

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

04 November 2025, 19:00 pm (EST)

In Person: Maurice Brenner
Colin Thomson
Rhonda Mulcahy
Lisa Bower
John Rycroft
Rob Anderson
Keenan Watters
Gary Endicott (GUEST)
Justin Tumino (GUEST)
Kevin Gibbs (GUEST)
Ivan Barsby (GUEST)

Virtual: Eleonore Edwards
Clint Scott

REGRETS: Samuel Cummings;
Jennifer McGuinty (Treasurer and Secretary)

Maurice Brenner declared the meeting open at 7:06.

Declaration of Interest

Colin Thomson declared a conflict of interest with two vendors to be discussed: Orange Force Marine and IAMSAR Solutions – to abstain from vote

Approval of Past Minutes

Regretfully the minutes were not available for approved due to computer issues.

Commodore's Report
(see Attachments)

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

- Announcements of Organizational Change
- Update on CCGA appointments and involvements
- Recognition of Board Members including
 - 5 Years of Service
 - CCGA Certification of Recognition
 - PARA Marine SAR Board Service Recognition for Members Standing Down
- Closure of lawsuit related to incident in Spring 2021
- Overview of 2025 Seasonal Operations including draft Durham Region Report

Discussion was held on our approach to new member recruiting including how we currently attract new members and a suggestion from John Rycroft to put up posters in local yacht clubs as another option to drive interest.

ACTION ITEM: Explore the possibility to put up promotional posters in yacht clubs – Assigned to Justin Tumino

Discussion was held about possibility of staying in the water all season and how we would ensure the vessel could handle the cold weather. Justin Tumino talked about what would need to be included in a new vessel's configuration.

Discussion on the tasking highlights this year including the last two at the same point off Richardson Point.

Discussion on training proposal for additional funds to cover multiple training initiatives including:

- Classroom courses to improve the SAR fundamentals of all our members. The course would be run by IAMSAR Solutions with Craig taking the lead to organize
- Advanced Operators course to provide additional classroom and helm/navigational input to provide our more experienced members with an opportunity to continue to learn. Ivan taking the lead.

Rhonda Mulcahy moved and Rob Anderson seconded a motion to hold a vote on whether we should move forward with this training.

Motion Carried

Discussion on the offseason projects outlined in the Commodore's report. Total ~ \$16,000 with no plan to take funds out of savings.

John Rycroft moved and Keenan Watters seconded a motion to move forward with this offseason work.

Motion Carried

Discussion on VHF radio issue which is impacting our ability to talk to Prescott on VHF radio while on the lake, especially when inside the two harbours (Frenchman's Bay and Whitby). Ideally CCG would install another antenna or add one to the CN Tower. Rhonda Mulcahy mentioned the conversation we had with MP Ryan Turnball while out on the water and it was clear that he was listening and understood the concern.

Discussion on how to proceed with the Business Community and memberships in Whitby and Ajax/Pickering groups. Rhona Mulcahy suggested she can reach out to the Whitby Chamber of Commerce and put us forward for the non-profit award. Clint Scott suggested that as this is our only connection to the business community it makes sense to try for one more year to see if we can leverage them more.

ACTION ITEM: Explore the relationship with these groups – Assigned to Justin Tumino

Discussion on feedback from the municipality submission of letters to federal government for a new vessel. There was push back from CCG to CCGA that these requests should come via the appropriate chain of command up to the CCGA leadership. Justin Tumino suggested the municipalities look to add to multiple year budgets a portion of funding which could build up to a new vessel in 3 or 4 years. It was identified that this would require the mayor's endorsement as they own the budgets. With an election year coming this would be best discussed with the mayor's in waiting in the new year. Focus on key stories and present the key taskings (e.g., unicorn story; kayaker off Frenchman's Bay).

ACTION ITEM: Presentations to councils in March to focus on facts of what we do with no specific ask – Assigned to Colin Thomson / Justin Tumino

ACTION ITEM: Meet with Mayors in Waiting in 1-1 meetings, January timeframe, to discuss inclusion in budgets post election – Assigned to Colin Thomson / Municipal Reps

Discussion of DND presence and intentions in Durham Region.

ACTION ITEM: Colin to introduce OIC to Keenan and Rhonda.

Discussion on Frenchman's Bay ownership and confirm there is a conditional buyer which is the City of Pickering.

Industry Advisor Comments

Discussion on the need to place buoys at key points along the shoreline. Keenan Watters talked about the number of boats increasing that are limping into PWM after hitting rocks in unexpected places. Agreement to have each municipality reach out to CCG to suggest adding buoys in key locations. Keenan Watters and Ivan Barsby to help gather information to be shared with the municipalities.

ACTION ITEM: Municipal Reps to reach out to CCG to encourage placement of buoys on key shallow points in communities – Assigned to Ivan / Keenan to provide information and Municipal Reps to action

Update dredging which will finish in the spring.

Financial Report

Draft unaudited Financial Statements for the period ending October 31 2025 were reviewed as distributed. Investment options were discussed and how to best proceed.

Recommendation to talk to Samuel given his experience was tabled and agreed.

Rhonda Mulcahy moved, that the financial report be accepted as distributed, Lisa Bower seconded.

Motion Carried

Other Business

There was no other business

Future Meeting Dates

Date discussed for March Board Meeting as March 31, 2026 with Whitby to host the meeting.

Motion Carried

There being no further business, Colin Thomson moved; that the meeting be adjourned Lisa Bower seconded

Maurice Brenner declared the meeting terminated.

Maurice Brenner

Ivan Barsby

Approved MARCH 31, 2026

Appendixes attached:

- A1 Action Items – Nov 5 2025
- A2 Commodore Report Fall 2025
- A3 Draft Financial Report to Oct 31 2025
- A4 PARA Marine SAR 2025 Year End Report to Durham Region
- A5 BOD Agenda Nov 4 2025

Commodore Report – Fall 2025

Attachments

1. Risk Profile for Spring 2025
2. Training Quotes
 - a. IAMSARSolutions
 - b. Orange Force Marine
3. 2025 Annual Operational Report for the Region of Durham
4. Government communications
 - a. Letter from Ajax Council date 24 April 2025
 - b. Letter from Whitby Council date 2 June 2025
 - c. Email from Ajax MP dated 30 Oct 2025.

Announcements and Awards

1. Organization change supporting 2 vice commodores.
 - a. Ivan Barsby continues in the role and focus on the Operations and Admin including training and safety.
 - b. Justin Tumino has stepped up to taken on the additional role of Public Relations in addition to ensuring vessel readiness.
2. Update on CCGA appointments and involvement
 - a. Gary Endicott has assumed the role of President Central and Arctic.
 - b. Ivan Barsby has been appointed the Central Operations Manager.
 - c. CCGA approved the recommended organization changes and is actively seeking a new CEO who will over 2 sub organizations, one for Arctic and one for Central.
 - d. Other roles filled by unit members:
 - i. Mark Poray continues as the District 1 Director
 - ii. Kevin Gibbs is the current Treasurer
 - iii. Colin Thomson remains the Central Training Manager.
 - iv. 4 members are part of the honour Guard including Justin Tumino, Justin Marshall, Kevin Gibbs, Tyler Amos
3. Recognition
 - a. CCGA 5 years service awards
 - b. CCGA Certificate of Recognition.
 - c. PARA Marine SAR Board Service Recognition

