

M I N U T E S
of the Board of Directors of

PARA MARINE SEARCH & RESCUE

October 11, 2023, TELECONFERENCE, 6:30 pm (EST)

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

Also present at the invitation of the Board are Clint Scott and Eleonore Edwards PARA members, Jennifer McGuinty, Treasurer and Secretary of the Association.

Maurice Brenner declared the meeting open at 6:36.

Declaration of Interest

Sam Cummings declared he had a relationship with the Canadian Western Bank.

Approval of Past Minutes

Colin Thomson moved that the Minutes of the March 29, 2023, Director's meeting be approved as distributed John Rycroft seconded.

Motion Carried

Commodore's Report
(see Attachments)

Colin Thomson presented the distributed Commodore's report, highlights:

- 2023 season performance, challenges staffing crews later in the season
- Winter work program for vessel, including replacing both engines (last replaced in 2013)
 - o Discussion was held regarding suitable places to have the work done, more economic options other options. Colin informed the board that he had had discussion with other qualified mechanics and vendors but due to the configuration of the vessel change of engine specifications was not a financially viable option and our current service provider (Toronto Yacht Services) currently is the best choice as they have the expertise, time and location to also do follow up inspections.
 - o New vessel estimates are currently around \$2 million
- Fundraising plans, grant applications for capital acquisitions, investigate partnerships.

A discussion was held regarding the expected life expectancy of the vessel with the new engines, last survey 2023 indicated the hull was sound and another 10 years of service could be anticipated. Colin requested some additional work to be done on the vessel while the engines were out, as that would facilitate access to the area to be worked on.

John Rycroft moved that the replacement of the two engines with two new Penta Volvo engines be contracted to Toronto Yacht Services during the winter 2023/2024 season and expenditures of up to \$125,000 be authorized for this project, Rhonda Mulcahy seconded. There being no further discussion.

Motion Carried

Sam Cummings moved that while the vessel was at Toronto Yacht Services the Proposed Winter Maintenance as outlined in the Commodores report (attached) be undertaken with an expenditure of up to \$46,000 authorized, Maurice Brenner seconded. There being no further discussions.

Motion Carried

FINANCIAL REPORT

Draft Unaudited Financial reports for the period ending September 30, 2023 were reviewed as distributed. The unit had spent all the funds allocated by the Region and

the second half of the funding should be released when the Region has completed its review in April/May 2024.

John Rycroft moved, that the financial report be accepted as distributed, Mark Poray seconded

Motion Carried

Jennifer reviewed the distributed Banking resolution to move the Associations accounts from TD Canada Trust to Canadian Western Bank. There being no further discussion.

Motion Carried

Other Business

Rob Anderson updated the Board on the new Not For Profit Act which will require some restatement of the Associations Bylaws and Articles to be compliant, by Fall 2024. In order to ensure the Association remains compliant with the new Act Rob suggested engaging a lawyer to review our documents.

Rhonda Mulcahy moved that legal advice be sought regarding the compliance of the Associations documentation with the new Ontario Not For Profit Act with a budget of \$10,000, John Rycroft seconded.

Motion Carried

Future Meeting Dates

March 20, 2024, board of directors
April 25, 2024 AGM

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 March 20 2024

Appendixes attached:

- A1 Commodore Report – Fall 2023
- A2 PARA Marine SAR 2023 Year End Report for Region
- A3 Unit Action List and Risk Profile – Fall 2023
- A4 PARA Sponsorship Package

- B1 Financial Report Fall 2023
- B2 Fall 2023 Banking Resolution

- C1 Not For Profit Organization Fact Sheet

Commodore Report Fall 2023

Thursday, 5 October 2023 4:20 pm

Opening Remarks

1. Reminder for the AGM on 27 April 2023. Attendance is requested at FBYC
2. Attachments
 - a. Risk Profile for Fall 2023
 - b. Fundraising Sponsorship Package Brochure
 - c. Winter Work program quotes (x8)
 - d. Draft report to Durham Region 2023
 - e. Dolphin - Remote controlled lifebuoy brochure

Operation and Admin

1. Personnel
 - a. Members: 54
 - i. 47 Operation members
 - 1) 1 is the member involved in lawsuit
 - 2) 2 left over the course of the summer
 - 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)
 - iv. **Challenge was staffing the crews later in the year. Several days were left to emergency status due to short falls in personnel availability. EXECUTIVE ACTION: Revisit the crew strategy for 2024, less crews with more members per crew**
2. Patrols
 - a. May long weekend to October long weekend.
 - b. Weekday patrols cease following September long weekend.
 - c. See appendix A for area coverage from the past few years
3. Vessel and Readiness
 - a. All patrols are complete for 2023
 - b. Boat will remain in emergency status until mid November. It will be hauled out most likely at Outer Harbour marina for winter maintenance program.
4. Taskings:
 - a. An increase in the number of small vessel taskings (personal water craft) during the first half of the season.
 - b. a 42-hour search for a solo sailor from Frenchman’s Bay, Pickering. Efforts were not successful in finding the individual. Other assets involved included RCAF (Hercules and Griffon crews), CCG (Prescott, Cape Rescue, Cape Mercy and Kelso crews), DRPS, CASARA (our air equivalent) as the CCGA unit in Grimsby, GAMRU. See Appendix B for sample area coverage during the tasking.
 - c. One patrol Monday while supporting the Canadian International Airshow in Toronto, the vessel was re-tasked to search for a person in the water, then later a vessel on fire of Bluffers Park in Scarborough, and finally to assist a vessel off Whitby. 4 Operational taskings in one day.
5. Annual Report to Durham Region
 - a. See attached report that summarizes our activities and statistics. Extract is below
 - b. Observations:
 - i. One noticeable item is that our other funding sources this year has been the lowest since before 2017.
 - ii. Patrol hours have been reduced from 10-hour shifts to 7-hours on weekends. Additionally, the taskings this year were relatively short in duration resulting in a lower over all total than previous non-covid years.
 - c. Return on Investment:
 - a. Actual 2023 Operations budget from Durham Region = \$74,000
 - b. Potential Operating Budget: For every \$1 spent on supporting the unit, it would cost an estimated \$37 for staffed equivalent organization. (\$37 x \$74,000 = \$2.7M)
 - c. Potential Labour: Community Volunteer hours in total average (8000) to be the equivalent of approximately 4 FTEs labour cost (annual approximate cost = \$400,000)
 - d. Estimated Total Savings = \$2.7M + \$400K - \$74K = \$3.14M

KPI	Unit	2023	2022	2021	2020	2019	2018	2017
Operational Metrics								
Safety	#	0	2 (a)	1	0	1	0	0
Vessel Availability	%	92.82	96.37	96.89	99.39	93.75	95.75	96.66

Response time	Min	9.79	14.48	17.51	23.18	12.53	21.37	11.0
SAR Missions	#	27	31	34	38	15	27	14
Membership (maximum 50)	%	96	74	86	96			
Volunteer Commitment								
Community Service (Total)	Hours	6,206	5,339	4817	3,039	8,400	7,705	8,940
Taskings (outside of Patrols)	Hours	220	387	271	401	79	375	83
Patrols	Hours	2,314	2,468	2531	0	3401	3880	4105
Maintenance	Hours	1,143	302	246	305	316	414	342
Training	Hours	1,373	1,058	1008	1171	2110	1726	1787
Administration	Hours	645	470	675	468	1282	744	1629
Community Development	Hours	581	448	70	387	1229	566	994
Community Financial Support								
Operational Funding (Durham Region)	\$	73.6K	66K	63.5K	59.8K	52.5K	43.4K	41.9K
Other Funding (grants, service agreements, service fees, donations in kind)	\$	38.8K	118K	52K	63K	80K	53K	50K

Training

1. CCGA Instructor Training - attended and passed the instructor course. Next step is for him to
2. CCGA Phase training
 - a. Oct 14 - classroom; Oct 21
 - b. Phase 2 - will be conducted in fall
3. Unit Training
 - a. Winter training will start up again in the new year. Moving back to in person training versus online.

Equipment and Maintenance

1. Projects still pending:
 - a. Secondary vessel purchase. We are exploring a different option, Dolphin remote controlled life buoy. See the attachment. This is being explored by various fire departments in the province.
 - b. Replacement dewatering pump will be addressed in 2024 operations budget
 - c. Additional Line launcher equipment will be included in a grant for Whitby in fall 2023
 - d. Improvements for storage on the community trailer will be addressed at a later time.
2. New Vessel:
 - a. Initial discussions have been had with Hike Metals ([Home - Hike Metal](#)) and BYD Naval Architects ([BYD Naval Architects \(byd-na.com\)](#)) to determine if a new hybrid vessel is a real possibility at this time. Expecting a high level budget in the coming weeks however our fundraising goal of \$2MCAD is inline with the expected costs.

