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Canada

Canadian
Coast Guard

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canadienne

CANADIAN COAST GUARD

INTEGRATED BUSINESS AND HUMAN RESOURCE PLAN

2014 - 2017



Safety First, Service Always



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COMMISSIONER'S MESSAGE



I am very pleased to present the 2014-2017 Integrated Business and Human Resources Plan. Over the course of the year, the Canadian Coast Guard (CCG) will continue to progress with the implementation of the new organizational structure and the renewal of CCG's assets. I am appreciative of the level of dedication I have seen from CCG staff in ensuring that CCG milestones are met as we continue to settle into our new structure.

This year, our priorities continue to align with those of the Government, the needs of Canadians, and our clients. Our 2014-17 Integrated Business and Human Resources Plan focuses on the following four priorities:

1. *Renewing Assets;*
2. *Delivering Risk Based and Client Focused Services;*
3. *Enhancing our Capacity to Respond to Marine Incidents; and,*
4. *Advancing our Workforce and Business Management Practices to Improve Program and Service Delivery.*

We have seen significant progress with our procurement and fleet renewal. To date we have accepted the delivery of a hovercraft and seven Mid-Shore Patrol Vessels, with the final two Mid-Shore Patrol Vessels planned for delivery in 2014-15. We are also advancing the procurement of new science vessels, helicopters, lifeboats and a variety of other small vessels. Additionally, through the Vessel Life Extension program, the CCG is taking measures to extend the life of its fleet with the refit and the upgrade of a large number of vessels..

The CCG is making good progress in updating a detailed costing methodology for all of its services, including those costs that can be recovered from Industry. We are working closely with service users to ensure that any update to Coast Guard's cost recovery model is informed by service users, and takes into account the full suite of Government of Canada services delivered to mariners.

The World-Class Tanker Safety System is a key Government priority under *Canada's Responsible Resource Development Agenda*. On March 18, 2013, the Government of Canada announced a number of measures toward the creation of a World-Class Tanker Safety System, including the establishment of an Incident Command System within CCG that will enable our Agency to respond more effectively to major marine pollution incidents and to fully integrate its operations with key partners. This priority was re-affirmed in the *2013 Speech from the Throne*. Changes in marine traffic patterns have also led to the need for a review of the aids to navigation systems, particularly in and around Kitimat, British Columbia. The review will ensure the system is capable of responding to new demands by March 2017. Through these initiatives, CCG is a key partner in delivering a World-Class Tanker Safety System, ensuring the safe transit of vessels and strengthening Canada's ability to respond effectively to marine pollution incidents.

Because of our robust strategic planning and foresight, we are well on our way to becoming a more efficient and leaner organization. The Blueprint 2020 initiative was a good opportunity to ask our personnel how to make Coast Guard better. The numerous valuable views and ideas provided will contribute to the improvement of CCG services and operations. In the coming year, we will continue to engage CCG employees, as well as our stakeholders, in order to develop a culture of continuous improvement and to define a strategic vision for the Coast Guard of tomorrow.

A very noteworthy accomplishment that CCG was responsible for this past year was the successful conclusion of the operation for the removal of pollutants from a sunken vessel off the coast of British Columbia, the *Brigadier General M.G. Zalinski*. The Zalinski Operation, led by CCG, was a multi-jurisdictional project including the British Columbia Ministry of the Environment, Gitga'at First Nation and the Gitxaala First Nation, as full members of the Unified Command responsible for the day to day management of the operation. For the first time in our organization, this operation broadly used the principles of the Incident Command System. This recovery operation was large in both scope and significance, and I salute the hard work of the dedicated employees who contributed to ensuring the operation was carried out successfully.

Although the demand for CCG's services continues to increase, we are continuing to make progress on our priorities. As I reflect on the year 2013-2014, it is evident that we would not be successful without the hard work and dedication of all our employees. Thanks to their enduring efforts and support, the Coast Guard will continue to deliver on its commitments of service and safety.

Marc Grégoire

Commissioner, Canadian Coast Guard

INTRODUCTION

The Canadian Coast Guard's (CCG) **Integrated Business and Human Resources Plan** provides key strategic information on Coast Guard priorities and operational activities. The Plan outlines in greater detail CCG information in the Report on Plans and Priorities for Fisheries and Oceans Canada, which is tabled in Parliament every year. This year the Plan emphasizes greater integration between strategic business, human resource, and risk management information. The Plan continues to highlight the progress and achievements of its planning commitments. These commitments are also monitored through a quarterly reporting system, which is not published in the Plan.

The Plan is updated annually and covers a three-year period. Some of the initiatives and commitments described in this year's Plan are responses to reviews and reports. When a commitment or initiative is in response to a review or report, we have indicated the type of review or report within its "Linked to..." reference.

The Plan is divided into seven primary sections:

1. **Who We Are and What We Do** sets out our mandate, our clients, the way we are structured and managed, the general results we seek to achieve, and the way our activities link to the work of other government departments;
2. **Managing Our Risks** summarizes our risk environment and outlines the initiatives in place to mitigate these risks;
3. **Strategic Priorities and Management Priorities** outlines and describes our priorities and initiatives over a three-year period;
4. **People Management** outlines how the CCG will ensure it has the people, work environment, capacity and leadership to assure its success moving forward;
5. **Regional Perspective** describes region-specific activities;
6. **What We Do Every Day** describes our programs' operational activities and ongoing services; and,
7. **Financial Information** sets out how we have allocated the funding provided by Parliament.

In addition, **Annexes** include a last update on the recommendations of the Auditor General's status report and the management agenda. A list of acronyms used by the CCG can be found at the end of this Plan.

The Integrated Business and Human Resources Plan, Year-End Report, and the Integrated Investment Plan are available on the Coast Guard website at: <http://www.ccg-gcc.gc.ca/eng/CCG/Publications>.

VISION

Through innovation and excellence, a recognized leader in maritime services and safety.

MISSION

Canadian Coast Guard services support government priorities and economic prosperity and contribute to the safety, accessibility and security of Canadian waters.

OUR VALUES

- Respect for democracy
- Respect for people
- Integrity
- Stewardship
- Excellence

SECTION

1



1. WHO WE ARE AND WHAT WE DO

ON AN AVERAGE DAY, CCG:

- Saves 15 lives;
- Assists 52 people in 27 search and rescue cases;
- Manages 1,233 vessel movements
- Carries out 11 fisheries patrols;
- Supports 8 scientific surveys;
- Supports 3 hydrographic missions;
- Deals with 3 reported pollution events; and
- Surveys 3.5 kilometres of navigation channel bottom.

A nationally recognized symbol of safety, the Canadian Coast Guard serves on three oceans, the St. Lawrence River and Great Lakes, and other major waterways. Often CCG is the only federal presence in many remote, Aboriginal, and Arctic communities. CCG operates 24 hours a day, every day of the year along the longest coastline in the world and in some of its most difficult weather conditions, (for information on what we do every day, please refer to [Section 6](#)).

Legal Mandate

Coast Guard's mandate derives from the *Constitution Act, 1867*, which assigned exclusive legislative authority over navigation, shipping, beacons, buoys,

lighthouses, and Sable Island to the Parliament of Canada.

The *Oceans Act* gives the Minister of Fisheries and Oceans responsibility for services for the safe, economical, and efficient movement of ships in Canadian waters through the provision of aids to navigation, marine communications and traffic management services, icebreaking and ice management services, and channel maintenance. It also gives the Minister responsibility for the marine component of the federal search and rescue program, marine pollution response, and support to other government departments, boards, and agencies through the provision of ships, aircraft, and other marine services.

The *Canada Shipping Act, 2001* provides additional powers and more detailed definitions that enable the Minister of Fisheries and Oceans to fulfill the mandate with respect to aids to navigation, vessel traffic services, marine search and rescue, response to ship-source pollutant spills; to spills from an unknown source; and to oil handling facilities source where a vessel is loading or unloading. For instance, CCG's marine pollution response mandate applies to waterways authorized in the *Canada Shipping Act, 2001*.

Who We Serve and What We Do

Operating as Canada's only national civilian fleet, we provide a wide variety of programs and services to Canadians on four equally important levels: delivering CCG's own programs; supporting Fisheries and Oceans Canada (DFO) programs; supporting other government departments; and supporting government decisions, priorities and the broader federal agenda.

CCG plays a critical role in the lives of Canadians by operating along the single longest coastline in the world, including the Great Lakes, the St. Lawrence Seaway System, and the Mackenzie River. We provide services to commercial shippers, ferry operators, fishers, recreational boaters, ports, coastal communities, other federal government departments and the general public. For example:

- We are mission-ready 24 hours a day, 7 days a week and operate in almost all conditions. When extreme weather hits and other vessels are being called into port, Coast Guard vessels are often asked to head out to sea to save lives, to break ice to free trapped vessels, or to provide assistance to enable safe passage;
- We are a visible symbol of federal presence and provide the capacity to assert Canadian sovereignty, especially in the Arctic;
- We support on water safety and security by responding to mariners in distress, disasters and emergencies with one of the most effective maritime search and rescue systems in the world, supported by the air assets of the Canadian Forces and the volunteers of the Canadian Coast Guard Auxiliary;
- We contribute to Canada's overall economic prosperity by providing essential support for our country's \$205 billion global and domestic marine trade industry¹. For instance, we maintain and service fixed and floating aids to navigation that mark safe passages through our waterways. We also provide essential icebreaking services that enable ships to move safely and efficiently through ice-covered waters in Eastern Canada and the Great Lakes throughout the winter, and in the Arctic during the Northern navigable season. Icebreaking services keep most Canadian ports, especially Montreal, open for business year-round, reduce flooding along the St. Lawrence River, and support ferry operators, fishers, and coastal communities;
- We are the lead federal agency for ensuring responses to all ship-source, mystery-source and oil handling facilities-source spills in the internal waters, the territorial sea and the Exclusive Economic Zone of Canada, including the Arctic;
- We support science activities by providing platforms for scientists from DFO and other federal government departments such as Environment Canada, Natural Resources Canada and the Natural Sciences and Engineering Research Council of Canada. We facilitate important scientific activities and research such as science surveys essential for determining biomass and stock assessments leading to fisheries allocations; charting to enable safe navigation; freshwater research in the Great Lakes; seabed mapping to help establish Canada's claims under the United Nations Convention on the Law of the Sea; and research to assess the changing ocean conditions and the impacts of climate change;
- We support the enforcement activities of DFO with vessels dedicated primarily to the enforcement of fisheries regulations to ensure an orderly and sustainable fishery. We also support the maritime security activities of the Royal Canadian Mounted Police by participating in a joint program on the Great Lakes and St. Lawrence (the Marine Security Enforcement Team), as well as the maritime security activities of

¹ Source: Transport Canada Report, Transportation in Canada 2012

the Department of National Defence, the Canada Border Services Agency, and Public Safety Canada; and

- We support the non-military activities of other Canadian government departments including those of the Department of Foreign Affairs and International Trade, Health Canada, and Transport Canada through the provision of vessels, aircraft and other marine services.

How We Are Structured and Managed

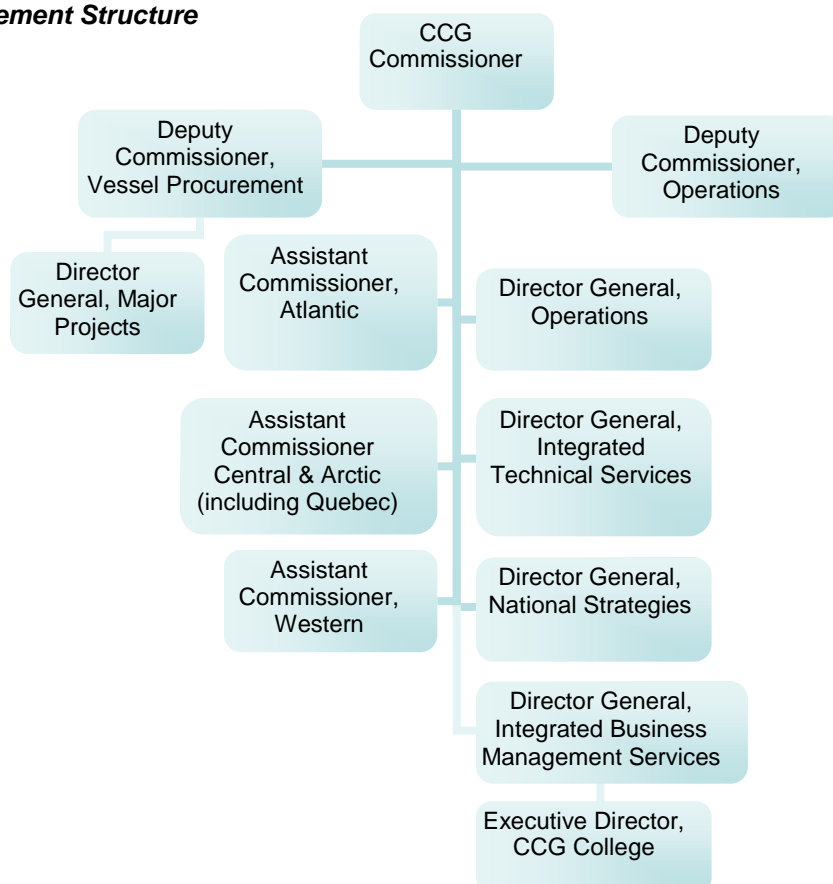
The Canadian Coast Guard is a Special Operating Agency within the Department of Fisheries and Oceans. The Agency has its headquarters in Ottawa (the National Capital Region) and has three regions (Atlantic, Central and Arctic (including Quebec), and Western). CCG is a highly decentralized organization, with approximately 90% of its employees located outside of the National Capital Region.

The Commissioner is the Chief Executive Officer of the Agency, reporting and accountable to the Deputy Minister of Fisheries and Oceans Canada for the performance of the Coast Guard. The Commissioner has the full authority of an Associate Deputy Minister, with the exception of Section 33 of the *Financial Administration Act*, reflecting the intention of the Coast Guard to rely on DFO for comptroller functions. The Coast Guard has two Deputy Commissioners, both of whom report to the Commissioner: the Deputy Commissioner, Operations (DC, Ops) and the Deputy Commissioner, Vessel Procurement (DC, VP).

At Headquarters, there are five directorates – National Strategies, Operations (including Fleet and Maritime Security), Integrated Technical Services, Integrated Business Management Services, and Major Projects – each led by a Director General (DG) who is responsible for policies, programs, plans, and service standards for their respective functional areas. Each of the three regions is led by an Assistant Commissioner (AC) who is responsible for directing the delivery of all Coast Guard services in the region under their responsibility, consistent with national standards, policies and practices. The CCG College, located in Sydney Nova Scotia, is led by an Executive Director who reports to the DG IBMS.

This organization and governance information is shown in Figure 1.

Figure 1: CCG Management Structure



Coast Guard Management Board (MB) is the Agency's senior decision-making body. The Board is chaired by the Commissioner and is comprised of the Deputy Commissioners, Directors General, Assistant Commissioners and the Executive Director of the College. The Department of Fisheries and Oceans' Senior Human Resources Advisor, Senior Legal Advisor, Senior Financial Advisor, Senior Communications Advisor, and the Commissioner's Executive Advisor are also members of MB.

Management Board is also supported by a number of permanent and temporary sub-committees divided into three different categories; Function Management Committees, Corporate Oversight Committees and Regional Management Committees. They are intended to support Management Board by examining functional, horizontal and strategic issues prior to referring such issues to Management Board for consideration. The function of these sub-committees is to explore topics in more detail and make a recommendation to Management Board prior to a recommendation being endorsed by Management Board.

Departmental Governance

In February 2014, departmental governance was restructured to better integrate policy and program advice, outline clearer accountabilities for the senior management team, provide more timely and high-quality advice for the Minister, and provide better overall decision making for Canadians.

Two senior departmental strategic committees were created to replace the existing Departmental Management Boards. The Deputy's Policy Committee provides strategic direction on policies and programs and medium term strategic planning. The Deputy's Management Committee provides strategic direction on resource allocation, financial planning and reporting, human resources, real property and information management / information technology.

Supporting these senior-level committees are the Directors General Policy Committee and the Directors General Management Committee, chaired by the Director General of Strategic Policy and Planning. These committees provide an important coordination, integration and challenge function for the issues moving forward to the Deputy's strategic committees. They consider initial policy and program proposals, make recommendations, identify emerging issues, and ensure that all departmental perspectives are brought to bear on important departmental initiatives.

Three other existing committees have been maintained—Legal Risk Management Committee, Departmental Evaluation Committee, and Departmental Audit Committee. Sectoral management committees will also continue to operate.

External Advisory Groups

National Marine Advisory Board (NMAB) and Regional Marine Advisory Boards (RMABs) – The NMAB and its six regional counterparts (RMABs) are the Coast Guard's primary interface with the marine shipping industry. They provide a forum for discussion of shared priorities and objectives, as well as for the feedback on service delivery that CCG requires as a service provider.

CCG also participates in Transport Canada-led national and regional Canadian Marine Advisory Councils and Recreational Boating Advisory Councils. Additionally, at the regional level, CCG consults with a variety of stakeholders, including fishers and recreational boaters, through various local fora such as Local Marine Advisory Councils and Fishers' Advisory Groups.

Senior Project Advisory Committee (SPAC) – Chaired by the Deputy Commissioner, Vessel Procurement and comprised of senior departmental officials from Coast Guard and from other involved federal departments, SPAC provides a forum to orient major procurement projects to achieve national objectives.

The Canadian Coast Guard College Advisory Council – Chaired by the Deputy Commissioner, Operations – the Council is responsible for the provision of strategic advice and information relative to:

- Emerging operational and technical trends, challenges and opportunities in the national and global maritime context;
- Emerging changes and trends in the field of maritime education and recruitment, training and systems; and,
- Current and future educational and training partnership initiatives.

The Council ensures the CCG-College has the breadth of national and global exposure to maritime knowledge and insight, to fulfill its present and future mandate.

Blueprint 2020

The world in which the Public Service operates is continually evolving and the pace of change facing our organization, as well as Canadians, is accelerating. With this in mind, on June 7, 2013, the Clerk of the Privy Council launched Blueprint 2020, an initiative giving public servants the opportunity to help shape a world-class public service equipped to serve Canadians now and in the future.

To achieve this vision, four guiding principles have been established to help examine how work is being done in the Federal Public Service and to determine how it can best serve Canadians:

1. An open and networked environment that engages citizens and partners.
2. A whole-of-government approach which improves service delivery and optimizes resources.
3. A modern workplace that uses smart, new technologies.
4. A capable, confident and high-performing workforce, which adopts new working methods and leverages the diversity of talents.

A number of activities were organized to engage employees across the Department, including an Agency-targeted engagement strategy for the Canadian Coast Guard. This strategy resulted in 1,893 responses from shore-based and seagoing personnel, which have fed into the Agency's priority-setting exercise for 2014-15, and will help inform the development of a long-term strategic vision for CCG.

The ultimate goal of Blueprint 2020 is to develop a culture of continuous improvement and innovation. The Department has established an Innovation Hub to provide an on-going capacity for employee engagement and innovation. The Innovation Hub will have a direct reporting relationship to the newly-formed Director General Management and Policy committees, as a means of maintaining official channels for innovative ideas and ongoing two-way communications between senior management and front-line staff.

Destination 2020, a report on the Blueprint 2020 engagement process, highlights some of the impressive ideas public servants have generated to date through the Blueprint 2020 process. In the words of Wayne Wouters, the Clerk of the Privy Council: "Moving forward, we all need to commit to action and to take individual ownership for change in this next phase of our journey. Together, we're all responsible for building a better Public Service. We've brought engagement and dialogue across the Public Service to unprecedented levels and this will let us continue innovating for years to come. **Full steam ahead, no looking back, and straight on to action!**"²

² From the Announcement of Destination 2020 by the Clerk of the Privy Council May 12, 2014: <http://www.clerk.gc.ca/eng/feature.asp?pagelid=378>

SECTION

2



2. MANAGING OUR RISKS

Risk arises from the uncertainty about the future. The more effective way to lessen prospective problems or avoid disaster is to be well prepared. While it is impossible to avoid all the problems of the future, it is possible to choose which risks can be tolerated and which risks should be mitigated. An organization can then decide how to best equip itself to face an uncertain future.

Like any other organization, the Canadian Coast Guard faces risks and challenges that place pressure on program delivery and operational capacity, while also providing opportunities for CCG to transform the way it does business and remain responsive to the evolving requirements of its services.

In 2013-14, CCG updated its Agency Risk Profile which outlines the highest corporate-level risks within CCG and presents actions to help ensure these risks are effectively managed.

CCG's risks and challenges were identified from a number of sources including:

- Interviews conducted with senior management to identify corporate-level risks;
- The 2013 and 2014 Budgets prioritizing jobs, growth and long-term prosperity as a cornerstone of Government policy;
- Parliamentary Committee reports containing analyses and recommendations effecting the Coast Guard, such as the need to renew its capacity and assets;
- Internal and external reviews, audits and evaluations such as the 2007 Report of the Auditor General, and the 2010 Audits of the Office of the Auditor General (OAG) respecting federal Climate Change Adaptation and Pollution at Sea;
- Departmental and Agency environmental scanning and CCG business situation analysis; and,
- Risk profiling work conducted at the departmental, agency, and program levels.

The following table lists each risk identified in the 2013-2014 Agency Risk Profile, in order of probability and impact, and the priorities that address and mitigate the risks.

Risk	CCG Priority			
	Renewing Assets	Delivering Risk-Based and Client-Focused Services	Enhancing our Capacity to Respond to Marine Incidents	Workforce and Business Management
Financial Capacity Risk: There is a risk that CCG may not have the financial capacity to deliver services to internal and external stakeholders and client groups.		✓		✓
Physical Infrastructure Risk: There is a risk that the CCG's ageing infrastructure and the complexity of reducing its footprint may affect the Agency's ability to align or maintain its assets and service delivery. Infrastructure includes: Fleet and shore-based assets.	✓	✓	✓	✓
Reliance on Third Party Risk: There is a risk that CCG will be unable to deliver its services due to third-parties' and/or partners' conflicting priorities or failures.		✓	✓	
Effective Response to Significant Marine Incidents Risk: There is a risk that CCG may not be able to provide a timely, sustained, and adequate response to major marine incident(s).		✓	✓	
Human Resources Risk - Workforce: There is a risk that CCG may not be able to sustain a sufficient and representative workforce, or attract new highly-skilled employees with the appropriate competencies to support, deliver, and manage programs and services in the long-term.		✓	✓	✓
Stakeholders' Expectations Risk: There is a risk that there will be lack of clarity of CCG's roles and responsibilities among all stakeholders and a significant gap between legal responsibilities and public, clients or political expectations.		✓	✓	✓
CCG Transformation Risk: There is a risk that the cumulative impact of organizational and technological change may not provide the expected outcome of a more efficient, effective, timely and strategically-focused Agency.		✓		

All the risks will be mitigated through commitments found throughout this Plan as well as ongoing initiatives including the Shore-Based Asset Renewal Plan, the Integrated Investment Plan, the Fleet Asset Management Plan, and the Fleet Operational Plan.