Operations

1. Safety

- a. No safety emerging concern
 - b. Potential new Safety Officer will be transitioned into role in coming months. Our existing member fulfilling this is looking at retiring and moving out of province.
2. Administration
- a. Operational members
 - i. 36 / 50 (72%)
 - ii. Interviews are commencing with upwards of 17 candidates. A renewed focus will be for candidates that are immediate area to support future call outs.
 - iii. Evolving.Risk. Multiple 2ICs have left or moved to other units due to routine life changes.
 - iv. Evolving.Risk. An increasing number of coxswains are limited in availability to respond for emergency callouts.
 - b. Administrative members
 - i. 10 / 10 (100% - maximum)
 - ii. 6 board member, 1 secretary/treasurer, 1 member involved in only CCGA committees, 1 board member / CCGA district role, 1 fundraising support.
 - iii. Board members transitioning to an advisor role, will no longer require to be CCGA members.
3. Operations
- a. Vessel Availability.
 - i. 99.6% up from 91.5% in 2024.
 - ii. Vessel remains in emergency status until on or around 15 Nov 2025
 - iii. Reminder our mandate is:
 - 1. Launch depending on weather in early April to be one of the first vessels on the water.
 - 2. May long weekend to October long weekend.
 - 3. Weekday patrols cease following September long weekend.
 - 4. Remain in service as long as possible but weather dependent.
 - b. Tasking
 - i. Completed 26 taskings as of today. Lower than the previous years as the other local units are increasing their readiness and availability for taskings by JRCC. TSAR completed 27 while COMRA had 8 taskings this year.
 - ii. Highlights (for further information see the 2025 Durham Region Report)
 - 1. Search for swimmer (Ajax/Whitby)
 - 2. Search for missing PWC operator (Scarborough). Functioned as On Scene Coordinator working with Toronto Marine and Fire Services.
 - 3. Sailboat on Fire (Clarington)
 - 4. 2 separate taskings off Richardsons Point (Ajax)
 - iii. See Appendix B, C, D for graphics of locations, numbers and coverage map.
 - c. Vessel Monitoring

- i. The Hefring Marine monitoring system is now installed, and crews are being briefed on its capabilities. Focus is on teaching boat handling in heavy weather and reducing the impact of crashing through waves.
 - ii. Volvo remote diagnostic tool was also installed to improve communications with the mechanic (Toronto Yacht Services)
 - iii. Options are being explored to expand remote monitoring capabilities including satellite internet capability.
 - d. Interaction with Durham Regional Police Services - DRPS
 - i. We interacted with upper management several times. Communications are ongoing as the marine unit undergoes personnel changes once again.
 - ii. The DRPS command centre implementation has been delayed but the intention is still there for the unit to be an active asset.
 - iii. Presentation was given to the Durham East division (Clarington) along with COMRA. A Ride-along was conducted with the Durham West (Pickering) management in the fall. Expect to be invited for presentations to Durham West in the spring. Open invite for a ride-along with Central (Whitby)
 - e. Training
 - i. Standard annual CCGA training program (Phase 1 in spring and Phase 2 in fall) was executed.
 - ii. CCG & 424 - 2 exercises were conducted off Clarington, near the Darlington Power station. 2 helicopter training sessions were conducted off Pickering / Ajax.
 - iii. Municipal Fire - no exercises were executed in 2025. Discussions are underway to get involved for 2026 plans.
 - iv. DND - HMCS York is building a presence in Durham Region.
 - a. Focus is to have a training facility and capability in the Oshawa / Whitby area.
 - b. Have recommended that the OIC have discussions with Port Whitby Marina
 - c. Discussions are underway for a spring exercise in Durham Region.
 - v. Potential Future new external training:
 - a. SAR capabilities. This includes weekend workshops on SAR Fundamentals based on IAMSAR manuals; On-Scene Coordinator and SAR Exercise planning training.
 - b. Advanced Operator training for non-RHIB operators.

Emerging Funding Request;

- a. The intent is to request a one-time funding from the City of Pickering to develop and the execute pilot courses in 2026. Estimated value \$50k.
- b. Annually these training course costs be added to Durham Region budget. Estimated annual value \$15K.

Notice;Potential.conflict.of.interest.

- a. There exists for me, Colin Thomson a conflict due to either current or past business relationships with the potential vendors: Orange Force Marine and IAMSARSolutions.
- b. As such, I have asked Ivan Barsby and Craig Newell to be the lead for discussions and contracts with the vendors.

Vessel Readiness

1. Vessel Performance
 - a. No significant issues to report. Typical maintenance items were addressed as needed.
2. Offseason Projects
 - a. See Appendix A for proposed projects for an estimate value of \$13K excluding the storage costs.
 - b. This will be managed accordingly aligned to cash flow and minimize the need to remove funds from long term savings.
3. Major Equipment Purchases (Over \$2500)
 - a. Handheld FLIR with WIFI capability: Cost \$3500. This would facilitate the use of a handheld FLIR to complement the existing fixed mounted FLIR. It would be able to stream the video to the Raymarine displays for others to see the imagery. Application would be for additional capability during searches. (Note this was approved in the Spring but never purchased)
4. Other Comments
 - a. Insurance claim from tree strike in 2024 was finally closed. The repair to the steering and outdrives (replacing U joint) were assessed in spring and were accepted by all parties, the unit, Toronto Yacht Service and insurance assessor. Funds (~46K) were received from the CCGA.
 - b. Despite replacing both VHF radios with new units from a different manufacturer (ICOM) and redoing/replacing antennas and wiring, we are still experiencing VHF communication problems. We are not the only unit / vessel experiencing these issues and it appears to be a broader problem on the Great Lakes. Inquires are being made with management in CCG. In parallel, the challenges are being communicated to supporting MPs. Next steps will including reaching out to the respective CCG departments responsible for the communications infrastructure.

Public Relations

1. Community Events
 - a. Our standard events were completed with the following highlights:

- b. Participated in Safety days for Pickering and Ajax.
 - c. There was no event support for Canada Day.
- 2. SOMCAN Golf tournament
 - a. It was a major success. Held at Deer Creek Golf course in Ajax, the event raised \$30k for the unit.
- 3. Awareness Presentations
 - a. CANBOAT session at Port Whitby Marina
 - b. Highland Yacht Club was completed in August.
 - c. DRPS East Division with COMRA in October.
 - d. RCYC will be conducted with TSAR on November 25
- 4. Business Community
 - a. The unit continues to hold membership in both the Whitby Chamber of Commerce and Ajax Pickering Board of Trade.
 - b. No sponsoring activities occurred.

ADVICE.REQUESTED: is there value to maintain the membership?

Strategic

- 1. Board Changes Update
 - a. Posting for roles outlined in the spring did not occur. However, recently a social media posting was made to solicit interest for potential board members. The response has been slow for responses.
 - b. Would like to focus on board members that have experience in philanthropy and fundraising first and then find resources to support that activity.
 - c. The unit would like to formally thank:
 - i) John Rycroft for his years of service.
 - ii) Keenan Waters who will move to an advisor role.
- 2. Government Relations
 - a. Letters were sent from both Ajax and Whitby councils to the Federal government expressing the need for the federal government to support major capital asset procurement. Ajax letter was sent to the former MP for Ajax but then shared with the current MP, Jennifer McKelvie . Whitby letter was sent to the Minister of Public Safety. Other local municipalities and MPPs were also copied on the communications.
 - b. Pickering letter is currently pending.
 - c. MP ride-along(s) were completed for the Ajax and Whitby MPs. Pickering-Brooklin MP ride-along is pending scheduled for Nov 7.
 - d. Impact of letters:
 - i) At least one of the letters, reached the CCG and subsequently the CCGA C&A leadership team. Unfortunately, the feedback was that these requests should have

gone with through the CCGA / CCG reporting structure versus the political route. This is now pending review by the CCGA leadership to determine next steps that are available for the unit.

- ii) See the attached email from Ajax MP outlining that her office received.

ADVICE.REQUESTED; 2026 Council presentations - is there a need ?

3. Financial

- a. Proposed increases to Durham Region operating budget:
 - i) \$15K for training as outlined above.
 - ii) Now includes budget for annual indoor storage.
- b. Funds from CCGA - \$20,900
 - i) Training: ~ \$13300
 - ii) Taskings: ~ \$7600
- c. SOMCAN funds \$30K was transferred to long term savings.
- d. Long Term Savings now has a balance of \$130K and we are looking at the investment options once the transition from CWB platform is completed to the National Bank platform.

4. Fundraising

- a. Municipal Grants - 2026
 - i) Pickering
 - (1) \$10K requested for Mayors grant as the first of 3 SAR related courses.
 - (2) proposed \$50K for training as described above to add.
- b. Whitby
 - i) Received \$8000 in the spring as a lead grant recipient for 2025. I attended and spoke at the Whitby Mayors Gala event in September.
 - ii) 2026 application not submitted yet. Item and amount TBD but will be limited to the lower grant amount, approximately \$5K (not a lead grant)
- c. Ajax
 - i) Attended the Ajax Mayors Gala.
 - ii) Service grant for 2026 not submitted yet.

