



Fisheries and Oceans
Canada

Canadian
Coast Guard

Pêches et Océans
Canada

Garde côtière
canadienne

2018 INTEGRATED HUMAN RESOURCES AND BUSINESS PLAN



Safety First, Service Always



Canada

Published by:
Fisheries and Oceans Canada
Canadian Coast Guard
Ottawa, Ontario
K1A 0E6

Integrated Human Resource and Business Plan
2018
Available on the Web: www.ccg-gcc.gc.ca

Également disponible en français

DFO/2016-1983
ISSN 2562-6973

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Commissioner's Message

As Commissioner of the Canadian Coast Guard, it is my pleasure to present the 2018 Integrated Human Resources and Business Plan that outlines our priorities and operational activities for the year.

We are now well into my second year as Commissioner, and the pride I feel from representing an organisation that has such an important impact on the daily lives of Canadians has only grown stronger. In fact, as we reflect on a number of recent accomplishments, I have never been so proud of the people who work tirelessly to ensure the safety of mariners and the protection of our marine environment.

Through the Oceans Protection Plan, the Government of Canada has placed immense confidence in the Coast Guard, and we are working to show that this trust is well-deserved. From supporting environmentally sustainable economic growth, to building an inclusive workforce, to advancing reconciliation and partnerships with Indigenous communities, to expanding protection of our waters, the Oceans Protection Plan is helping to reshape the Canadian Coast Guard's present and future.

Our proud members are the heart and soul of the Coast Guard.

As we continue our mission to support government priorities and economic prosperity, and contribute to the safety, accessibility and security of Canadian waters, the Coast Guard is also evolving its programs to better address the needs of our clients. Building confidence remains a major objective. Therefore, we must continue to focus on those things that meet public expectations with respect to marine safety, environmental protection and national security.

We continue to build on our progress to ensure that the Coast Guard College remains a world-leading bilingual institution, while we improve the training that our members need to save lives, protect the environment, ensure safe shipping, and maintain the best marine communications systems possible. I remain dedicated to resolving the challenges that the Phoenix pay system has brought to our staff and operations. My focus will be to ensure that all of our members — seagoing and shore-based personnel — are paid properly, as we navigate through this difficult challenge together.

We must also increase our efforts to break down barriers for people who want to work for the Coast Guard. One of our favourite mantras is: "If you can serve,



you can serve in the Canadian Coast Guard". Diversity will be a guiding principle to ensure that we make the Coast Guard a welcoming work environment for all Canadians. Inclusion is a core principle of who we are and how we work.

Over the next year, my priority will be to ensure that members have the training and support they need to deliver the services Canadians expect and deserve, and to make sure they return home safely, where the right paycheck is waiting for them.

The Coast Guard is about people; those who serve and those we serve. I am grateful to be a member of such a strong and dedicated senior management team, and together we have set sail toward a bright future!

There has never been a better time to be in the Canadian Coast Guard.

A handwritten signature in blue ink, which appears to read "Jeffery Hutchinson".

Jeffery Hutchinson
Commissioner
Canadian Coast Guard

More than \$800 Million

in federal funding will be invested in Coast Guard over the next five years, rejuvenating our equipment and our fleet, adding more than 800 members...



Executive Summary

The Canadian Coast Guard has proudly carried out its duties on Canada's oceans, Great Lakes and major waterways for more than half a century. Today, increasing challenges in Canada's marine environment, partially driven by climate change, and an uncertain global security environment in the maritime domain have shone a spotlight on the importance of a robust and capable Coast Guard.

On an average day, the Coast Guard leads the coordination of 16 maritime incident responses, assisting 43 people and saving 9 lives. Without our organization, Canada would be ill-equipped to respond to the specialized events which occur daily on our waters.

Under the Oceans Protection Plan, the Coast Guard has received unprecedented support to better protect Canada's coasts and waterways, improve marine safety, and meaningfully engage and partner with Indigenous and coastal communities.