Financial

1. Budget - CCGA
 - o Training - \$8600 of \$9000K. With 2 remaining CCG events and Phase training to be included in the training program. These may remain uncompensated in the short term.
 - o Mission Taskings - 27 (plus one with 4 sorties) . Currently at \$4804 but estimate ~9K to include the last search
 - o NOTE: Tasking numbers are lower than expected and therefore lower than budget. This may result in payments being made for uncompensated taskings done during the season. This will be dependent on the CCGA management team.
2. Fundraising Plan for fall 2023
 - a. Attending the Grant Information event on March 30, Ajax Convention centre. This was focused on 2 major points: Metrics behind the business cases and diversity / equity / inclusion
 - i. Firehouse: dolphin purchase \$10K was submitted
 - ii. Pickering (deadline Oct 22) \$6K
 - 1) 3 additional Firecom Headsets to be used as spares
 - 2) 2 Shockwave Seat Cushions (repair)
 - iii. Whitby (open ended) ~\$5K
 - 1) Line Launcher: 3 additional projectiles and 2 Containers of Line
 - 2) Mannequin replacement
 - 3) Lead grant - could this address some of the short falls in the maintenance items
 - b. Open to opportunities for broader business partnerships with any commercial entities.
 - c. Maurice announced that PARA Marine will be a receiving a donation in fall 2024.
3. Future Considerations

- a. Both outdrives were replaced in 2013 when the vessel was re-powered. Both were rebuilt in 2018.
 - b. The port outdrive was replaced this year, after 10 years of use, 5 since the rebuild. The starboard was replaced in 2019 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.
4. Ongoing Vessel Maintenance Costs:
- a. From the 2023, financials to date. The following breakdown of the 111K costs in project costs.

Project	Cost
AC purchase	\$ 6,500.00
Electrical Upgrade	\$ 49,000.00
TYS (support electrical and mechanical)	\$ 53,500.00
Total	\$ 109,000.00

- b. The following outlines the amount of expenses attributed to Toronto Yacht Services over the past 6 years:

Year	Budget	TYC Actuals Amount	Total Actuals	Actuals Percentage	Actual to Budget
2018	\$ 18,000	\$ 8,842.81	\$ 12,117.61	73%	49%
2019	\$ 24,400	\$ 46,829.23	\$ 39,575.97	118%	192%
2020	\$ 28,000	\$ 12,425.08	\$ 23,446.69	53%	44%
2021	\$ 27,500	\$ 11,615.32	\$ 20,228.85	57%	42%
2022	\$ 27,500	\$ 25,169.27	\$ 19,338.40	130%	92%
2023	\$ 29,500	\$ 75,923.93	\$ 111,000.00	68%	257%
Total	\$ 154,900	\$ 180,805.64	\$ 225,707.52	80%	86%

- c. There is a significant amount of expenses to one particular vendor, Toronto Yacht Services. To meet due diligence requirements a review is being undertaken on who can provide similar services :
 - i. ([Marine - Wajax](#)) Wajax does provide marine services. Technicians in Mississauga and Belleville. Duncan Finlayson. Onsite meeting in November with the representative.
 - ii. ([Contact Executive Yacht - Canada's luxury yacht brokerage \(executiveyachtcanada.com\)](#))Executive Yacht Services - Mitch Mulholland. Referred by Swans, Jan Ploegr. Site visit scheduled for Monday Oct 10 at FBYC.
 - iii. RISK - there is a risk if we change vendors that long term support and repower options may or may not be limited. HISTORY: TYS installed the engines in 2013. In 2014/2015 we changed mechanics a number of times, finally returning to TYS in 2016. Since then he has provided excellent support for our planned and unplanned work.
5. Proposed Winter Maintenance -- approx. \$46K
- a. Given the age of the vessel and engines, there is an increasing trend to address higher maintenance effort and costs.
 - b. We are continuing to focus on preventive maintenance activities to ensure vessel readiness and availability levels. The following plan is an initiative to meet the recommended activities.
 - c. Comments on quotes:
 - i. Items 10 and 11 are required regardless as it is end of season
 - ii. Items 8 and 9 reflect the costs to store the vessel at Outer Harbour Marina and enclose it
 - iii. 2, 4, 5, 7 are dependent on item 6 being done. As this item provides the necessary access to allow the listed work to be completed.
 - d. It is recommended by the maintenance team and supported by the executive to proceed with the work as outlined. **BOARD DECISION REQUIRED**

#	Estimate #	Description	Amount
1	1027743912	Check/Adjust Valve timing	\$1,213.62
2	1027470739	Replace starter motors	\$5,631.17
3	1027469900	Replace compressor(supercharger) oil both engines	\$414.40
4	1027467588	Replace fuel cooler stbd engine	\$2,202.99
5	1027467842	Replace engine mounts and perform engine alignment	\$5,068.41
6	1025990427	Replace Stbd engine Turbo	\$21,106.72
7	1013029597	Install rudder position indicator cable and kit	\$1,838.07
8	1027743596	OHM Outdoor Winter Storage package	\$4,223.32
9	1027470920	Shrink wrap 2023	\$1,337.02

10	1028465285	Winterization Fall 2023	\$1,447.56
11	1028464581	Engine and Gear Oil Changes Fall 2023	\$2,604.13
	Total		<u>\$45,873.79</u>

Community Development

1. General List of events
 - a. Pickering: Easter Parade, Canada day, OPG Community events, Remembrance Day presence, Santa Claus Parade, Fire Safety Day was cancelled.
 - b. Ajax: Canada Day, Remembrance Day presence, Santa Claus Parade, Fire Safety Day was cancelled.
 - c. Whitby: Canada Day, Remembrance Day presence, Santa Claus Parade
 - d. Other: Toronto International Airshow, TRCA – Celebrate the Humber
2. Business List of events that we participated in 2023
 - a. Ajax / Pickering - Board of Trade Golf Tourney
 - b. Whitby Chamber of Commerce Golf Tourney
3. FundRaising
 - a. Waterfront festival returned this August.
 - b. Sponsorship Brochure developed.
 - c. Internal committee stood up but limited activity due to the summer. Will focus on this during the offseason.

Strategic Review

1. Action Items

Category	Action items	Person responsible	Deadline	Update
Fund raising	Review Strategic Business Plan and provide feedback before AGM	All	April 2023	Little feedback received. Open to comments as board members have time.
	Funding Sources for New Vessel	Board	Ongoing	No new discussions held
	Utilize the diversification officers in the municipalities/Region to help reach a larger community for fundraising/membership	Maurice Rhonda Lisa Colin	Fall 2023	Nothing done as of yet
	Sponsorship Partners for asset management strategy – new vessels for next generation	All	Fall 2023	Brochure complete but requires a picture refresh (less Covid pictures with masks) Announcement re: Pickering Casino from Maurice Brenner. Details from Maurice.
Outbound Awareness	Possible media and VIP events in Pickering and Whitby harbours.	Colin	May 2023	Make this annual. Not completed in 2023
	Awareness Ride Along for Council Members	Colin	April 2023	Ajax and Whitby was complete Pickering outstanding. Whitby staff outstanding.
	Invite PARA Marine S&R to New Boaters meeting at Whitby Marina	Keenan	Spring 2023	Completed
	Meeting with Fire Chiefs in Ajax and Whitby	Colin Lisa Rhonda	Fall 2023	Completed. Ajax - Deputy Chief and training officer Whitby - training and rescue officer Pickering Chief / Deputies out on Oct 13
Administration	Investigate if PARA Marine SAR is eligible to join Boating Ontario to become part of the general insurance policies Closure Notes: Keenan inquired, and the unit doesn't qualify for the program. However, we were given	Jen Keenan	June 30 Completed	Remove.

	another insurance contact for industry context and information. Colin has shared this information with our current broker.			
	Review Bylaws and Articles to ensure they are compatible with the new Ontario NFP Act. Draft available for Fall 2024 and then to be available and approved at AGM 2024.	Rob	Fall 2023	Recommendation from Rob
	Investigate moving accounts to another bank (Canadian Western Bank)	Jen Sam	May 30	Recommendation from Jen
	Realign Investment account to lower fees	Jen Sam	Fall 2023	Recommendation from Jen
Membership Engagement	Invite observers for board meetings	Colin	Fall 2023	In attendance tonight: Eleonore Edwards Clint Scott

1. Unit Business & Risk Management

a. 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) BACKGROUND: 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 unit is supporting via the CCGA and its insurance company.
 - b) UPDATE: The case is going to "discovery" in late October, early November. Ivan Barsby will be representing the unit in any discussions due to the conflict of myself being involved in the incident.
- 2) MEDIUM - NO CHANGE - There is a risk that there is insufficient participation at the fundraising and community events
 - a) UPDATE: As the unit is ramping up the public awareness and events, we are adopting event scheduling and other practices to ensure coverage at these events. .
- 3) LOW - NO CHANGE - 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) UPDATE: 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: members continue to be "observers" on the executive team. 2 "observers" are joining the board meeting.