APPROVAL.REQUESTED for Municipal Grant Strategy

Unit Risk Profile

- 1. Strengthen the organization.
 - a. LOW - DECREASING- There is a risk of negative reputation resulting from personal injury lawsuit.

- i) **BACKGROUND:** The individual who was injured in a towing incident in 2021, 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.
 - ii) **UPDATE:** The unit was informed that the lawsuit was settled and is now closed.
- 2. Develop our crews.
 - a. **LOW - INCREASING** - There is a risk that crew leadership development will not meet with the demand to replace 2ICs and coxswains.
 - b. **UPDATE** - due to loss of 2IC members, our in-house development focus needs to continue.
- 3. 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.
 - i) **UPDATE:** Focus remains on finding board members to provide strategic direction
 - b. **MEDIUM- DECREASING** - There is a risk that the annual maintenance program (including refits) has cost and schedule over runs.
 - i) **UPDATE:** No change monitoring the tariff impact
 - c. **LOW - NO CHANGE** - There is a risk that commercial towing operations in the area may reduce tasking income.
 - i) **UPDATE:** Monitoring the situation.
- 4. Ensure SAR Readiness
 - a. **EMERGING RISKS** - there are 3 potential long-term risks that I would like to table for thought and discussion. These are strategic risks which would impact our SAR readiness but are outside of the unit's control and will evolve over time. There will be significant impact if they come to fruition. I would like to assess these risks over the coming months for a deeper discussion with the board members.

Objective	Risk Title	Description
Ensure SAR Readiness	There is a risk that the unit will not be able to maintain a sustainable base of operations in Pickering due to uncertainty of the bay ownership leasing to the yachts club, and the operations of the Marina.	The Pickering Harbour Company is still wishing to sell the marina and their portion of the bay. No buyers at the current time however both the province and city have expressed interest in public ownership. FBYC owns only a portion of the club lands but also lease from the PHC in addition to the Toronto Region Conservation Authority (TRCA)

Ensure SAR Readiness	There is a risk that the unit will not be able to maintain a sustainable base of operations at FBYC due to concerns of the long-term viability of the yacht club.	In addition to the uncertainty of the future of the bay, the membership at FBYC is declining and is at a risk of reaching a critical low. Without the minimum membership, the club may not be viable long term. PARA Marine would need to seek an alternate base of operations. This risk mitigation is managed by the club and will be monitored accordingly.
Ensure SAR Readiness	There is a risk that the unit will lack the necessary supporting marine industry due to continued residential development on waterfront properties in Durham Region	New developments are continuing to be built along the waterfront areas. The face of the waterfront is evolving and will be different in the 10-15 years.

Appendix A – List of offseason projects

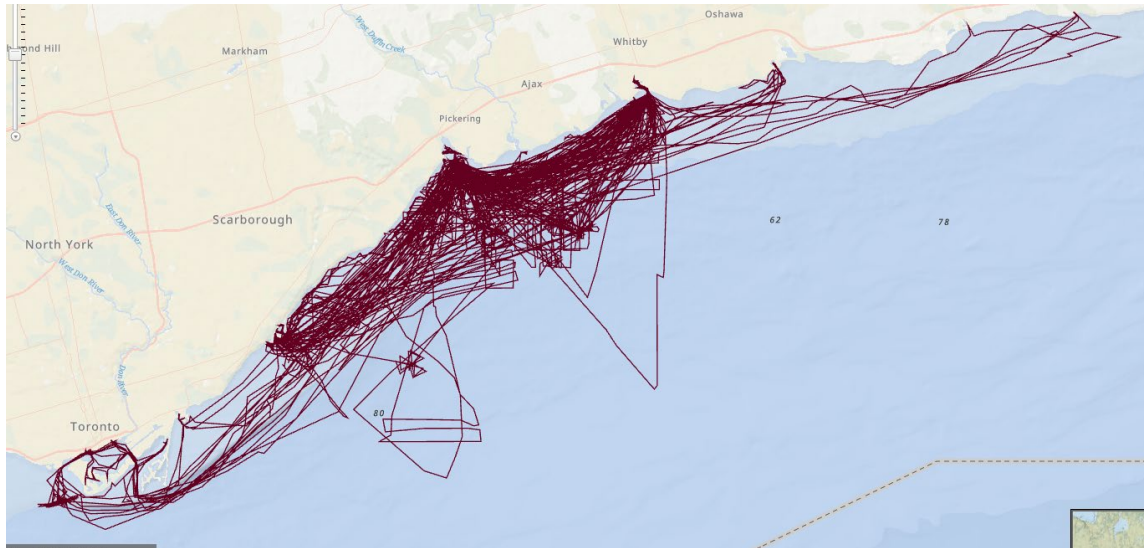
Project Task	Vendor	O&M Storage Cost	O&M Cost	Savings investment
Indoor Storage	Port Whitby Marine Centre	\$8750		
Paint Repair / Touch base	Port Whitby Marine Centre		Warranty	\$2000
Electrical Relay upgrade (was approved in spring)	Marco Heitz			\$2000
Shockwave Seat Refurbishment	Shockwave / Maintenance Team		\$5000 (optional)	
Forward Hatch Refurbishment	MAS Plastics		\$500	
Prop Testing	Kawartha Propellor		\$1000	
Windshield defroster	TBD			TBD
Secure Internal Network	Maintenance Team			\$500
Other Minor improvements	Various / Internal team			\$1000
	Total	\$8750	\$6500	\$5,500

Appendix B – Tasking Annual Statistics and Tasking Locations

See the 2025 Annual Report to Durham Region

Appendix C – Geographic Coverage Map

1. For cumulative past years, see the 2025 Annual Report to Durham Region
2. This year's coverage 2025





PARA Marine Search and Rescue

682 Hillview Crescent
Pickering, ON L1W 2R7

www.paramarinesar.ca | info@paramarinesar.ca



2025 Annual Operational Report for the Region of Durham

1. Key Performance Indicators:

KPI	Unit	2025	2024	2023	2022	2021	2020	2019	2018	2017
Operational Metrics										
Safety	#	0	0	0	2 (a)	1	0	1	0	0
Vessel Availability	%	99.60	91.50	92.82	96.37	96.89	99.39	93.75	95.75	96.66
Response time	Min	8.04	12.04	9.79	14.48	17.51	23.18	12.53	21.37	11.0
SAR Missions	#	26	29	31	34	34	38	15	27	14
Membership (maximum 50)	%	78	92	96	74	86	96			
Volunteer Commitment										
Community Service (Total)	Hours	7,437	6,901	6,206	5,339	4817	3,039	8,400	7,705	8,940
Taskings (outside of Patrols)	Hours	324	207	220	387	271	401	79	375	83
Patrols	Hours	2,646	2,614	2,314	2,468	2531	0	3401	3880	4105
Maintenance	Hours	856	784	1,143	302	246	305	316	414	342
Training	Hours	1,339	1,558	1,373	1,058	1008	1171	2110	1726	1787
Administration	Hours	800	628	645	470	675	468	1282	744	1629
Community Development	Hours	743	704	581	448	70	387	1229	566	994
Community Financial Support										
Operational Funding (Durham Region)	\$	103K	83.2K	73.6K	66K	63.5K	59.8K	52.5K	43.4K	41.9K
Other Funding (grants, service agreements, service fees, donations in kind)	\$	78K	61K*	38.8K	118K	52K	63K	80K	53K	50K

NOTE: * \$26K (Total 46K) was an insurance claim due to log strike.

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.

3. Financial

- The Region installment for 2025 was delayed to August versus the typical May.

4. Return on Investment:

- Actual 2025 Operations budget from Durham Region = \$105K. Requesting increase for next year due to increased storage costs, fuel costs, proposed training improvements and equipment cost increases.