More than \$800 million in federal funding is being invested in the Coast Guard over five years, rejuvenating our equipment and our fleet, adding more than 800 members, and allowing our organization to increase its focus on preventive measures.

The impact of these changes will be significant. While the Coast Guard has served and will continue to serve as a platform to support our partners, we have also been provided with the mandate and direction to act proactively, especially with regards to marine pollution response. For example, the Coast Guard continues to advance the Government of Canada's national strategy to address wrecked and abandoned vessels, including new legislation to strengthen owner responsibility and liability for their vessels.

To ensure that we have the right tools to support our mandate and broader Government of Canada priorities, the Coast Guard continues to develop its fleet renewal plan in consultation with its partners and stakeholders. Building new ships takes time, and the Coast Guard is taking action to ensure continued service delivery, including vessel life extension work for existing ships and acquiring new vessels.

Meanwhile, the Coast Guard is working closely with the marine industry to support the continued success of Canada's economy.

We are also promoting innovation, including projects that aim to reduce the environmental impacts of our operations, such as potential solutions that would harness kinetic energy from ships to reduce their reliance on fuels and associated greenhouse gas emissions.

In the Arctic, marine traffic is increasing despite the challenging operating conditions. As such, the Coast Guard is expanding its presence to improve marine safety and environmental protection measures in the area. As part of this, our organization is strengthening its relationships with Indigenous and northern communities to increase collaboration on marine issues.

The Coast Guard's 2018 Integrated Human Resources and Business Plan elaborates on these themes and more. Readers will receive a comprehensive understanding of the Coast Guard's identity and direction as the organization evolves to meet changing environmental, economic, safety and security challenges within Canada's maritime domain.



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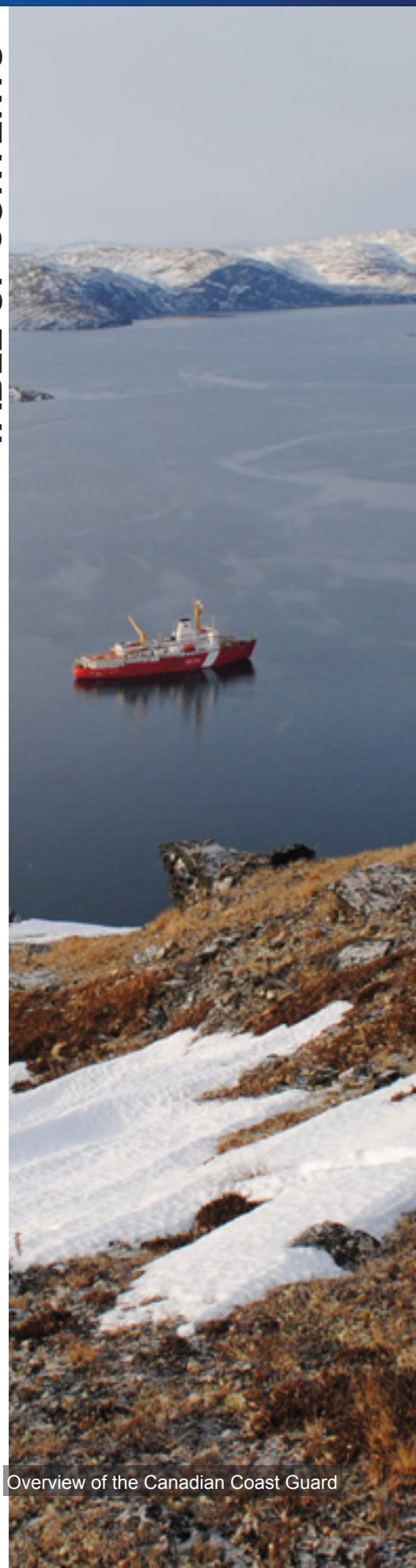
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OUR HISTORY



Beginnings

The origin of the Canadian Coast Guard extends as far back as the 1700s when the first lifeboats and lighthouses went into service in Eastern Canada.