Progress against the risks and the subsequent business plan commitments will be monitored through the Agency's quarterly reporting process. Additional mitigation actions might be developed and implemented throughout the year depending on resources available.

In the following pages, you will see that the commitment descriptions include the risk(s) they are mitigating, where applicable.

SECTION

3



3. STRATEGIC AND MANAGEMENT PRIORITIES

Canadian Coast Guard supports strong economic growth in our maritime sectors and contributes to a prosperous economy through the delivery of marine navigation services such as aids to navigation, waterways management and icebreaking services. CCG also contributes to a clean and healthy environment and sustainable aquatic ecosystems for Canadians through our environmental response services. To support a safe and secure Canada, Coast Guard ensures safe navigation by providing search and rescue services and, marine communications and traffic services while making significant contributions to national and maritime security.

To contribute to these strategic outcomes, CCG has outlined the following four strategic and management priorities that provide direction for CCG initiatives and commitments. This section outlines these priorities and their commitments in detail. Each commitment is developed and led by a Director General, Assistant Commissioner, or Deputy Commissioner and, where appropriate, is linked to a corresponding risk identified through CCG's Agency Risk Profile. The progress of the commitments are measured and reported internally on a quarterly cycle.

2014-2015 STRATEGIC AND MANAGEMENT PRIORITIES

1. Renewing Assets
2. Delivering Risk-Based and Client-Focused Services
3. Enhancing our Capacity to Respond to Marine Incidents
4. Advancing our Workforce and Business Management Practices to Improve Program and Service Delivery

STRATEGIC AND MANAGEMENT PRIORITIES

1. Renewing Assets

As an operational Agency, the Canadian Coast Guard (CCG) relies heavily on its assets to deliver maritime programs and services critical to Canadians. The majority of CCG's annual budget supports operational readiness, including the acquisition, operation, and maintenance of fleet assets (e.g. vessels, small craft and helicopters) and of shore-based assets (e.g. communication towers, radio equipment, aids to navigation). These assets are essential in ensuring that CCG can deliver its mandated activities and support the operations of Fisheries and Oceans Canada and other government departments. This includes supporting economic prosperity, sustainable aquatic ecosystems, the safety and security of navigational waterways, and contributing to Canada's sovereignty.

The Canadian Coast Guard identified financial capacity and physical infrastructure as high risk areas, anticipating that the organization may be unable to procure and maintain its assets in a timely fashion, in order to deliver mandated services. To mitigate these risks, CCG has been working on long term asset renewal plans identifying renewal initiatives contributing to maintaining and optimizing its operational capabilities and readiness in order to position itself as an enduring organization that can effectively and efficiently serve Canadians into the future.

The Government of Canada has demonstrated a strong commitment to the Canadian Coast Guard and Canada's shipbuilding industry. Since 2005, a total of \$6.8B has been committed for fleet investments, in addition to the small vessels and craft that Coast Guard funds from its annual capital budget. These investments are allowing CCG to continue renewing its fleet, as current vessels reach the end of their operational lives. In addition, the Canadian Coast Guard operates a Vessel Life Extension and Mid-Life Modernization Program that will determine how to best maintain an aging fleet of vessels until new vessels are delivered.

CCG's fleet renewal is necessary to provide a solid foundation for building the Government of Canada's national civilian fleet of the future, which must be multi-capable, adaptable and sustainable to meet the projected operational readiness and service delivery demands of clients and Canadians.

A. Management Initiatives for Renewing CCG Assets

Fleet Asset Management Plan

The Government of Canada's investment in the Canadian Coast Guard fleet addresses priorities outlined in the Coast Guard's Fleet Renewal Plan (FRP). CCG identified a need to update the Fleet Renewal Plan, which provided the basis for renewing CCG's fleet of vessels and helicopters. CCG will continue preparing for the next phase of fleet renewal through the development of a 30-year Fleet Asset Management Plan (FAMP). The FAMP will be a comprehensive strategic investment plan which outlines Coast Guard's program delivery into the future. The FAMP will re-examine priorities since the FRP was developed while taking into account the current condition of the fleet, lifecycle management best practices, as well as interim measures to prolong the life of existing vessels and alternative service delivery options to sustain the CCG capability over time.

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2014-2015			
Develop a Canadian Coast Guard Fleet Asset Management Plan.	Physical Infrastructure Risk	DC, VP DC, Ops	DG, ITS DG, MP DG, Ops DG, NS DG, IBMS AC, Western Region
2015-2016			
Develop an action plan to guide the implementation of the Canadian Coast Guard Fleet Asset Management Plan.	Physical Infrastructure Risk	DC, VP DC, Ops	DG, ITS DG, MP DG, Ops DG, NS DG, IBMS AC, Western Region

Shore-Based Asset Renewal Plan

Similar to the Fleet Asset Management Plan, the CCG is preparing a Shore-Based Asset Renewal Plan. CCG is gathering the foundation information that will inform which renewal initiatives must be undertaken to meet the needs of CCG Program services and Government of Canada priorities as well as the replacement of aging and/or obsolete shore-based asset infrastructure relevant to meeting those needs.

The long-term investment initiatives in the Shore-Based Asset Renewal Plan will be guided by an Aids to Navigation System Review Methodology and information on the current condition of the shore-based asset infrastructure. Gathering information on the condition of the shore-based asset infrastructure is an ongoing program activity under the [Shore-Based Asset Readiness Program](#).

The Aids to Navigation System Review Methodology is being developed to identify and assess the level of risk in a navigable waterway, which will then determine the appropriate combination of aids required to mitigate the risks. CCG has undertaken a thorough review and update of the Methodology in order to modernize the content, incorporate national and international best practices, as well as better reflect the current challenges of marine navigation. This modernization initiative is being completed by a team of subject matter experts and is a collaborative effort between regional and headquarter staff. The modernized Methodology will capture the advancements in marine navigation and ensure that CCG continues to deliver relevant services that respond to today's user requirements.

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2014-2015			
Complete the modernization of the Aids to Navigation System Review Methodology.	Physical Infrastructure Risk	DG, NS	DG, ITS DG, Ops

B. Current Fleet Renewal Projects

2013-14 Accomplishments

- Accepted delivery of four Mid-Shore Patrol Vessels – CCGS *Constable Carrière*, CCGS *G. Peddle S.C.*, CCGS *Corporal McLaren M.M.V.*, and CCGS *A. LeBlanc*.
- Completed initial Design of the Offshore Fisheries Science Vessels.
- Conducted the Final Design Review for the Polar Icebreaker.
- Accepted delivery of the Air Cushion Vehicle, CCGS *Moytel*.
- Completed bid evaluation for the acquisition of light helicopters.
- Commenced the Effective Project Approval process as well as the procurement process for approved vessel life extensions and mid-life modernization of Canadian Coast Guard vessels.

The National Ship Procurement Strategy (NSPS) established a long-term strategic sourcing relationship between the Government of Canada and two Canadian shipyards for the construction of its large vessels. Coast Guard's Polar Icebreaker and four offshore science vessels are part of the non-combat component of the NSPS, and will be constructed by Vancouver Shipyards Co. Ltd.

Under the NSPS, small vessel construction will be open for competitive bid by Canadian shipyards other than the two selected to build large vessels, and ongoing refit and repair work will be open to all Canadian shipyards through a competitive process. While not part of the NSPS, helicopters are also being procured as part of the Fleet Renewal priority.

Mid-Shore Patrol Vessels

The Mid-Shore Patrol Vessels (MSPV) project will acquire nine MSPVs for the Canadian Coast Guard Fleet. Five of the nine MSPVs will be used primarily to support the Conservation and Protection Program in the Atlantic and Western Regions. The other four vessels will be used in a joint program with the Royal Canadian Mounted Police to enhance maritime security along the Great Lakes - St. Lawrence Seaway system.

The project is currently in the construction stage of the implementation phase. Since 2012, CCG has received seven MSPVs and expects delivery of the final two MSPVs in 2014-15.

COMMITMENT	LINKED TO...	LEAD	SUPPORT
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2014-2015

Accept delivery of the last two Mid-Shore Patrol Vessels (MSPV).	AG, A-base, FRP, RPP Physical Infrastructure Risk	DG, MP	
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2015-2016

Complete MSPV project closeout following the termination of warranty period.	AG, A-base, FRP, RPP Physical Infrastructure Risk	DG, MP	
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Note: Construction schedule remains subject to negotiation with shipyard.

Air Cushion Vehicle

In 2013-14, Coast Guard procured an Air Cushion Vehicle (ACV or hovercraft) to replace CCGS *Penac* at the Canadian Coast Guard Sea Island Hovercraft Base in Richmond, British Columbia. It will provide ongoing search and rescue coverage in the area, allowing the Canadian Coast Guard to continue to fulfill its mandate and maintain current levels of service.

COMMITMENT	LINKED TO...	LEAD	SUPPORT
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2014-2015

Complete Air Cushion Vehicle project closeout following the termination of warranty period.	FRP Physical Infrastructure Risk	DG, MP	
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Offshore Fisheries Science Vessels

Coast Guard is procuring three Offshore Fisheries Science Vessels (OFSV) to support critical scientific research and ecosystem-based management. The design of the vessels was completed in early 2012, and a construction engineering contract was awarded in February, 2013. Coast Guard is working with Vancouver Shipyards to plan the delivery of all three vessels by 2016-17. However, delivery dates will be negotiated with Vancouver Shipyards as they prepare for construction.

COMMITMENT	LINKED TO...	LEAD	SUPPORT
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2014-2015

Construction contract for the Offshore Fisheries Science Vessels (OFSV) is awarded.	FRP, RPP Physical Infrastructure Risk	DG, MP	
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Note: Construction schedule remains subject to negotiation with shipyard.

Offshore Oceanographic Science Vessel

The Offshore Oceanographic Science Vessel (OOSV) project will acquire a replacement vessel for the Canadian Coast Guard's largest science vessel - CCGS *Hudson*. This vessel was built in 1963 and its replacement is critical to the fulfillment of the Department's science mandate as well as mandates of other government departments and agencies. The vessel currently operates on the east coast of Canada.

The design contract for the OOSV was completed in November 2011, and work is underway to award the construction engineering contract. Coast Guard is working with Vancouver Shipyards Co. Ltd. to advance this project. The OOSV is expected to be delivered in 2017-18. However, the delivery date will be negotiated with Vancouver Shipyards as they prepare for construction. A firm delivery date is expected to form part of the Construction Contract anticipated in 2016-17.

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2014-2015			
Construction engineering contract for the Offshore Oceanographic Science Vessel (OOSV) is awarded.	FRP, RPP Physical Infrastructure Risk	DG, MP	
2015-2016			
Construction contract for the Offshore Oceanographic Science Vessel is awarded.	FRP, RPP Physical Infrastructure Risk	DG, MP	

Note: Construction schedule remains subject to negotiation with shipyard.

Helicopters

The Helicopters project will acquire up to twenty four helicopters. This includes up to twenty two replacement helicopters to renew the capability of the existing fleet, and two helicopters to support the Polar Icebreaker, CCGS *John G. Diefenbaker*. The helicopters will support critical programs and services across the country.

The Canadian Coast Guard engaged the aviation industry for the procurement of light helicopters from September 2012 through March 2013, to achieve a fair and transparent process, as well as to ensure that Canada procures helicopters that meet its requirements at a competitive cost. Following the request for proposal process, litigation arose which has impacted project deliverables. Coast Guard also launched a formal request for proposal for the procurement of medium helicopters in February 2014. It is expected that the contract for the acquisition of both light and medium helicopters will be awarded in 2014-15.

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2014-2015			
Contract for the acquisition of medium helicopters is awarded.	FRP, RPP, EAP Physical Infrastructure Risk	DG, MP	

Note: Construction schedule remains subject to negotiation with vendors.

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2014-2015			
Contract for the acquisition of light helicopters is awarded.	FRP, RPP, EAP Physical Infrastructure Risk	DG, MP	

Polar Icebreaker

Budget 2008 announced funding for the procurement of Canada's first Polar Icebreaker, CCGS *John G. Diefenbaker*. This vessel is the centerpiece of the Government of Canada's Northern Strategy and will replace Coast Guard's largest and most capable heavy icebreaker, CCGS *Louis S. St-Laurent*. The new Polar Icebreaker will help strengthen Canada's Arctic sovereignty. The vessel will be able to operate in the Arctic in more difficult weather conditions and for a longer period of time each year than is currently the case - three seasons instead of the current two seasons.

A vessel design contract was awarded to STX Canada Marine of Vancouver, British Columbia, in November 2011, and the final Design Review was completed in 2013-2014.

In October 2013, the Government of Canada announced that the Polar Icebreaker would be built by Vancouver Shipyards, following the completion of the Royal Canadian Navy's Joint Support Ships, under the NSPS. As a result, project milestones have been re-set and in 2014-2015, the Polar Icebreaker project will enter a period of reduced activity while awaiting the availability of shipyard resources to begin the next stage of the work. It is currently anticipated that the construction engineering phase will begin in 2015-16, and construction is planned to begin in late 2018. Based on timelines provided by the shipyard, Coast Guard expects that the new vessel will be commissioned in 2021-2022. Coast Guard will keep CCGS *Louis S. St-Laurent* in service at least until the new Polar Icebreaker is delivered.

Medium Endurance Multi-Task Vessels and Offshore Patrol Vessels

In October 2013, the Government of Canada announced that Vancouver Shipyards would be building up to ten additional large vessels for the Canadian Coast Guard fleet at an estimated cost of \$3.3B.

Coast Guard will acquire up to five Medium Endurance Multi-Tasked Vessels (MEMTV). These vessels are large, shallow draught vessels capable of supporting many Coast Guard programs. Measuring approximately 65 metres in length and capable of staying at sea for up to four weeks, they will be used primarily for the deployment, recovery and maintenance of aids to navigation. Medium Endurance Multi-

Tasked Vessels will also be capable of search and rescue, icebreaking, fisheries management and environmental response.

In addition, Coast Guard will acquire up to five Offshore Patrol Vessels (OPV). These vessels are large vessels approximately 75 metres in length and have the capacity to stay at sea for up to six weeks. They will be used primarily for fisheries protection, both in Canadian waters and on the high seas. Offshore Patrol Vessels will also be capable of search and rescue, aids to navigation support and environmental response.

These projects are currently in the planning phase and are awaiting preliminary project approval, thus no commitments have been developed.

Small Vessel Program

In June 2013, the Government of Canada announced funding of up to \$488M to procure between eighteen and twenty one new small vessels for the Coast Guard Fleet. These vessels will be of various designs and crew complements and will fulfill a number of tasks. They are generally less than 50 metres in length or less than 1,000 tonnes in lightship displacement. These vessels will operate across the country and will be used for a range of activities such as marine and fishery research, conservation and protection patrols, and aids to navigation. As per the NSPS, the construction of these vessels will be available for competitive bid to shipyards across Canada other than Vancouver Shipyards and Irving Shipbuilding which are building the large vessel packages.

Search and Rescue Lifeboats

The Search and Rescue (SAR) lifeboat project will procure and deliver ten completed and outfitted SAR lifeboats to replace the fleet of ten Arun-Class vessels at their home ports. Search and Rescue is the main function of SAR Lifeboats, which are designated as primary SAR vessels. Primary SAR vessels are specially designed, equipped and crewed vessels.

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2014-2015			
Construction contract for the Search and Rescue Lifeboats is awarded.	FRP, RPP Physical Infrastructure Risk	DG, MP	

Note: Construction schedule remains subject to negotiation with shipyard.

Other Small Vessel Projects

Between eight and eleven additional small vessels will be acquired by the Canadian Coast Guard, of the following classes: Special Navais Vessels, Mid-Shore Science Vessels, Channel Survey and Sounding Vessels, Near-Shore Fishery Research Vessels, and Specialty Vessels.

These projects are currently in the planning phase and are awaiting preliminary project approval, thus no commitments have been developed.

Vessel Life Extension and Mid-Life Modernization Program

In addition to renewing CCG's fleet of vessels, the Vessel Life Extension and Mid-Life Modernization Program will determine how to best maintain an aging fleet of vessels until new vessels are delivered. Both vessel life extensions and mid-life modernizations help vessels comply with modern environmental, safety, and other regulatory requirements (where applicable) that have come into effect since they were constructed.

Vessel Life Extension Program

This Program will span nine fiscal years, with planned work concluding in 2021-2022. Vessel life extensions (VLE) are the measures taken to extend the operational life of vessels (generally by 10 to 15 years) so the vessels can deliver services for a longer period than originally designed. The VLE measures are performed on an exceptional basis when they are deemed essential to ensure that CCG can deliver on its mandate until new vessels are received. The extension periods are targeted to be sufficient to enable a replacement vessel to be built or program alteration found while minimizing disruption to existing program delivery.

Mid Life Modernization Program

Mid-life modernizations are part of the planned lifecycle management approach so that vessels reach their intended full operational life. Major components (hull, main engine, etc.) are normally designed to last the operational life of the vessel and do not usually need to be replaced. However, auxiliary components (electronics, compressors, etc.) are not designed to last the intended operational life of a vessel and need to be replaced part way through its operational lifecycle.

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2014-2015			
Commence vessel life extensions for CCGS <i>Dumit</i> , CCGS <i>Des Groseilliers</i> , CCGS <i>Cowley</i> and CCGS <i>Earl Grey</i> and completion of VLE for CCGS <i>Cygnus</i> .	FRP, RPP Physical Infrastructure Risk	DG, ITS	ACs
2015-2016			
Continue the implementation of the VLE Program to include the <i>commencement</i> of the vessel life extensions and mid-life modernizations for CCGS <i>Siyay</i> , CCGS <i>Cornwallis</i> , CCGS <i>Henry Larsen</i> , CCGS <i>Sipu Muin</i> and CCGS <i>Eckaloo</i> . Also to include the completion of vessel life extensions and mid-life modernizations for CCGS <i>Dumit</i> , CCGS <i>Des Groseilliers</i> , CCGS <i>Earl Grey</i> , CCGS <i>Cowley</i> and CCGS <i>Siyay</i> .	FRP, RPP Physical Infrastructure Risk	DG, ITS	ACs

2. Delivering Risk-Based and Client-Focused Services

Delivering external services that are risk-based and client-focused is a priority, ensuring that the Canadian Coast Guard continues to support Canadian and international commercial marine transportation sectors, fishers, and pleasure craft operators with information and services that facilitate safe, economical and efficient movement of ships in Canadian waters in support of economic prosperity.

In analyzing risks for 2014-2015, the CCG identified a number of high risk areas that have resulted in recognizing this as a Priority. Mitigation actions to reduce the probability or impact of the risks are reflected in the commitments.

A. Marine Communication and Traffic Services Centres Consolidation

2013-14 Accomplishments

- Completed the consolidation of MCTS Inuvik into MCTS Iqaluit.
- Completed the development of Technical and Operational Migration Plans.
- Conducted analysis of the MCTS officer certification and training program.

The Canadian Coast Guard continues to invest in its infrastructure by leveraging new technology to modernize and consolidate its Marine Communications and Traffic Service (MCTS) centres. With the appropriate infrastructure and equipment updates, CCG will deliver the same level of services to Canadians with fewer centres, at strategic locations across Canada. By consolidating these MCTS centres, CCG will also be in a position to better manage fluctuating workloads and ensure that centres are better equipped with cutting-edge technology and improved backup capabilities.

During testing of the new systems being installed as part of the consolidation, CCG discovered a technical problem (audio echo). The existence of the technical problem and requirement to wait for a solution from the supplier is resulting in delays in the schedule for MCTS Consolidation.

In 2014-2015, as a result of the implementation of the Consolidation project, the CCG will also review and implement a national training package and training objectives to ensure national consistency for on-the-job training to align with new work processes and equipment. To achieve this commitment, National Centre Designation Checkout Guidelines will be drafted and task lists for National Systems will be developed. These tools will be distributed to regions for review and further development. National Centre Designation Checkout guidelines will then be submitted for approval and implementation.

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2014-2015			
Upon acceptance by CCG of a fully functional system, confirm the revised schedule for the consolidation of the MCTS centres and continue the consolidation according to the revised schedule.	EAP 2012; RPP Physical Infrastructure Risk CCG Transformation Risk Stakeholder expectations Risk	DC, Ops	DG, ITS All ACs DG, Ops

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2014-2015			
Review and implement a national training package and training objectives to ensure national consistency for on-the-job training for MCTS personnel.	Human Resources Risk: Workforce CCG Transformation Risk	DG, Ops	
2015-2016			
Commence review of the MCTS <i>Ab-initio</i> training course.	Human Resources Risk: Workforce	DG, Ops	

B. Aids to Navigation System Review in Kitimat

On March 18, 2013, the Government of Canada announced new measures to strengthen Canada's marine navigation system to protect both the safety of Canadians and the environment through the World Class Tanker Safety System.

Canadian Coast Guard services support government priorities and economic prosperity and contribute to the safety, accessibility and security of Canadian waters. This is achieved through the provision of marine activities and services including aids to navigation systems.

While the Canadian Aids to Navigation System meets today's needs, shipments of oil and hazardous and noxious substances, such as liquefied natural gas, are growing significantly in some parts of Canada. To enhance the system near Kitimat, British Columbia, the 'New and Modified Aids to Navigation' measure was included in the World Class Tanker Safety System.

The current system of aids to navigation, which includes lights, buoys and beacons, for the inner and outer approaches to Kitimat does not accommodate the projected change in vessel traffic patterns.

The Canadian Coast Guard is committed to reviewing the existing system in the Kitimat area this year. Based on the outcome of the review, the necessary modifications to the existing system and installation of new aids will be undertaken in the following years.

Once complete, this initiative will improve the current aids to navigation system to meet user requirements in a safe and economical way.