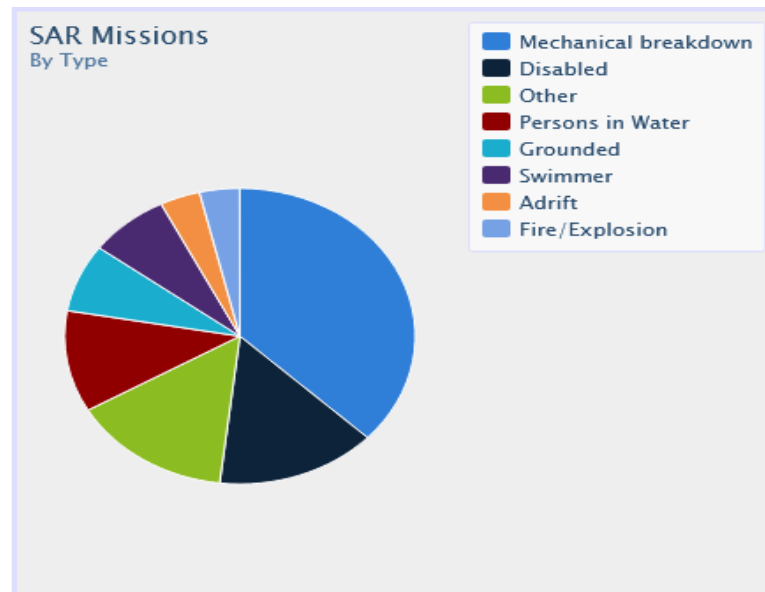
PARA Marine Search and Rescue

682 Hillview Crescent
Pickering, ON L1W 2R7

www.paramarinesar.ca | info@paramarinesar.ca



- b. Potential Budget: For every \$1 spent on supporting the unit, it would cost an estimated \$37 for a staffed equivalent organization. ($\$37 \times \$74,000 = \$2.7M$)
 - 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 = $\$2.7M + \$400K - \$83K = \$3.17M$
5. General Observations
- a. Response time was on average 8.04 minutes (24.4 when not on patrol), similar to last year.
 - b. 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.
 - c. 29 missions, from the Toronto Islands to Oshawa. Tasking breakdown:

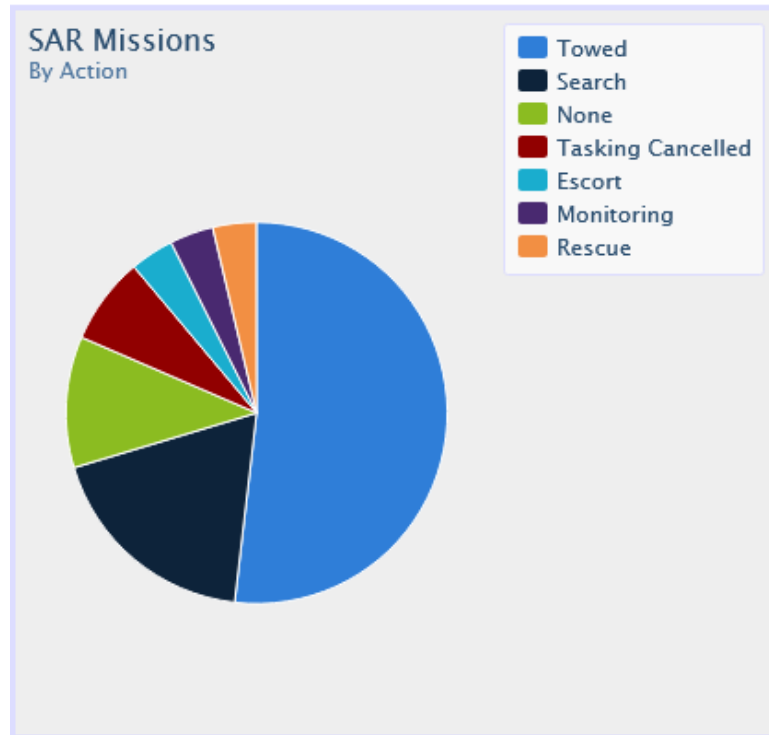




PARA Marine Search and Rescue

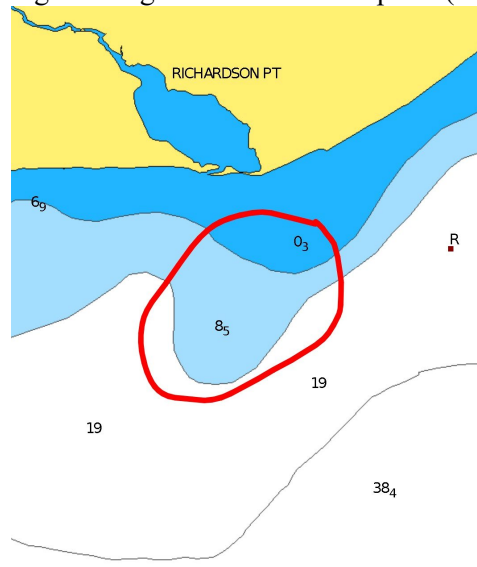
682 Hillview Crescent
Pickering, ON L1W 2R7

www.paramarinesar.ca | info@paramarinesar.ca



d. Notable tasking missions included:

- i. 2 taskings for groundings off Richardson's point (End of Shoal Point Road / Audley Rd S in Ajax)



- ii. 2 multi-supplement taskings for persons in the water



PARA Marine Search and Rescue

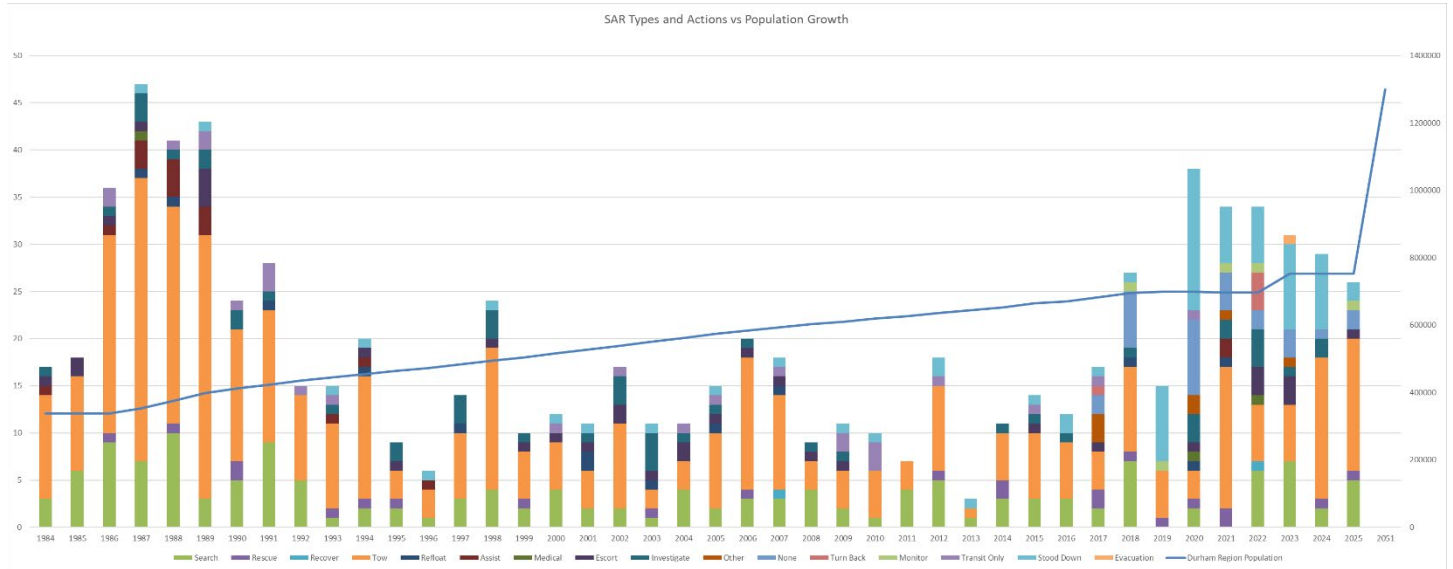
682 Hillview Crescent
Pickering, ON L1W 2R7

