the Board that includes the signatures of no less than a quorum of members at such a meeting. The written request shall also state the reasons for calling a general meeting. A general meeting shall then be called and held no more than 30 days after the written request is received.

15.6 Business arising at any Members' meeting shall be decided by a majority of votes cast, unless otherwise required by the Act or the By-law, provided that:

- a) Each Member, including the Chair of the meeting, shall be entitled to one vote at any meeting;
- b) Votes shall be taken by a show of hands among all Members present;
- c) An abstention shall not be considered a vote cast;
- d) Before or after a show of hands has been taken on any question, the Chair of the meeting may require, or any Member may demand, a recorded vote, or a written ballot. A written ballot so required or demanded shall be taken in such manner as the Chair of the meeting shall direct;
- e) If there is a tie vote, the motion is lost
- f) The Chair shall not vote on any matter unless a secret ballot

is held, or when the outcome of the Chair's vote can change the outcome of the vote

- g) Whenever a vote by show of hands is taken on a question, unless a recorded vote is required or demanded, a declaration by the Chair of the meeting that a resolution has been carried or lost and an entry to that effect in the minutes shall be conclusive evidence of the fact without proof of the number or proportion of votes recorded in favour of or against the motion.

## 16 AMENDMENTS TO THE BYLAWS

The Bylaws may be amended at an Annual General Meeting provided:

- a) The amendment is proposed by a member in good standing and is given in writing to a member of the Board not less than thirty days before the Annual General Meeting, and
- b) Notice of the proposed amendment is sent by the Secretary to all members at least ten days before the meeting, and
- c) The amendment is seconded, voted upon, and passed by a two-thirds majority of the members present at the Annual General Meeting.

## 17 PROXIES

17.1 PARA Marine SAR members wishing to vote upon the election of a member to the Board of Directors, or upon amendments to the Bylaws, or upon other matters or motions included in the notice of meeting sent out to all members, but who are unable to attend the meeting in person, may vote by proxy.

17.2 Voting by proxy shall be in an approved form, signed by the

absent member and either carried to the General Meeting by a member in good standing for delivery to the Secretary or Chair at the meeting prior to its start, or sent to a member of the Board to arrive no later than the day before the meeting.

## 18 QUORUM

18.1 A quorum at any General Meeting, including the Annual General Meeting, shall comprise no fewer than fifteen members in good standing, or one-half of the entire membership, whichever is less. In the absence of a quorum, another meeting shall be called in thirty days, and again until a quorum is present.

18.2 A majority of the Directors shall constitute a quorum at any meeting of the Directors, and, despite any vacancy among the Directors, a quorum of Directors may exercise all the powers of the Directors.

18.3 Except for general meetings, if a majority of the participants at a meeting consent, a member may participate in the meeting by telephonic or electronic means that permits all meeting participants to communicate adequately with each other during the meeting. The member participating by such means is deemed to be present at that meeting.

## 19 DUTIES OF THE DIRECTORS

The Directors may exercise all the powers of the Association as are not required by law or by these Bylaws to be exercised by the members at General Meetings. The Directors shall not receive any remuneration for acting as Directors.

## 20 DUTIES OF THE CHIEF EXECUTIVE OFFICER

20.1 The Chief Executive Officer (CEO) shall, when present, preside at all meetings of the members unless they shall delegate otherwise.

20.2 The CEO shall also be charged with the general management and supervision of the affairs and operations of the Association.

20.3 The CEO with the Secretary, or other officer appointed by the Board for this purpose, shall sign all by-laws and corporate documents.

20.4 In the exercise of their duties, the CEO may appoint volunteer unpaid Staff Officers from the membership to form an Executive Committee (herein referred to as "the Executive") to be accountable to the CEO for sections of the operations and activities of the Association.

20.5 The CEO may expend such Association funds as are reasonable, necessary, and customary for the operation of a volunteer rescue Association, and to fulfill its purpose, which shall include but not be limited to the purchase of customary insurance, engagement of support services unavailable from volunteers, and engagement of an independent annual Auditor.

20.6 The Chief Executive Officer shall not receive any remuneration for acting as the CEO but may be reimbursed for extra-ordinary out-of-pocket expenses approved by the Board of Directors.

## 21 TREASURER

The Treasurer shall be a person with knowledge of accounting selected by the Board of Directors. The Treasurer shall keep financial records and shall conduct such other duties as are normal

to the position of an accountant, and shall also provide financial reports as required by the Board of Directors.