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2014-2015			
Review the Aids to Navigation system in and around Kitimat BC.	RPP Physical Infrastructure Risk Stakeholders Expectations Risk	AC, Western	DG, NS

C. Implementation of e-Navigation

2013-14 Accomplishments

- Commenced implementation of the e-Navigation portal.
- Supported the Port of Montreal in a feasibility test for implementing the Dynamic Under Keel Clearance System.
- Developed and disseminated a national policy for the use of the Automatic Identification System (AIS) that will support implementation of the e-Navigation concept.

The Canadian Coast Guard continues to take a leadership role in the development of e-Navigation. CCG collaborates with multiple federal departments and the shipping industry to ensure their requirements are incorporated in the development of the e-Navigation portal.

CCG's client consultation process helps to identify and prioritize user needs for each major navigational area in Canada and highlights key requirements for e-Navigation moving forward. The marine industry, pilots, ports, and mariners are all part of the governance structure for e-Navigation implementation and interface through one national committee and a regional committee structure.

In 2014-2015, CCG will continue the implementation of e-Navigation by developing Version 2 of the e-Navigation portal. This commitment will be met by first defining the scope of the portal and then developing a prototype of Version 2 of the e-Navigation portal. The CCG will then consult users before implementing Version 2 of the e-Navigation portal.

Over time, e-Navigation will result in significantly enhanced safety, positive economic effects and increased environmental protection through incident prevention.

WHAT IS e-NAVIGATION?

'e-Navigation is the harmonized collection, integration, exchange, presentation and analysis of maritime information onboard and ashore by electronic means to enhance berth to berth navigation and related services, for safety and security at sea and protection of the marine environment' (IMO).

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2014-2015			
Develop Version 2 of the e-Navigation portal.	RPP Stakeholders Expectations Risk	DG, ITS	DG, NS

D. Phase II of Buoy Placement

2013-14 Accomplishments

- Continued Phase I of the buoy placement component of the 2012 Economic Action Plan.
- Successfully conducted Trans Canada industry days.
- Issued a Request for Proposal for buoy tending services.

The Canadian Coast Guard continued its practice of contracting out the deployment and servicing of buoys. Currently, the Canadian Coast Guard deploys approximately 11,000 buoys annually. CCG has already contracted the deployment and servicing for approximately 40% of these buoys to private sector contractors and other organizations.

As a result of contracting out the deployment and service of buoys to the private sector, six CCG vessels will be decommissioned. This will allow the Coast Guard to move towards its vision of a fleet composed of multi-tasked vessels.

In 2014-2015, the CCG will evaluate bids received and award contracts for the deployment and servicing of buoys.

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2014-2015			
Deliver Phase II of Buoy placement project.	EAP 2012 Physical Infrastructure Risk Reliance on Third-Parties and Partners Risk CCG Transformation Risk	DC, Ops	DG, ITS All ACs

E. Northern Marine Transportation Corridors

2013-14 Accomplishments

- Initiated engagement of external stakeholders (e.g. marine stakeholders, other government departments, territories) in the identification of efficient and safe Northern Marine Transportation Corridors, as part of the broader CCG Arctic Strategy being developed.

Marine traffic in the Arctic is expected to increase in the coming decades due mainly to changing ice conditions and potential resource development activities. These changes have reaffirmed the Government of Canada's focus on the Arctic through multiple platforms including its Northern Strategy, which outlines the government's priorities in the Arctic, and Chairmanship of the Arctic Council, an intergovernmental forum which promotes cooperation among Arctic states on a wide range of Arctic issues. The CCG remains an integral part of this focus on the Arctic. CCG's Arctic activities, many of which are delivered in partnership with others, include:

- Escorting commercial ships through ice to ensure access to Northern communities;
- Supporting scientific endeavours such as hydrographic charting and marine science;
- Maintaining some aids to navigation in Canadian Arctic waterways;
- Delivering primary response capability to respond to pollution incidents north of 60°;
- Providing maritime search and rescue services;
- Providing marine communications and traffic services from a seasonal Centre;
- Broadcasting weather and ice information and navigational warnings;
- Delivering food, cargo, and fuel to remote sites where commercial services are unavailable;
- Conducting joint exercises with international partners and the Department of National Defence; and
- Developing an improved awareness of the Arctic maritime domain through vessel identification and tracking security initiatives.

CCG provides these services in the Arctic where maritime transportation is fundamental to supporting the northern economy, communities, and reinforcing Canada's sovereignty. As such, CCG must adapt to the changing Arctic environment and take proactive measures to prepare for expected increases in maritime transportation.

Relative to marine infrastructure in southern waters, Canada's marine infrastructure in the Arctic is less established. As maritime traffic in the Arctic increases, CCG is focusing on ensuring that the appropriate maritime services and systems are in place to support the safe navigation of mariners in the Arctic.

Moving forward, CCG is developing an Arctic Strategy, grounded in risk-based principles that will define the organization's approach to establishing efficient and safe marine transportation corridors in the North. Central to this strategy is CCG's commitment to developing Northern Marine Transportation Corridors. The provision of safe northern marine transportation corridors will facilitate sustainable growth in maritime transportation as a key enabler to realizing the broader Departmental Integrated Arctic Vision in support of the Government of Canada's Northern Strategy.

In 2014-2015, CCG will advance the Northern Marine Transportation Corridors initiative with Transport Canada in the context of the Government's Northern Strategy. To achieve this commitment, CCG will identify a preliminary series of Northern Marine Transportation Corridors and validate with key stakeholders and partners (Territories, provinces, Aboriginal leadership, marine industry, other government departments, etc.). Following this process, CCG will initiate further analysis stemming from stakeholder engagement with a view to developing short and long-term investment options. CCG will then propose preliminary options to establish the necessary conditions for future investment in Coast Guard services in the Arctic.

COMMITMENT	LINKED TO...	LEAD	SUPPORT
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2014-2015

Complete the general review of levels of service and determine gaps (requirements for AtoNs, icebreakers, etc.) with respect to the proposed corridors.	RPP Effective Response to Significant Marine Incident Risk Stakeholders Expectations Risk World-Class Tanker Safety System	DG, NS	
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COMMITMENT	LINKED TO...	LEAD	SUPPORT
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2014-2015

Review and analyze the five engineering studies undertaken in the context of Northern Marine Transportation Corridors initiative. The analysis will inform options for infrastructure appropriate for the Arctic environment (e.g., navigational aids, communication systems, global positioning).	RPP Physical Infrastructure Risk Effective Response to Significant Marine Incident Risk World-Class Tanker Safety System	DG, ITS	DG, NS
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COMMITMENT	LINKED TO...	LEAD	SUPPORT
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2014-2015

Undertake formal engagement with identified stakeholders (e.g. marine stakeholders, other government departments, territories) to seek their feedback on the concept of Northern Marine Transportation Corridors.	RPP Stakeholders Expectations Risk World-Class Tanker Safety System	DG, NS	
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F. Marine Service Fees

2013-14 Accomplishments

- Discussion papers on service lines and users have been completed.

The Canadian Coast Guard has initiated a costing study designed to develop full costing and allocation methodologies by activity and region to allow for full costing of all CCG services. CCG's cost recovery model for marine services has not been substantively reviewed since the implementation of Marine Services Fees (MSF) in the 1990s. As a result, several elements of these fees require renewal, with a key result being an updated methodology for appropriately identifying and allocating the costs of Coast Guard services to the users of these services.

This multi-year initiative will successfully engage service users and other federal departments with similar clientele on the services to which the Marine Services Fees relate, and any proposed changes to the cost and revenue elements of the fees. The resulting updated methodology would be the basis of any amended fees.

In 2013-2014, CCG established two committees to support the ongoing review of Marine Services Fees. The CCG Costing Study Working Group is comprised of CCG and Chief Financial Officer staff members with functional knowledge of the financial and operating systems that apply to CCG programs and services. The National Marine Advisory Board Subcommittee on MSF Costing Methods has membership from within CCG and the commercial marine transportation industry. Both committees were convened on multiple occasions during 2013-2014 and focused on reviewing and building the costing methodology for CCG services. Going forward in 2014-2015 it is anticipated that both committees will play an ongoing role as the consultation and allocation phase of the MSF Review progresses.

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2014-2015			
The Coast Guard will continue consultations on costing methodologies related to services.	Financial Capacity Risk	DG, IBMS	

3. *Enhancing our Capacity to Respond to Marine Incidents*

The “Enhancing our Capacity to Respond to Marine Incidents” priority advances the Canadian Government’s Responsible Resource Development Agenda by ensuring that measures are in place to protect against oil spills, while also responding to advice from the Expert Panel on Tanker Safety. This Priority also responds to the Auditor General’s recommendations related to Search and Rescue. Risk analysis has shown a number of significant risks are associated with the delivery of these services. As such, the following commitments reflect Coast Guard’s mitigation actions to reduce impact or probability of the risks.

2013-14 Accomplishments

- Developed a readiness framework that set out the elements for the CCG to be prepared for maritime emergencies, including a way forward for the national implementation of the Incident Command System (ICS).
- Completed a pilot project of the Risk-based Analysis of Maritime Search and Rescue Delivery (RAMSARD) methodology nationally to aid decision-making. Designed the implementation strategy for the process.
- Prepared an interdepartmental Management Action Plan (MAP), and established strategies to deliver MAP commitments in response to the Office of the Auditor General’s Search and Rescue Audit findings.

World Class Tanker Safety System Initiative

Over the years the Canadian marine pollution risk profile has changed, with increasing vessel traffic in the Arctic, resumed interest in the Beaufort Sea oil and gas exploration, increased tonnage of hazardous and noxious substances being transported within Canadian waters, and impending deep sea drilling in the North Atlantic. As a result, there are heightened public expectations that the Government of Canada will be ready and able to respond to marine spills to protect coastal communities and Canadian interests.

As part of the World Class Tanker Safety System, a Tanker Safety Expert Panel was created to review Canada’s Ship-source Oil Spill Preparedness and Response Regime and provide recommendations to the Minister of Transport. The Tanker Safety Expert Panel has completed its Phase 1 Report: “Review of Canada’s Ship-source Oil Spill Pollution Preparedness and Response Regime”— South of 60, and CCG/DFO, Transport Canada and other federal partners have reviewed the Panel’s recommendations of the Tanker for Southern Canada to identify initiatives to further strengthen Canada’s Marine Oil Spill Preparedness and Response Regime – a commitment made in Budget 2014. The Panel is also reviewing Hazardous and Noxious Substances, and the Regime in the Arctic, and will present its findings to the Minister of Transport in the fall of 2014.

Incident Command System

As announced in March 2013, the Canadian Coast Guard will take initial steps to establish an internationally recognized Incident Command System, a standardized emergency management system for the command, control and coordination of emergency response operations. This will improve the Agency’s ability to manage responses to marine pollution events and other marine and all-hazard emergency incidents in collaboration with key emergency response partners.

In 2014-2015, the Canadian Coast Guard will develop a final draft Concept of Operations document and a final draft ICS implementation plan. Further, one of the priority components of ICS implementation will be the design and construction of a CCG National Situation Centre. Also in 2014-2015, CCG will consult various internal stakeholders, as well as other government departments to identify the operational and technical requirements for the Situation Centre. Following the development of a concept of operations document and the selection of an appropriate design and configuration for the new state of the art facility, construction will begin before the end of the fiscal year.

Following the promulgation of the overall Implementation Plan, the Canadian Coast Guard will begin implementing ICS in 2015-2016. This will include a number of key activities including but not limited, to ICS training for CCG personnel, and the conduct of ICS validation exercises.

Recovery Operation: Brigadier General M.G. Zalinski

The USAT *Brigadier General M.G. Zalinski* sank in 1946 in Grenville Channel while in transit to Alaska, carrying a variety of cargo. The wreck sits upside down on a rocky shelf in 40 meters of water.

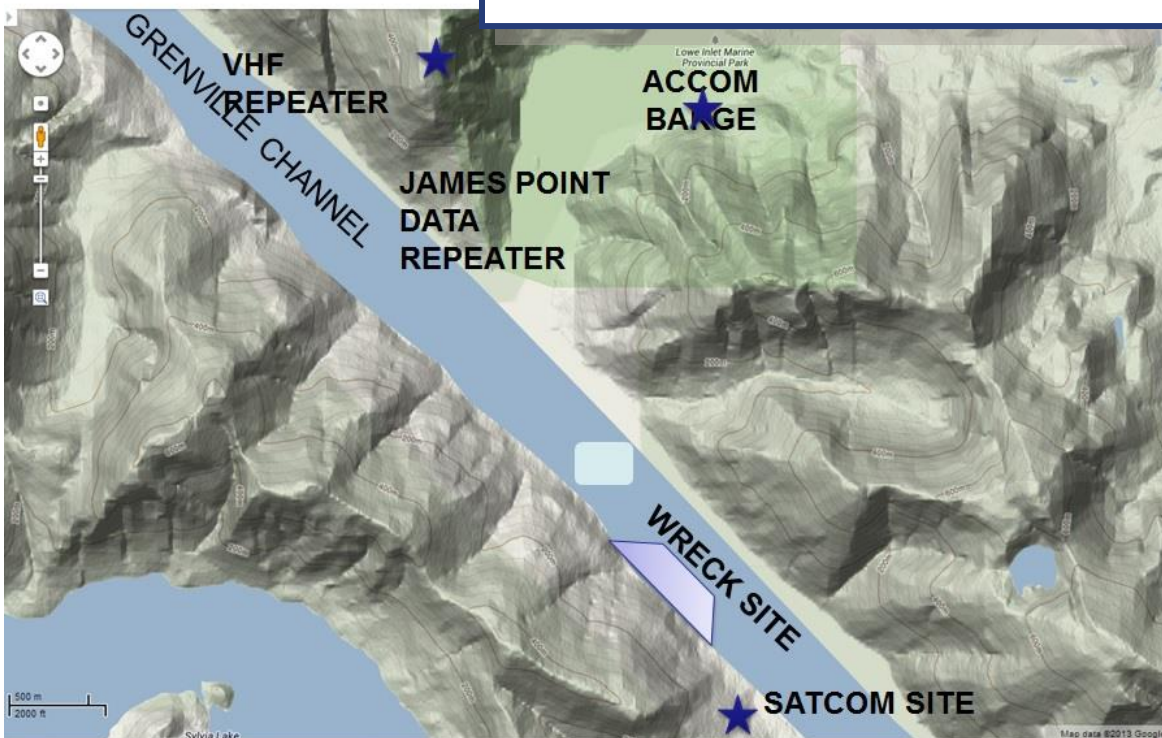
Since the wreck was discovered in 2003, the Canadian Coast Guard launched several operations to patch and seal the wreck as new upwelling became evident. In early 2013, after patching several more leaks from the vessel, Canadian Coast Guard determined the wreck had deteriorated to a point where corrective actions were required. Coast Guard initiated an operation to remove the threat of pollution from the Zalinski and contracted a Dutch salvage company to conduct pollutant removal operations. After considerable efforts, the Coast Guard concluded the operation in late December 2013.

The project was managed using the Incident Command System (ICS), which saw representatives from the Canadian Coast Guard, the B.C. Ministry of Environment, the Gitga'a't First Nation, and the Gitxaala First Nation collaborate within a Unified Command in Prince Rupert to make key decisions as the operation proceeded.

Members from both the Gitga'a't First Nation and the Gitxaala First Nation were important contributors to the operation. Each Nation provided valuable local and cultural knowledge and assisted in the identification of historically important and high value ecological sites within the surrounding area.

The two-month operation safely extracted approximately 44 tons of heavy Bunker C oil and 319 tons of oily water from the wreck.

An environmental sampling program will also continue to monitor the site and local marine environment for any post-operation impacts.



COMMITMENT	LINKED TO...	LEAD	SUPPORT
2014-2015			
Take initial steps to establish an internationally recognized Incident Command System.	RPP Effective Response to Significant Marine Incident Risk	DG, Ops	

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2014-2015			
Identify the operational requirements for a Coast Guard National Situation Centre and commence construction of the facility.	RPP Effective Response to Significant Marine Incident Risk	DG, Ops	

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2015-2016			
Complete the construction of the National Situation Centre.	RPP Effective Response to Significant Marine Incident Risk	DG, Ops	
As per the ICS CONOP and Implementation Plan, commence the implementation of ICS across the Coast Guard.	RPP Effective Response to Significant Marine Incident Risk	DG, Ops	
Implementation of the ICS Information Management System.	RPP Effective Response to Significant Marine Incident Risk	DG, Ops	

Search & Rescue

Risk-based Analysis of the Maritime Search and Rescue Delivery (RAMSARD) project was the result of a recommendation made in 2007 from the Office of Auditor General's Report that stated a new methodology should be put in place that assesses the Search and Rescue (SAR) system as a whole and uses a more systematic, cyclic approach. RAMSARD is the new risk based methodology that provides a structured process for identifying, analyzing, evaluating and documenting risks in a consistent manner across the Search and Rescue system. As well, it provides a process for evaluating current maritime SAR response capability and capacity in terms of efficiency and effectiveness in mitigating risks in the maritime environment and provides a process for identifying and evaluating alternative resources and approaches.

A pilot for the RAMSARD project was conducted in the west coast of Newfoundland early in 2013. This process was deemed successful and validated the RAMSARD process and methodology that can be followed.

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2014-2015			
Implement a Risk-based Analysis of Maritime Search and Rescue Delivery (RAMSARD) methodology nationally, to systematically review SAR response delivery within all individual SAR Areas throughout Canada, over a 5 year period.	RPP Stakeholders Expectations Risk Reliance on Third-Parties and Partners Risk	DG, Ops	DG, NS



4. Advancing our Workforce and Business Management Practices to Improve Program and Service Delivery

Advancing our Workforce and Business Management Practices to Improve Program and Service Delivery priority recognizes that a well-managed organization is necessary to ensure efficient use of resources while providing better results for Canadians. The initiatives in this priority support the Government's agenda to ensure that taxpayers get value for money and better results for Canadians.

A. Consistent National Business Tools

As part of Canadian Coast Guard restructuring, various functions related to program planning, co-ordination and reporting were consolidated into the Integrated Business Management Services (IBMS) directorate. As such, IBMS is now responsible for the financial, business, workforce development, staffing support and training planning services previously completed by program/functional personnel. Additionally, IBMS now has an increased role and function in providing national leadership on performance management, managing and tracking program resources, and workforce activities.

Canadian Coast Guard recognizes the need to ensure that business processes and tools are aligned to support the agency's strategic objectives. As CCG continues to evolve as an organization with three regions, it will examine its processes and tools to identify areas that can be improved and better aligned with other priorities and across regions. In this business planning cycle, CCG has identified two key business tools that are priorities – Activity-Based Budgeting and a web-based training tracking and reporting tool.

More specifically, CCG will continue implementation of Activity-Based Budgeting by extending the framework to include ships' operating budgets and making refinements to the shore-based framework based on lessons learned from 2013-14. CCG will examine the application of activity-based budgeting to better meet increased requirements related to the costing of Treasury Board Submissions and Memoranda to Cabinet. CCG will also begin work to develop a more robust budgeting tool that is web-based and better serves our employees at remote sites.

As well, CCG will implement a single, national, web-based training tracking and reporting tool as regions are currently using various systems to plan, track and report on employee training activities. The national tool will allow easier identification of common training needs; maximize opportunities for employee training within CCG's limited training budget; and, position CCG to successfully implement the new Treasury Board Performance Management initiative.

These tools will become mandatory applications for the organization to use annually for planning, implementing, monitoring, and reporting its business activities.

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2014-2015			
Continue to refine models and extend the Agency-wide resource allocation framework to include vessels.	Financial Capacity Risk	DG, IBMS	MB

2015-2016			
Develop a web-based, department-supported, activity-based budgeting system (contingent upon funding).	Financial Capacity Risk	DG, IBMS	MB

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2014-2015			
Examine the application of activity-based budgeting to costing for Memoranda to Cabinet and Treasury Board Submissions.	Financial Capacity Risk	DG, IBMS	MB CFO

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2014-2015			
Implement an Agency-wide training, tracking and reporting tool.	Human Resources Risk: Workforce	DG, IBMS	MB
2015-2016			
Increasing functionality of tracking training and reporting tool to: assess quality of courses completed; insert ILP completion rates; and identify top trending courses.	Human Resources Risk Workforce	DG, IBMS	MB

B. Project Management Renewal

2013-14 Accomplishments

- Completed first set of Project Management Directives for a consistent approach to project management.

The Canadian Coast Guard Project Management Renewal (PMR) project was initiated in 2012-13 by Vessel Procurement (VP) Directorate and Integrated Technical Services (ITS) Directorate, to improve project management (PM) practices within the Coast Guard by developing a common approach to project management. Accepted PM methodologies and practices were in use within VP and ITS, however, they were only partially harmonized. As well, new investments in the Coast Guard and changes to the Treasury

Board Policy on the Management of Projects triggered the need to re-examine project management within the Agency. Since November 2012, VP and ITS have been jointly working on the PMR project to further strengthen the Canadian Coast Guard's project management capacity and expertise.

One of the objectives of PMR has been the development of a standard set of Project Management Directives. These directives are intended to provide clear and concise direction to Project Managers on methodologies, processes, reports and tools that are applicable to all Coast Guard capital projects. A first set of priority directives were issued in 2013-2014.

Also in 2013-2014, a Maturity Assessment of the Coast Guard's overall project management capacity was conducted following the Treasury Board of Canada Policy for the Management of Projects. The Internal Audit Directorate conducted an independent consultative engagement to assess the Canadian Coast Guard management's degree of preparedness regarding the implementation of the Fleet Asset Renewal program against a set of objective criteria.

A key recommendation of the audit is for the Coast Guard to implement an agency-wide Project Management Office (PMO). An integrated PMO will leverage best practices from both VP and ITS Directorates and ensure more consistent PM practices across the Coast Guard. It is expected that, once established, the PMO will have a leading role in implementing the other audit recommendations for a maturity assessment and consultative engagement.

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2014-2015			
Implement the CCG Project Management Office.	Physical Infrastructure Risk	DG, ITS	

C. Real Property Strategy

This year the Department will begin implementation of the multi-year Fisheries and Oceans Canada National Real Property Portfolio Strategy to realize opportunities to reduce the footprint resulting from alignment of Real Property and Program needs. This includes continuing review of requirements and divestiture of assets, including inactive lighthouses and non-core small craft harbours, to reduce the cost of operations, as well as updating related management processes, which will be undertaken to meet departmental objectives.

Within CCG, the preparation of baseline analyses for real property requirements to support CCG program functional requirements will be undertaken. These analyses will result in Asset Class Strategies for sites and locations where CCG does business; whether they are DFO owned, leased or if other tenancy arrangements are in place. Following the results of the needs assessments, CCG will work with DFO Real Property to develop strategies to ensure the Agency's Real Property needs are appropriately met moving forward.