www.paramarinesar.ca | info@paramarinesar.ca



APPENDIX A: Statistics

Yearly Statistics as of 2025



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

Volunteers providing excellence in marine search & rescue since 1967



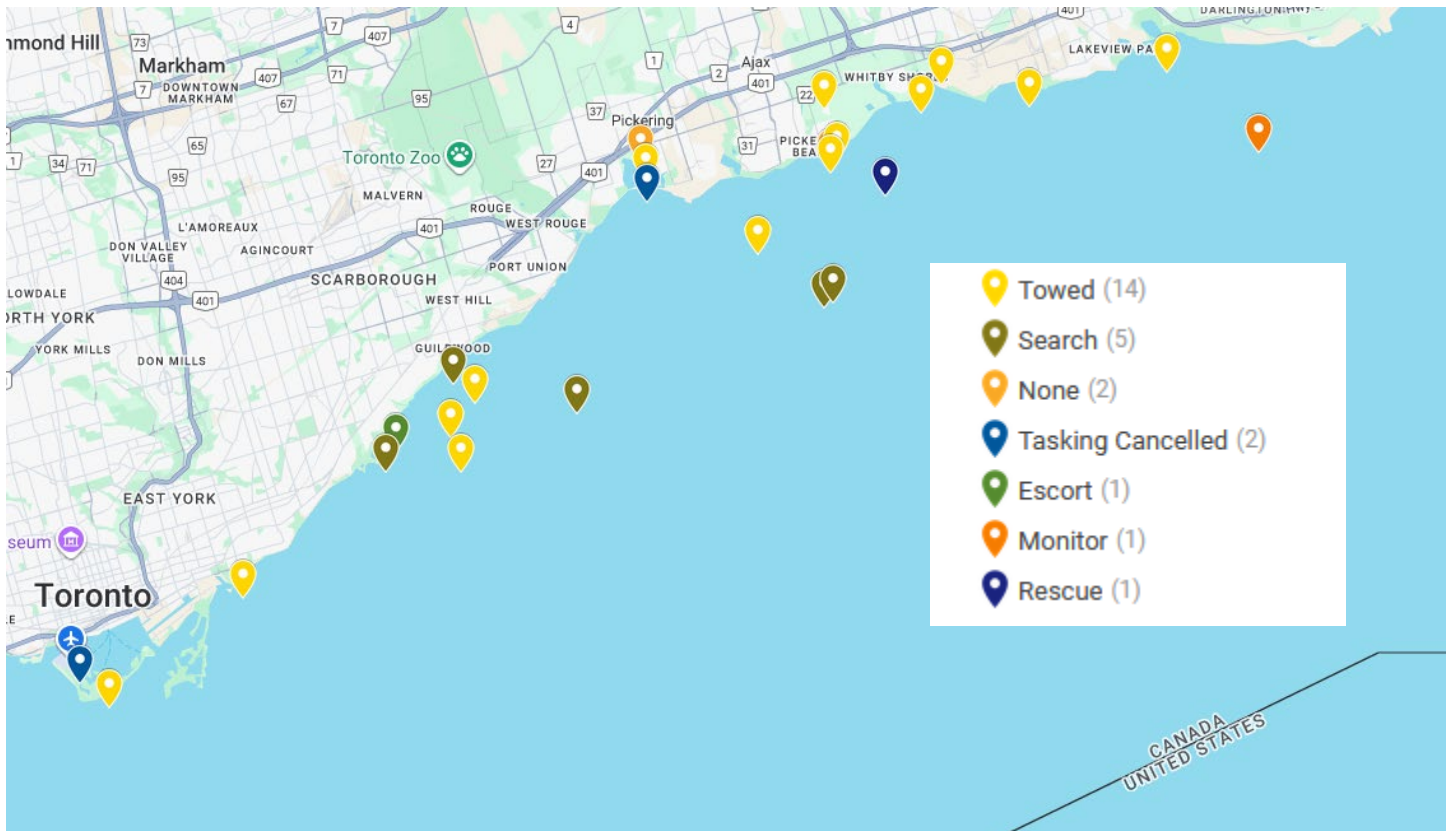
PARA Marine Search and Rescue

682 Hillview Crescent
Pickering, ON L1W 2R7

www.paramarinesar.ca | info@paramarinesar.ca



2025 General Tasking Locations





PARA Marine Search and Rescue

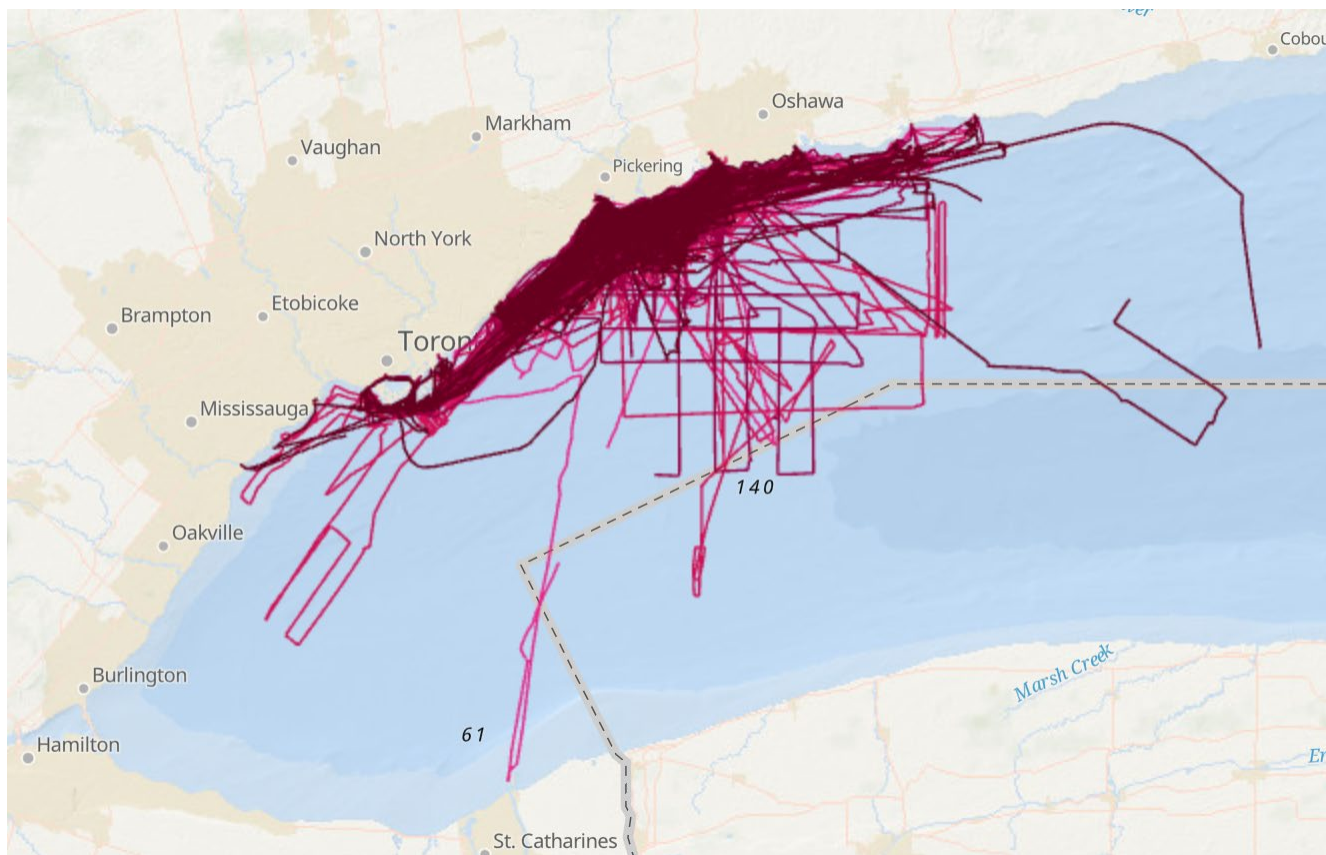
682 Hillview Crescent
Pickering, ON L1W 2R7

www.paramarinesar.ca | info@paramarinesar.ca



Area Coverage for 2021-2025

NOTE: Darker red is most recent 2025 tracks.