In 1868, a year after Confederation, the government established the Department of Marine and Fisheries, which assumed responsibility for all matters related to the maritime domain, including the operation of government vessels of varying uses, aids to navigation, lifesaving stations, waterways and canals.

In 1936, this responsibility shifted to the Department of Transport. During the 1940s-1950s, ocean commerce expanded immensely, leading to the opening of the St. Lawrence Seaway in 1959.

By 1962, the need for a national agency to regulate increased marine traffic resulted in the establishment of Coast Guard as Canadians know it today.



Notable Events: *Coast Guard Timeline (1962-2017)*



1962

Minister of Transport Leon Balcer officially announces the establishment of the Canadian Coast Guard in the House of Commons.



1965

The Canadian Coast Guard College is established in Cape Breton, Nova Scotia to train personnel for service on Coast Guard ships.



1981

Rising numbers of Cadets lead to the construction of a larger, more modern Coast Guard campus.



1995

Coast Guard is transferred from the Department of Transport (DOT) to Department of Fisheries and Oceans (DFO) as part of a government initiative to amalgamate its two largest civilian fleets.



2005

Coast Guard receives a new designation as a “Special Operating Agency” under the Ministerial responsibility of DFO.



2010

The National Shipbuilding Procurement Strategy (NSPS), a long-term project to renew the fleet of Coast Guard and Royal Canadian Navy is unveiled by the federal government.



2012

Coast Guard celebrates its “Golden Jubilee” - 50 years of service to Canadians.



2015

Jody Thomas becomes Coast Guard’s first female Commissioner.



2016

A new era for Coast Guard commences with the federal government’s \$800 million Oceans Protection Plan, a comprehensive strategy to preserve and protect the environmental and economic health of Canada’s oceans and waterways in partnership with Indigenous and coastal communities.



OUR IDENTITY



Who We Are

The Coast Guard is a nationally recognized and world-leading symbol of maritime service and safety. As Special Operating Agency under the ministerial authority of Fisheries and Oceans Canada (DFO) and the operator of the federal government's only civilian fleet, our mission is to contribute to the safety and accessibility of Canada's oceans and waterways while supporting economic prosperity and government priorities.

The Coast Guard Badge

Our badge was approved by the Queen in 1962 and was created to represent our organization through different symbols. This is what the different elements mean:

The **Royal Crown** indicates that Coast Guard ships are in service of the Queen in Right of Canada.

The **red maple leaf** represents the emblem of Canada.

The **white** symbolizes ice.

The **rope** frame with knotted base symbolizes the importance of seamanship, a very important element of life on the water.

The **two golden dolphins** — a long known symbol of friendship to mariners — represent our vessels.

The **blue** symbolizes water.