b. Develop our crews

- a) No notable risks to discuss at this time

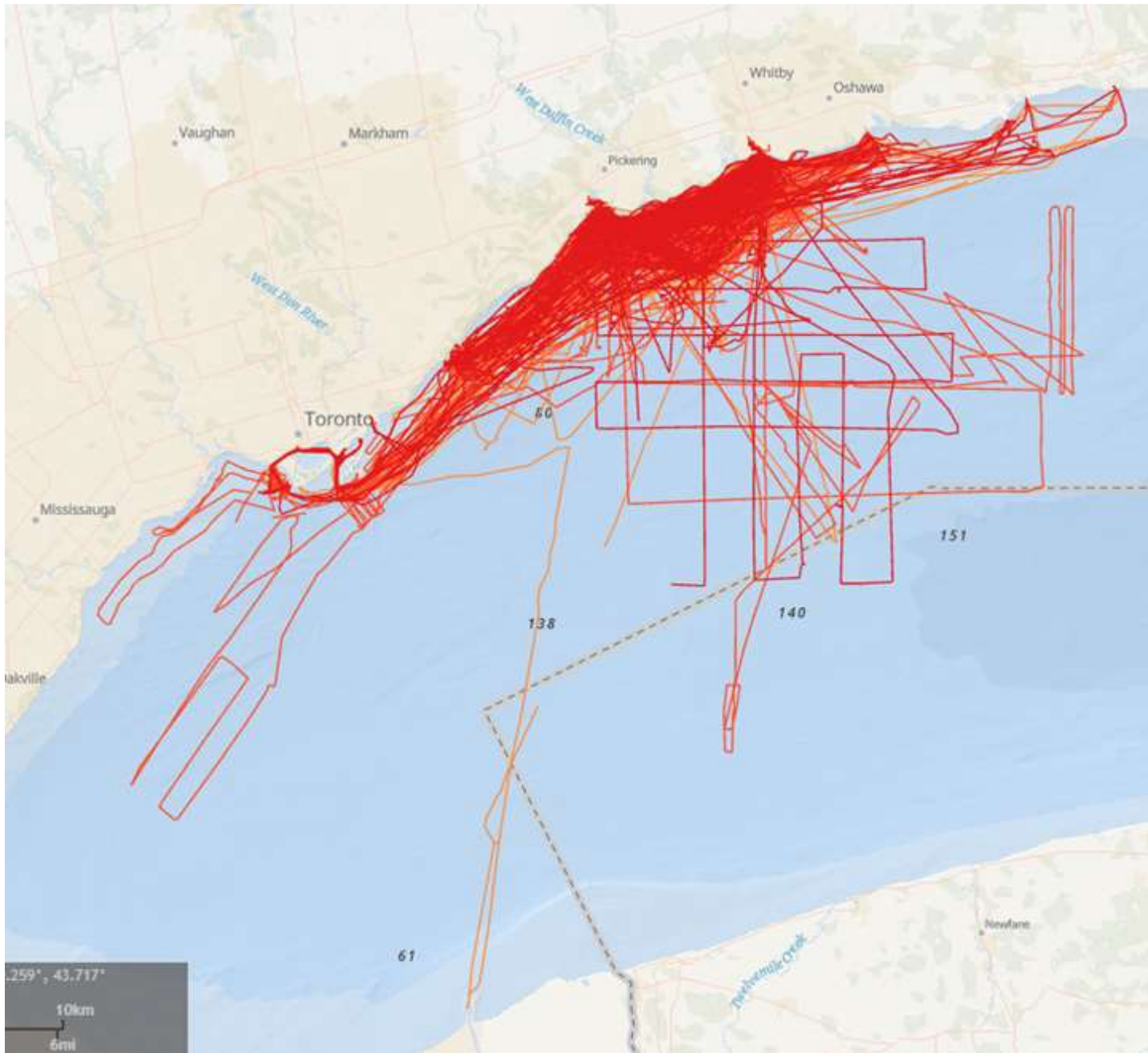
c. Ensure SAR Readiness

- a) HIGH - INCREASING - There is a risk that the annual maintenance program (including refits) has cost and schedule over runs
 - a) UPDATE This is a continued reality as the annual cost to the maintain the vessel is increasing.
- b) MEDIUM - INCREASING - There is a risk that the current vessel will need to be repowered before a new asset is acquired.
 - a) UPDATE: A comprehensive preventive maintenance plan is recommended for the 2023-2024 offseason.
- c) MEDIUM - NO CHANGE- There is a risk that the inconsistent practices by crews, leads to a safety event
 - a) UPDATE: No safety events this year.
- d) MEDIUM - NO CHANGE - There is a risk that increased weed presence in Frenchman's Bay will impede long term operational availability and readiness in Pickering.
 - a) UPDATE: The weeds seems to be controlled this summer with several harvest cuts done during the year.

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) UPDATE: Pickering Casino will award the unit a package in 2024. Details are outstanding.
- b) LOW - NO CHANGE - There is a risk that PARA Marine SAR will not be able maintain a sustainable succession plan for crews
 - a) UPDATE: We are looking at a revised development program to find the next generation.

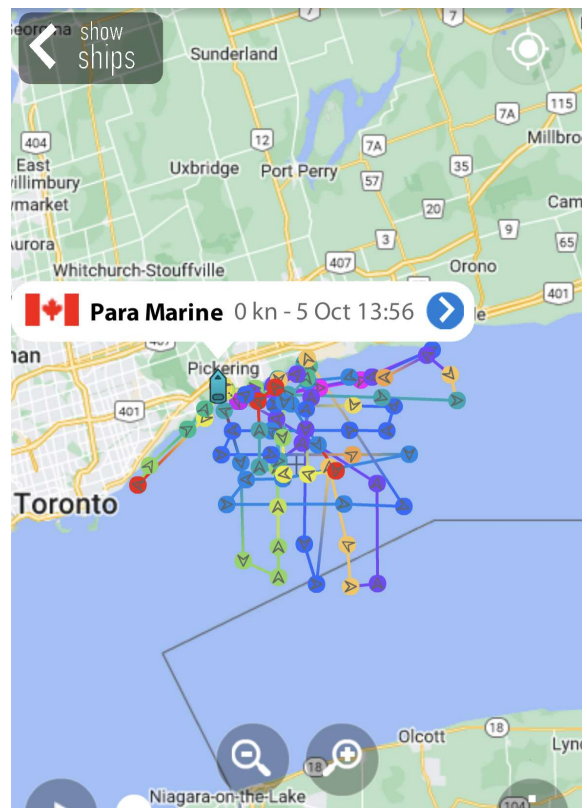
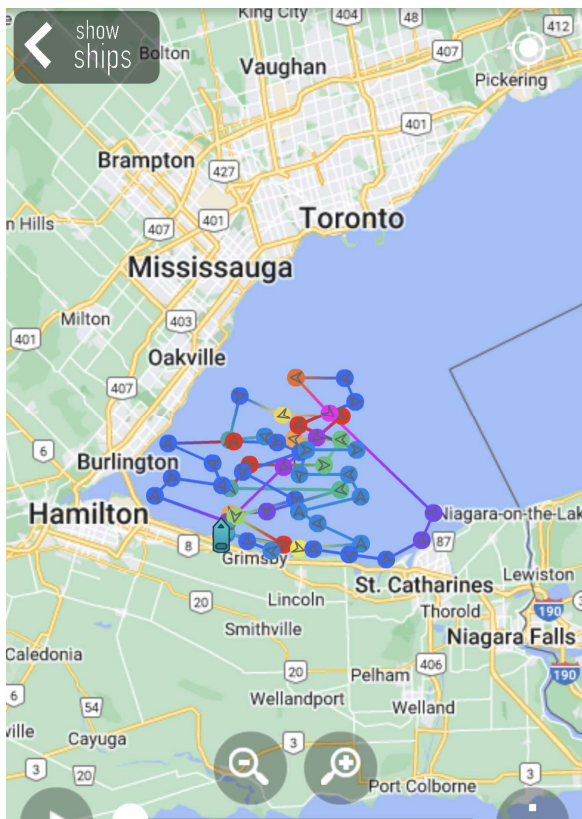
Appendix A: area covered in 2021 to 2023 by PARA Marine (Source: [Bathymetric Data Viewer \(noaa.gov\)](#))

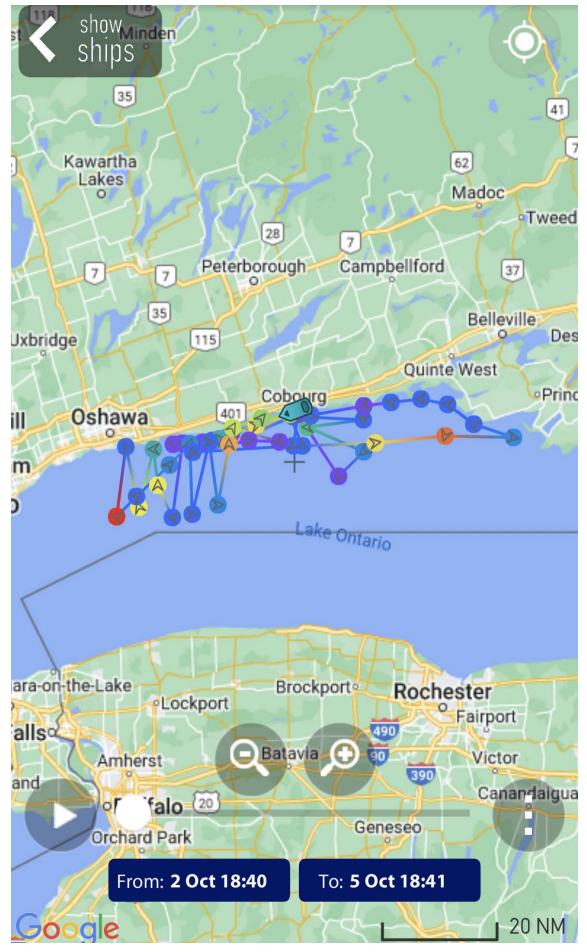
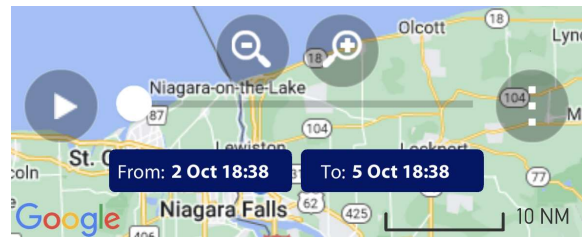
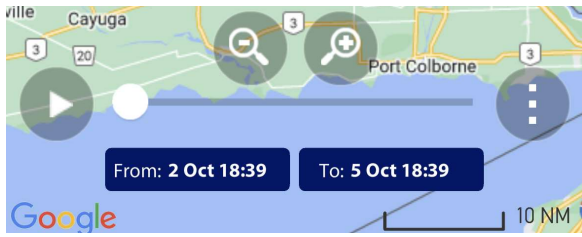


Appendix B - Sample tasking coverage: Solo Sailor missing from Pickering

NOTE:

1. this illustrates only a partial example of the areas covered (air and water) during the search. The track for the aircraft only reflects a portion due to the time of the screen shot was taken. I personally was tracking this and saw the other tracks that illustrated the lake was covered from North to South and east to west with similar search patterns.
2. Data was taken MarineTraffic.com and Flightradar24.com.
3. Example of garbage (balloons) that we find that can be confused for boat debris.