The divestiture of assets and updating of management processes will help maintain CCG's economic vitality while providing standardized levels of service.

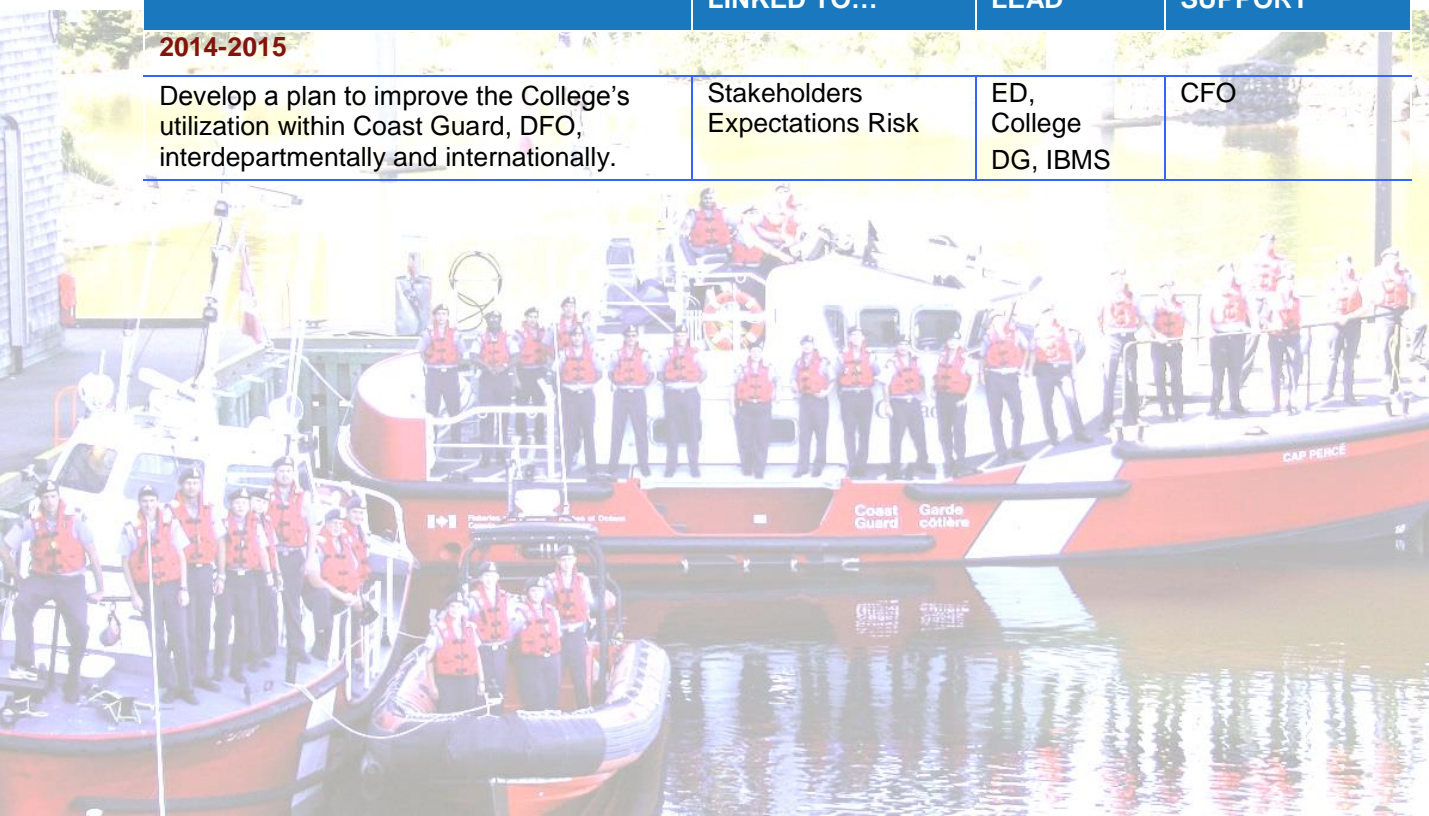
COMMITMENT	LINKED TO...	LEAD	SUPPORT
2014-2015			
Review requirements and divestiture of assets to reduce cost of operations.	Financial Capacity Risk Physical Infrastructure Risk DFO Real Property Risk	DG, IBMS	All ACs DG, NS DG, Ops DG, ITS

D. CCG College

The Canadian Coast Guard College, based in Sydney, Nova Scotia, supports the training requirements of the Canadian Coast Guard through the delivery of high quality bilingual programs and courses. The College trains and develops marine professionals in support of CCG mandated programs in marine safety, security, and environmental protection. In 2014, the Canadian Coast Guard College has been the venue for international meetings hosted by the Canadian Coast Guard. These meetings include the inaugural Arctic Coast Guard Forum on March 31, 2014 and the North Atlantic Coast Guard Forum Experts' Meeting April 1-3, 2014. While the College remains a centre of training excellence, CCG aims to broaden and increase its use - within Coast Guard, departmentally, interdepartmentally, and internationally.

In 2014-2015, CCG will develop a plan to improve the College's utilization. To achieve this new commitment, CCG will develop legislative options related to cost recovery before proposing changes for budget implementation. CCG will then consult stakeholder groups to develop a marketing strategy aimed at improving utilization of the College. Finally, CCG will draft a Blueprint document, which will provide strategies to increase College utilization rates.

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2014-2015			
Develop a plan to improve the College's utilization within Coast Guard, DFO, interdepartmentally and internationally.	Stakeholders Expectations Risk	ED, College DG, IBMS	CFO



E. Materiel Management Renewal

With support from CCG, the Chief Financial Officer (CFO) Sector is leading the preparation of a management action plan for the Department to respond to the Asset Management Services Evaluation. Specifically, a departmental working group (CCG, CFO and Real Property) is reviewing Materiel Management practices in DFO, in response to the warehouse recommendation from the Asset Management Services Evaluation and the requirements of the Real Property Portfolio Strategy for the warehouse asset class. Meanwhile, CCG is continuing to implement its internal Supply Chain Management Continuous Improvement Plan through various initiatives, including the continued roll-out of the Maintelligence Inventory Modules aboard large vessels and the Inventory Management System in CCG managed warehouses.

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2014-2015			
Continued implementation of the Supply Chain Management Continuous Improvement Plan.	Physical Infrastructure Risk	DG, ITS	

SECTION

4

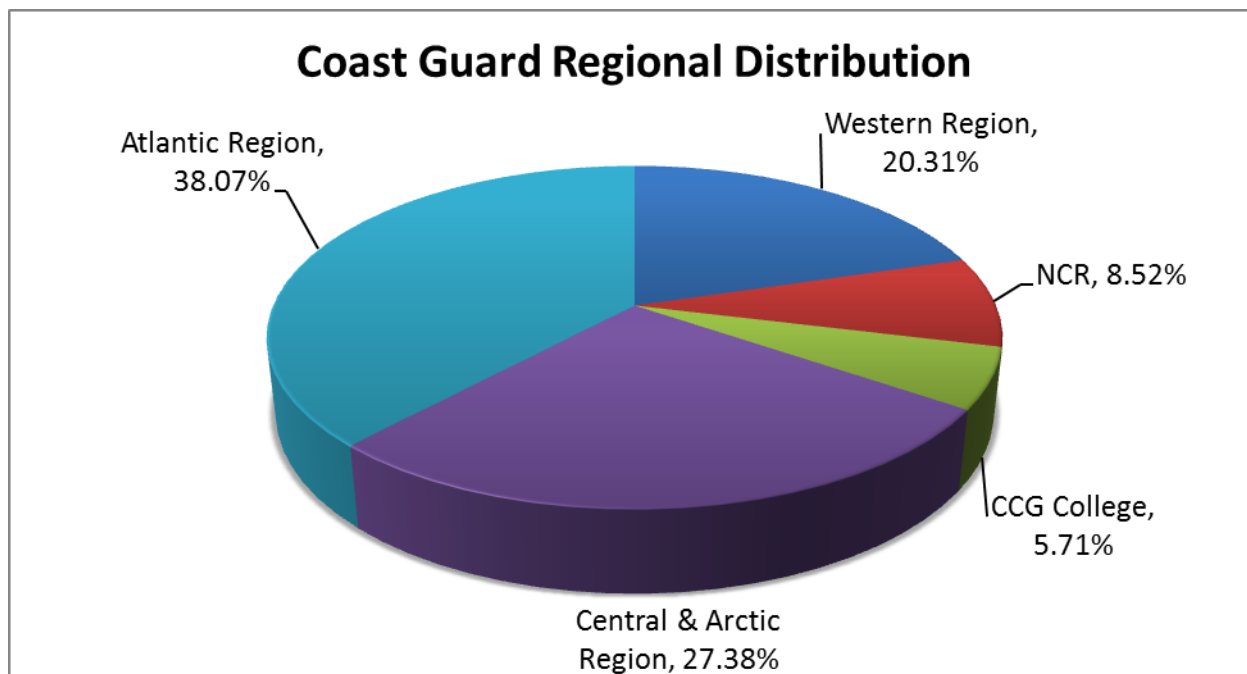
4. PEOPLE MANAGEMENT

The Integrated Business Management Services Directorate is responsible for the consistent integration of the Coast Guard's strategic and horizontal business activities. Within this purview, the Workforce Development unit of the Workforce Development and Information Strategies (WDIS) branch is responsible for managing national CCG workforce development initiatives; the primary focus of these initiatives is to support the people management component of the Management Accountability Framework (MAF), which ensures that the CCG has the "people, work environment and focus on building capacity and leadership to assure its success."

Using the 2014-2015 MAF assessment measures for the people management component as a basis, the CCG will focus on a number of key initiatives and ongoing activities over the next few years. More specifically, we will focus on effective workforce planning, maintaining employment equity representation, continuing to meet our official languages obligations, investing in employee learning and performance, establishing work objectives, and improving the organizational context. Lastly, CCG recognizes the Clerk's "Blueprint 2020" initiative, encouraging discussion amongst all public servants to articulate a vision for the future of the public service in order to set the stage for a capable, confident and high-performing workforce.

A. Effective Workforce Planning

Figure 2: Snapshot of our Workforce



As of April 1, 2014, the Coast Guard was funded to employ 4,793 FTEs (full-time equivalents), which represents the number of approved positions to carry out the organization's mandate, as reported in the 2014-2015 departmental Report on Plans and Priorities. Approximately 52% are seagoing personnel (ships' officers and crew), and only 8.5% of the total workforce is located in Headquarters. Over 22% of our employees are female. The percentage of female executives has also increased slightly to 30% (up from 27% in 2013); however, this percentage has remained steady over the last 3 years. CCG also employs a number of students throughout the year, utilizing various available staffing venues (Inshore Rescue Boat Program, Student Co-ops, and the Federal Student Work Employment Program). In 2013-2014, a total of 156 students were employed by CCG across the country.

Attrition rates are calculated using both retirement and residual attrition (resignations, transfers out, and deaths), with retirements making up the largest portion. The highest rate of attrition was within the Ships' Crew category, with 6% of indeterminate employees leaving the organization through transfer out or retirement. While CCG rates have remained fairly stable between 2008 and 2014, at about 4.8%, attrition was a key factor in CCG's success in implementing initiatives related to both Strategic Review and Strategic Operating Review. As of March 31st, 2014 approximately 11% of CCG's workforce is eligible to retire.

It is important to keep in mind that even though recent attrition rates have remained stable, given that the average age of Coast Guard employees is slightly above that of the Federal Public Service (44.1), with 22.1% of our employees between the ages of 50-54, and a large percentage of our employees over the age of 55 (22.6%), it is expected that the rate of retirement could continually increase over the coming years.

Targeted Recruitment

Although the immediate focus is on continuity of employment for CCG's indeterminate staff, we will continue to monitor attrition and retirement rates to ensure that we retain a skilled workforce. The Coast Guard must adequately forecast its future workforce needs and prepare for impending recruitment needs, particularly of our key positions and positions at risk. For example, the CCG Careers Page, which is one of the most frequently visited CCG web pages, has recently been revised, and is now accessible to a wider range of users, including people with physical and cognitive disabilities.

Additionally, under-represented groups continue to be targeted for careers within the Coast Guard through the Coast Guard College partnerships with various Community Colleges, Universities, and organizations across the country to increase awareness of career opportunities in the Coast Guard and to increase their competencies in relevant subject matters, with particular emphasis on acquiring the math and science credits required for admission to the CCG Officer Cadet Training Program.

As a next step, the CCG's College and Careers websites are being merged together to form one comprehensive website. This will be an intermediary step which will enable a smoother transition as departmental websites migrate their content into the 'one government of Canada' model, Canada.ca.



B. Improving Organizational Context

Human Resources Management

Over the past two years, the Treasury Board Secretariat has undergone extensive collaboration with Subject Matter Experts across the Public Service to identify a common way of delivering human resources services across the Government of Canada. The goal of these consultations was to align processes government-wide, through the Common Human Resource Business Process (CHRBP) for each of the seven areas of Human Resources management.

The CHRBP was designed to follow the life-cycle of an employee. In other words, beginning with the organizational design and human resources planning, followed by “putting people to work” (having the right people in the right roles with the right tools), and ending with the day-to-day workforce management, which focuses on learning, development, performance management and recognition.

2013-2014 Accomplishments

The CCG, along with the rest of the Department of Fisheries and Oceans (DFO), has implemented many of the recommendations identified through the Common Human Resource Business Process, aligning its processes with those of DFO and all departments.

Public Service Employee Survey

In 1999 the Treasury Board Secretariat began conducting the Public Service Employee Survey (PSES) every three years. The survey is administered by Statistics Canada to all federal public service employees and is one of the key tools used to engage federal employees in their views about their workplace and provides the organization with an opportunity to better understand its human resources challenges. The last survey was conducted in August 2011 and the next one is planned for August 2014.

In 2011 over half of the Coast Guard's employees (51%) completed the survey. Analysis of the survey results indicated CCG needed to intensify efforts in the areas of clear direction from senior management and career development opportunities for employees. In response to the findings, a national CCG PSES 2011-2014 Action Plan was developed, in collaboration with the bargaining agents, to address those areas and most identified initiatives were successfully completed by March 2014.

For the 2014 Public Service Employee Survey, the Canadian Coast Guard is committed to increasing the response rate of our employees. CCG's operational context does provide some challenges - reaching seagoing employees and those in remote locations is not an easy task – however hearing what our employees have to say about their workplace is critical to improving our organization and the quality of the services we deliver.

C. Investing in Employee Learning and Performance

Performance Review System

Learning and Performance Management at the CCG consists of a number of elements, including establishing work objectives, providing feedback on performance, and discussing short- and long-term learning and career

development objectives. The CCG monitors these elements bi-annually, as part of the overall Performance Review System (PRS).

Previous years' concerns regarding low completion rates for seagoing employees have not only been actioned, they significantly increased from 75% in 2009-2010 to 90% in 2013-2014. The completion rates for shore-based employees have remained steadily high between 2009-2010 and 2012-2013 at approximately 89%, but dipped in 2013-2014 to approximately 67%. Last year's lower response rates may be in part attributed to the Agency's reorganization when employees were moving between regions and directorates. However, the departmental commitment, which is supported and will align with the recently launched Treasury Board Secretariat Performance Management Directive, is to have 100% of employees receive ongoing feedback on their performance and to have established Individual Learning Plans (ILPs).

Various groups across the Department, including Integrated Business Management Services, Operational Personnel Management and the DFO Learning and Development Centre of Expertise, are working collaboratively to increase awareness of the PRS and to improve completion rates for all CCG seagoing and shore-based personnel, specifically since the April 1st 2014 launch of the Public Service Performance Management Application.

For example, 170 USB sticks were distributed to CCG vessels for use by seagoing personnel and lightkeepers (who did not have internet connectivity and/or low bandwidth issues or who could not attend information sessions) prepopulated with the new Public Service Performance Management training material and audio clips (from pre-recorded WebEx information sessions). Given these unique working conditions and connectivity issues, CCG successfully negotiated alternate, more flexible arrangements for these employees which still allow CCG to be compliant with the new Treasury Board Directive. Common work objectives for seagoing personnel and various shore-based administrative staff were developed and shared throughout CCG for managers/supervisors/superintendents. Despite the significant technical challenges experienced throughout the Department, which created some delays, DFO/CCG had (as of May 31st, 2014) one of the highest departmental Performance Agreement registration rates. Completion rates continue to be monitored.

CCG Training Review

Following the restructuring of the organization, it became clear some recommendations from the Organizational Alignment Review had been implemented inconsistently across the country, that there was some confusion and misunderstanding surrounding roles and responsibilities, particularly related to the management of the training planning function, and that clerical workload issues had arisen. As a result, a National CCG Training Review was undertaken, the objective of which was to develop a clear strategic direction for the planning and coordination of CCG's training and development services for consistent implementation across the organization.

To achieve this objective, the scope of the Review focused on who offered planning and coordination services for training and development, and how they were offered. The scope specifically excluded the development and delivery of training. As such, focus groups with employees and managers who previously or currently perform these services, and one-on-one interviews with HQ Directors and Regional Superintendents were conducted in all zones and regions. Additionally, an extensive literature review was conducted to gain a better understanding of the training function.

The results of the Review suggest that of the ten main recommendations identified, the most crucial are the implementation of a CCG National Training Database Tool, and developing and implementing a National CCG Training Framework.

Employee Training and Development Expenditures

In 2013-2014, training and development-related expenditures totalled approximately \$5.7 million. On average, this represents \$1,196 per employee. These expenditures include domestic and international travel costs related to training, tuition fees and books, seminars, conferences and instructors. In addition, the CCG spent \$13.3 million through its College's operating budget in 2013-2014 to satisfy Coast Guard's very specific operational training needs in the areas of search and rescue, environmental response, ice operations, vessel traffic management, marine communications, and electrical and electronic systems maintenance. The College's operating budget covers the salaries of the officer-cadets, managers, instructors and support staff, as well as costs related to program delivery, campus services, student affairs, training materials, library, computer services, food services, water-front facility, machine shop, etc. Employee training investments combined with College operations totaled \$19 million in 2013-2014, which was up \$1.2 million from 2012-2013.

To ensure that training- and development-related expenditures are allocated equitably and efficiently, the National Training Framework and the IBMS Training Database Tool (both mentioned above and are to be implemented this fiscal year) will provide guidelines on how to identify training priorities - all mandatory training for employees must be completed first, followed by any training that is required for the employee's substantive position, followed by future learning (career development over the next 2-3 years) - and will monitor the costs allocated to each.

D. Official Languages

The Coast Guard is committed to continuing to meet its official languages obligations to the public and to employees, and to fostering an environment that actively promotes the use of both official languages, given that two out of three of our regions and National Headquarters are bilingual, and nearly a quarter of our employees' first language is French (the majority of whom work in the province of Quebec or the National Capital Region).

The CCG's performance with respect to official languages is analyzed and monitored through the DFO Annual Review to TBS on Official Languages, the Office of the Commissioner of Official Languages (OCOL), and the Management Accountability Framework (MAF). According to the Review, the Department has maintained a good governance structure of official languages following the establishment of the Centre of Expertise, and nearly always produces and disseminates official documentation in both official languages. Although the Department is successful in providing services in the employee's language of choice, and in encouraging employees to use their preferred language of choice in the workplace, there is room for improvement. The most recent PSES results indicated 88% of CCG employees feel free to use the official language of their choice when preparing written materials and 89% feel free to use the language of their choice during meetings.

To support official languages and to identify concrete actions to improve the Department's performance and compliance with the *Official Languages Act*, the Department will update its three-year Official Languages Action Plan 2011-2014, with a new action plan being developed for 2014-2017. Currently, DFO is supporting CCG in fulfilling its obligations by reviewing the Coast Guard's new organizational structure with proposed linguistic profiles per position having been analyzed by the DFO Official Languages Centre of Expertise. This will ensure consistency in linguistic profiles in similar positions across the organization, ensure CCG is well positioned to meet its official languages obligations to the public and employees, and able to respond to recommendations from complaints and investigations. The next phase of the review will highlight the areas of

risk and non-compliance, and will take into consideration the TBS Compliance Review for which CCG will need to identify strategies and address any issues.

CCG supports the Action Plan by investing in language training, by encouraging employees to discuss developmental language training in their Individual Learning Plans, and increasing awareness of the tools and resources for managers and employees.

E. Labour Relations

The Coast Guard's workforce is represented by seven unions: the Public Service Alliance of Canada, including the Union of Canadian Transportation Employees; the Canadian Merchant Service Guild; the Canadian Auto-Workers (CAW-Local 2182); the International Brotherhood of Electrical Workers; the Professional Institute of the Public Service of Canada; the Canadian Association of Professional Employees; and the Association of Canadian Financial Officers.

The Coast Guard has focused on developing and maintaining an effective working relationship with our employees' bargaining agents. One mechanism has been through the bi-annual CCG Union-Management Consultation Committee, which is an executive-level body that addresses labour relations.

Additionally, the Coast Guard has aimed to consult bargaining agents throughout the development of any national or regional initiatives, policies or procedures that may have an impact on their members. For example, a national Public Service Employee Survey (PSES) Working Group was established last year that comprised bargaining agents in order to collaboratively develop specific activities to advance the Coast Guard's commitment under its PSES Action Plan. The Coast Guard has also committed to informing bargaining agents of any planned changes or discontinuance of career development initiatives across the country. This continued collaboration will serve to promote constructive relations between all parties, and will benefit the support provided to employees.

F. Wellness and Disability Management Program

As dictated by a framework of laws and legal human rights decisions (the Canada Labour Code, the *Canadian Human Rights Act*, and the *Public Service Employment Act*), it is the responsibility of management to prevent illness and injury in the workplace and to accommodate employees. It is also management's responsibility to support the health of the people in their teams and to be mindful of the impact the work environment has on the health and wellness of their employees.

A Wellness and Disability Management Program, with the governance of a Centre of Expertise (CoE), will thereby reduce the incidence of absence from work due to illness, injury or disability, will shorten absences, and will foster employee engagement and productivity, allowing the CCG to meet its business objectives. A departmental Directive on Wellness and Disability Management will be implemented to:

- 1) Establish clear roles and responsibilities,
- 2) Identify partnerships between all stakeholders and,
- 3) Provide clarity on obligations for CCG managers.

CCG will be a key stakeholder in supporting this CoE and will contribute in analyzing its duty to accommodate and disability management data, identifying and researching best practices, accelerating its prevention and case management approach and ensuring that Coast Guard senior management is consistently reporting on occupational illness and injury.