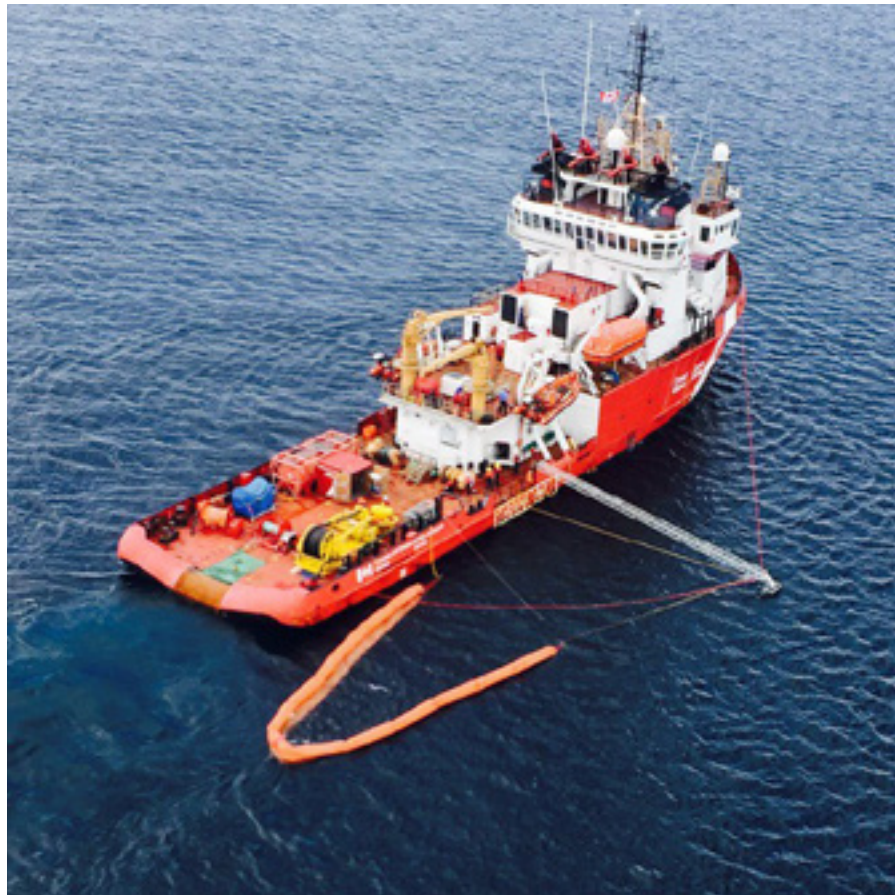
Our Mandate

Our mandate derives from the Constitution Act, 1867, which assigned the Parliament of Canada exclusive legislative authority and jurisdiction over matters of navigation and shipping, including beacons and buoys within Canadian territorial waters, as well as all lighthouses and Sable Island. Today, the Oceans Act and the Canada Shipping Act, 2001 assign the Minister of Fisheries, Oceans and the Canadian Coast Guard overall responsibility to fulfill the Coast Guard's mandate. These Acts are the foundation of our organization, the root of our traditions and have shaped the identity of our organization over the past 56 years.

Oceans Act

Assigns the Minister of Fisheries, Oceans and the Canadian Coast Guard responsibility for:

- The maritime 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, helicopters and other marine services; and
- Services that ensure the safe, economical, and efficient movement of ships within Canadian waters, including Aids to Navigation, Marine Communications and Traffic Management Services, Icebreaking and Ice Management Services and Channel Maintenance.



Canada Shipping Act, 2001

Provides additional powers and more detailed definitions that enable the Minister of Fisheries and Oceans to fulfill the Coast Guard's mandate concerning:

- Aids to Navigation;
- Vessel Traffic Services;
- Marine Search and Rescue; and
- Marine Pollution Response, including all ship-source, unknown source, and oil handling facilities where a vessel is taking-on or unloading fuel.

What We Do

In a typical day, the Canadian Coast Guard...



Saves **9** lives



Escorts **4** commercial ships through ice during the ice season



Assists **43** people



Carries out **11** fisheries patrols



Coordinates **19** search and rescue incidents



Supports **3** hydrographic missions



Services **55** aids to navigation



Supports **8** scientific surveys



Handles **1,547** marine radio contacts



Deals with **3** reported pollution events



Manages **2,325** commercial ship movements



Surveys **5** kilometers of navigation channel bottom

Coast Guard's Programs

Aids to Navigation

The Aids to Navigation program provides aids to navigation systems, services and operational awareness to support safe and accessible navigation in Canadian waters by Canadian and International commercial marine transportation sectors, fishers and pleasure craft operators.

Aids to navigation systems include approximately 17,000 short-range marine aids including visual aids, audible aids, as well as radar and electronic aids; and long-range marine aids.

The program reviews these aids to navigation systems on a cyclical basis to ensure they meet users' needs. This program is delivered in coordination with the Canadian Hydrographic Service; however, Coast Guard's Fleet Operational Capability, Procurement, and Maintenance and Shore-Based Asset Readiness programs are integral to the delivery of this program.