PARA Marine Search and Rescue

682 Hillview Crescent
Pickering, ON L1W 2R7

www.paramarinesar.ca | info@paramarinesar.ca



2023 Annual Operational Report for the Region of Durham

1. Key Performance Indicators:

KPI	Unit	2023	2022	2021	2020	2019	2018	2017
Operational Metrics								
Safety	#	0	2 (a)	1	0	1	0	0
Vessel Availability	%	92.82	96.37	96.89	99.39	93.75	95.75	96.66
Response time	Min	9.79	14.48	17.51	23.18	12.53	21.37	11.0
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Other Funding (grants, service agreements, service fees, donations in kind)	\$	38.8K	118K	52K	63K	80K	53K	50K

2. Vessel Operations

- In service from mid May through mid November.
- Typically, patrols are conducted from Victoria Day weekend to Thanksgiving weekend during weeknights and weekends.
- The unit was on call 7x24 for the in-service period.
- CCGA COVID-19 protocols have been removed entirely.

3. Return on Investment:

- Actual 2023 Operations budget from Durham Region = \$74,000
- Potential Budget: For every \$1 spent on supporting the unit, it would cost an estimated \$37 for a staffed equivalent organization. (\$37 x \$74,000 = \$2.7M)
- Potential Labour: Community Volunteer hours in total average (8000) to be the equivalent of approximately 4 FTEs labour cost (annual approximate cost = \$400,000)
- Estimated Total Savings = \$2.7M + \$400K - \$74K = \$3.14M

4. General Observations

- Response time was on average 9.79 minutes (20.5 when not on patrol), faster than the previous 3 years.
- Patrol hours have been reduced from 10-hour shifts to 7-hours on weekends. Additionally, the taskings this year were relatively short in duration resulting in a lower over all total than previous non-covid years.



PARA Marine Search and Rescue

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- c. Continued increased number of people participating in water-based activities with all types of watercrafts from traditional boats (sail and power), PWC, fishing boats, human power (canoes, paddle boards, kayaks) to inflatables and other beach craft.
 - d. Notable tasking missions included:
 - i. An increase in the number of small vessel taskings (i.e. personal water craft)
 - ii. a 42-hour search for a solo sailor from Frenchman's Bay, Pickering. Efforts were not successful in finding the individual. Other assets involved included RCAF (Hercules and Griffon crews), CCG (Prescott, Cape Rescue, Cape Mercy and Kelso crews), DRPS, CASARA (our air equivalent) as the CCGA unit in Grimsby, GAMRU.
 - iii. One patrol Monday while supporting the Canadian International Airshow in Toronto, the vessel was re-tasked to search for a person in the water, then later a vessel on fire of Bluffers Park in Scarborough, and finally to assist a vessel off Whitby. 4 Operational taskings in one day.
5. Training
- a. On water training conducted from July through to October.
 - b. Our regular training programs, to support Transport Canada and CCGA qualification, resumed in Spring 2023 and October 2023
6. Vessel Maintenance
- a. Winter 2023: Major electrical upgrade was completed. Replacement outdrive, DC air conditioner unit was purchased and installed. Forward cabin storage was overhauled and replaced with a new design. Minor preventive maintenance tasks were completed to ensure safety and code compliance.
 - b. Winter 2024: Major preventive maintenance is planned for the engines and outdrives.
 - c. Given the age of the vessel and engines, there is an increasing trend to address higher maintenance effort and costs.
 - d. We are continuing to focus on preventive maintenance activities to ensure vessel readiness and availability levels.
 - e. It should be noted that we were not successful in getting a significant level of other income this year to help cover these costs. Consideration for maintenance budget increases is requested.
 - f. Regarding a potential new vessel, initial discussions have been started with potential boat designers and builders.
7. Community Development
- a. General Community Activities: Events are back to a regular preCovid schedule. The unit participated in:
 - i. Pickering: Easter Parade, Canada day, OPG Community events, Remembrance Day presence, Santa Claus Parade, Fire Safety Day was cancelled.
 - ii. Ajax: Canada Day, Remembrance Day presence, Santa Claus Parade, Fire Safety Day was cancelled.
 - iii. Whitby: Canada Day, Remembrance Day presence, Santa Claus Parade
 - iv. Other: Toronto International Airshow, TRCA – Celebrate the Humber
 - b. Business Community
 - i. The unit has joined both the Pickering / Ajax Board of Trade (APBoT) and the Whitby Chamber of Commerce (CofC) with the intent of raising our profile within the business community.
 - ii. Sponsored a hole in the local Pickering / Ajax golf tournament.
 - iii. Sponsored a hole in the local Whitby CofC golf tournament.



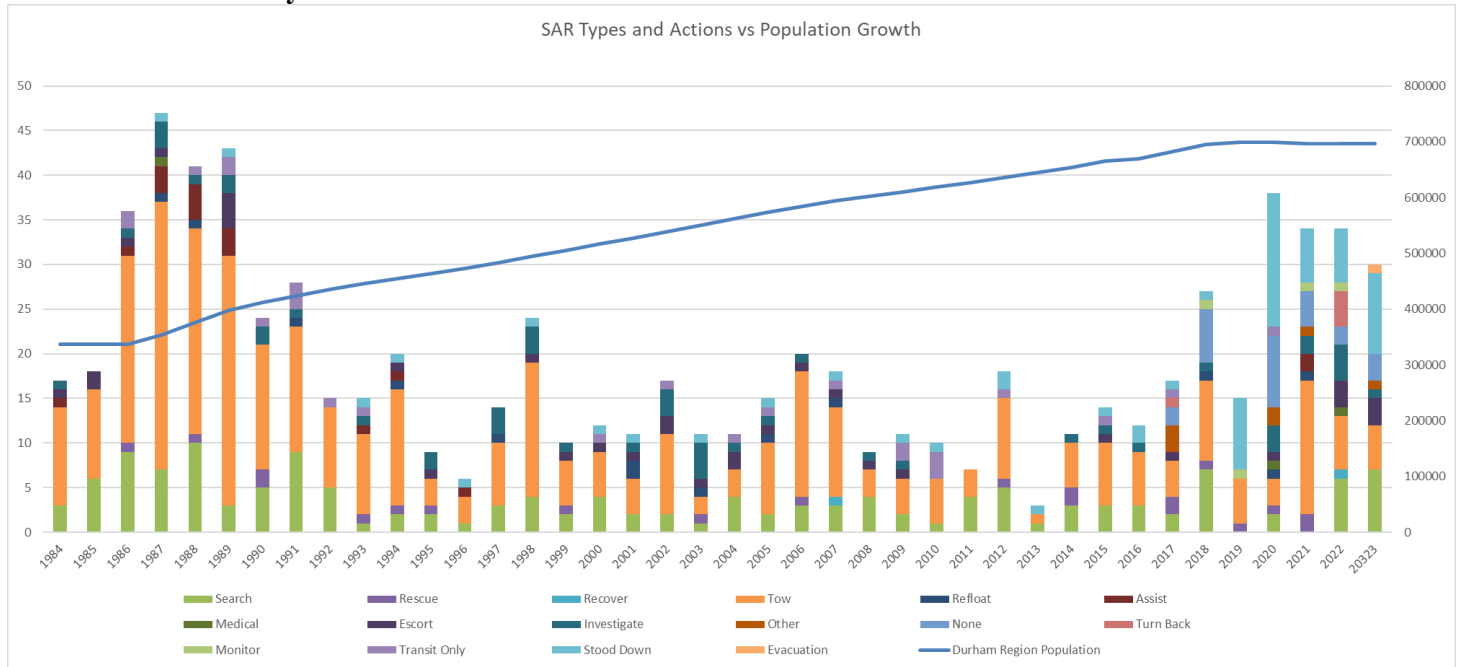
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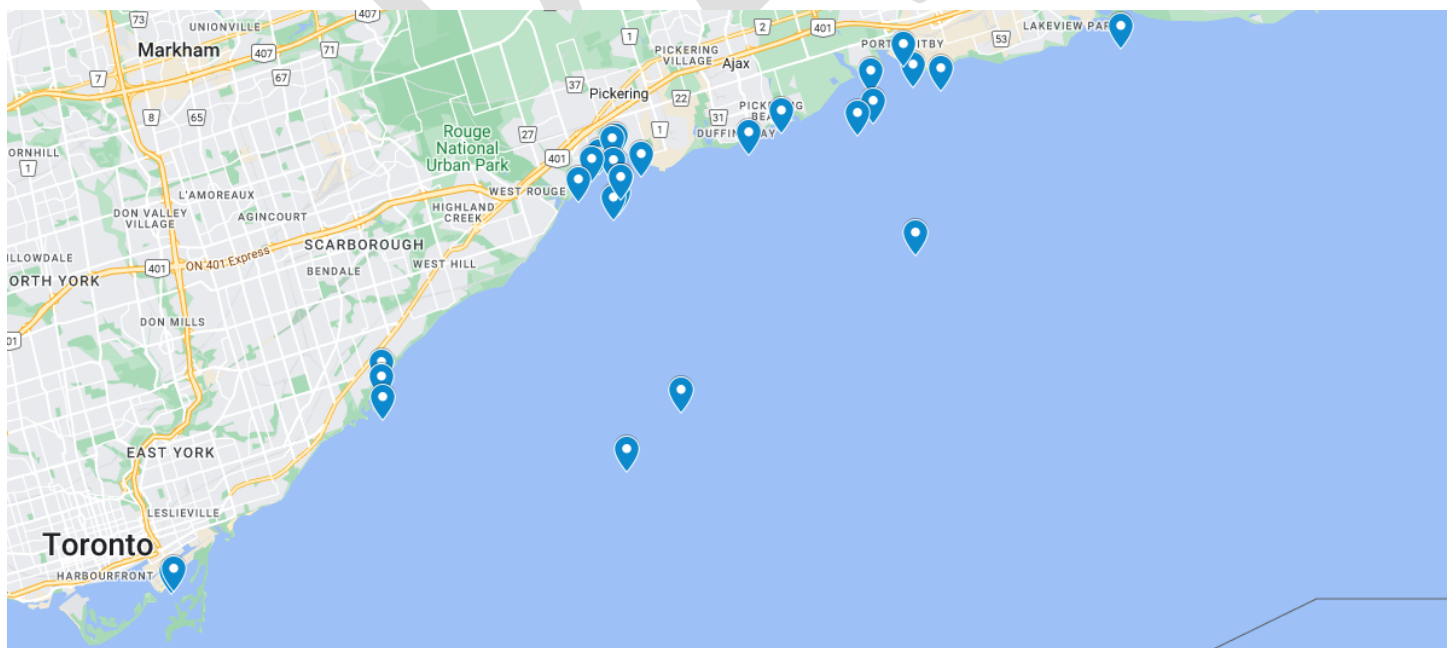
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APPENDIX A – Yearly Statistics as of 2023