SECTION

5

5. REGIONAL PERSPECTIVE

Overview

CCG operates in three regions. Each region is led by an Assistant Commissioner, who reports to the Commissioner and is responsible for directing the day-to-day delivery of CCG programs and services in that region. While CCG provides functional direction and plans at a national level to ensure consistency in the design and delivery of programs, the regions are responsible for program delivery.

Although all three regions deliver core CCG programs, the focus in each region is sometimes different, depending on climate, geography, and client needs.

Figure 3: CCG's Three Regions and National Headquarters



Atlantic Region

Atlantic Region covers approximately 40,000 km of coastline, 2.5 million km² of continental shelf and encompasses four provinces; New Brunswick, Newfoundland and Labrador, Nova Scotia and Prince Edward Island.

The Northwest Atlantic Fisheries Organization (NAFO) Regulatory Zone inside the 200 mile limit is 2.3 million km². With long ice seasons and extreme weather conditions second only to the Canadian Arctic, the Atlantic Region has the highest proportion of distress incidents and the largest percentage of Search and Rescue cases, with the SAR zone extending halfway across the Atlantic Ocean.

With the largest oil handling port in Canada, a rapidly expanding offshore oil industry and millions of tons of potential polluting cargo and vessel fuel transiting regional waters each year, the Atlantic Region remains ready to take action to effectively protect the marine environment.

The Atlantic Region is home to more Coast Guard employees than any other region. The Canadian Coast Guard College is also located in this region, in Sydney, Nova Scotia.

Northwest Atlantic Fisheries Organization

As a Special Operating Agency, the CCG provides support to the Department of Fisheries and Oceans through the provision of vessels to facilitate conservation and protection in Northwest Atlantic Fisheries Organization (NAFO) waters. Conservation and protection remains a high government and departmental priority. CCG will continue to work with DFO to ensure patrol vessel surveillance, armed boarding capabilities, and a sustained visible presence in Canadian territorial waters.

Central and Arctic Region

Central and Arctic Region encompasses Ontario, Quebec Nunavut, and shorelines of the Beaufort Sea including North West Territories and Yukon – all of which covers the majority of Canada's coastline, approximately 178,000 km. The region is home to the majority of pleasure boat owners and recreational fishers in Canada, as well as a significant proportion of commercial shipping.

The St. Lawrence's geographical location makes it a strategic trade route for accessing the interior of the continent. Four major Canadian ports are located in the region and account for nearly 30% of the tonnage of cargo handled, making marine transportation in the region essential to Canada's economic prosperity.

The region's mandate in the Arctic is evolving and expectations are expanding given the dramatic changes to the Arctic environment, climate change and sea ice conditions. It is an area of growing focus domestically and globally. Central and Arctic Region plays an operationally critical role through the deployment of icebreakers assigned to Arctic operations, the missions of which play a vital role in Arctic re-supply, including the US Airbase in Thule, Greenland.

In 2014-2015 the region is continuing to support the United Nations Convention on the Law of the Sea (UNCLOS) through analysis of data collected in previous years.

Operation NANOOK

The CCG continues to fully participate in the Annual Department of National Defence-led Operation NANOOK - the largest sovereignty operation conducted annually in Canada's North, taking place in several locations across Yukon, the Northwest Territories and Nunavut. This late-summer operation will take place

in both the High Arctic area of Lancaster Sound and in Hudson Bay. Regional participation continues to expand in scope and complexity and includes Coast Guard resources from almost every program area.



Western Region

The Western Region marine community operates from Victoria to the Western Arctic, with nearly 500,000 vessel movements per year. The region includes 27,000 km of coastlines and 560,000 km² of ocean.

Weather can vary dramatically across the British Columbia coast, which is known internationally as one of the world's wildest coastlines. For example, the mouth of the Juan de Fuca Strait, a large body of water about 153 km long, forming the principal outlet for B.C.'s Georgia Strait, has been called the "Graveyard of the Pacific" due to frequent inclement weather conditions.

The Western Region is home to Port Metro Vancouver, the most diversified and fourth largest tonnage port in North America, and a key port for the cruise industry (attracting 666,240 passengers on 191 sailings in 2012; with an increase in 2013 of 22% to 812,398 passengers on 235 sailings). Also located in Western Region is the Asia Pacific Gateway and Corridor Initiative, a transportation network facilitating global supply chains between the North American marketplace and the booming economies of Asia.

Prince Rupert Port Authority

The most significant issue at this time is the potential for further growth in the shipping industry. The Port of Prince Rupert continues to plan for expansion of the container and coal terminals as well as significant expansion of rail capacity to facilitate this growth.

The Enbridge Northern Gateway pipeline project could increase volume and size of vessels. This will result in an increased demand for aids to navigation.

Marine Navigation Services in Western Region will continue to monitor and assess its facilities and equipment in the area to ensure that navigation continues to be properly managed.

SECTION

6

6. WHAT WE DO EVERYDAY

This section describes, by Program and Sub Program, the day-to-day activities related to the programs and services Coast Guard provides to Canadians. It also highlights areas where significant investment is occurring and notes key initiatives aimed at improving the delivery of programs and services.

The Program Alignment Architecture (PAA) illustrates how we contribute to the Department's three strategic outcomes:

1. Economically Prosperous Maritime Sectors and Fisheries is about contributing to the capacity of Canada's maritime sectors and fisheries to derive economic benefits and further enhancing their competitiveness, through departmental policies, programs and services, while supporting the sustainable and effective use of Canada's water resources.
2. Sustainable Aquatic Ecosystems is about the contribution of programs and policies to the conservation, protection, and sustainability of Canada's aquatic ecosystems through the management of risks that affect species, oceans and fish habitats.
3. Safe and Secure Waters is about contributing to maintaining and improving maritime safety and security through the provision of maritime infrastructure, information, products and services necessary to ensure safe navigation and the protection of life and property.

The chart illustrates the relationship among the three strategic outcomes and CCG's programs and sub programs.

1. STRATEGIC OUTCOME: Economically Prosperous Maritime Sectors and Fisheries
<i>Program</i> 1.8 MARINE NAVIGATION
2. STRATEGIC OUTCOME: Sustainable Aquatic Ecosystems
<i>Program</i> 2.4 ENVIRONMENTAL RESPONSE SERVICES
3. STRATEGIC OUTCOME: Safe and Secure Waters
<i>Programs</i> 3.1 SEARCH AND RESCUE SERVICES
<i>Sub Programs</i> 3.1.1 SEARCH AND RESCUE COORDINATION AND RESPONSE 3.1.2 CANADIAN COAST GUARD AUXILIARY
3.2 MARINE COMMUNICATIONS AND TRAFFIC SERVICES
3.3 MARITIME SECURITY
3.4 FLEET OPERATIONAL READINESS
<i>Sub Programs</i> 3.4.1 FLEET OPERATIONAL CAPABILITY 3.4.2 FLEET MAINTENANCE 3.4.3 FLEET PROCUREMENT
3.5 SHORE-BASED ASSET READINESS
3.6 CANADIAN COAST GUARD COLLEGE

Note: The total figures showing in all the tables have been either rounded up or down, therefore reflecting some discrepancies.

Table 1: CCG Planned Spending by activity and PAA Program, 2014-2015 (thousands of dollars)

PAA PROGRAM	Salary	O&M	Total Operating	Major Capital	Grants and Contributions	Total Planned Spending**
Marine Communications and Traffic Services	31,526	4,810	36,336	-	-	36,336
Marine Navigation	16,705	35,707	52,412	-	-	52,412
Aids to Navigation	12,649	15,075	27,724	-	-	27,724
Icebreaking Services	642	15,179	15,821	-	-	15,821
Waterways Management	3,413	5,453	8,866	-	-	8,866
Search and Rescue Services	9,632	14,971	24,603	-	5,021	29,624
Environmental Response Services	8,184	3,627	11,812	-	-	11,812
Maritime Security	3,622	3,329	6,951	-	-	6,951
Coast Guard College	10,292	3,049	13,341	-	-	13,341
Fleet Operational Readiness*	170,117	59,089	229,205	190,462	-	419,667
Shore-Based Asset Readiness	59,758	14,207	73,965	48,003	-	121,968
Total	309,835	138,789	448,624	238,465	5,021	692,110

* O&M includes EFM and EOSS ship refit and fuel

** WCB budget is included in O&M figures

*** Excludes Vote-Netted Revenue (VNR)

Table 2: CCG Service Costs by activity and PAA Program, 2014-2015 (thousands of dollars)

PAA PROGRAM	Direct Program Operating	Allocation of Operating From:		Total Service Cost (Operating)
		Coast Guard Fleet Operational Readiness	Shore Based Asset Readiness	
Marine Communication and Traffic Services	36,336	1,223	7,722	45,281
Marine Navigation	52,412	99,466	37,604	189,482
Aids to Navigation	27,724	40,942	24,210	92,876
Icebreaking Services	15,821	58,257	13,335	87,413
Waterways Management	8,866	267	59	9,193
Search and Rescue Services	24,603	70,195	15,672	110,470
Environmental Response Services	11,812	777	173	12,761
Maritime Security	6,951	4,023	895	11,869
Coast Guard College	13,341	-	-	13,341
Total Coast Guard Program	145,454	175,684	62,065	383,202
Non-CCG Program		65,422		65,422
Total	145,454	241,105	62,065	448,624

Table 3: Total Number of CCG Full-time Equivalents (FTEs) – 2014-2015 Utilization by activity and PAA Program and Sub-Program

	O&M FTEs	Major Capital FTEs	Total FTEs
Marine Communication and Traffic Services	388		388
Marine Navigation	231		231
Aids to Navigation	201		201
Icebreaking Services	7		7
Waterways Management	23		23
Search and Rescue Services	106		106
Environmental Response Services	107		107
Maritime Security	51		51
Coast Guard College	301		301
Fleet Operational Readiness	2,586	238	2,824
Fleet Operational Capability	2,586		2,586
Fleet Maintenance		153	153
Fleet Procurement		85	85
Shore-Based Asset Readiness	787		787
Total	4,555	238	4,793

Marine Navigation

Mariners in Canada rely on Marine Navigation services. These services form the cornerstone of Canada's navigation system, providing Canadian and international commercial marine transportation sectors, fishers, and pleasure craft operators with information and services to navigate safely and efficiently. Marine Navigation is provided by three services: Aids to Navigation, Waterways Management and Icebreaking Services.

The Aids to Navigation service provides devices or systems, external to a vessel, to help mariners determine position and course, to warn of dangers or obstructions, or to mark the location of preferred routes. Collectively known as aids to navigation, they include visual aids (lights, beacons and buoys), aural aids (whistles, horns and bells), radar aids (reflectors and racons) as well as the Differential Global Positioning System, (DGPS), which is an enhancement to the Global Positioning System (GPS) and is used for position and timing information. DGPS also has an integrity monitoring service which informs mariners when not to rely on DGPS and GPS.

Navigability in Canadian waterways is highly influenced by water levels and the bottom condition of shipping channels. To help facilitate the efficient and safe use of Canada's waterways, the Waterways Management service is responsible for monitoring commercial channels, maintaining marine structures, dredging of the Great Lakes connecting channels and the St. Lawrence River, and for providing water-depth forecasts.

Icebreaking services contribute to keeping most main waterways and Canadian ports open for business year-round and escorting ships through ice-infested waters. Key information on ice conditions and recommended ice routes are also products provided by this service. These services are essential to mariners in Eastern Canada and the Great Lakes throughout the winter, and in the Arctic during the summer navigation season.

These services are designed to meet the needs of CCG's clients. As a result, Marine Navigation services must evolve as requirements change. With greater interest in Canada's Arctic region, enhanced Marine Navigation services will be required along established [northern marine transportation corridors](#). Work is underway to review levels of service and requirements for aids to navigation and icebreaking services in the region. In southern Canada, efforts are focused on modernizing existing marine navigation infrastructure and services to enable Canada to transition to a modern, integrated and automated marine navigation system supported by real-time and up-to-date information.

These changes will continue to support [e-Navigation](#) implementation and the elements supporting this new vision for marine navigation in Canada will also respond to long-standing requests from the shipping industry. This on-going dialogue with industry will continue to shape Canada's marine navigation services, while also enabling the Canadian Coast Guard to re-examine the current [marine navigation services fee](#) structure and methodology.

Performance Information

MARINE NAVIGATION SERVICES

To achieve this result...	Measured this way...	With these targets...
The commercial shipping industry and mariners are provided with marine navigation support to facilitate access to/movement through main marine channels.	Five year average of total annual international and domestic tonnage handled.	Maintain or improve the 5 year average of 452,000,000t (most recent available period – 2007-2011).

Table 4: Marine Navigation Resource Profile, 2014-2015 (thousands of dollars)

Region	Salary	O&M	Total
Atlantic	5,739	9,584	15,324
Central & Arctic	4,339	9,023	13,362
Western	4,738	4,564	9,301
National Capital Region	1,889	12,537	14,426
Direct Program Total	16,705	35,707	52,412
Coast Guard Fleet Operational Readiness Allocation	73,824	25,642	99,466
Shore-Based Asset Readiness Services Allocation	30,381	7,223	37,604
Total Service Cost	120,909	68,572	189,482

Key Services

Aids to Navigation

The Aids to Navigation service's main clients are the shipping industry, recreational boaters, commercial fishers, and pilots, as well as the various associations and committees that represent them. The service generally engages its clients to ensure they understand the levels of service, to identify gaps in service delivery, and to foster meaningful exchanges to address user needs while ensuring that expectations are realistic.

CCG is continuing to find ways to improve the way we deliver and maintain our services, such as the implementation of annual lighted spar buoys that is expected to decrease maintenance requirements, while providing mariners with an extension of the lighted service. Also in the interests of effectiveness and efficiency, the Canadian Coast Guard is increasing the [use of contractors](#) for the laying and lifting of buoys that are 1.4 metres or less in diameter and a revised methodology for the design and review of aids to navigation systems will ensure operations address the level of risk in waterways, incorporate new technologies and address the needs of today's mariners. The methodology will also consider changes in marine traffic patterns, such as the projected changes that led to the need to [review the aids to navigation system in and around Kitimat, British Columbia](#).

The Aids to Navigation service is delivered by...

- **CCG National Strategies at Headquarters** which develops strategic policy and long-term strategies for the service. In addition, National Strategies provides advice, and subject-matter expertise at marine-related intergovernmental and international fora;
- **CCG Operations at Headquarters** which manages the service nationally, through consultations and communication, while monitoring, evaluating, and improving program performance;
- **CCG Regional Programs personnel** who are strategically located across Canada and are responsible for designing and providing aids to navigation system and navigation safety information to mariners;
- **CCG Regional Fleet personnel** who are the principal resources used by CCG's Aids to Navigation service to tend to and retrieve floating aids to navigation;
- **CCG Integrated Technical Services** which implements a lifecycle management system to ensure that both our electronic and traditional aids to navigation assets are capable, reliable, and available;
- **DFO Real Property Directorate** which is responsible for the lifecycle management of some major aids to navigation;
- **Various contractors** who complement the service work performed by CCG Regional Fleet and Integrated Technical Services. An example of working with contractors is the [Buoy Placement Project](#).

Table 5: Aids to Navigation Resource Profile, 2014-2015 (thousands of dollars)

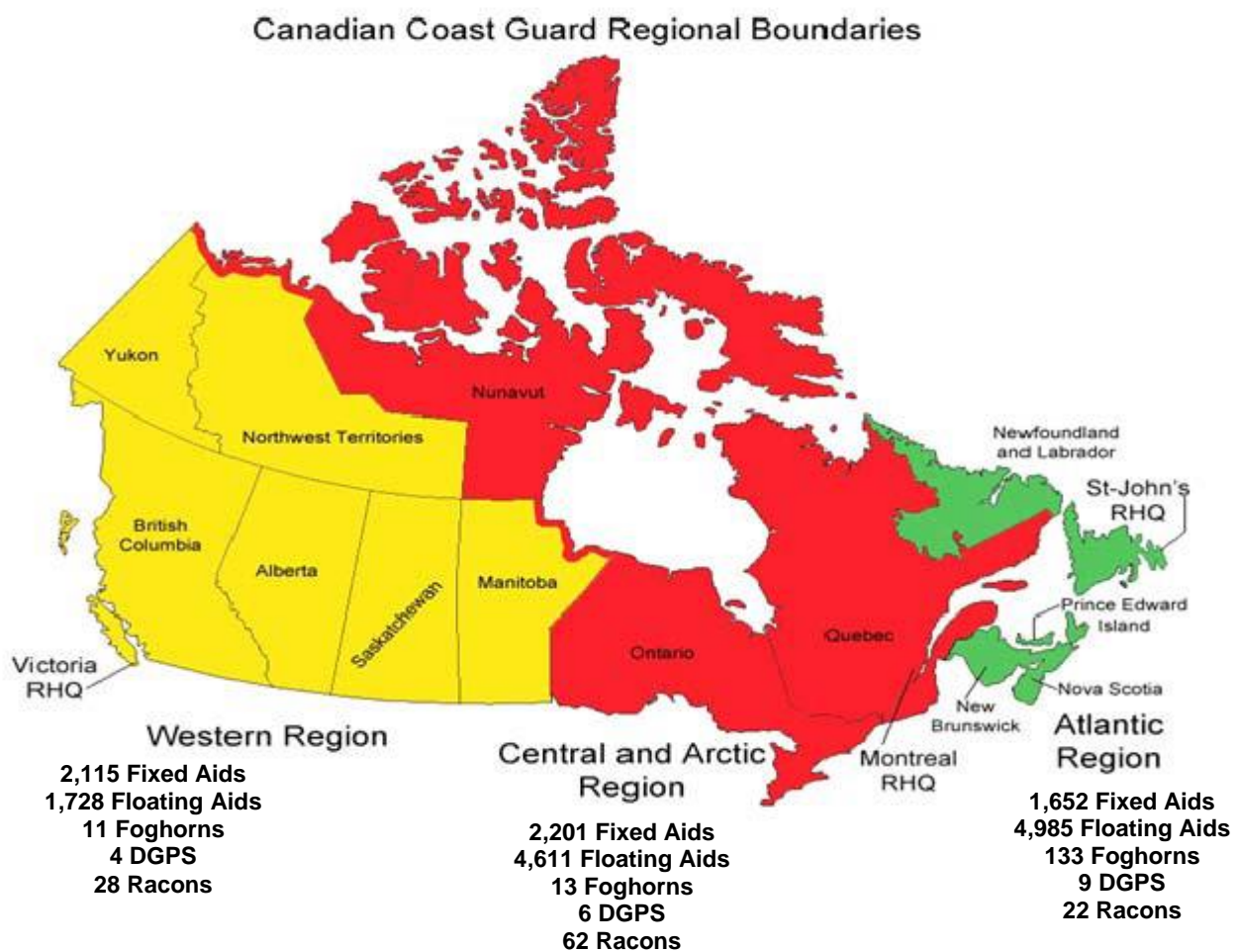
Region	Salary	O&M	Total
Atlantic	4,780	4,711	9,491
Central & Arctic	1,903	2,406	4,309
Western	4,577	2,570	7,147
National Capital Region	1,389	5,389	6,778
Direct Program Total	12,649	15,075	27,724
Coast Guard Fleet Operational Readiness Allocation	30,387	10,555	40,942
Shore-Based Asset Readiness Services Allocation	19,559	4,650	24,210
Total Service Cost	62,596	30,280	92,876

Figure 4: Aids to Navigation Across Canada

Fixed aids to navigation include structures such as lighthouses and sector lights.

As of December 2012 there are 17,543 Aids to Navigation across Canada:

5,968 Fixed Aids;
11,324 Floating Aids;
157 Foghorns;
19 DGPS; and
112 Racons



Waterways Management

The Waterways Management service is influenced by the trend to accommodate bigger and faster vessels, increasing pressure to maximize water levels and channel depths for optimum loading, climate change, safety maneuvering limits, and the need to balance between environmental and economic interests. These issues increase the need to maintain our engineering guidelines for the design, maintenance and utilization of commercial channels. Users continue to ask for accurate waterways conditions such as water-depth forecasts and channel-bottom information.

In this context, the service needs to be constantly aware of innovations in technologies and management practices that can support more efficient operations. Well-managed partnerships contribute to the efficient coordination of the service's activities and help prevent duplication of activities with internal and external partners such as Public Works and Government Services Canada, Canadian Hydrographic Service (channel-bottom monitoring) and Environment Canada with Canadian Hydrographic Service (available water forecasts).

The Waterways Management service is continually evaluating and integrating new initiatives to improve the information it provides to its clients. For example, the service has always been deeply involved in the definition and implementation of e-Navigation in Canadian waters.

The Waterways Management program is delivered by...

- **CCG National Strategies at Headquarters** which define and design the waterways management program. They manage the service by developing policies, standards, procedures, and guidelines through consultations and communication;
- **CCG Operations** which analyze survey results, calculate water-depth forecasts to inform stakeholders and manage dredging projects. The Operations staff continuously plan, monitor, evaluate, and improve program performance;
- **CCG Regional Programs personnel** who provide highly technical expertise on questions related to the safe passage of vessels in Canadian waterways. In particular, they offer mariners underwater information they cannot obtain elsewhere. Programs personnel are located in all CCG regional offices and work with Operations Directorate staff in Headquarters;
- **CCG Integrated Technical Services**, which is responsible for the centre of expertise on hydraulics studies for waterways management;
- **Canadian Hydrographic Service (CHS)** CCG Regional Fleet, and Environment Canada, which provide services such as conducting bottom-sounding surveys in specific waterways and providing forecasts of water-level depth so mariners can plan safe and efficient passage, and maximize their cargo;
- **DFO Real Property Directorate** which is responsible for the lifecycle management of marine structures;
- **Public Works and Government Services Canada (PWGSC)**, which provides services such as bottom-sounding surveys, dredging, and the disposal of sediments.

Post-Panamax Study, St. Lawrence River

Given the increase in marine traffic that is widely expected to occur in the near future, Canadian ports are seeking ways to increase their competitiveness. At the request of shipping industry representatives, a risk assessment to aid in the decision to authorize wide-beam vessels to navigate the St. Lawrence River up to the port of Montreal was prepared, in partnership with Transport Canada (TC) and the Laurentian Pilotage Authority. Over the past few years, an action plan was implemented based on a risk assessment report.

Guidelines were prepared and in 2012-2013 the transit of post-Panamax vessels in the St. Lawrence was authorized under certain conditions.