Advanced Operator Course Learning Objectives

Coxswain Training

- Command & Control
- Situational Awareness and Decision Making
- Prioritization
- Safety Considerations
- Knowledge of own limitations

Operational Risk Management

- Mission Priorities
- Crew Safety
- Risk vs. Reward
- Hazard Identification Strategies
- Risk Identification / Assessment / Mitigation / Acceptance

Crew Dynamics

- Bridge Resource Management
- Crew Resource Management
 - During SAR and High Speeds
 - Team Coordination
 - Roles & Responsibilities
- Leadership in Operations

Communications

- Internal & External Communications
- Closed Loop Team Dynamics
- Challenge Function
- GMDSS and Radio Procedures / Best Practices
- EPIRBs, SARTs
- Practical use of VHF radio in operations
- Situation Reports (SITREPS)
- Communications with survivors
- VHF communications when working with other SRUs

Vessel Operations

- Vessel Characteristics, Capabilities & Limitations
 - Propulsion characteristics
- Pre-Sail Checks & Propulsion checks
- Operation of all Vessel Systems
- Rules of the Road and Collision Regulations
- Electronic Navigation
- Radar - Navigation & Collision Avoidance
- Voyage Planning

- Marine Weather
- Tides & Currents
- High Speed Operations
 - High Speed Avoidance maneuvers
 - Crew Safety
 - Forces and Impacts
- Rough Weather Operations
 - Handling in a Head Sea / Following Sea / Beam Sea / Quartering Sea
 - Chine Lock
 - Operating in High Wind / High Current Environments
- Night Operations
 - Search light and Illumination employment
 - Crew safety
- Restricted Visibility Operations
- Shiphandling
 - Alongsides and Departures
 - Emergency Stops
 - Emergency Turns
 - Operations in Wakes
 - Operations in Shallow Water and Surf Zones
 - Shoreline approaches
 - Using the Environmentals
 - Holding Station
 - Approaching a Disabled / Drifting Vessel
- Towing approaches
- Towing Hazards
 - Girting
 - Pivot Points
 - Crew Safety
- Vessel Stability Considerations
- Use of Cranes / Davits / Lines
- Equipment Stowage & Secure for Sea
- Anchoring
- Basic Vessel Engineering and Mechanical / Electrical Considerations
 - High RPMs, High Speeds, High Heat, Fuel considerations
 - Steering System
 - Propulsion systems
 - Electrical systems
 - Maintenance and Inspection Regimes
- Onboard Emergency Responses
 - Fire
 - Flood
 - Collision
 - Grounding

- Casualty
- Mechanical Failures
 - Loss of Propulsion
 - Loss of Steering
 - Loss of Electrical Power
 - Overheating
- Capsize
- Abandon Ship
- Environmental Response

SAR Operations

- Electronic Searches
 - DF Homing, Radar, SART
- Maximizing visual searches
- Maximizing of SAR Patterns
- Working with Aircraft
 - Hoisting
 - Sighting Investigations
 - Communications
 - Combined search patterns
- SAR Seamanship
- Recover PIW
- Pacing
- Sighting Investigations
- Datum Marker Buoy (DMB) use



PARA MARINE SAR UNIT: FUNDAMENTALS OF SAR (FSAR)

DURATION: 2 days, can be aligned on weekends

TIMEFRAME AND DELIVERY TYPE: Q1 2026 onwards, online or onsite

LEARNING OBJECTIVE: Develop a basic knowledge of SAR worldwide and JRCC operations, effectively communicate with the SAR Mission Coordinator

GENERIC CONTENTS:

- The SAR system globally
- Canada SAR system and CAMSAR
- Dealing with JRCC and SMCs
- Basic SAR operations
- Search Patterns
- Maritime incidents
- Maritime search planning
- Search effort allocation
- Cospas-Sarsat
- GMDSS

VALUE ADDED TO PARA MARINE SAR UNIT:

- Gather a better understanding of the SAR system in Canada, how all SAR partners work together, and SAR operations
- Provide a more robust background for SRU crews in the understanding of their roles in SAR incidents

COURSE DELIVERY FEE: \$9,950 CAD for first course, \$5,450 CAD for subsequent courses in 2026

613 Huyck's Point Road, Wellington, Ontario, CANADA
Tel. : 613 885-6100 Email: jean@iamsarsolutions.com
www.iamsarsolutions.com



ADDITIONAL FINANCIAL INFORMATION

1. The following additional passthrough costs are applicable for onsite delivery in Pickering:
 - Instructor travel from home to nearest airport (if applicable) or training location if by car based on mileage at \$0.60 per km
 - Air travel Economy if less than 6 hour flight
 - Accommodations onsite
 - Meals based on a flat rate of \$120 CAD per day
 - Local transportation if required
 - Flat fee of \$300 per travel day
2. Purchase Order (PO) required from PARA MARINE SAR
3. Payment terms are NET 15-day via e-transfer or wire transfer for all course delivery
4. 13% HST is applicable
5. Courseware material can be reused by CCGA Para Marine SAR to conduct internal training sessions for CCGA Para Marine SAR personnel only. A yearly courseware update/license renewal fee of \$5,000 CAD is applicable.

NOTES:

- There are no minimum number of students per course. The maximum number of students on FSAR is 24. Larger groups may require additional instructors at an additional cost
- The FSAR is the first prerequisite course towards any other SAR courses
- Delivery is normally scheduled on weekends which aligns with unit personnel availability but can also be modified upon request
- PARA Marine SAR is to provide a suitable classroom environment
- Our closest instructors are all former JRCC SMCs located in Sudbury and Ottawa primarily
- Personnel attending will receive a course report for record-keeping

613 Huyck's Point Road, Wellington, Ontario, CANADA
Tel. : 613 885-6100 Email: jean@iamsarsolutions.com
www.iamsarsolutions.com



PARA MARINE SAR UNIT: ON SCENE COORDINATOR (OSC)

DURATION: 2 days, can be aligned on weekends

TIMEFRAME AND DELIVERY TYPE: Q1 2026 onwards, onsite only

LEARNING OBJECTIVE: Be capable of effectively assuming the duties of an OSC as appointed by the JRCC SMC

GENERIC CONTENTS:

- Role of the OSC
- Record-keeping
- SRU capabilities
- Search area determination
- Search action plan
- Communications
- SITREP
- Search effort allocation
- Mini tabletop exercise

VALUE ADDED TO PARA MARINE SAR UNIT:

- Provide SRU Commanders the knowledge, skills and ability to fulfill the role of OSC when Primary SAR assets are not available
- Enable better coordination in multi-SRU environments
- Provide SRU Coxswains with additional skills in better understanding and performing their roles on multi-SRU taskings

613 Huyck's Point Road, Wellington, Ontario, CANADA
Tel. : 613 885-6100 Email: jean@iamsarsolutions.com
www.iamsarsolutions.com



COURSE DELIVERY FEE: \$9,950 CAD for first course, \$5,450 CAD for subsequent courses in 2026

ADDITIONAL FINANCIAL INFORMATION

1. The following additional passthrough costs are applicable for onsite delivery in Pickering:
 - Instructor travel from home to nearest airport (if applicable) or training location if by car based on mileage at \$0.60 per km
 - Air travel Economy if less than 6 hour flight
 - Accommodations onsite
 - Meals based on a flat rate of \$120 CAD per day
 - Local transportation if required
 - Flat fee of \$300 per travel day
3. Purchase Order (PO) required from PARA MARINE SAR
4. Payment terms are NET 15-day via e-transfer or wire transfer for all course delivery
5. 13% HST is applicable
6. Courseware material can be reused by CCGA Para Marine SAR to conduct internal training sessions for CCGA Para Marine SAR personnel only. A yearly courseware update/license renewal fee of \$5,000 CAD is applicable.