2023 General Tasking Locations (top) and Area Coverage for 2021-2023 (bottom):

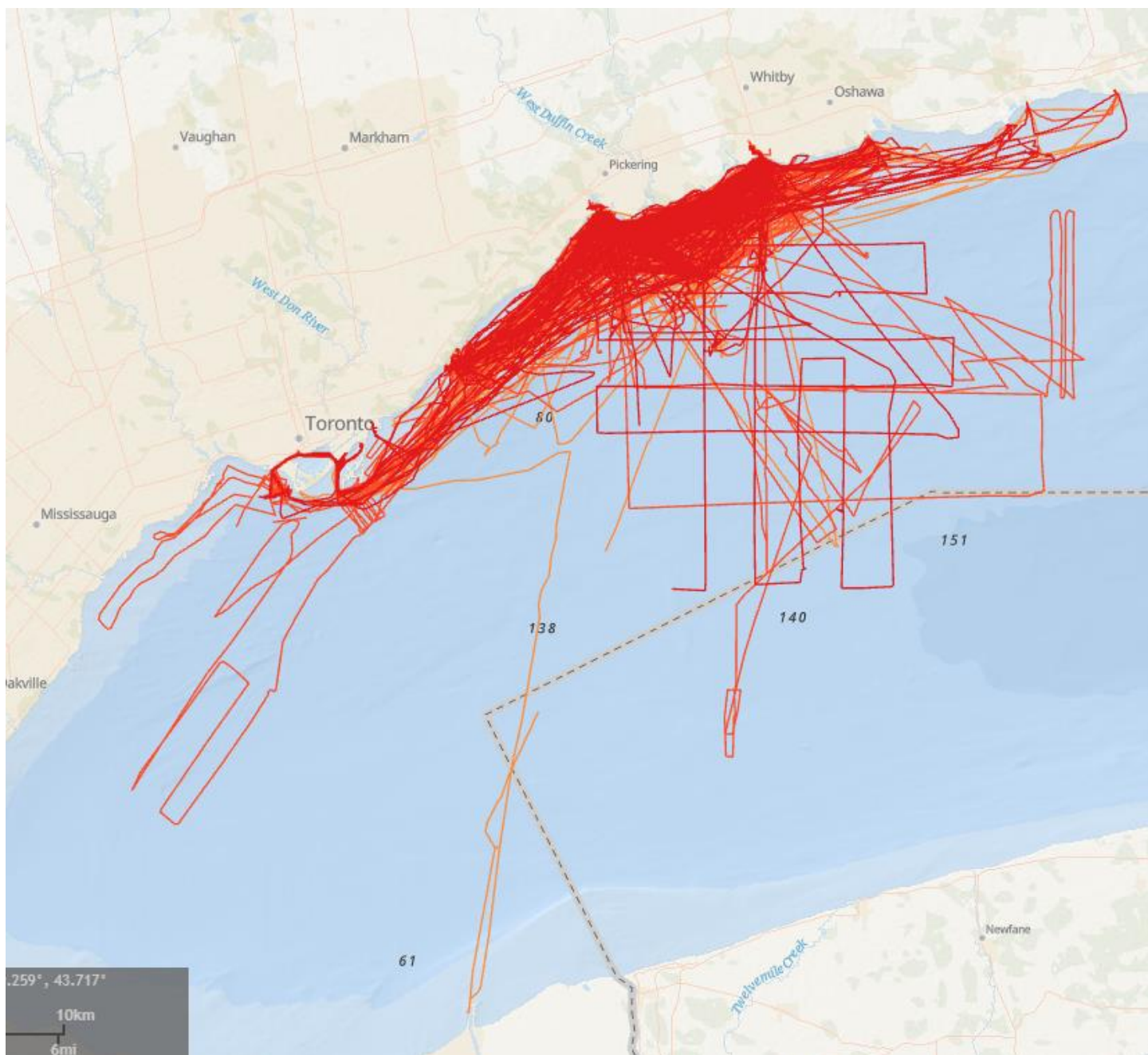




PARA Marine Search and Rescue

682 Hillview Crescent
Pickering, ON L1W 2R7

www.paramarinesar.ca | info@paramarinesar.ca



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

Volunteers providing excellence in marine search & rescue since 1967

PARA Marine 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	
											↕	Increasing or Decreasing risk
	Training				↔	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)				
						↔	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)				
							↔	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)								
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	
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)			
						↑	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)			

1. Review Emerging Risks
2. Review changes to risks and discuss mitigation plans
3. Identify new risks
4. Confirm Risks to be closed



PARA MARINE SEARCH & RESCUE 2023 SPONSORSHIP PACKAGE

PARA MARINE SEARCH & RESCUE
682 Hillview Crescent, Pickering, Ontario, L1W 2R7
info@paramarinesar.ca | paramarinesar.ca



SAFE AND TRUSTED



Who we are

PARA Marine Search and Rescue is a volunteer marine rescue unit that operates a rescue vessel out of Frenchman's Bay in Pickering. We're proud to be Unit 1 of District 1 within the CCGA's Central and Arctic region and have a rich history of community service, dedication to duty, and a commitment to safety on the waters of Lake Ontario.

Since our inception in 1967 as the Pickering Emergency Rescue Unit, we've undergone many changes and have grown stronger, both in manpower and boat capability. Our current vessel, PARA Marine, was launched in 1997, and we've provided over 50 years of committed service to the boating community of Western and Central Durham Region and surrounding areas.

As a Registered Charitable Corporation and member of the CCGA, our main purpose is to operate a marine rescue service to protect mariners and assist local emergency services in marine-related situations. We also actively encourage boaters and promote public awareness of water safety.

PARA Marine SAR is a vital member of the CCGA Central & Arctic, and our patrol zone in the eastern GTA provides support to the west for Toronto Police Marine Unit and to the east with COMRA and DRPS for the remainder of Durham Region. We're always ready to deploy from Toronto to the east end of Durham Region and to the US side of Lake Ontario.

We're proud to promote ourselves in the community and do so with a unique uniform for the unit. Additionally, PARA Marine SAR supports and promotes the CCGA. We're dedicated to serving our community and ensuring the safety of all those who enjoy the waters of Lake Ontario.

We offer support to:

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

The Board

The unit is a registered charitable corporation under the Canada Revenue Agency with the registration number 868020843RR0001. The organization is overseen by a volunteer board consisting of 11 members, including 7 members representing the local communities and 4 active members of PARA. The Commodore, who serves as the Chief Executive Officer, the Past Commodore and two members at large.