In 2013-2014, the Central and Arctic Region of the Coast Guard, in cooperation with Transport Canada and pilots, revised its tables for under keel clearance to account for wide-beam vessels. A navigation notice on the post-Panamax rules of passage was issued, and two thematic charts indicating where only one large vessel can be accommodated at a time were developed. All pilots of ship liners received necessary training to safely operate post-Panamax vessels and by October 2013, testing of the new rules began with two post-Panamax ships transiting the St. Lawrence River, although not at the same time. The rules still need to be verified when two post-Panamax ships meet at the same time and place. Over the period 2013-2016, the ships will be subject to an evaluation of their maneuverability and the rules will be revised as necessary.

Table 6: Waterways Management Resource Profile, 2014-2015 (thousands of dollars)

Region	Salary	O&M	Total
Atlantic	786	765	1,550
Central & Arctic	2,035	3,756	5,791
Western	160	887	1,047
National Capital Region	433	46	479
Direct Program Total	3,413	5,453	8,866
Coast Guard Fleet Operational Readiness Allocation	198	69	267
Lifecycle Asset Management Services Allocation	48	11	59
Total Service Cost	3,659	5,533	9,193

Icebreaking Services

Icebreaking Services provide ice information and icebreaking services to clients on ice-covered waters of the Great Lakes, the St. Lawrence River, the East Coast of Canada, and the Arctic. Climate change and economic development have led to demands for extended periods of navigation through ice both in southern Canadian waters and in the Arctic. Given the need to maximize resource utilization in both ice operations and ice routing and information services, the service needs to be constantly aware of innovations in technologies and management practices that can support more efficient operations. Quality and readily available ice information is of particular importance to vessels navigating through and around ice-covered waters. Because of the importance of publishing timely information on ice conditions, the service is deeply involved in online services development. Satellite imagery and enhanced marine radars, for example, can support the timely detection and recognition of dangerous ice, thereby enhancing safety and reducing navigation times. This information is of primary importance to help make optimal use of icebreakers, as well as improving ice routing and ice information to mariners. Ice information is available through the MarInfo website.

The Icebreaking program is delivered by...

- **CCG Regional Program staff** who work in Ice Operations Centres, to ensure that ice information is disseminated to vessels by radio, internet, fax, etc.; that routes around ice are prepared and distributed to mariners; and, that icebreakers are strategically positioned to respond to requests for assistance. Ice Operations Centres are located in St. John's, NL; and Montreal, QC;

- **CCG Regional Fleet** which operates icebreakers in the Arctic between June and November and on the East Coast of Canada, the St. Lawrence River, and the Great Lakes between December and May;
- **CCG National Strategies at Headquarters** who define and design the icebreaking program. They manage the service by developing policies, standards, procedures, and guidelines;
- **CCG Operations at Headquarters** which through consultations and communication, continuously plan, monitor, evaluate, and improve program performance. In addition, Operations provide advice, guidance, and subject-matter expertise through marine-related intergovernmental and international fora;
- **CCG Integrated Technical Services** which maintains ice booms, ice islands and the integrated ice management system;
- **A partnership agreement with Environment Canada's Canadian Ice Service** which is administered by Operations Directorate headquarters to provide CCG with essential marine weather and ice information, and
- **United States Coast Guard** under a treaty for joint icebreaking operations on the Great Lakes administered by National Strategies at headquarters and Regional Programs staff to maximize icebreaking support capability and effectiveness for both nations.

Table 7: Icebreaking Services Resource Profile, 2014-2015 (thousands of dollars)

Region	Salary	O&M	Total
Atlantic	174	4,109	4,283
Central & Arctic	402	2,861	3,262
Western	-	1,108	1,108
National Capital Region	67	7,102	7,169
Direct Program Total	642	15,179	15,821
Coast Guard Fleet Operational Readiness Allocation	43,238	15,019	58,257
Shore-Based Asset Readiness Services Allocation	10,774	2,561	13,335
Total Service Cost	54,654	32,759	87,413



Environmental Response Services

2013-2014 Accomplishments

- Developed an equipment recapitalization plan based on the results of the Environmental Response Capacity Review.
- Finalized the core crisis leadership competencies and developed and delivered training for use by Coast Guard senior management, who may be called on during a large marine pollution or other emergency management incidents.

The Canadian Coast Guard is the lead federal agency to ensure an appropriate response to ship-source and mystery-source spills in Canada's marine environment. Given the amount of oil and other hazardous materials that are shipped via the marine transportation system, it is critical that the Canadian Coast Guard is ready to respond to marine pollution incidents in Canadian waters to protect coastal communities and Canada's interests. The objectives of the Environmental Response program are to minimize the environmental, socio-economic, and public safety impacts of marine pollution incidents.

An effective response to marine pollution events requires a high level of preparedness, including appropriate resources, strong partnerships, thoughtful contingency planning, and skilled personnel. The marine pollution response capacity within the Coast Guard is a unique federal capacity not found in other federal departments. Therefore, the Coast Guard may use this unique capacity to support the response mandates of other federal partners such as spills from other sources (e.g. land based spills or offshore platforms) and emergency response events (e.g. Manitoba Floods). In addition, the CCG has mutual aid agreements with other nations, such as the United States Coast Guard and Denmark, which can be utilized in a large scale marine pollution response.

Over the years the Canadian marine pollution risk profile has changed, with increasing vessel traffic in the Arctic, resumed interest in the Beaufort Sea oil and gas exploration, increased tonnage of hazardous and noxious substances being transported within Canadian waters, and impending deep sea drilling in the North Atlantic. As a result, there are heightened public expectations that the Government of Canada will be ready and able to respond to marine spills to protect coastal communities and Canadian interests.

While continuing to strengthening domestic partnerships, CCG is also affirming international partnerships to ensure mechanisms are in place should Canada require response assistance from other nations. Existing bi-national plans are being updated with the United States Coast Guard and new partnerships are being established with Arctic nations under the auspices of the Arctic Council. As Head of the Canadian Delegation to the Arctic Council Task Force on Oil Preparedness and Response, the Canadian Coast Guard assisted in the development of a new international instrument that will provide for the provision of mutual aid between Arctic nations during significant oil spill events in the Arctic.

The Environmental Response program is delivered by...

- **CCG National Strategies at Headquarters** who define and design the overall Environmental Response program. They manage the program by developing policies, standards (e.g. Levels of service), procedures, and guidelines to promote the delivery of a nationally consistent service;
- **CCG Operations at Headquarters** through consultations and communication, continuously plan, monitor, evaluate, and improve program performance. Operations also provide advice, guidance and subject-matter expertise through marine-related intergovernmental and international fora. For example, the Coast Guard is Canada's Competent Authority for marine pollution at the International Maritime Organization;

- **CCG Regional Program personnel** who have extensive expertise identifying, analyzing, developing, and executing the preparedness and response activities essential to minimizing the environmental impacts of marine pollution events;
- **CCG Regional Fleet** which operates CCG's vessels in support of Environmental Response operations;
- **Other DFO sectors**, including Ecosystems and Fisheries Management, and Ecosystems and Oceans Science, which provide essential scientific information and advice critical for the CCG to ensure an appropriate response to a spill;
- **Environment Canada, Public Safety Canada and Transport Canada:**
 - **Environment Canada** which provides environmental and scientific advice during a response to a marine pollution incident and provides advice in the development and maintenance of contingency plans. In addition, it ensures regulatory enforcement and compliance under the *Fisheries Act* and other statutes;
 - **Transport Canada** which provides the regulatory framework for Canada's Marine Oil Spill Preparedness and Response Regime, provides technical advice with respect to vessels, and ensures enforcement and compliance with various regulations;
 - **Public Safety Canada**, responsible for setting the national framework for emergency preparedness in Canada, through the Federal Emergency Response Plan and the Marine Events Response Protocol. CCG works with Public Safety Canada to ensure interoperability and overall preparedness of Canada to respond to marine pollution events;
- **Response organizations** which may be contracted by polluters or the CCG to conduct cleanup operations, and
- **Foreign governments** through bilateral agreements, Memoranda of Understanding, and contingency plans that ensure all available resources can be used to mitigate the effects of pollution.

Performance Information

ENVIRONMENTAL RESPONSE SERVICES		
To achieve this result...	Measured this way...	With these targets...
Environmental, economic, and public safety impacts of marine pollution events are mitigated.	Percentage of reported cases in which the response was appropriate relative to the pollutant, threat and impact.	100%

Key Initiative

National Equipment Strategy

In 2011-2012, Coast Guard began an assessment of its environmental response capacity using the national standards that Canada's certified Response Organization upholds. The results of this project will inform both a National Equipment Strategy and the CCG Integrated Investment Plan. The Capacity Review and National Equipment Strategy will guide the acquisition of Environmental Response equipment, and ensure consistent life-cycle and material management of Environmental Response assets. While the National Equipment Strategy was largely completed in 2012-2013, Transport Canada completed a national oil spill assessment process in November 2013. The Strategy has been delayed as it must be informed by the outcomes of the assessment process and the Government's responses to the recommendations of the Tanker Safety Expert Panel.

Table 8: Environmental Response Services Resource Profile, 2014-2015 (thousands of dollars)

Region	Salary	O&M	Total
Atlantic	2,064	758	2,822
Central & Arctic	2,002	792	2,795
Western	1,488	1,045	2,533
National Capital Region	2,630	1,032	3,662
Direct Program Total	8,184	3,627	11,812
Coast Guard Fleet Operational Readiness Allocation	576	200	777
Shore-Based Asset Readiness Services Allocation	140	33	173
Total Service Cost	8,900	3,861	12,761



Search and Rescue Services

Canada is a maritime nation surrounded by three oceans and whose population and economy make significant use of waterways for commercial and recreational purposes. The marine environment can be dangerous and CCG is an important player in responding to emergencies that occur on water.

The federal Search and Rescue (SAR) program is a cooperative effort by federal, provincial and municipal governments. CCG's SAR program leads, delivers, and maintains preparedness for the 5.3 million square kilometre maritime component of the federal SAR system. It does so with the support of multiple stakeholders and partners, including the Canadian Coast Guard Auxiliary and National Defence. Through distress monitoring, communication, and search and rescue activities, the CCG SAR program increases the chances of rescue for people caught in dangerous on-water situations.

The Search and Rescue program is delivered by...

- **CCG National Strategies at Headquarters**, who define and design the SAR system. They facilitate service provision by developing policies, standards (e.g. Levels of service), procedures, and guidelines;
- **CCG Operations at Headquarters**, through consultations and communication, continuously plan, monitor, assess and improve program performance. Operations also provide advice, guidance, and subject-matter expertise through marine-related intergovernmental and international fora;
- **CCG Regional Program personnel**, who are largely strategically located in the three Joint Rescue Coordination Centres (JRCCs) and the Maritime Rescue Sub-Centre (MRSC). These coordinators provide 24/7 SAR coordination services during distress and safety incidents;
- **CCG Inshore Rescue Boat (IRB) crews**, who provide a seasonal Inshore Rescue Boat service at 25 locations during periods of peak activity;
- **CCG Regional Fleet**, which operates a total of 120 vessels and air cushioned vehicles, and 21 helicopters, all with SAR capabilities;
- **DFO Real Property Directorate**, which is responsible for the lifecycle management of lifeboat stations;
- **A partnership with DND**, which is the lead Department for the coordination of all aeronautical and maritime SAR and is responsible for the three JRCCs. The JRCCs are located in Halifax, Trenton, and Victoria, and they are staffed by both DND and CCG personnel. The MRSC in Quebec is staffed by Canadian Coast Guard personnel only and it contributes significantly to the DND partnership;
- **A partnership with the CCG Auxiliary**, which consists of approximately 4,000 members using 1,100 vessels that are either individually-owned boats or community vessels. The Auxiliary responds to approximately (20-25%) of all marine SAR cases annually.

Performance Information

SEARCH AND RESCUE SERVICES		
To achieve this result...	Measured this way...	With these targets...
Loss of life or injury to mariners in distress is minimized.	Percentage of lives saved relative to total reported lives at risk in the maritime environment.	≥90%
SEARCH AND RESCUE COORDINATION AND RESPONSE		
To achieve this result...	Measured this way...	With these targets...
People in maritime distress are assisted.	Three year average number of maritime Search and Rescue incidents coordinated by CCG.	6,000

Key Initiatives

Search and Rescue Capacity and Capability

In 2011, an evaluation was undertaken of the Coast Guard Search and Rescue Program which focused on the core issues in assessing value for money: relevance and performance, including effectiveness, efficiency and economy. One of the findings was that there is no evidence of a national or regional on-the-water planning exercises standard or approach for the program and that no baseline has been established with regard to the level of exercises to be conducted in a given year. As this is an important component of training and preparing SAR staff for a maritime incident, the program will take steps to put in place new tools to support and report on these exercises. The program will also implement a Management Action Plan to respond to the other recommendations in the program evaluation, details of which can be found in the Renewing Assets Priority section.

Consolidation of Maritime Rescue Sub-Centres into Joint Rescue Coordination Centres

On June 6, 2011, the Government announced the consolidation of the Maritime Rescue Sub-Centres (MRSC) in St. John's, Newfoundland and Labrador and Québec City, Québec into the existing Joint Rescue Coordination Centres (JRCC) in Halifax, Nova Scotia and Trenton, Ontario. The project will align maritime search and rescue co-ordination services according to boundaries of responsibility and enhance cooperation by co-locating maritime and air search and rescue coordinators in the Joint Rescue Coordination Centres while achieving savings of \$1 million annually.

In 2012-2013, CCG completed the consolidation of MRSC St. John's into JRCC Halifax and the eastern portion of MRSC Quebec into JRCC Halifax. However, CCG delayed implementation of phase two (Closure of MRSC Quebec) because CCG did not have sufficient bilingual capacity to service mariners in both official languages. On December 18, 2013, the Honourable Denis Lebel, Minister of Infrastructure, Communities and Intergovernmental Affairs and Minister of the Economic Development Agency of Canada for the Regions of Quebec, announced that the Canadian Coast Guard's Maritime Rescue Sub-Centre in Quebec City will be maintained. It was determined that maintaining the Maritime Rescue Sub-Centre Quebec is necessary to

ensure that mariners and recreational boaters in Quebec continue to receive search and rescue co-ordination services in both official languages.

Canadian Coast Guard Auxiliary

The Canadian Coast Guard Auxiliary (CCGA) is organized into five federally incorporated, not-for-profit volunteer organizations and one national corporation. The Minister of Fisheries and Oceans maintains a formal Contribution Agreement with each of the five CCGA corporations for related costs. The corporations are separate legal entities from the Government of Canada and work in close partnership with CCG.

Canadian mariners have a strong tradition of responding to distress calls from vessels in trouble. Canada's vast and often inhospitable coastline, combined with unpredictable weather, has ensured that these situations are far from uncommon. It is not possible for the Canadian Coast Guard to cover the entire coastline, and for many decades CCG has relied on the volunteers of the Canadian Coast Guard Auxiliary to supplement its response efforts. The CCGA is an integral part of the National SAR program.

Every year, CCGA responds to approximately 26% of all maritime SAR incidents in Canada and is credited with saving approximately 1,000 lives each year. CCGA has approximately 4,000 members and access to approximately 1,100 vessels. Members' local knowledge, maritime experience, seafaring talents and professional conduct make them one of Canada's greatest maritime assets.

The Auxiliary's Search and Rescue volunteers were recognized in Budget 2014 with a \$3,000 personal income tax credit for eligible SAR volunteers to offset the costs associated with their volunteer activities.

Performance Information

SEARCH AND RESCUE SERVICES CCG Auxiliary		
To achieve this result...	Measured this way...	With these targets...
Canadian Coast Guard Auxiliary (CCGA) members are available to respond to maritime Search and Rescue (SAR) incidents.	Percentage of maritime SAR responses by CCGA relative to the total number of maritime SAR incidents.	20%

Table 9: Search and Rescue Services Resource Profile, 2014-2015 (thousands of dollars)

Region	Salary	O&M	Total
Atlantic	3,331	7,483	10,813
Central & Arctic	3,538	5,067	8,605
Western	1,918	2,330	4,249
National Capital Region	845	90	935
Direct Program Total	9,632	14,971	24,603
Coast Guard Fleet Operational Readiness Allocation	52,099	18,096	70,195
Shore-Based Asset Readiness Services Allocation	12,662	3,010	15,672
Total Service Cost	74,393	36,077	110,470

Marine Communications and Traffic Services

Safety of mariners and environmental protection in Canadian waters is highly dependent on the efficient and timely communication of information. As of April 1, 2014, there are 20 Marine Communication and Traffic Services (MCTS) centres located across Canada. The MCTS program ensures that an efficient communication system is available on a 24/7 basis to contribute to the safety of life at sea, the protection of the marine environment, the safe and efficient movement of ships in waterways, and maritime domain awareness. Services include the provision of marine distress and general radio communications, the broadcasting of maritime safety information, the screening of vessels entering Canadian waters, the regulation of vessel traffic in selected Canadian waters, and the provision of marine information to other federal government departments and agencies. Its services are essential to deploying Search and Rescue and Environmental Response teams promptly and effectively to maritime crisis situations. MCTS is, in many situations, the only means by which a ship's call for assistance can be heard.

The MCTS program is highly influenced by new technology driven by international fora such as the International Maritime Organization and the International Telecommunication Union; changes in the marine transportation industry, which has seen the introduction of larger and faster vessels; and by heightened security concerns. The installation of Automatic Identification System (AIS) at MCTS Centres has increased efficiencies in the delivery of the MCTS program with enhanced capabilities to monitor vessel movements and provide timely information to assist the on-board navigational decision-making process.

As the program is highly dependent on good asset condition and life cycle support to ensure continuous operation, the program requires a national Service Level Agreement with Integrated Technical Support to ensure MCTS Levels of Service and Standards are met in a cost effective manner.

Approximately 283 certified **MCTS Officers** will be consolidated into the eventual final 12 MCTS Centres strategically located across Canada.

The Marine Communications and Traffic Services program is delivered by...

- **CCG National Strategies at Headquarters** who define and design the provision of MCTS by developing policies, standards (i.e. levels of service), and guidelines;
- **CCG Operations at Headquarters** which, through consultations and communication, continuously plan, monitor, evaluate, develop/enhance operational procedures and improve program performance. Operations also provide advice, guidance, and subject-matter expertise through marine-related inter-governmental and international fora. In addition, Operations also maintain the CCG Publication, and

Radio Aids to Marine Navigation (RAMN) which provides mariners with updated navigation safety information;

- **CCG Integrated Technical Services** which implement a lifecycle management system to ensure that MCTS equipment, systems and remote radio site facilities are capable, reliable, and available;
- **DFO Real Property Directorate** which is responsible for the lifecycle management of MCTS Centres;
- **Environment Canada and Transport Canada**, through Memoranda of Understanding. Environment Canada supplies essential marine weather and ice information and Transport Canada provides the regulatory regime for Vessel Traffic Services and ship radio requirements, and
- **United States Coast Guard**, which manages vessel traffic in the Juan de Fuca Strait (via a treaty), and, with a separate bi-lateral agreement, for the Detroit and St. Clair Rivers.

Performance Information

MARINE COMMUNICATIONS AND TRAFFIC SERVICES

To achieve this result...	Measured this way...	With these targets...
Vessels have the marine communications and traffic services support they need to transit Canadian waters safely.	Percentage of total number of collisions, strikings, and groundings out of the total vessel movements within vessel traffic system zones.	<1%

Key Initiatives

NAVAREAs

NAVAREAs are geographical sea areas established by the International Maritime Organization (IMO) to coordinate the transmission of navigational warnings to mariners at sea. In October 2007, the IMO confirmed Canada in its role as international coordinator and issuing service for navigational warnings for two NAVAREAs in the Arctic. The broadcasting and coordinating of navigational warnings began, in initial operational capacity, in July 2010 from Prescott MCTS Centre via the Inmarsat SafetyNET satellite service using the English language.

CCG initiated the NAVAREA International SafetyNET satellite transmission service, in full operational capacity, in June 2011. The [Shore-Based Asset Readiness Program](#) is responsible for the acquisition of high-frequency radio transmitting equipment for the Arctic.

SafetyNET

SafetyNET is a free internationally coordinated, automated satellite service, which broadcasts weather forecasts, weather warnings, navigational warnings and other urgent safety-related information to mariners over the INMARSAT-C system.

The CCG is responsible for the dissemination of navigational warnings within NAVAREA XVII and XVIII while Environment Canada is responsible for the dissemination of meteorological forecasts/warnings within the same areas, but referenced as METAREA XVII and XVIII. In support of the SafetyNET service, during the Arctic navigational season, Iqaluit MCTS Centre also broadcasts NAVAREA/METAREA information over High Frequency Narrow-Band Direct Printing (HF-NBDP) for those areas which may not be under the coverage of the satellite service.

Communication Control System

CCG's current Communication Control System (CCS), in use for over 20 years, is coming to the end of its service life. The CCS is the central piece of telecommunications equipment that provides shore to ship and ship to shore marine communications. The system is mission critical for the purpose of providing Marine Communications and Vessel Traffic Services as described in the CCG publication Radio Aids to Marine Navigation (RAMN) and contributes to the safety of vessels in Canadian waters. The CCS project will see the replacement of existing equipment in all MCTS Centres and remote sites across the country as part of the assets' life cycle management process.

Marine Communications and Traffic Services Certification and Training Program

The development of a continuous training framework for the Marine Communications and Traffic Services (MCTS) program is critical to CCG operations. The framework includes various initiatives such as the development of competency profiles for operational MCTS Officers, the implementation of the Continuous Proficiency Training (CPT) course and the continued success of the national MCTS Officer Trainee (*ab-initio*)³ recruitment program. Work will continue on the framework to ensure the continued support and successful recruitment and certification of MCTS Officers across Canada.

A review of the MCTS officer development program commenced in 2012-2013 and continued in 2013-2014 where the MCTS program began the review of the on-the job training phase. The review of the on-the-job training phase will continue with the development of a national training package and training objectives in order to ensure national consistency. A review of the MCTS *ab initio* course will commence in the coming fiscal years to ensure an up to date and valid training program for certification of MCTS officers which is reflective of the future of the MCTS environment.

Table 10: Marine Communication and Traffic Services Resource Profile, 2014-2015 (thousands of dollars)

Region	Salary	O&M	Total
Atlantic	9,854	1,157	11,010
Central & Arctic	10,063	1,997	12,060
Western	8,859	1,332	10,191
National Capital Region	2,751	324	3,075
Direct Program Total	31,526	4,810	36,336
Coast Guard Fleet Operational Readiness Allocation	908	315	1,223
Shore-Based Asset Readiness Services Allocation	6,238	1,483	7,722
Total Service Cost	38,672	6,609	45,281

³ An *ab-initio* is a person who is recruited and selected to participate in the *MCTS Officer Training and Certification program* in order to acquire the knowledge and skill requirements of a MCTS Officer.