## 22 BANKING ARRANGEMENTS

22.1 The Directors of the Association may from time to time

- a) borrow money upon credit of the corporation, or
- b) charge, mortgage, hypothecate or pledge all or any currently owned or subsequently acquired real, moveable or immovable property of the corporation, including book debts, rights, powers, and undertaking to secure any such debt or liability of the corporation, or
- c) delegate to such one or more of the Officers and Directors of the Association as may be designated by the Directors all or any of the powers conferred by the foregoing clauses of this by-law to such extent and in such manner as the Directors shall determine at the time of each such delegation.

22.2 The banking business of the Association shall be transacted with such banks, trust companies, or other firms or corporations as may from time to time be designated by or under the authority of the Board of Directors.

22.3 Such banking business or any part thereof shall be transacted under such agreements, instructions, and delegations of power as the Board of Directors may from time to time prescribe or authorize.

22.4 All cheques and other negotiable documents for payment of moneys are to be signed by two signing officers of the Association of whom at least one shall be a Director, the Commodore, or the Secretary.

## 23 AUDIT

An Auditor shall be appointed by the Association annually to audit the accounts of the Association and to hold office until the next reappointment date. The remuneration of the Auditor shall be fixed by the Board, pursuant to authorization given at the Annual General Meeting.

## 24 INDEMNITY TO DIRECTORS

Each Director and Officer, their heirs, executors and administrators and estate and effects, shall be indemnified by the Association against all loss, costs, charges, damages and expenses which they may hereafter sustain or incur in connection with any suits-at-law, or in equity, actions, claims and demands of whatsoever nature and kind made against them in connection with or in relation to their position as a Director or Officer of the Association, or in relation to the execution of the duties of their office, unless they shall finally be determined to be liable therefore by reason of their own willful neglect or default.

REVISED April 29, 2021

Colin Thomson  
Commodore and CEO

Jennifer McGuinty  
Secretary

**PARA MARINE SEARCH & RESCUE**  
**Financial Statements**  
**Year Ended December 31, 2023**

# PARA MARINE SEARCH & RESCUE

## Index to Financial Statements

Year Ended December 31, 2023

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**INDEPENDENT AUDITOR'S REPORT**

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To the Members of PARA Marine Search & Rescue

*Qualified Opinion*

I have audited the financial statements of PARA Marine Search & Rescue (the Association), which comprise the statement of financial position as at December 31, 2023, and the statements of changes in net assets, revenues and expenditures and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In my opinion, except for the possible effects of the matter described in the *Basis for Qualified Opinion* section of my report, the accompanying financial statements present fairly, in all material respects, the financial position of the Association as at December 31, 2023, and the results of its operations and cash flows for the year then ended in accordance with Canadian Accounting Standards for Not-for-profit Organizations (ASNPO)

*Basis for Qualified Opinion*

In common with many charitable organizations, the Association derives revenue from donations the completeness of which is not susceptible of satisfactory audit verification. Accordingly, my verification of these revenues was limited to the amounts recorded in the records of the Association and I was not able to determine whether any adjustments might be necessary to contributions, excess of revenues over expenses, current assets and net assets. My audit opinion on the financial statements for the year ended December 31, 2022 was modified accordingly because of the possible effects of this limitation of scope.

I conducted my audit in accordance with Canadian generally accepted auditing standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Association in accordance with ethical requirements that are relevant to my audit of the financial statements in Canada, and I have fulfilled my other ethical responsibilities in accordance with these requirements. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my qualified audit opinion.

*Responsibilities of Management and Those Charged with Governance for the Financial Statements*

Management is responsible for the preparation and fair presentation of the financial statements in accordance with ASNPO, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Association's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Association or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Association's financial reporting  
*(continues)*

process.