Icebreaking Services

The Icebreaking Services program provides ice-related information services, operational awareness and icebreaking support to facilitate safe and accessible navigation by Canadian and International commercial marine transportation sectors and fishers through and around ice-covered Canadian waters.

Other activities include escorting ships through ice-covered waters; freeing beset vessels in ice; maintaining open tracks through shore-fast ice; conducting harbour breakouts; providing ice routing advice; and reducing the risk of flooding by monitoring, preventing and breaking up ice jams on the St. Lawrence River.

Icebreaking Services also contributes to Arctic sovereignty by transporting goods/supplies to northern communities, providing support to other government agencies and organizations in ice-infested waters, and being a visible federal government marine presence in the Canadian North.

This program is delivered in coordination with Environment and Climate Change Canada's Ice Information services; however, Coast Guard's Fleet Operational Capability, Procurement and Maintenance programs are integral to the delivery of this program.



Waterways Management

The Waterways Management program provides mariners with services, information and operational awareness that helps ensure safe and accessible waterways in support of economic prosperity.

This is achieved by surveying certain commercial channels to identify the bottom conditions, restrictions or hazards to safe navigation, and providing mariners with marine safety information, including available water depth forecasts in the St. Lawrence and Fraser River, as well as the maintenance and utilization of main commercial channels. In addition, the program provides channel dredging in the Great Lakes U.S./Canada connecting channels, and manages dredging on the St. Lawrence River between Montréal and l'Isle-aux-Coudres, on a cost-recovery basis.

The Waterways Management program also helps sustain navigable channels, reduce marine navigation risks and supports environmental protection to ensure safe and accessible navigation. This program is delivered in coordination with the Canadian Hydrographic Service, Real Property Asset Management Services and with Public Services and Procurement Canada. However, Coast Guard's Fleet Operational Capability, Procurement and Maintenance programs are integral to the delivery of this program.

Environmental Response Services

Coast Guard is the lead federal agency for ensuring an appropriate response to all ship-source and mystery pollution spills in Canadian waters and waters under international agreements.

The Environmental Response (ER) program minimizes the impact of marine pollution incidents on public safety; minimizes the environmental impact of marine pollution incidents; and minimizes the economic impact of marine pollution incidents.

The program also enables the Coast Guard to establish an appropriate and nationally consistent level of preparedness and response services in Canadian waters; manages and investigates reports of marine pollution in conjunction with other federal departments; and maintains communication with our program partners (including Transport Canada and Environment and Climate Change Canada) to ensure a consistent and coordinated response to marine pollution incidents.

Through the program, the Coast Guard also works with Indigenous Nations, territories and coastal communities to manage responses to incidents.

For example, the Coast Guard recognizes the risks that abandoned, derelict and wrecked vessels pose to safe navigation, the marine environment, public health and local economies.

This is why a comprehensive national strategy has been developed to address abandoned and wrecked vessels. The strategy focuses on prevention and removal, including the following key measures:

- Introducing new legislation, the Wrecked, Abandoned or Hazardous Vessels Act (Bill C-64), to strengthen vessel owner responsibility.
- Enhancing commercial vessel and pleasure craft owner identification systems to support enforcement under the new legislation.
- Creating a national inventory to determine the scope and scale of this problem and developing a risk assessment methodology to prioritize vessels based on the risks they pose.

Search and Rescue Services

Search and Rescue (SAR) in Canada consists of a range of programs and services that are designed to save lives, to assist people in distress and to prevent future incidents from occurring.

The Coast Guard is the federal lead for maritime SAR in Canada in partnership with the Department of National Defence/Canadian Armed Forces and over 4,000 members of the volunteer-based Canadian Coast Guard Auxiliary (CCGA).