NOTES:

- There are no minimum number of students per course. The maximum number of students on OSC is 12. Larger groups may require additional instructors at an additional cost
- The FSAR is a prerequisite to this course
- Delivery is normally scheduled on weekends which aligns with unit personnel availability but can also be modified upon request
- PARA Marine SAR is to provide a suitable classroom environment
- Our closest instructors are all former JRCC SMCs located in Sudbury and Ottawa primarily
- Personnel attending will receive a course report for record-keeping

613 Huyck's Point Road, Wellington, Ontario, CANADA
Tel. : 613 885-6100 Email: jean@iamsarsolutions.com
www.iamsarsolutions.com



PARA MARINE SAR UNIT: SAREX PLANNING (SAREX)

DURATION: 2 days, can be aligned on weekends

TIMEFRAME AND DELIVERY TYPE: Q1 2026 onwards, onsite only

LEARNING OBJECTIVE: Develop the skills to coordinate small to medium multi-unit exercises

GENERIC CONTENTS:

- Types of exercise
- Exercise elements
- Scenario development
- Evaluations
- Reports
- Mini-tabletop exercise

VALUE ADDED TO PARA MARINE SAR UNIT:

- Enable individual units to create better training scenarios within their own unit, or when working with other units
- Enable the development of realistic and valuable training events to improve SAR response proficiency by your units
- Provide best practices and tools to enable SAREX planning by your team (instead of having to rely on CCG/CCGA Staff)

COURSE DELIVERY FEE: \$9,950 CAD for first course, \$5,450 CAD for subsequent courses in 2026

613 Huyck's Point Road, Wellington, Ontario, CANADA
Tel. : 613 885-6100 Email: jean@iamsarsolutions.com
www.iamsarsolutions.com



ADDITIONAL FINANCIAL INFORMATION

1. The following additional passthrough costs are applicable for onsite delivery in Pickering:
 - Instructor travel from home to nearest airport (if applicable) or training location if by car based on mileage at \$0.60 per km
 - Air travel Economy if less than 6 hour flight
 - Accommodations onsite
 - Meals based on a flat rate of \$120 CAD per day
 - Local transportation if required
 - Flat fee of \$300 per travel day
3. Purchase Order (PO) required from PARA MARINE SAR
4. Payment terms are NET 15-day via e-transfer or wire transfer for all course delivery
5. 13% HST is applicable
6. Courseware material can be reused by CCGA Para Marine SAR to conduct internal training sessions for CCGA Para Marine SAR personnel only. A yearly courseware update/license renewal fee of \$5,000 CAD is applicable.

NOTES:

- There are no minimum number of students per course. The maximum number of students on SAREX is 12. Larger groups may require additional instructors at an additional cost
- The FSAR course is a prerequisite to SAREX course
- Delivery is normally scheduled on weekends which aligns with unit personnel availability but can also be modified upon request
- PARA Marine SAR is to provide a suitable classroom environment
- Our closest instructors are all former JRCC SMCs located in Ottawa and Port Stanley primarily
- Personnel attending will receive a course report for record-keeping

613 Huyck's Point Road, Wellington, Ontario, CANADA
Tel. : 613 885-6100 Email: jean@iamsarsolutions.com
www.iamsarsolutions.com



TOWN OF AJAX
65 Harwood Avenue South
Ajax ON L1S 3S9
www.ajax.ca

Honourable Mark Holland, MP Ajax
1, 2 - 100 Old Kingston Road
Ajax, Ontario
L1T 2Z9
mark.holland@parl.gc.ca

Sent by E-Mail

April 24, 2025

Re: Advocating for Sustainable Federal Funding for PARA Marine Search and Rescue

The following resolution was passed by Ajax Town Council at its meeting held on April 22, 2025:

WHEREAS PARA Marine Search and Rescue (PMSAR) is a registered Canadian charity that has been operating with a dedicated team of volunteers since 1967, who have contributed thousands of hours annually to ensure the safety of individuals participating in water activities on Lake Ontario;

AND WHEREAS PMSAR annually conducts over 30 search and rescue missions in coordination with Canadian Coast Guard, from Port Credit to Port Hope. Notable rescues include the recovery of kayakers, children on floats, and searches for missing persons off the shores of Lake Ontario. The unit works alongside various other government departments including local police, fire, EMS, and Coast Guard for both Canada and the US;

AND WHEREAS PMSAR's commitment to safety, teamwork, and community has been recognized through numerous awards and recognitions;

AND WHEREAS despite its vital work, PMSAR operates with minimal federal support, relying heavily on community funding and volunteer efforts to raise funds for major capital acquisitions;

AND WHEREAS the lack of direct sustainable and predictable funding from upper-tier governments poses a significant risk to the continuity and effectiveness of PMSAR's long-term operations;

NOW THEREFORE BE IT RESOLVED THAT:

1. Ajax Council calls on the Federal Government to commit sustainable and predictable funding from the federal government to PARA Marine Search and Rescue to support the organization's long-term operational needs, including vessel and equipment replacement, and for the continued safety and protection of residents on Lake Ontario; and
2. Ajax Council encourages all Durham municipalities and the City of Toronto to bring forward similar motions advocating for sustainable support for PARA Marine Search and Rescue;
3. A copy of this motion be sent to the MP for Ajax; Rob Cerjanec, MPP for Ajax; Public Safety Canada; the Regional Municipality of Durham; all Durham Region lower-tier municipalities; the City of Toronto; PARA Marine Search and Rescue; all Durham Region MPs; and all Durham Region MPPs.

CARRIED

If you require further information please contact me at 365-885-6983 or Thomas.street@ajax.ca

Sincerely,



Thomas Street
Manager of Legislative Services/Deputy Clerk

Copy: Councillor L. Bower
Mayor S. Collier
Rob Cerjanec, MPP for Ajax
Public Safety Canada
Regional Municipality of Durham
All Durham Region lower-tier municipalities
City of Toronto
PARA Marine Search and Rescue
All Durham Region MPs
All Durham Region MPPs

June 2, 2025

Via Email:

The Honourable Gary Anandasangaree
Minister of Public Safety
gary.anand@parl.gc.ca

Re: Advocating for Sustainable Federal Funding for PARA Marine Search and Rescue

Please be advised that at its meeting held on May 26, 2025, the Council of the Town of Whitby adopted the following as Resolution # 106-25:

Whereas PARA Marine Search and Rescue (PMSAR) is a registered Canadian charity that has been operating with a dedicated team of volunteers since 1967, who have contributed thousands of hours annually to ensure the safety of individuals participating in water activities on Lake Ontario; and,

Whereas PMSAR annually conducts over 30 search and rescue missions in coordination with Canadian Coast Guard, from Port Credit to Port Hope. Notable rescues include the recovery of kayakers, children on floats, and searches for missing persons off the shores of Lake Ontario. The unit works alongside various other government departments including local police, fire, EMS, and Coast Guard for both Canada and the US; and,

Whereas PMSAR's commitment to safety, teamwork, and community has been recognized through numerous awards and recognitions; and,

Whereas PMSAR and its volunteers play a vital role in keeping the Lake Ontario waterfront and residents in Durham Region safe; and,

Whereas despite its vital work, PMSAR operates with minimal federal support, relying heavily on community funding and volunteer efforts to raise funds for major capital acquisitions; and,

Whereas the lack of direct sustainable and predictable funding from upper-tier governments poses a significant risk to the continuity and effectiveness of PMSAR's long-term operations; and,


Whereas PMSAR is in need of additional funding to procure a new vessel to replace their current vessel which will be at end of life in the mid-2030s; and,

Whereas ongoing annual operating funding from the federal government will lessen the burden for PMSAR as they work towards raising the approximately \$2,000,000 required for a new vessel.

Now therefore, be it resolved:

1. That Whitby Council calls on the Federal Government to commit ongoing and predictable operating funding from the federal government to PARA Marine Search and Rescue to support the organization's long-term operational needs, including vessel and equipment replacement, and for the continued safety and protection of residents on Lake Ontario;
2. That Whitby Council encourages all Durham municipalities and the City of Toronto to bring forward similar motions advocating for ongoing operating support for PARA Marine Search and Rescue; and,
3. That a copy of this motion be sent to Ryan Turnbull, MP for Whitby; Lorne Coe, MPP for Whitby; Public Safety Canada; the Regional Municipality of Durham; all Durham Region lower-tier municipalities; the City of Toronto; and PARA Marine Search and Rescue.

Should you require further information, please do not hesitate to contact the Office of the Town Clerk at 905-430-4300.