*Auditor's Responsibilities for the Audit of the Financial Statements*

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, I exercise professional judgment and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Association's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Association's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Association to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Pickering, Ontario  
May 29, 2024

CHARTERED PROFESSIONAL ACCOUNTANT  
Licensed Public Accountant

**PARA MARINE SEARCH & RESCUE**

**Statement of Financial Position**

**December 31, 2023**

	2023	2022
<b>ASSETS</b>		
<b>CURRENT</b>		
Cash	\$ 340,002	\$ 41,390
Marketable securities (Note 3)	-	334,573
Accounts receivable	53,084	41,339
Prepaid expenses	10,111	37,739
	<b>403,197</b>	455,041
<b>CAPITAL ASSETS (Note 4)</b>	<b>129,194</b>	115,856
	<b>\$ 532,391</b>	<b>\$ 570,897</b>
<b>LIABILITIES AND NET ASSETS</b>		
<b>CURRENT</b>		
Accounts payable and accrued liabilities	\$ 13,662	\$ 8,647
<b>DEFERRED INCOME (Note 5)</b>	<b>76,751</b>	100,223
	<b>90,413</b>	108,870
<b>NET ASSETS</b>		
General fund	441,978	462,027
	<b>\$ 532,391</b>	<b>\$ 570,897</b>

**ON BEHALF OF THE BOARD**

\_\_\_\_\_ Director

\_\_\_\_\_ Director

**PARA MARINE SEARCH & RESCUE**

**Statement of Changes in Net Assets**

**Year Ended December 31, 2023**

	<b>2023</b>	<b>2022</b>
<b>NET ASSETS - BEGINNING OF YEAR</b>	<b>\$ 462,027</b>	<b>\$ 320,365</b>
Deficiency of revenues over expenditures	<b>(20,049)</b>	141,662
<b>NET ASSETS - END OF YEAR</b>	<b>\$ 441,978</b>	<b>\$ 462,027</b>

**PARA MARINE SEARCH & RESCUE****Statement of Revenues and Expenditures****Year Ended December 31, 2023**

	<b>2023</b>	<b>2022</b>
<b>REVENUES</b>		
Region of Durham	\$ 73,600	\$ 65,980
Contributions	65,076	204,179
Investment income	32,219	3,931
Donations	12,563	13,721
Fundraising activities	2,588	(75)
Unrealized gain (loss) on investment	-	(28,755)
	<b>186,046</b>	<b>258,981</b>
<b>EXPENDITURES</b>		
Repairs and maintenance	108,969	38,794
Fuel	14,857	15,091
Office	12,853	10,048
Insurance	12,347	11,755
Storage	11,676	6,601
Professional fees	9,000	3,500
Training	1,000	664
Advertising and promotion	1,000	1,246
Amortization	34,393	29,620
	<b>206,095</b>	<b>117,319</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	<b>\$ (20,049)</b>	<b>\$ 141,662</b>

# PARA MARINE SEARCH & RESCUE

## Statement of Cash Flows

Year Ended December 31, 2023

	2023	2022
<b>OPERATING ACTIVITIES</b>		
Excess (deficiency) of revenues over expenditures	\$ (20,049)	\$ 141,662
Items not affecting cash:		
Amortization of capital assets	34,393	29,620
Unrealized gains and investment income	(32,217)	24,835
Gain on disposal of capital asset	-	75
Amortization of deferred income	(23,472)	(23,472)
	(41,345)	172,720
Changes in non-cash working capital:		
Accounts receivable	(11,745)	(2,673)
Accounts payable and accrued liabilities	5,015	4,191
Prepaid expenses	27,628	(26,728)
	20,898	(25,210)
Cash flow from (used by) operating activities	(20,447)	147,510
<b>INVESTING ACTIVITIES</b>		
Purchase of capital assets	(47,731)	(11,121)
Proceeds on disposal of capital assets	-	600
Proceeds from sale of marketable securities	366,790	-
Purchase of marketable securities	-	(155,000)
Cash flow from (used by) investing activities	319,059	(165,521)
<b>FINANCING ACTIVITY</b>		
Deferred income	-	12,337
<b>INCREASE (DECREASE) IN CASH FLOW</b>	<b>298,612</b>	<b>(5,674)</b>
Cash - beginning of year	41,390	47,064
<b>CASH - END OF YEAR</b>	<b>\$ 340,002</b>	<b>\$ 41,390</b>

# PARA MARINE SEARCH & RESCUE

## Notes to Financial Statements

Year Ended December 31, 2023

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### 1. DESCRIPTION OF BUSINESS

PARA Marine Search & Rescue (formerly Pickering Auxilliary Rescue Association) was incorporated on January 21, 1997 without share capital. Its purpose is to maintain, equip and operate an emergency marine rescue vessel. It also provides programs to educate and create public awareness of marine safety for the general public. The Association was designated as a not-for-profit organization on November 17, 1998, effective January 1, 1998 and is exempt from tax.