Maritime Security

2013-14 Accomplishments

- Implemented software tools supporting coastal and Great Lakes – St. Lawrence Seaway Marine Security Operations Centres.
- Implemented Standard Operating Procedures for CCG's engagement in Marine Security Operations Centres (MSOC).
- Four new Mid-Shore Patrol Vessels (MSPV) were put into service in support of the Marine Security Enforcement Team (MSET) program.

Canadians and foreign trading partners expect Canada to have a secure maritime transportation system. To this end, the Canadian Coast Guard leverages its capabilities, including extensive vessel identification and tracking systems, on-water capabilities and maritime expertise, to make significant contributions to national and maritime security.

Security is not a new activity for the CCG. The Coast Guard Fleet has a long history of supporting enforcement activities of National Defence, the Royal Canadian Mounted Police (RCMP) and other federal departments. Fleet personnel have also long been engaged in supporting fisheries enforcement activities and continue in this role today. Following 9/11, however, the Coast Guard's role in supporting maritime security efforts has been expanded. Please see below for key initiatives.

The Maritime Security program is delivered by...

- **Headquarters Operations, ITS, Regional Fleet, Maritime Services** with the support of experts in **DFO Conservation & Protection** in a collaborative effort work to enhance the departmental contribution to Canada's national security;
- CCG works with Canada's intelligence and enforcement communities - **Canadian Forces, RCMP, Department of Public Safety, Transport Canada** and **Canada Border Services Agency** plus others.

Performance Information

MARITIME SECURITY		
To achieve this result...	Measured this way...	With these targets...
Federal enforcement and intelligence communities have adequate support and information to enhance their awareness of vessel movements and respond to marine incidents.	Percentage of requests for information that are actioned within 30 minutes.	100%
	Percentage of scheduled reports delivered on time.	95%

Key Initiatives

Marine Security Enforcement Team

A key aspect of our increased role in supporting the federal maritime security agenda is our ongoing participation in the joint RCMP/CCG Marine Security Enforcement Team, (MSET) program in the Great Lakes - St. Lawrence Seaway area. The program exemplifies Canada's multi-agency approach to maritime security by leveraging existing departmental capabilities to collectively and efficiently achieve a national security objective.

The four interim MSET vessels have been replaced by four new MSPVs, which were operational during the 2013 season. The new MSPVs provide the joint CCG/RCMP MSET program with a more robust on-water capability when compared to the interim vessels previously used.

Marine Security Operations Centres

DFO and CCG proactively participate in the multi-departmental Marine Security Operations Centres (MSOC) initiatives, with the Department of National Defence leading this initiative on the coasts and the RCMP providing leadership in the Great Lakes – St. Lawrence Seaway (GL-SLS) area. CCG contributes considerable vessel traffic information, including data from Automatic Identification System and Long Range Identification and Tracking, radar and CCG's vessel traffic management systems and expert analysis to support and enhance Maritime Domain Awareness (MDA) on Canada's three coasts and in the GL-SLS area.

Moving forward, DFO and CCG's operational focus within the MSOCs will be the maintenance of a robust 24/7 surveillance and analysis capacity in all three centres as well as the effective exploitation of new information system capabilities delivered by two separate projects. In 2014/15, operators will receive and begin utilizing collaborative tools delivered by the DND-led MSOC Project. The following year, operators will adopt a dynamic Common Operating Picture being delivered by the CCG Fleet Information System Integration Project for improved situational awareness of CCG assets.

Further, CCG and Public Safety, with support from the Department of Justice and MSOC operational partners, will continue to lead the efforts of the MSOC Policy Working Group. Established in June, 2013, the Working Group was tasked with developing options that will allow the MSOCs to operate with maximum effectiveness, within a clear legal framework with broad routine information sharing authority and with appropriate governance and accountability structures to provide accurate, timely, relevant situational awareness to MSOC partners and other clients.

Automatic Identification System

Automatic Identification System (AIS) is a collision avoidance system that is leveraged to provide automatic updates on vessel positions and other relevant ship voyage data to marine traffic operators.

The purpose of AIS is to enhance CCG's ability to identify and monitor maritime traffic in near real-time with accurate and detailed information, allowing for an enhanced awareness of vessels approaching and operating in Canadian waters. In addition to the safety benefits of collision avoidance and being aware of vessel traffic, there is also a collateral benefit of providing vessel traffic data to the maritime security enforcement and intelligence communities. To further improve both maritime safety and security, CCG has completed the installation of AIS in Resolute Bay, Iqaluit and installation is scheduled for Cambridge Bay, Nunavut in summer 2014.

Long Range Identification and Tracking System

Long Range Identification and Tracking System (LRIT) is an integral part of the International Maritime Organization's (IMO) efforts to enhance maritime security through improved Maritime Domain Awareness (MDA). Using satellite technology, LRIT allows for the tracking of SOLAS (International Convention for the Safety of Life at Sea) class vessels including Canadian flagged vessels and those intending to enter a Canadian port or transit Canadian coastal waters. CCG led the implementation of the international LRIT system and is working with national and international partners to ensure the long-term sustainability of this important system.

To this end, Canada was asked by IMO to provide financial and technical assistance to a number of developing countries (South Africa, Bangladesh, Ghana and Gambia) to allow them to establish LRIT data centres. This assistance has allowed these countries to meet their international LRIT obligations and ultimately supports the improvement of global MDA.

LRIT provides Canada the ability to identify and track approximately 1000 vessels per day. This data significantly enhances Canada's MDA and is shared with partners in the Canadian security, enforcement, and intelligence communities. LRIT is also being used by CCG to track foreign flag vessels transiting the Arctic.

The LRIT system was developed for maritime safety and security, environmental response and Search and Rescue purposes, but is used primarily by CCG for maritime security. Moving forward, CCG is looking to further leverage LRIT for its intended purposes, including for example, trend analyses for traffic identification, contributing to the analysis of risks related to ship-based oils spills in Canada's marine protected areas and detecting vessels in the vicinity of a vessel in distress.

Table 11: Maritime Security Resource Profile, 2014-2015 (thousands of dollars)

Region	Salary	O&M	Total
Atlantic	607	1,177	1,784
Central & Arctic	766	849	1,615
Western	608	370	978
National Capital Region	1,640	934	2,574
Direct Program Total	3,622	3,329	6,951
Coast Guard Fleet Operational Readiness Allocation	2,986	1,037	4,023
Shore-Based Asset Readiness Services Allocation	723	172	895
Total Service Cost	7,331	4,538	11,869

Fleet Operational Readiness

The Canadian Coast Guard Fleet Operational Readiness (FOR) Program provides safe, reliable, available, and operationally capable vessels, air cushion vehicles, helicopters, and small craft with qualified and certified crews ready to respond to on-water and maritime related requirements. This program involves fleet management and operations, fleet maintenance, and fleet asset procurement. Through the Fleet Operational Readiness program, the CCG Agency ensures that the Government of Canada's civilian fleet meets the current and emerging needs and priorities of Canadians and the Government of Canada.

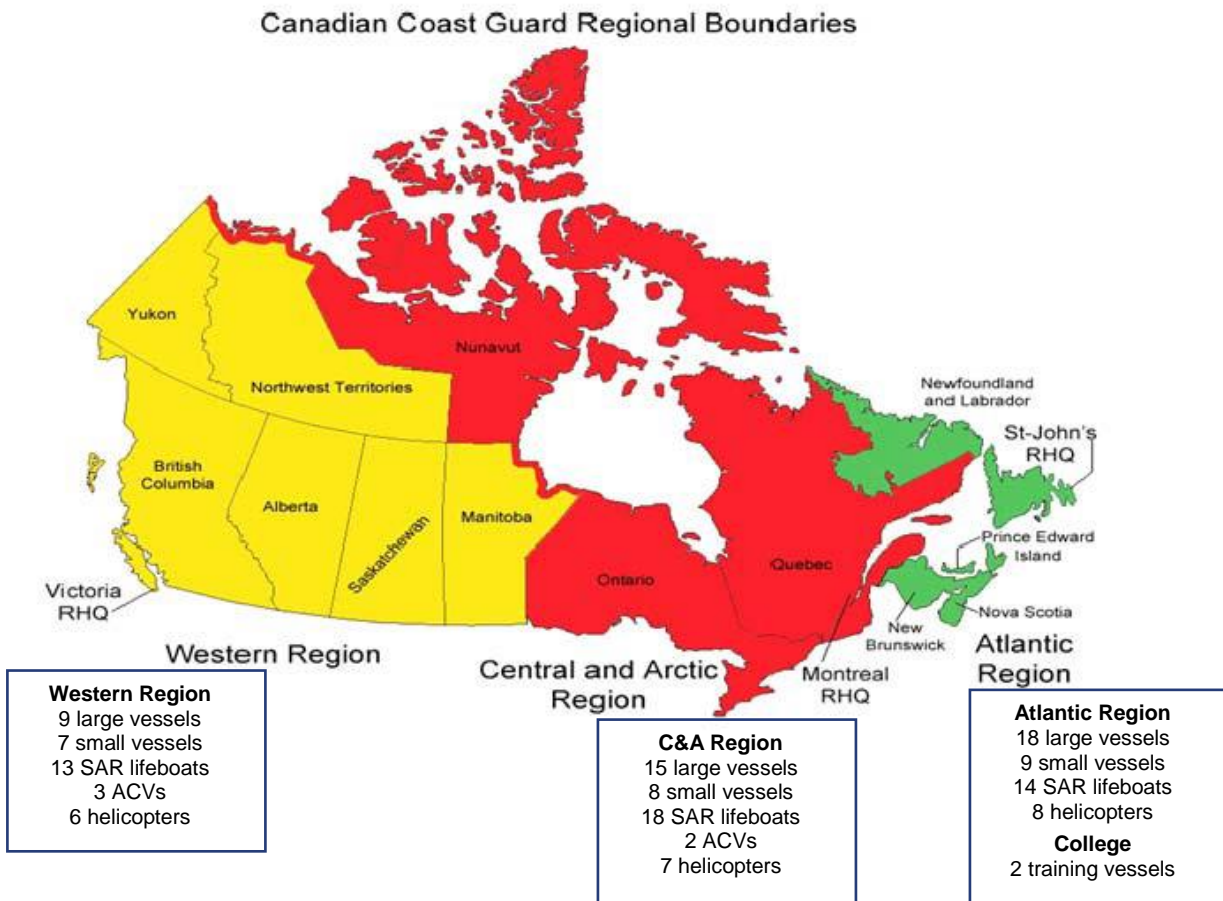
The FOR program supports Coast Guard programs, the Ecosystems and Oceans Science and Ecosystems and Fisheries Management activities of Fisheries and Oceans Canada, and the activities of a number of other government departments needing on-water delivery in support of their mandates. The Canadian Coast Guard College is an important contributor to the delivery of this program.

Figure 5: Distribution of Fleet Assets Across Canada, as of May 15, 2014

118 Vessels

21 Helicopters

With: 2 vessels under construction + 10 vessels for disposal



The FOR program is comprised of three sub-programs: Fleet Operational Capability, Fleet Maintenance, and Fleet Procurement.

The Fleet Operational Readiness program is delivered by...

- **CCG Regional Fleet** which made up of approximately 2,500 ships' crew and officers who deliver services aboard the Coast Guard's 118 vessels and operational experts in each region who plan and coordinate the tasking and deployment of vessels and determine fleet needs based on client demand;
- **CCG Integrated Technical Services** which is comprised of technical experts who maintain CCG vessels and ensure their compliance to marine transportation regulations;
- **CCG Vessel Procurement Directorate at Headquarters** which plans, manages, verifies, and accepts design and construction of new large and small vessels, air cushion vehicles, helicopters, and small craft, consistent with CCG's operational requirements as identified in the Fleet Renewal Plan and the Integrated Investment Plan;
- **CCG Operations Headquarters - The National Coordination Centre (NCC)** which provides centralized coordination of fleet activities as needed;
- **Transport Canada, Aircraft Services Directorate** which provides pilots and manages, maintains and operates CCG's fleet of 21 helicopters, and
- **DFO Real Property Directorate** which is responsible for the lifecycle management of some shore-based facilities related to the program.

Performance Information

CANADIAN COAST GUARD FLEET OPERATIONAL READINESS		
To achieve this result...	Measured this way...	With these targets...
An operationally capable fleet that responds to the needs and requirements of the Government of Canada.	Percentage of client mission completion against client-approved planned.	90%
	Percentage of operational days lost due to breakdowns.	3%
	Percentage of operational life remaining of the fleet of large vessels, the fleet of small vessels and the fleet of helicopters.	50%

Fleet Operational Capability

The Fleet Operational Capability sub-program includes fleet operations, fleet management and the provision of fleet personnel. This sub-program ensures that certified professionals safely, effectively, and efficiently operate vessels, air cushion vehicles, helicopters, and small craft that are ready to respond to the Government of Canada's on-water and marine related needs. Activities associated with the Fleet Operational Capability sub-program are guided by a number of international conventions and domestic marine-related regulations.

Performance Information

COAST GUARD FLEET OPERATIONAL CAPABILITY		
To achieve this result...	Measured this way...	With these targets...
An operationally capable fleet that has the capacity to respond to the current operational needs and requirements of the Government of Canada.	Percentage of operational days delivered vs. planned.	95%

Fleet Maintenance

The Fleet Maintenance sub-program includes the management and delivery of maintenance services during the operational lives of the vessels, air cushioned vehicles, helicopters and small craft in order to ensure their availability and reliability to deliver fleet services. The Fleet Maintenance sub-program ensures availability and reliability of vessels through the provision of life-cycle investment planning, engineering, maintenance and disposal services. As required, this sub-program is delivered in coordination with Public Works and Government Services Canada (PWGSC). Activities associated with fleet maintenance and refit are guided by a number of international and national trade agreements, legal instruments such as the *Financial Administration Act* and Government Contract Regulations, as well as policies, directives, and guidelines provided by Treasury Board, Treasury Board Secretariat, Industry Canada and PWGSC. Fundamental authority for building fleet capability is found in the *Constitution Act, 1867* and the *Oceans Act*.

Performance Information

COAST GUARD FLEET MAINTENANCE		
To achieve this result...	Measured this way...	With these targets...
A reliable fleet that responds to the operational needs and requirements of the Government of Canada.	Condition rating ⁴ for the fleet of large vessels remains within acceptable risk tolerance for reliability, availability and maintainability.	64.4
	Condition rating for the fleet of small vessels remains within acceptable risk tolerance for reliability, availability and maintainability.	65.8

Key Initiative

CCG Vessel Life Extension and Mid-Life Modernization Initiative

[The Vessel Life Extension and Mid-Life Modernization Initiative](#) forms part of the Renewing Assets Priority. More information can be found in the Renewing Assets Priority.

Fleet Procurement

The Fleet Procurement sub-program manages the acquisition of new large and small vessels, air cushioned vehicles, helicopters, and small craft for the Department of Fisheries and Oceans. The program provides project management support to ensure effective and efficient management of project scope, schedule, cost and quality, as well as human resources and communications. The Fleet Procurement Program is delivered by Vessel Procurement and Integrated Technical Services, in collaboration with Public Works and Government Services Canada.

For details on vessel procurement activities please refer to Strategic Priority 1. [Renewing Assets](#)

Since 2009, Coast Guard has successfully accepted delivery of:

- Four Mid-Shore Patrol Vessels;
- Two Air Cushioned Vehicles –CCGS *Mamilossa*, and CCGS *Moytel*;
- Five 47 feet motor lifeboats;
- Three specialty vessels;
- Three Near-shore Fishery Research Vessels;
- 30 environmental barges; and
- 60 small craft.

Performance Information

⁴ Through the Vessel Condition Survey program, Canadian Coast Guard (CCG) determines the condition of a vessel with an actual physical examination of each vessel resulting in a vessel condition score or rating. The target condition score/rating represents the acceptable tolerance for reliability, availability and maintainability against which the aggregate of the actual vessel condition survey results are measured.

COAST GUARD FLEET PROCUREMENT		
To achieve this result...	Measured this way...	With these targets...
A modern fleet that responds to the operational needs and requirements of the Government of Canada.	Percentage of critical milestones achieved versus planned.	80%
	Percentage of new large vessels, small vessels, and helicopters delivered versus planned.	80%
	Percentage of vessels planned for replacement (10 years or less of expected remaining operational life for large vessels, and 5 years or less of expected remaining operational life for small vessels) that have a funded procurement plan in place.	90%

Table 12: Fleet Operational Readiness Resource Profile, 2014-2015 (thousands of dollars)

Region	Salary	O&M	Total
Atlantic	78,654	21,955	100,609
Central & Arctic	38,225	13,997	52,222
Western	38,645	12,066	50,711
National Capital Region	14,592	11,070	25,662
Direct Program Total	170,117	59,089	229,205

Shore-Based Asset Readiness

2013-2014 Accomplishments

- Coordinated all MCTS operations/NORDREG of the Arctic from MCTS Iqaluit Centre.
- Prepared for the launch of a high frequency radio transmission of both meteorological and navigational information in the eastern section of the High Arctic.

The Shore-Based Asset Readiness (SBAR) program ensures CCG's non-fleet assets are available and reliable to support delivery of CCG programs. These non-fleet assets include both fixed and floating aids, such as visual aids (e.g. fixed aids and buoys), aural aids (e.g. whistles and bells), radar aids (e.g. reflectors and beacons), long-range marine aids and electronic aids including, the Differential Global Positioning System (DGPS) as well as electronic communication and navigation systems and over 300 radio towers. The Shore-Based Asset Readiness program ensures availability and reliability of these assets through provision of life-cycle asset management activities such as investment planning, engineering, acquisition, maintenance and disposal services.

The Shore-Based Asset Readiness program is delivered by...

- **CCG Integrated Technical Services (ITS)** which is the sole national technical authority for the delivery of life cycle materiel management and asset management services in CCG. The ITS workforce includes engineers, technicians, technologists, trades people, managers, and support staff located in the three CCG regions and headquarters.

Performance Information

SHORE –BASED ASSET READINESS		
To achieve this result...	Measured this way...	With these targets...
Reliable shore-based assets ready to respond to the operational needs and priorities of the Government of Canada.	Condition rating for MCTS program assets remains within acceptable risk tolerance for reliability, availability and maintainability.	2 on a Scale of 1 - 4.
	Condition rating for Aids to Navigation program assets remains within acceptable risk tolerance for reliability, availability and maintainability.	2 on a Scale of 1 - 4.

Key Initiatives

Program Site Investment Prioritization

Refurbishment of aids to navigation currently receives approximately \$8 million per year from the CCG capital budget with funds being allocated to regions based on regional priorities and capacity to deliver projects. While much needed re-investment projects are being successfully delivered, previous methods of allocating funds focused on regional as opposed to national priorities, as such leaving CCG vulnerable in the demonstration of appropriate use of funds.

A key recommendation of the A-base review was the establishment of a more rigorous methodology to determine national priorities based on requirements for capital investments. It is a critical tool for informed investment decisions to allocate capital funds to areas of higher importance and to national priorities.

In 2012-2013, stakeholder consultations were held and a prioritization methodology for fixed aids to navigation asset capital projects was formalized to better guide future investments. Future years will see a similar methodology applied to MCTS assets.

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2014-2015			
Finalize the investment prioritization methodology for MCTS assets.	Physical Infrastructure Risk	DG, ITS	DG, Ops

Communication Control System

CCG's current Communication Control System (CCS), in use for over 20 years, is coming to the end of its service life. The CCS is the central piece of telecommunications equipment that provides shore to ship and ship to shore marine communications. The system is mission critical for the purpose of Radio Aids to Marine Navigation at all MCTS Centres and contributes to the safety of vessels in Canadian waters. The CCS project will see the replacement of existing equipment in all MCTS Centres and remote sites across the country as part of the assets' life cycle management process.

High-Frequency Radio Transmitting Equipment

In support of the NAVAREAs initiative under the Marine Navigation program, the SBAR program is installing high frequency radio transmitting equipment in Iqaluit and Resolute in order to allow meteorological and navigational information be transmitted in the Arctic. Equipment was received during FY 2013-14 with a planned installation scheduled during FY 2014-15.

Shore-Based Component of the CCG Safety Management System

The Coast Guard is subject to federal health, safety and environmental legislation and regulations, namely Part II of the Canada Labour Code, the Canada Occupational Health and Safety Regulations, the Maritime Occupational Health and Safety Regulations, *Canadian Environmental Protection Act*, the *Canada Shipping Act* and other applicable policies, directives and standards. Currently, the CCG has in place a national Fleet Safety Management System (SMS) for CCG fleet operations to comply with applicable legislation and associated policy frameworks. While there are some national and regional policies and procedures in place

addressing health, safety and the environment for shore-based CCG operations, a national health, safety and environmental management system does not exist. As such, the CCG Management Board has endorsed the development and implementation of the shore component of the national Coast Guard SMS.

In fiscal year 2012-2013, a National Hazard Identification and Risk Assessment stakeholder workshop was conducted and internal consultations were held to establish an implementation strategy for the shore-based component of the CCG SMS.

A Project Management Approach will be adopted to further develop and implement the shore-based component of the CCG SMS.

Table 13: Shore-Based Asset Readiness Services Resource Profile, 2014-2015 (thousands of dollars)

Region	Salary	O&M	Total
Atlantic	17,092	3,049	20,142
Central & Arctic	18,897	3,630	22,527
Western	12,163	1,677	13,840
National Capital Region	11,606	5,851	17,457
Direct Program Total	59,758	14,207	73,965

Canadian Coast Guard College

2013-2014 Accomplishments

- 32 graduates of Navigation & Engineering Ships Officers in June 2013.
- 16 graduates of Marine Communications & Traffic Services Officers in 2013-2014.
- 63 Electronic Technicians were trained in fiscal 2013-2014.
- 84 training participants in Search and Rescue and 107 training participants in Emergency Response in 2013-2014.
- Strengthened partnership with Cape Breton University and participated in the Society for Teaching and Learning in Higher Education Conference in June 2013.
- Worked collaboratively with National Strategies to host the inaugural Arctic Coast Guard Forum on March 31, 2014 and the North Atlantic Coast Guard Forum in April, 2014.