Kevin Narraway
Sr. Manager of Legislative Services/Deputy Clerk
clerk@whitby.ca

Copy: Ryan Turnbull, MP, Whitby - ryan.turnbull@parl.gc.ca
Lorne Coe, MPP, Whitby - lorne.coe@pc.ola.org
A. Harras, Director of Legislative Services and Regional Clerk, Regional Municipality of Durham – clerks@durham.ca
J. Grossi, Municipal Clerk, Town of Ajax - clerks@ajax.ca
F. Lamanna, Clerk/Deputy CAO, Township of Brock - fernando.lamanna@brock.ca
J. Gallagher, Municipal Clerk, Municipality of Clarington – clerks@clarington.net
M. Medeiros, City Clerk, City of Oshawa – clerks@oshawa.ca
S. Cassel, City Clerk, City of Pickering – clerks@pickering.ca
B. Labelle, Director of Corporate Services/Municipal Clerk, Township of Scugog - blabelle@scugog.ca
D. Leroux, Clerk, Township of Uxbridge – dleroux@uxbridge.ca

Town of Whitby
575 Rossland Road East
Whitby, ON L1N 2M8
905.430.4300
whitby.ca



J. Elvidge, City Clerk, City of Toronto - clerk@toronto.ca
PARA Marine Search and Rescue – info@paramarinesar.ca

Management Report

PARA Marine Search & Rescue
For the period ended October 31, 2025

Prepared on
October 31, 2025

Table of Contents

Statement of Activity.....	3
Statement of Financial Position.....	5
Statement of Cash Flows	7

Statement of Activity

January - October, 2025

	Total
INCOME	
4010 From Muni/Reg Gov't	105,600.00
Total Income	105,600.00
GROSS PROFIT	105,600.00
EXPENSES	
5001 Maintenance and Repairs	
5002 M&R Vessel	34,505.04
5003 M&R Equipment	10,091.38
5004 M&R Materials	5,595.90
Total 5001 Maintenance and Repairs	50,192.32
5010 Fuel - Deisel	9,855.30
5020 Insurance	
5021 Insurance - D&O	1,682.49
5022 Insurance - Personell	1,431.19
5023 Insurance - Vessel & Equ	10,421.59
5024 Insurance General Liabil	4,156.89
Total 5020 Insurance	17,692.16
5030 Professional Fees	
5031 Professional Services	2,250.00
Total 5030 Professional Fees	2,250.00
5050 Rentals	
5051 Rental Boat Lift	682.50
5052 Rental Slip Fee	2,117.73
5054 Rental Winter Storage	1,585.10
Total 5050 Rentals	4,385.33
5070 Misc Services	
5071 Bank Fees	94.50
5072 Communiation	2,295.25
5073 Office Expense	346.89
Total 5070 Misc Services	2,736.64
Total Expenses	87,111.75
OTHER INCOME	
6000 Other Income	
6001 Rec'd from CCGA	56,132.74
6004 Rec'd - other charities	2,934.25
6005 Gifts - not receipted	23.00
6007 Tax-receipted gifts	2,260.00
6013 Rev. sale of good	1,148.00
Total 6000 Other Income	62,497.99
8009 Interest Income	300.96
8010 Grants Received	
8014 Grant City of Pickering	8,859.00
8016 Grant Town of Whitby	8,000.00

	Total
Total 8010 Grants Received	16,859.00
Total Other Income	79,657.95
OTHER EXPENSES	
9000 General Expenses	
9001 Ad & Promotion	250.00
9003 Fundraising Exp	1,837.01
9004 Members Exp	1,412.67
9006 ParaWear Expenses	2,114.40
9008 Community Engagement Exp	1,744.79
9010 Square Fees	42.65
9011 Pay Pal Fees	55.91
Total 9000 General Expenses	7,457.43
9012 Specific Gift Expenditur	
9016 Spec. Grant - Whitby	8,000.00
9017 Spec Grant - Pick - Weed	8,859.00
Total 9012 Specific Gift Expenditur	16,859.00
9999 Suspense	1,984.15
Total Other Expenses	26,300.58
PROFIT	\$71,845.62

Statement of Financial Position

As of October 31, 2025

	Total
ASSETS	
Current Assets	
Cash and Cash Equivalent	
1000 TD - Checking	2,621.54
1002 CWBank Checking	23,902.56
1003 CWBank Savings	104,536.38
1050 PayPal	5,432.19
Total Cash and Cash Equivalent	136,492.67
Accounts Receivable (A/R)	
1200 Accounts Receivable	52,800.00
Total Accounts Receivable (A/R)	52,800.00
1310 Prepaid Insurance	4,894.49
Total Current Assets	194,187.16
Non-current Assets	
Property, plant and equipment	
1500 Vessel Asset Purc (PARU)	110,000.00
1510 Acc Dep on Purch vessel	-110,000.00
Total 1500 Vessel Asset Purc (PARU)	0.00
1520 Improvements to PARU	499,129.75
1530 Acc Dep on Improv to Ves	-152,081.00
Total 1520 Improvements to PARU	347,048.75
1601 Shore Assets - Operating	4,921.55
1602 Accum Depr Shore Assets	-3,282.47
Total 1601 Shore Assets - Operating	1,639.08
1603 Trailers	8,565.68
1604 Accum Dep on Trailer	-3,826.00
Total 1603 Trailers	4,739.68
Total Property, plant and equipment	353,427.51
Total Non Current Assets	353,427.51
Total Assets	\$547,614.67
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
25500 2010 - GST/HST Payable	-12,709.77
Total Current Liabilities	-12,709.77
Total Liabilities	-12,709.77
Equity	
2501 Acc Dep of Deferred Cont	-162,431.00
3100 Opening Balance Equity	441,977.83
Retained Earnings	208,931.99
Profit for the year	71,845.62
Total Equity	560,324.44

Total Liabilities and Equity

Total
\$547,614.67

Statement of Cash Flows

January - October, 2025

	Total
OPERATING ACTIVITIES	
Net Income	71,845.62
Adjustments to reconcile Net Income to Net Cash provided by operations:	
1200 Accounts Receivable	-11,175.00
1215 HST REBATE	29,985.32
1310 Prepaid Insurance	3,510.68
1350 Prepaid Slip Fees	3,762.00
1452 Advances for Expenses	60.00
2005 Accounts Payable	-4,545.36
2000 Accrued Liabilities	-13,027.00
25500 2010 - GST/HST Payable	-12,709.76
Total Adjustments to reconcile Net Income to Net Cash provided by operations:	-4,139.12
Net cash provided by operating activities	67,706.50
NET CASH INCREASE FOR PERIOD	67,706.50
Cash at beginning of period	68,786.17
CASH AT END OF PERIOD	\$136,492.67

PARA 2025 Draft Budget					
	2025 Approved Budget	2025 Year End Estimated Actual	2026 Proposed Budget	Budget Increase / Decrease	Notes / Explanation
Personnel Related					
Training	1,500	0	10,000	8,500	Develop new training modules
Communications					
Websites	250	250	250	0	
Radios		2,295	2,400	2,400	
Office etc.		347	300	300	
Materials and Services					
Diesel Fuel	20,000	12,589	20,000	0	not all fuel invoices have been received as of this
Misc. supplies and services	2,000	1,984	2,000	0	
Maintenance and Repairs					
Vessel R&M	30,000	34,505	30,000	0	Aging vessel
Equipment R&M	12,500	15,687	16,000	3,500	Cost of Living increase
Rentals					
Summer Slip fees	3,000	2,118	3,000	0	Anticipated fee increase
Winter storage	6,500	3,762	9,000	2,500	actual fee increase
Boat lift rentals	3,000	2,087	3,000	0	
Financial Services					
Bank Charges	300	193	300	0	
Insurance					
Directors insurance	1,600	1,682	1,600	0	
Vessel & Equipment Insurance	10,000	14,578	15,000	5,000	
Personnel insurance	950	1,431	1,400	450	Rate increases every 3 years
Professional Services					
Annual audit	12,500	12,500	12,500	0	actual fee
Other Professional services	1,500		1,500	0	
TOTAL	105,600	106,010	128,250	22,650	
NOTES:					