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### 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

#### Basis of presentation

The financial statements were prepared in accordance with Canadian Accounting Standards for Not-for-profit Organizations (GAAP).

#### Capital assets

Capital assets are stated at cost less accumulated amortization. Capital assets are amortized over their estimated useful lives at the following rates and methods:

Vessel	11 years	straight-line method
Vessel improvements	10 years	straight-line method
Storage containers and trailers	10 years	straight-line method

#### Revenue Recognition

The majority of the Association's revenue is derived from the reimbursement of operating expenses by the Regional Municipality of Durham. This revenue is recognized as the reimburseable expenses are incurred.

The Association follows the deferral method of accounting for contributions and donations.

Funding related to the purchase of capital assets is recorded as revenue in the same period the related capital assets are charged to operations through amortization.

#### Contributed materials and services

Because of the difficulty in determining their fair market value, contributed materials and services are not recognized in the financial statements.

#### Financial instruments policy

Financial instruments are recorded at fair value when acquired or issued. In subsequent periods, financial assets with actively traded markets are reported at fair value, with any unrealized gains and losses reported in income. All other financial instruments are reported at amortized cost, and tested for impairment at each reporting date. Transaction costs on the acquisition, sale, or issue of financial instruments are expensed when incurred.

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# PARA MARINE SEARCH & RESCUE

## Notes to Financial Statements

Year Ended December 31, 2023

### 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

#### Measurement uncertainty

The preparation of financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the period. Such estimates are periodically reviewed and any adjustments necessary are reported in earnings in the period in which they become known. Actual results could differ from these estimates.

### 3. MARKETABLE SECURITIES

	<b>2023</b>	2022
Marketable Securities - fair market value	\$ -	\$ 334,573
Marketable Securities - cost	-	333,596

### 4. CAPITAL ASSETS

	Cost	Accumulated amortization	<b>2023 Net book value</b>	2022 Net book value
Vessel	\$ 110,000	\$ 110,000	\$ -	\$ -
Vessel improvements	327,441	205,974	<b>121,467</b>	107,380
Storage containers and trailers	13,487	5,760	<b>7,727</b>	8,476
	<b>\$ 450,928</b>	<b>\$ 321,734</b>	<b>\$ 129,194</b>	<b>\$ 115,856</b>

### 5. DEFERRED CONTRIBUTIONS

	<b>2023</b>	2022
Deferred contributions, beginning of year	\$ <b>100,223</b>	\$ 111,358
Cash received from deferred contributions during the year	-	12,337
Less: deferred contributions recognized in income during the year	<b>(23,472)</b>	(23,472)
Deferred contributions, end of year	<b>\$ 76,751</b>	\$ 100,223

Substantially all of the deferred contributions at year end are comprised of funding for the betterment of the vessel. The majority of funding categorized at deferred income has been received from Ontario Power Generation.

### 6. ECONOMIC DEPENDENCE

The Association receives the majority of its funding from The Regional Municipality of Durham which, in the current year amounted to \$73,600 or 40% of total revenue (2022 - \$65,980 or 25%). The ongoing success of the Association is dependent upon continued funding from the Region.



# PARA MARINE SEARCH & RESCUE

## Notes to Financial Statements

Year Ended December 31, 2023

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### 7. LAWSUIT

The organization is currently a co-defendant in a lawsuit seeking damages of \$2,500,000. There is a limitation of liability under the Marine Liability Act that limits damages to \$1,000,000 plus interest, costs and disbursements. The organization has insurance coverage that management believes is adequate to cover this potential liability. The outcome of the litigation is uncertain, and the organization intends to defend itself vigorously. No provision has been made in the financial statements for this matter, as management does not expect the final resolution to have a material adverse effect on the financial position or results of operations of the organization.

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### 8. FINANCIAL RISKS

The association is exposed to various risks through its financial instruments and has a comprehensive risk management framework to monitor, evaluate and manage these risks. The following analysis provides information about the association's risk exposure and concentration as of December 31, 2023.

#### Liquidity risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. The association is exposed to this risk mainly in respect of its continued receipt of funds from its main source of revenue, the Regional Municipality of Durham.