The Canadian Coast Guard College is the main operational and technical training facility for CCG. The mission of this bilingual national organization is to train and develop marine professionals in support of CCG-mandated programs in marine safety, security, and environmental protection. As CCG's training centre of expertise, the College delivers quality, bilingual maritime training and services.

The College offers core national educational programs in 4 streams: CCG Officer Training Program and continued technical training for seagoing personnel, Marine Communications and Traffic Services, Marine Maintenance and Equipment Training, and Rescue, Safety, and Environmental Response.

As a residential training facility, the College employs approximately 112 people, including 57 instructors and 55 full-time staff dedicated to academic support, general administration and management of the institution, campus services, recruitment, library, food services and information technology.

The Canadian Coast Guard College program is delivered by...

- **CCG Programs** (such as Search and Rescue, Emergency Response, Marine Communication and Traffic Services) which define operational needs;
- **Department of Fisheries and Oceans** (Real Property Safety and Security) which provides services as facility manager;
- **Cape Breton University** which bestows Bachelor of Technology in Nautical Sciences on all graduating officer trainees, and
- **Transport Canada** which provides commercial certification as a ships officer to all graduates of the CCG officer training program.

Performance Information

CANADIAN COAST GUARD COLLEGE 2013-14		
To achieve this result...	Measured this way...	With these targets...
Trained operational personnel are ready to respond to the operational needs and requirements of the Government of Canada.	Percentage of Officer Training Program graduates to approved trainee intake.	70%
	Percentage of Marine Communications & Traffic Services Officer graduates to approved trainee intake.	90%

Number of Cadets at the Canadian Coast Guard College:

OFFICER TRAINING PROGRAM – SHIPS' OFFICERS	FORECASTED NUMBER OF STUDENTS
Fiscal Year 2014-2015	207 Students*
Fiscal Year 2015-2016	Annual intake of trainees into the Coast Guard Officer Training Program will be based on forecasted operational requirements

*Based on September 2014 class intake target of 64 students per year. Intake target subject to change based on Fleet requirements.

MCTS PROGRAM	FORECASTED NUMBER OF STUDENTS
	<i>Ab-initio</i> ⁵ Training
Fiscal Year 2014-2015	12* trainees

*Based on program requirements.

⁵ An *ab-initio* is a person who is recruited and selected to participate in the *MCTS Officer Training and Certification program* in order to acquire the knowledge and skill requirements of a MCTS Officer.

Key Initiatives

Post-Training Assessments

As a result of the 2012 Department of Fisheries and Ocean's Evaluation of the Canadian Coast Guard College Training Programs, the Agency is required to develop post-training assessments of the College's various training programs. In 2013-2014 the College consulted with its Coast Guard program clients (Operations, Integrated Technical Services) to develop a post-training assessment methodology which will become an effective tool to ensure the delivery of reliable and relevant maritime training.

Review of mandatory service requirements took place in 2013-2014 which included a review of other federal government training programs and that of our US Coast Guard Colleagues.

Community Involvement

In 2013, the College participated with Techsploration, a joint initiative of the Nova Scotia Community College, the Women in Trades and Technology and the Nova Scotia Department of Labour to work with schools throughout Nova Scotia to encourage girls in grades nine through twelve to continue their studies in math and science and to consider careers in the sciences, trades and technologies as exciting options for their future. The college will continue participation in Techsploration in 2014-2015.

Japanese Exchange Program

The Japanese Exchange Program is carried out with the support of the Ship and Ocean Foundation, an organization that has aided the Japan Coast Guard Academy with its international activities. Officer Cadets from the Canadian Coast Guard College have participated in this program since 1996. The duration of the exchange is approximately 7 days at the Canadian Coast Guard College and 10 days in Japan with all expenses being covered by the Japan Academy with support from the Ship and Ocean Foundation.

Table 14: Coast Guard College Resource Profile, 2014-2015 (thousands of dollars)

Region	Salary	O&M	Total
Atlantic	-	-	-
Central & Arctic	-	-	-
Western	-	-	-
National Capital Region	181	30	211
College	10,111	3,019	13,130
Direct Program Total	10,292	3,049	13,341
Coast Guard Fleet Operational Readiness Allocation	-	-	-
Shore-Based Asset Readiness Services Allocation	-	-	-
Total Service Cost	10,292	3,049	13,341

International Collaboration and Activities

The safety, security and sustainability of the three oceans that border Canada are in part the responsibility of the CCG. Much of what happens in the marine environment globally can have an impact on Canada's marine environment. By working closely with many related partner organizations, the CCG advances common objectives for marine safety and security while at the same time leading key priorities, such as, e-Navigation, environmental response, the Arctic, maritime security, and vessel procurement.

Strengthening cooperation, coordination and mutual assistance with foreign governments is vital to protecting the marine environment from oil pollution and to ensuring the health and safety of Canadian and international citizens. Coast Guard participates in the Arctic Council Emergency Prevention, Preparedness and Response Working Group and participates in activities such as exchanging information and best practices on areas of mutual interest and conducting joint exercises and training for oil pollution and search and rescue incidents in the Arctic.

The Coast Guard's leadership of the Canadian delegation for both the North Pacific Coast Guard Forum and the North Atlantic Coast Guard Forum allows it to communicate its vision for addressing maritime security, one of Coast Guard's strategic priorities. Member countries meet twice a year to discuss matters related to combined operations, emergency response, fisheries enforcement, information exchange, illegal trafficking, maritime security, search and rescue, and governance.

CCG and the United States Coast Guard share maritime interests as well as a number of clients and stakeholders. Our efforts at continuous improvement involve performing joint exercises on a regular basis related to oil spill response and working together to implement joint procedures, for example, in vessel traffic services for neighbouring waters of the busy marine corridor along east coast of the Atlantic Ocean between the ports of Halifax, Boston and New York, on the Great Lakes and the Juan de Fuca Strait on the Pacific west coast. Every year, a summit with the leaders of both coast guard organizations and their senior management teams is held to ensure ongoing cooperation and provide guidance for this valuable partnership. Partnering with the United States Coast Guard also facilitates collaboration on fleet renewal issues, another key priority area, helping Canada stay in step with changes in ship design and production and prepare for future trends in marine technologies, thereby improving the design and maintenance of new Coast Guard ships.

SECTION

7



7. FINANCIAL INFORMATION

During the 2014-2017 planning cycle the Canadian Coast Guard will continue to implement more efficient ways of doing business while, simultaneously, managing investments in renewal of our fleet assets. As the Agency transitions to a leaner organization and more refined financial model, the long term fiscal outlook remains dependent upon modernization of operations and enhancement of revenue streams in order to maintain program integrity and, subsequently, front-line service level delivery to Canadians.

The Government of Canada has shown continued support for the Canadian Coast Guard through significant investments in the Agency over the last few years. In Budget 2012, the Agency received over \$5.2 billion for the renewal of our fleet, and Budget 2013 announced an additional investment for CCG to support a World-class Tanker Safety System. These investments clearly indicate the importance of the CCG for Canadians and the Government of Canada.

Nevertheless, the Government, and the Canadian Coast Guard, must continue to ensure future fiscal stability. Consequently, the Agency has embarked on a transition phase which will continue through the 2014-2017 planning period.

Stemming from this transition, the Agency completed an activity-based budgeting exercise to determine the allocation of resources for its shore-based operations. The result was a new nationally standardized budgeting model for operating expenses, costing efficiencies, and a streamlined method for disbursement of resources. The ship-based operations will soon be completing a similar budgeting exercise as the next step in becoming leaner and more efficient.

As of April 1, 2014, CCG has completed the consolidation of MCTS services for Inuvik, NT to Iqaluit, NU and for Montreal to Quebec City . We are also progressing with the consolidation and modernization of our southern Marine Communications and Traffic Services Centres and Alternative Service Delivery of Buoy Tending.

These initiatives are critical to the Agency's goal of being leaner, more efficient and well positioned to continue delivering high levels of service into the future. However, these changes also have an impact on the Agency's financial flexibility to respond to economic challenges. By the end of the 2014-2017 planning cycle, CCG will have completed the implementation of all of our planned efficiency measures, and the corresponding operating budgets will have been correspondingly reduced. Increased costs and other inflationary pressures will continue to add challenges to the Agency in the years to come.

The worldwide increase in fuel prices over the last decade has brought significant challenges to the Coast Guard's financial landscape.. In order to provide long term sustainability to the fleet's fuel resources, long term strategies are being considered to mitigate the risks associated with increasing cost of oil, an ever fluctuating Canadian dollar, and potential heavy winter ice conditions.

The Agency continues to re-examine the [marine services fees](#) it currently charges commercial ships operating in Canadian waters as they do not fully recover the portion of the costs associated with providing publically-funded services to those who benefit directly from them. This issue is a contributing factor as to why the CCG is not able to meet its annual revenue targets.

Table 15: CCG Derivation of 2014-2015 Budget Allocation (thousands of dollars)

	Salary	O&M	Sub-total	Major Capital	Contributions	VNR	Total
Total available for CCG program activities in 2013-14	311,565	153,697	465,262	271,453	5,021	-47,914	693,822
Offshore Fisheries Science Vessels			0	32,102			32,102
Vessel Life Extension and Mid-life Modernization Program				-30,426			-30,426
Air Cushion Vehicle			0	-2,987			-2,987
Small Vessels				397			397
Mid-shore Patrol Vessels			0	-36,807			-36,807
Sunset funding - Zalinski, NAVAREA, Pan AM, World Class, and Pangnirtung support	1,927	2,752	4,679	6,568			11,248
CCG Reorganisation	-4,184	5,021	837				837
Efficiency Savings	-2,132	-21,227	-23,359	-1,873			-25,232
Contract Settlement Adjustments	937		937	37			975
Transfers to/from OGDs and Other Sectors	186	81	267				267
Total available for CCG program activities in 2014-15	308,299	140,325	448,624	238,465	5,021	-47,915	644,195

Table 16: CCG 2014-2015 Vote 1 and Vote 5 Lower Level Budget Allocations (thousands of dollars)

		Vote 1					Vote 5
		Salary	Other O&M	Fuel	VNR	Minor Capital	Major Capital
Atlantic		117,341	31,278	22,581	-44		-
Central & Arctic		77,831	25,806	7,678	-4,600		4,800
Western		68,419	19,627	5,560	-		-
College		10,111	3,019	-	-1,700		-
NCR	Commissioner	2,528	785	-			
	Operations	11,685	13,184	-	-41,570		19,815
	IBMS	3,639	456	-			
	ITS	7,821	7,089	-			134,558
	National Strategies	4,425	1,031	-			
	VP	1,884	424	-			66,495
	P&C/Other	4,151	270	-			12,797
	NCR Total	36,133	23,239	-	-41,570	-	233,665
Total CCG		309,835	102,970	35,819	-47,915	-	238,465

Table 17: Financial Allocations by PAA Program, 2014-2015 (thousands of dollars)

PAA PROGRAM	Salary	O&M	Total Operating	Major Capital	Grants and Contri-	Total Planned Spending**
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					Contributions	
Marine Communications and Traffic Services	31,526	4,810	36,336	-	-	36,336
Marine Navigation	16,705	35,707	52,412	-	-	52,412
Search and Rescue Services	9,632	14,971	24,603	-	5,021	29,624
Environmental Response Services	8,184	3,627	11,812	-	-	11,812
Maritime Security	3,622	3,329	6,951	-	-	6,951
Coast Guard College	10,292	3,049	13,341	-	-	13,341
Fleet Operational Readiness*	170,117	59,089	229,205	190,462	-	419,667
Shore-Based Asset Readiness	59,758	14,207	73,965	48,003	-	121,968
Total	309,835	138,789	448,624	238,465	5,021	692,110

* O&M includes EFM and EOSS ship refit and fuel

** WCB budget is included in O&M figures.

*** Excludes Vote-Netted Revenue (VNR)

Table 18: Financial Allocations by Region, 2014-2015 (thousands of dollars)

Region	Salary	O&M	Total
Atlantic	117,341	45,163	162,504
Central & Arctic	77,831	35,355	113,186
Western	68,419	23,383	91,802
National Capital Region	36,133	31,869	68,002
College	10,111	3,019	13,130
Total	309,835	138,789	448,624

Funding in NCR includes a total of \$15.5M related to National Programs - these funds will ultimately be spent on programs delivered in the regions

Table 19: Financial Allocation by PAA Program by Region, 2014-2015 (thousands of dollars)

PAA PROGRAM	Atlantic	Central & Arctic	Western	College	National Capital Region	National Programs	Total
Marine Communications and Traffic Services	11,010	12,060	10,191	-	2,180	895	36,336
Marine Navigation	15,324	13,362	9,301	-	7,331	7,095	52,412
Search and Rescue Services	10,813	8,605	4,249	-	935	-	24,603
Environmental Response Services	2,822	2,795	2,533	-	3,662	-	11,812
Maritime Security	1,784	1,615	978	-	2,274	300	6,951
Coast Guard College	-	-	-	13,130	211	-	13,341
Fleet Operational Readiness	100,609	52,222	50,711	-	23,262	2,400	229,205
Shore Based Asset Readiness	20,142	22,527	13,840	-	17,099	359	73,965
Total	162,504	113,186	91,802	13,130	56,954	11,048	448,624

Table 20: National Programs, 2014-2015 (thousands of dollars)

PAA PROGRAM	Ice Reconnaissance	Helicopters	Automated Identification System	Marine Security Operations Centres	Ship's Radio Inspection (SRI)	Marine Research and Development	NAVAREA	Total
Marine Communications and Traffic Services	-	-	-	-	-	-	895	895
Marine Navigation	7,095	-	-	-	-	-	-	7,095
Search and Rescue Services	-	-	-	-	-	-	-	-
Environmental Response Services	-	-	-	-	-	-	-	-
Maritime Security	-	-	300	-	-	-	-	300
Coast Guard College	-	-	-	-	-	-	-	-
Fleet Operational Readiness	-	2,400	-	-	-	-	-	2,400
Shore-Based Asset Readiness	-	-	325	-	34	-	-	359
Total	7,095	2,400	625		34		895	11,048

Table 21: CCG Vote-Netted Revenue Targets by PAA Program, 2014-2015 (thousands of dollars)

PAA PROGRAM	Marine Service Navigation Fees	Ice breaking Services	Marine Dredging Fee	CCG College Fees	Other	Total
Marine Communications and Traffic Services					-44	-44
Marine Navigation	-4,750	-2,409	-4,600	-	-	-11,760
Aids to Navigation	-4,750					-4,750
Icebreaking Services		-2,409				-2,409
Waterways Management			-4,600			-4,600
Search and Rescue Services						
Environmental Response Services						
Maritime Security						
Coast Guard College				-1,700		-1,700
Fleet Operational Readiness	-12,688	-9,299				-21,987
Shore-Based Asset Readiness	-10,376	-2,047				-12,423
Total	-27,815	-13,756	-4,600	-1,700	-44	-47,915

SECTION

8

8. ANNEXES

Annex A: Auditor General's Recommendations

In its 2007 Status Report, the Auditor General found that the Coast Guard had not made satisfactory progress addressing recommendations from previous audits on the Fleet (2000) and marine navigational services (2002). The Auditor General noted that one of the contributing factors was that the Coast Guard had tried to deal with all of the previous recommendations simultaneously and, as a result, had not been able to address any satisfactorily.

The 2007 Report outlined the following recommendations for the Coast Guard: focus on establishing priorities for improvement; set clear achievable goals for those priority areas; allocate sufficient, appropriate resources; and plan and implement the changes by holding managers and organizational units accountable for results. The Canadian Coast Guard is committed to using the business planning process to establish priorities for improvement in the context of delivering its programs and services.

In its "Managing the Coast Guard Fleet and Marine Navigational Services - Fisheries and Ocean Canada" Report, dated April 2008, the Standing Committee on Public Accounts (SCOPA) recommended that the Coast Guard Business Plan include an appendix cross-referencing the Plan's commitments with the Auditor General's findings. Over the years, this annex has reported on CCG's progress as per the response to the SCOPA recommendation. The commitments have now been fully addressed and this section is no longer required. See 2013-2016 IBHRP for final overview.

Annex B: Management Agenda

The Coast Guard has a clear management agenda that is consistent with the broader Management Accountability Framework (MAF), which applies to all departments and agencies (www.tbs-sct.gc.ca/maf-crg/overview-apercu/elements-eng.asp). Established by Treasury Board Secretariat in 2003, MAF provides a framework and an annual assessment that outlines expectations for sound public sector management practices and performance. It also communicates and tracks progress on government-wide management priorities, and improves management capabilities, effectiveness, and efficiency.

As a result of a review in 2013, MAF has been updated to better reflect management expectations while simplifying the framework and improving the usefulness of the assessment reports. The 2014 MAF represents a shift in focus from an assessment process that produces ratings to a process that produces metrics and information, which can be used within a broader comparative context and facilitates analysis of trends and results. Prior to 2014, departmental results used to calculate a rating were not shared. In the new MAF, results are shared and comparisons can be made across departments. These results can then be used by management for decision making⁶.

The following chart lists some of the initiatives and activities that the Coast Guard is undertaking over the next three years that relate to the ten elements of the MAF.

⁶ For more information about the Management Accountability Framework go to <http://www.tbs-sct.gc.ca/maf-crg/index-eng.asp>

Public Sector Values - Being accountable and transparent through public reporting

Leadership and Strategic Direction

Provide strategic direction through CCG Management Board

Governance and Strategic Management

Integrate mitigation of Agency and program risks into business planning and assess contribution to strategic outcomes through reporting on commitments

People Management

Develop and maintain a qualified and representative workforce

Implement an Agency-wide training tracking tool

Financial and Asset Management

Develop a Fleet Asset Management Plan and a Shore-Based Asset Renewal Plan

Information Management

Develop version 2 of the e-Navigation portal.

Management of Policy and Programs

Develop costing methodologies for Marine Service Fees

Advance the Northern Marine Transportation Corridors initiative with Transport Canada

Management of Service and Delivery

Establish an Incident Command System

Implement a Risk-Based Analysis of Maritime Search and Rescue Delivery methodology nationally

Results and Accountability

Report quarterly on Integrated Business and Human Resources Plan commitments

Report on results annually (Departmental Performance Report)

Implement new business management and resource allocation process for CCG

Continuous Learning and Innovation - Provide technical training for Marine Communication and Traffic Services, Search and Rescue and Environmental Response employees to ensure continuous learning and renewed capacity

SECTION

9



9. LIST OF ACRONYMS

A-Base	2006 A-Base Review	DG	Director General
AC	Assistant Commissioner	DGPS	Differential Global Positioning System
ACV	Air Cushion Vehicle	DND	Department of National Defence
AG	Auditor General	EAP	Economic Action Plan
AIS	Automatic Identification System	ED	Executive Director
AtoNs	Aids to Navigation	EFM	Ecosystems and Fisheries Management
AWPPA	Arctic Waters Pollution Prevention Act	EOSS	Ecosystems and Oceans Science Sector
BC	British Columbia	ER	Environmental Response
CAW	Canadian Auto Workers	FAMP	Fleet Asset Management Plan
CCG	Canadian Coast Guard	FOR	Fleet Operational Readiness
CCGA	Canadian Coast Guard Auxiliary	FRP	Fleet Renewal Plan
CCGS	Canadian Coast Guard Ship	FTE	Full-Time Equivalent
CCS	Communication Control System	GL-SLS	Great Lakes and St. Lawrence Seaway
CFO	Chief Financial Officer	GPS	Global Positioning System
CHRBP	Common HR Business Process	HF-NBDP	High Frequency Narrow-Band Direct Printing
CHS	Canadian Hydrographic Service	IBMS	Integrated Business Management Services
Co-op	Cooperative Education	ICS	Incident Command System
CoE	Centre of Expertise		
CONOP	Concept of Operations		
CPT	Continuous Proficiency Training		
DC	Deputy Commissioner		
DFO	Fisheries and Oceans Canada		

IMO	International Maritime Organization	NCR	National Capital Region
ILP	Individual Learning Plans	NL	Newfoundland and Labrador
IRB	Inshore Rescue Boat	NMAB	National Marine Advisory Board
ITS	Integrated Technical Services	NORDREG	Northern Canada Vessel Traffic Services Zone Regulations
JRCC	Joint Rescue Coordination Centre	NS	National Strategies
LED	Light-Emitting Diode	NSPS	National Shipbuilding Procurement Strategy
LRIT	Long Range Identification and Tracking	O&M	Operations and Maintenance
MAF	Management Accountability Framework	OAG	Office of the Auditor General
MAP	Management Action Plan	OCOL	Office of the Commissioner of Official Languages
MB	Management Board	OFSV	Offshore Fishery Science Vessels
MCTS	Marine Communication and Traffic Services	OGD	Other Government Department
MDA	Maritime Domain Awareness	OOSV	Offshore Oceanographic Science Vessel
MEMTV	Medium Endurance Multi-Tasked Vessels	Ops	Operations
METAREA	Meteorological Area	OPV	Offshore Patrol Vessels
MP	Major Projects	P&C	Priorities and Contingencies Account
MRSC	Marine Rescue Sub-Centre	PAA	Program Activity Architecture
MSET	Marine Security Enforcement Team	Pan AM	Pan American Games
MSF	Marine Service Fees	PM	Project Management
MSOC	Marine Security Operations Centre	PMO	Project Management Office
MSPV	Mid-Shore Patrol Vessels	PMR	Project Management Renewal
NAFO	Northwest Atlantic Fisheries Organization	PRS	Performance Review System
Nav aids	Navigational Aids	PSES	Public Service Employee Survey
NAVAREA	Navigational Area		
NCC	National Coordination Centre		

PWGSC	Public Works and Government Services Canada	WDIS	Workforce Development and Information Strategies
QC	Quebec		
RAMN	Radio Aids to Navigation		
RAMSARD	Risk-based Analysis if Maritime Search and Rescue Analysis		
RCMP	Royal Canadian Mounted Police		
RHQ	Regional Headquarters		
RMAB	Regional Marine Advisory Council		
RPP	Report on Plans and Priorities		
SAR	Search and Rescue		
SBAR	Shore-Based Asset Readiness		
SCOPA	Standing Committee on Public Accounts		
SMS	Safety Management System		
SOLAS	International Convention for the Safety of Life at Sea		
SPAC	Senior Project Advisory Committee		
TBS	Treasury Board Secretariat		
TC	Transport Canada		
UFA	User Fees Act		
US	United States		
UNCLOS	United Nations Convention on the Law of the Sea		
VLE	Vessel Life Extension		
VNR	Vote Netted Revenue		
VP	Vessel Procurement		
WCB	Worker's Compensation Board		