Maurice Brenner

Regional Councilor and Deputy Mayor - Pickering, Chairman and Board Member since 2022



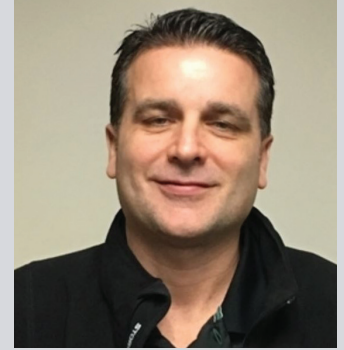
Rhonda Mulcahy

Regional Councilor and Deputy Mayor - Whitby, Board Member since 2021



Lisa Bower

Councilor- Ajax, Board Member since 2023



Keenan Watters

Port Whitby Marina representative, Board Member since 2019



John Rycroft

Community representative, Board Member since 2015



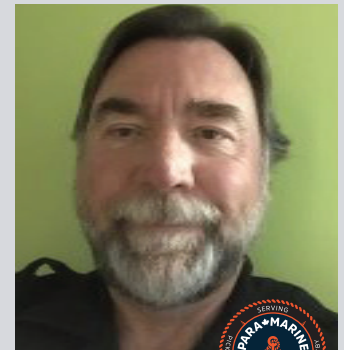
Samuel Cummings

Frenchmen Bay Yacht Club representative, Board Member since 2021



Colin Thomson

Commodore since 2016



Gary Endicott

Past Commodore since 2016, Board Member since 2003



Rob Anderson

Members at Large, Board Member since 2009



Mark Poray

Members at Large, Board Member since 2021



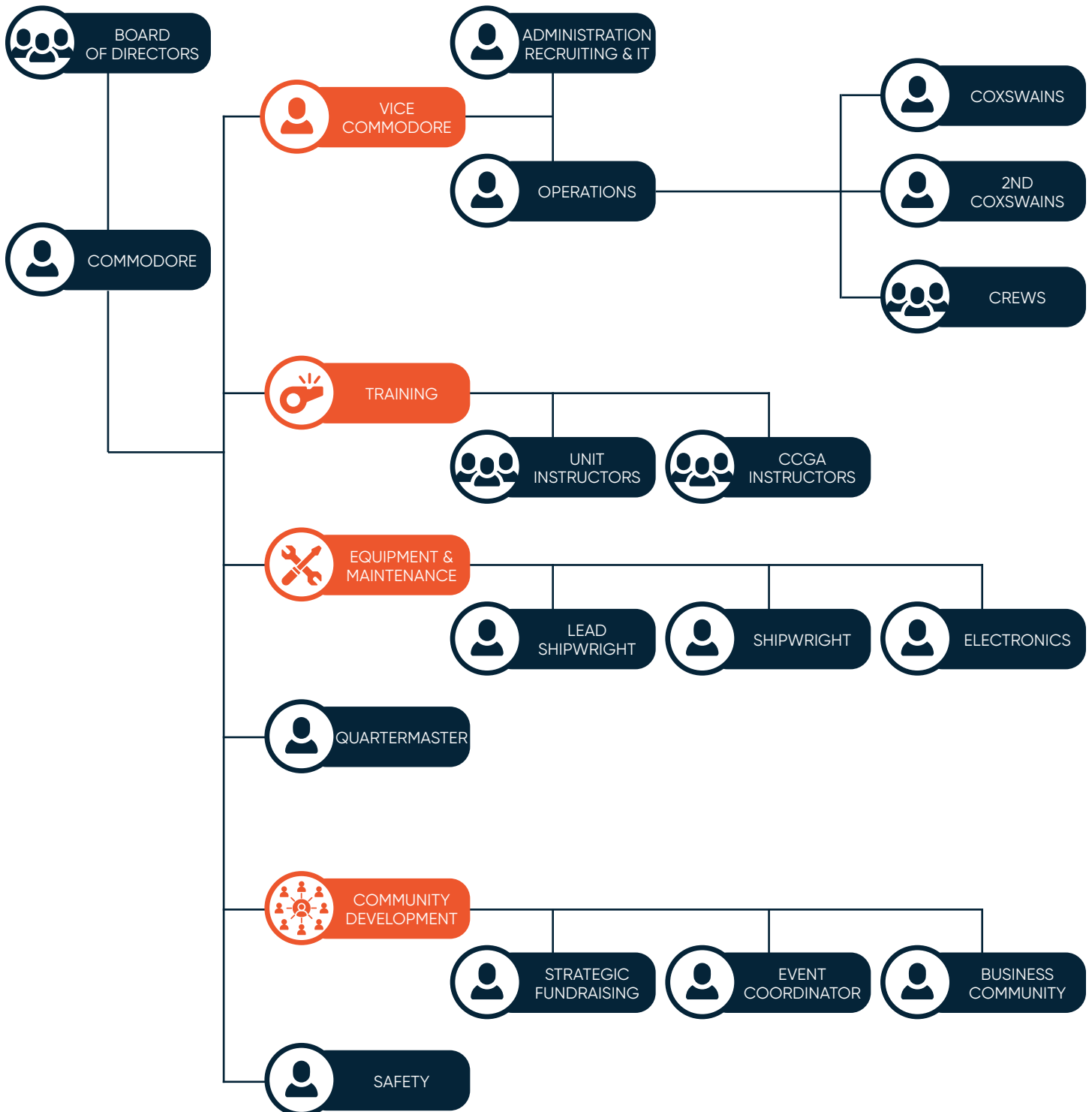
Jennifer McGuinty

Secretary/Treasurer Volunteer since 2015

Our Organization

The day-to-day operations of the organization are managed by the Executive Committee, which includes the Commodore, a Vice Commodore, and several department officers. The leadership team is supported by various department officer appointments.

Our membership of upwards of 50 members is organized into crews, with each crew consisting of at least 7 members. This system ensures that there is sufficient patrol coverage while still accommodating the needs of members' professional and personal lives.



Our Brand

Brand Message

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



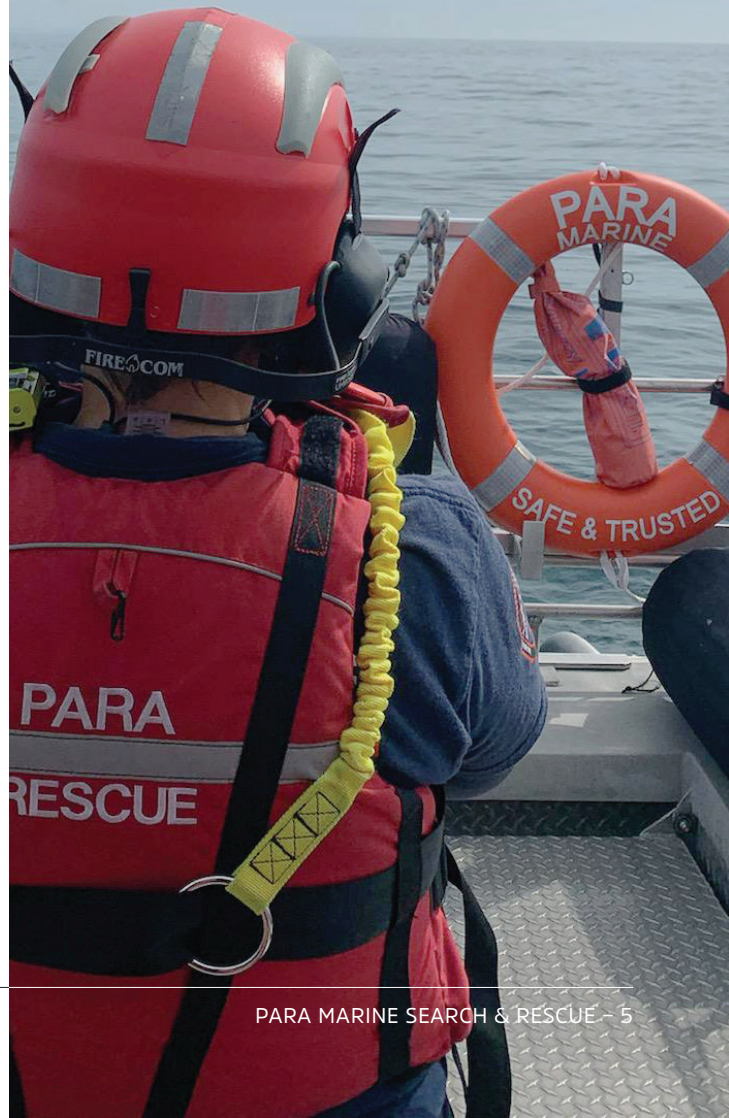
COMMUNITY

Our strategic objectives and goals

- 1. Strengthen the organization through improved communications.**
 - a. Continue our Management Transparency initiatives.
 - b. Increase member engagement and awareness.
- 2. Develop our crews with 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 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 community awareness.
 - b. Maintain and execute an Asset Management strategy.
 - c. Ensure succession planning is in place.
 - d. Maintain financial strength and sustainability.