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### 9. SUBSEQUENT EVENTS

The vessel sustained significant damage during the season. Two new engines are to be installed on the vessel subsequent to year end. The estimated cost of these engines, including installation, is \$297,000.

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## PARA Marine Search &amp; Rescue

2023-03-27

## Balance Sheet

Accrual Basis

As of 27 March 2023

	27 Mar 23
<b>ASSETS</b>	
<b>Current Assets</b>	
<b>Chequing/Savings</b>	
1000 - TD - Checking	1,742.20
1050 - PayPal	1,542.72
<b>Total Chequing/Savings</b>	3,284.92
<b>Accounts Receivable</b>	
1200 - Accounts Receivable	32,990.00
1301 - Amts rec'd non-arms le	-145.93
<b>Total Accounts Receivable</b>	32,844.07
<b>Other Current Assets</b>	
1300 - Prepaid Insurance	5,183.02
1452 - Advances for Expenses	9,573.54
1460 - Short-term investments	
1465 - New Boat Fund	284,572.54
<b>Total 1460 - Short-term investments</b>	284,572.54
<b>Total Other Current Assets</b>	299,329.10
<b>Total Current Assets</b>	335,458.09
<b>Fixed Assets</b>	
1500 - Vessel Asset Purc (PARU)	110,000.00
1510 - Acc Dep on Purch vessel	-110,000.00
1520 - Improvements to PARU	274,100.78
1530 - Acc Dep on Improv to Ves	-146,924.00
1601 - Shore Assets - Operating	4,849.05
1602 - Accum Depr Shore Assets	-1,806.47
1603 - Trailers	7,965.68
1604 - Accum Dep on Trailer	-1,316.00
<b>Total Fixed Assets</b>	136,869.04
<b>TOTAL ASSETS</b>	<b>472,327.13</b>
<b>LIABILITIES &amp; EQUITY</b>	
<b>Liabilities</b>	
<b>Current Liabilities</b>	
<b>Other Current Liabilities</b>	
2000 - Accrued Liabilities	-498.06
2010 - GST/HST Payable	-18,945.80
<b>Total Other Current Liabilities</b>	-19,443.86
<b>Total Current Liabilities</b>	-19,443.86
<b>Total Liabilities</b>	-19,443.86
<b>Equity</b>	
2500 - Deferred Contribution	411,335.80
2501 - Acc Dep of Deferred Cont	-101,015.00
3100 - Opening Balance Equity	280,432.44
Net Income	-98,982.25
<b>Total Equity</b>	491,770.99
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>472,327.13</b>

# PARA Marine Search & Rescue

## Profit & Loss

1 January through 27 March 2023

	1 Jan - 27 Mar 23
<b>Ordinary Income/Expense</b>	
<b>Expense</b>	
<b>5001 - Maintenance and Repairs</b>	
5002 - M&R Vessel	82,921.84
5003 - M&R Equipment	3,426.13
5004 - M&R Materials	165.63
<b>Total 5001 - Maintenance and Repairs</b>	86,513.60
<b>5020 - Insurance</b>	
5021 - Insurance - D&O	1,411.20
5023 - Insurance - Vessel & Equ	495.72
<b>Total 5020 - Insurance</b>	1,906.92
<b>5040 - Personnel Related</b>	
5041 - Training	361.36
<b>Total 5040 - Personnel Related</b>	361.36
<b>5050 - Rentals</b>	
5052 - Rental Slip Fee	2,394.74
<b>Total 5050 - Rentals</b>	2,394.74
<b>5070 - Misc Services</b>	
5072 - Communiation	228.48
5073 - Office Expense	38.83
<b>Total 5070 - Misc Services</b>	267.31
suspense	4,905.92
<b>Total Expense</b>	96,349.85
<b>Net Ordinary Income</b>	-96,349.85
<b>Other Income/Expense</b>	
<b>Other Income</b>	
6004 - rec'd - other charities	436.75
8004 - Rev. sale of good	1,507.00
<b>Total Other Income</b>	1,943.75
<b>Other Expense</b>	
9001 - Ad & Promotion	650.00
9004 - Members Exp	1,371.51
9006 - ParaWear Expenses	2,149.00
9010 - Square Fees	46.64
9025 - Membership & subscriptio	359.00
<b>Total Other Expense</b>	4,576.15
<b>Net Other Income</b>	-2,632.40
<b>Net Income</b>	-98,982.25