SAFE AND TRUSTED

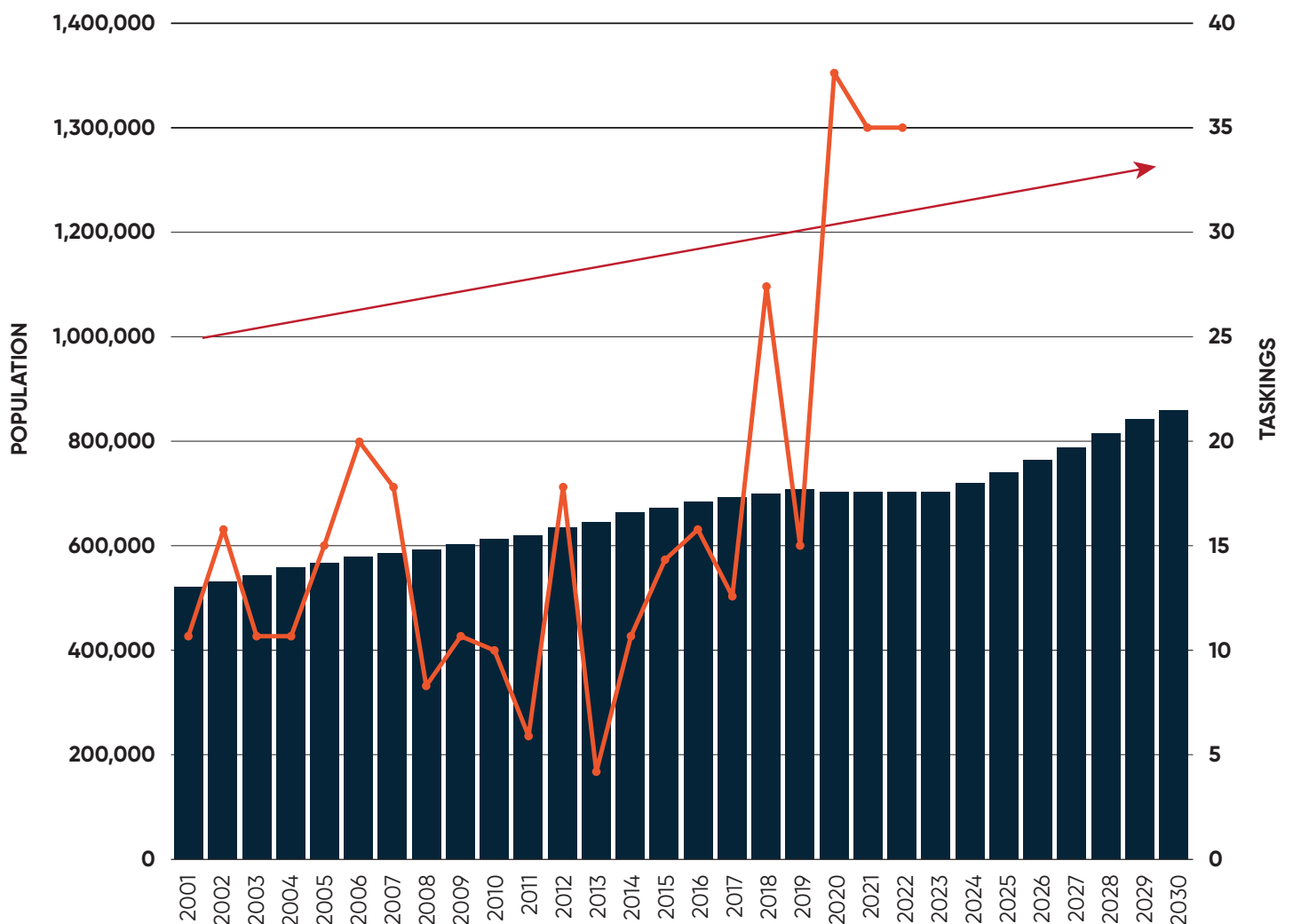


Trends

Durham Region has witnessed a steady population growth over the past decade, and this trend is expected to continue into the foreseeable future. By 2051, the population is projected to double, reaching an estimated 1.3 million residents. This growth has coincided with a notable increase in residents utilizing the waterfront and engaging in waterborne activities.

To effectively support individuals in need of assistance on the water, we are committed to maintaining a high level of readiness. While future predictions are uncertain, our proactive approach ensures that we are well-prepared to respond promptly to any emergencies or distress calls. By investing in the necessary infrastructure, training, and protocols, we aim to ensure the safety and well-being of those participating in water activities within the region.

Population Growth vs SARS Taskings

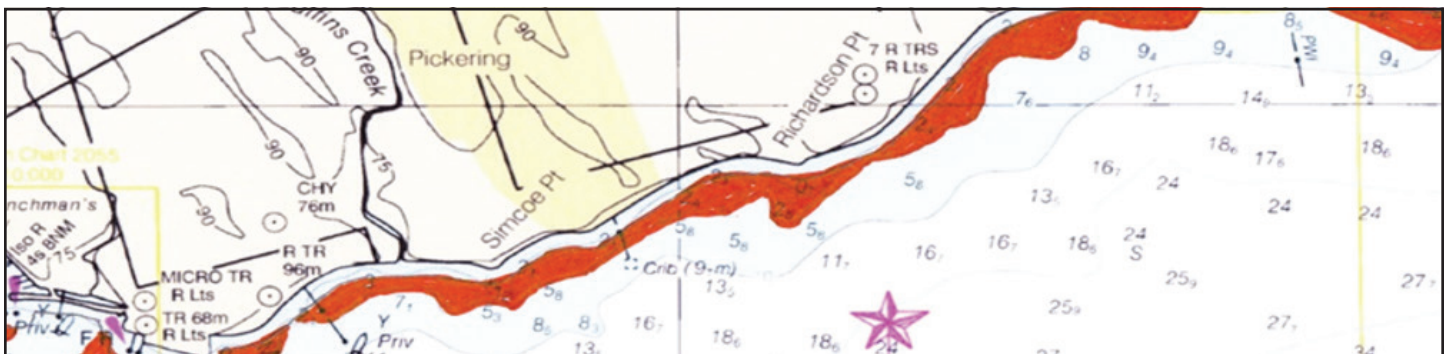


What we need

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

1. Near Shore Vessel

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.



Vessel Specifications

Commercial Requirements	<ul style="list-style-type: none"> • Certified to ABYC (American Boat and Yacht Council) standards and Transport Canada regulations • Operated by members with Transport Canada qualifications (SVOP and MEDA3)
Hull & Machinery	<ul style="list-style-type: none"> • Shall draft with durable hull suitable for beaching operations • Centre Console operations • Necessary personnel safety equipment • Towing capability
Power Plant & Propulsion	<ul style="list-style-type: none"> • Appropriately sized outboard (50hp) • Spare propellers
Communications and electronics	<ul style="list-style-type: none"> • Fixed and portable VHF radio(s) • Fixed Chart Plotter • Portable Durham emergency services radio
Estimated Price	~\$30K

2. Replacement Vessel

Our priority is to procure a fast-response rescue vessel that can withstand heavy weather conditions, with a crucial safety feature of being able to self-right if overturned by waves or surf. Additionally, we are interested in incorporating green technologies and will be seeking support from emerging government and corporate programs. The vessels would ideally be similar in design to the RCM SAR "Falcon Class" from British Columbia or the shown Pilot vessel.



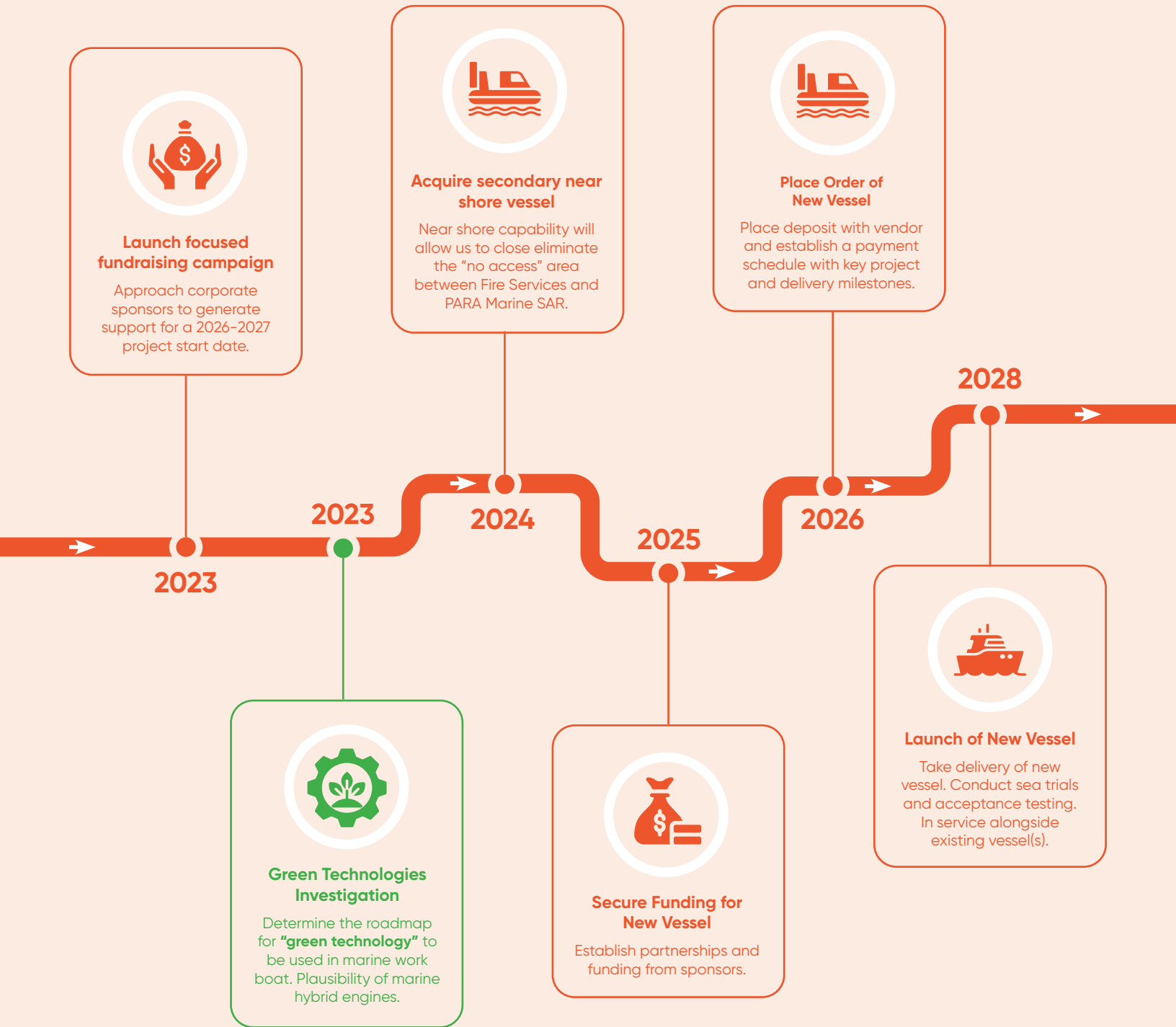
Vessel Specifications

<p>Commercial Requirements</p>	<ul style="list-style-type: none"> • Requires only small Transport Canada vessel operator qualifications. • Meet Transport Canada equipment regulations. • Meets all appropriate ABYC specifications. • Marine davit for miscellaneous recovery operations • Fully functional head • Carry daughter vessel with easy launch and recovery. • Medical storage and treatment location • Storage solutions - Forward bow area, main cabin, deck storage
<p>Hull & Machinery</p>	<ul style="list-style-type: none"> • Self-righting hull, Hull runner / rub rails • Aluminum hull, push-knee on bow, rear platform for engine protection • Gyroscopic stabilizer
<p>Power Plant & Propulsion</p>	<ul style="list-style-type: none"> • Emerging technologies such as electric/hybrid power plant • Jet propulsion
<p>Electrical DC and AC requirements</p>	<ul style="list-style-type: none"> • Charging stations • Remote monitoring • Full NMEA integration
<p>Cabin</p>	<ul style="list-style-type: none"> • Shock absorbing seating for 6 • Climate controlled • Fully equipped Communication station • Fully equipped Navigation station
<p>Current Technology</p>	<ul style="list-style-type: none"> • FLIR cameras, Video Cameras – forward and aft • Navigation suite including radar and AI detection software. • Lighting - flood and search lights on all aspects of the vessels • VHF radios, Fire radio, Headsets
<p>Estimated Price</p>	<p>~\$2M</p>



Our Goals

To provide a purpose-built vessel for the next generation of volunteers and will be in service for 30-40 years. This initiative will take a focused plan and generous support from the broader community as significant funds are required. While current vessel has undergone significant enhancements in the past few years and enables the volunteers to safely complete our missions in the foreseeable future, our planning for the next vessel needs to start now. We are looking for your support, as members of the business community to support and ensure the safety of the community and it's citizens.





Why Sponsor PARA Marine Search and Rescues New Search and Rescue Boat?

High Impact: As a sponsor of the new search and rescue boat, your company will directly contribute to saving lives and making a positive impact in our community. Your support will help us respond quickly to emergencies, provide medical assistance, and ensure the safety of individuals in distress.

Enhanced Visibility: Your company logo will be prominently displayed on the website, marketing materials, and social media platforms. This will provide your brand with increased visibility and exposure to our audience of supporters, volunteers, and the local community.

Positive Public Relations: By sponsoring the new search and rescue boat, your company will demonstrate its commitment to corporate social responsibility and community engagement. This will enhance your company's reputation and showcase your dedication to supporting important causes that align with your values.

Exclusive Benefits: As a corporate sponsor, your company will receive exclusive benefits, such as naming rights for the search and rescue boat, VIP access to events and training sessions, and recognition in press releases and media coverage.

Sponsorship Overview

Level	TITLE \$500,000 +	PLATINUM \$100,000-\$250,000	GOLD \$50,000-\$99,999	SILVER \$25,000-\$49,999	BRONZE \$10,000-\$24,999	COMMODORE'S CIRCLE \$5,000-\$9,999	COXSWAIN'S CIRCLE \$2,500-4,999	CREW'S CIRCLE \$1,000-\$2,499
Benefit								
Naming rights to new vessel*	✓							
Exclusive sponsorship rights for an entire event program	✓	✓						
VIP access to event and training sessions	✓	✓	✓	✓	✓			
Invitation to VIP event		✓	✓	✓	✓	✓	✓	
Invitation to special event						✓	✓	✓
Vessel ridealongs	✓	✓	✓	✓				
Complimentary booth at the unit Waterfront Festival	✓	✓	✓					
Customized recognition package	✓	✓	✓	✓	✓			
Prominent placement of company logo on marketing and promotional materials	✓	✓	✓	✓	✓	✓		
Recognition of sponsorship level in marketing and promotional material	✓	✓	✓	✓	✓	✓	✓	✓
Company logo on marketing materials	✓	✓	✓	✓	✓	✓	✓	✓
Logo recognition on Community Trailer Boards	✓	✓	✓	✓	✓	✓	✓	
Recognition of sponsorship level on Website and social media	✓	✓	✓	✓	✓	✓	✓	✓
CRA Tax Receipt	✓	✓	✓	✓	✓	✓	✓	✓

PARA Marine Search & Rescue

Interim Statement of Financial Position
As at September 30, 2023 and December 31, 2022

<i>As at</i>	Note	September 30, 2023	December 31, 2022
ASSETS			
Current:			
Cash and term deposits		\$ 28,756	\$ 41,390
Marketable Securities		302,091	334,573
Accounts receivable		48,866	41,339
Prepaid expenses	6	6,391	37,739
		386,104	455,041
CAPITAL ASSETS	4,5	115,856	115,856
Total Assets		\$ 501,960	\$ 570,897
LIABILITIES AND NET ASSETS			
Current:			
Accounts payable and accrued liabilities	5	\$ 5,648	\$ 8,645
DEFERRED INCOME	7	241,885	100,223
		247,533	108,868
NET ASSETS			
General Fund	8	254,427	462,029
		\$ 501,960	\$ 570,897

PARA Marine Search & Rescue

Interim Statement of Revenues and Expenditures
For the nine months ended September 30, 2023

	Nine months ended BUDGET September 30, 2023	
	2023	
REVENUES		
Contributions	\$ 19,395	\$ -
Region of Durham	73,600	73,600.00
Donations	8,739	
Investment Income	1	
Gain (loss) on disposal of Capital Assets	-	
Unrealized gain (loss) on investment	17,519	
	\$ 119,254.00	\$ 73,600.00
EXPENDITURES		
Repairs and maintenance	\$ 140,434	\$ 29,500.00
Fuel	10,993.00	15,000.00
Insurance	11,752.00	11,950.00
Office	10,601.00	3,650.00
Storage	8,242.00	8,000.00
Professional Fees	1,500.00	5,500.00
Advertising and promotion	650.00	-
Training	1,020.00	-
Amortiazation	-	-
	\$ 185,192.00	\$ 73,600.00
EXCESS OF REVENUES OVER EXPENDITURES	\$ (65,938)	

PARA Marine Search & Rescue Board of Directors Fall 2023 Banking Resolution

As the TD is no longer supporting the type of Mutual fund account held by the Association, (see attached notice) and a change is required to the account, and that the TD Canada Trust has not financially supported the Association whereas the Canadian Western Bank has (2,500 in 2022). The Executive proposes that the following changes be made to the Associations banking arrangements.

1. The Association open a Business Checking account with Canadian Western Bank for day to day transactions of the Association
2. The Association open a Business Savins Account with Canadian Western Bank for investment of funds which may be required on a short term notice (repairs to vessel above current funds in checking account)
3. The Association open a Flex Notice Account with Canadian Western Bank for Long Term savings (New Boat Fund). These funds are available upon a 93 day notice.
4. The Designated Signatories be set at 4 (any 2 to sign) on the above accounts. Signatories be designated at this time as:
 - a. Colin Thompson, Commodore
 - b. Ivan Barsby, Vice Commodore
 - c. Robert Anderson, Board Member
 - d. Jennifer McGuinty, Treasurer/Secretary,
5. Attached are documents with Canadian Western Bank's fees and accounts

BE IT RESOLVED THAT:

1. The Association is authorized to open a Business Checking Account, a Business Savings and a Flex Notice Account (the "Accounts") with Canadian Western Bank (the "Institution") and the following company agents (the "Designated Signers") are authorized to sign for and on behalf of the Association any and all cheques, drafts or other orders with respect to funds of the Association in this Account:

Colin Thomson
Robert Anderson
Ivan Barsby
Jennifer McGuinty

The Designated Signers are authorized to transact any and all other business with the Institution deemed by the Designated Signers to be reasonable and advisable except the borrowing of money or the obtaining of credit in any form or the use of any of the assets of the Association as any type of security or collateral. The Secretary of the Association is directed to communicate this authority and the relevant signatures to the Institution, and to ensure proper enforcement of this resolution.

2. the Association's Banking Current Account No. 0000393 with TD Canada Trust, Morning Mall, be closed and the amount lying in the said account be returned to the Association by way of issuance of Bankers' Cheque or transfer to other Chequing Account in the name of the Association, and the Mutual Fund Account 9731411 with TD Investment Services Inc., Liverpool Pickering, be closed and the amount lying in the said account be returned by way of issuance of Bankers' Cheque or transfer to other investment account in the name of the Association.

Passed October 11, 2023 at a meeting of the Board of Directors.

Not-for Profit Organizations Banking

Custom banking plans for every cause

- Make the most of every dollar with a banking package tailored to fit your mid-sized not-for profit organization or larger charity.
- Your custom banking plan includes:
 - Market competitive savings options
 - Reliable lending solutions
 - Access to tools that help you to manage your everyday banking and improve cash flow



- Work with a financial partner equally committed to improving our communities. Ask us about our CWB Community Giving program.