Continued support to our CCGA partners is provided through six regional contribution agreements which were last renewed in March 2018 for a five-year period. Moreover, Coast Guard provides contribution funding under the CCGA program to five federally incorporated not-for-profit regional volunteer-based Auxiliary organizations.

The Coast Guard provides SAR services 24 hours a day, 7 days a week, 365 days a year to mariners in Canadian oceanic and coastal waters, the St. Lawrence Seaway, the Great Lakes and other inland waters. The Coast Guard also works with Indigenous communities to manage responses to SAR incidents.

Marine Communications and Traffic Services

The Marine Communications and Traffic Services (MCTS) program provides a reliable communication system 24 hours a day, 7 days a week, 365 days a year facilitating the safe and efficient navigation of vessels in Canadian waterways.

MCTS distributes marine information to mariners improving mariner safety and the protection of the Canadian marine environment.



Maritime Security

The Maritime Security program supports the work of federal departments and agencies with maritime and national security mandates, including DFO, the Royal Canadian Mounted Police (RCMP), the Canadian Armed Forces (CAF), Canada Border Services Agency (CBSA), Public Safety Canada (PSC) and Transport Canada (TC) by sharing maritime expertise and information and lending vessel support.

Fleet Operational Capability

The Fleet Operational Capability program includes fleet operations, fleet management and the staffing of fleet personnel. The program ensures that certified professionals safely operate vessels, air cushion vehicles, helicopters, and small crafts and are ready to respond to on-water and marine-related needs.

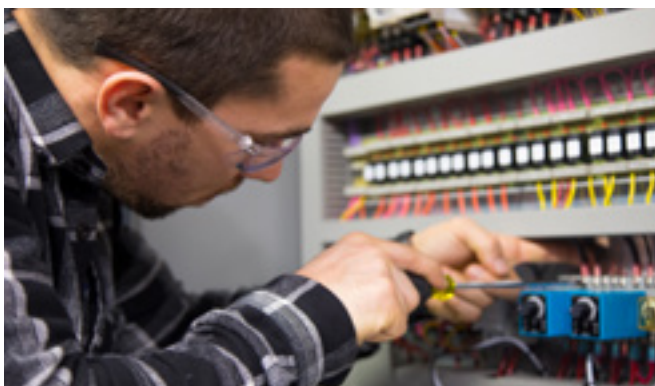
The program is guided by a number of international conventions and domestic marine-related regulations such as the International Safety Management Code, the International Ship and Port Facility Security Code, and the International Labour Code (applicable to Seafarers). The Canadian Coast Guard College is integral to the delivery of this program.



Fleet Maintenance

The Fleet Maintenance program ensures that Coast Guard's vessels, air cushion vehicles, helicopters and small crafts are available and reliable for the delivery of Canadian Coast Guard programs. The program also ensures the availability and reliability of these assets through life cycle investment planning, engineering, maintenance, and disposal services.

Activities associated with Fleet Maintenance 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, the Treasury Board of Canada Secretariat (TBS), Industry Canada (IC) and Public Services and Procurement Canada (PSPC). The Canadian Coast Guard College is essential to the delivery of this program.



Fleet Procurement

The Fleet Procurement program is responsible for the management of the design and construction of new large and small vessels, air cushioned vehicles, helicopters, and small crafts to support the operational requirements identified in the Fleet Renewal Plan and the Integrated Investment Plan.

The program provides project management support to ensure effective and efficient project integration, scope, time, cost, quality, human resources, communications, risk, and procurement. Activities associated with Fleet Procurement 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 TBS, IC, and PSPC.

Shore-Based Asset Readiness

The Shore-Based Asset Readiness program ensures that the non-fleet assets are available and reliable to deliver Coast Guard programs.

These non-fleet assets include both fixed and floating aids, such as visual aids (e.g., buoys), aural aids (e.g., fog horns), radar aids (e.g., reflectors and beacons), and long-range marine aids, such as the Differential Global Positioning System, as well as electronic communication and navigation systems and over 300 radio towers.

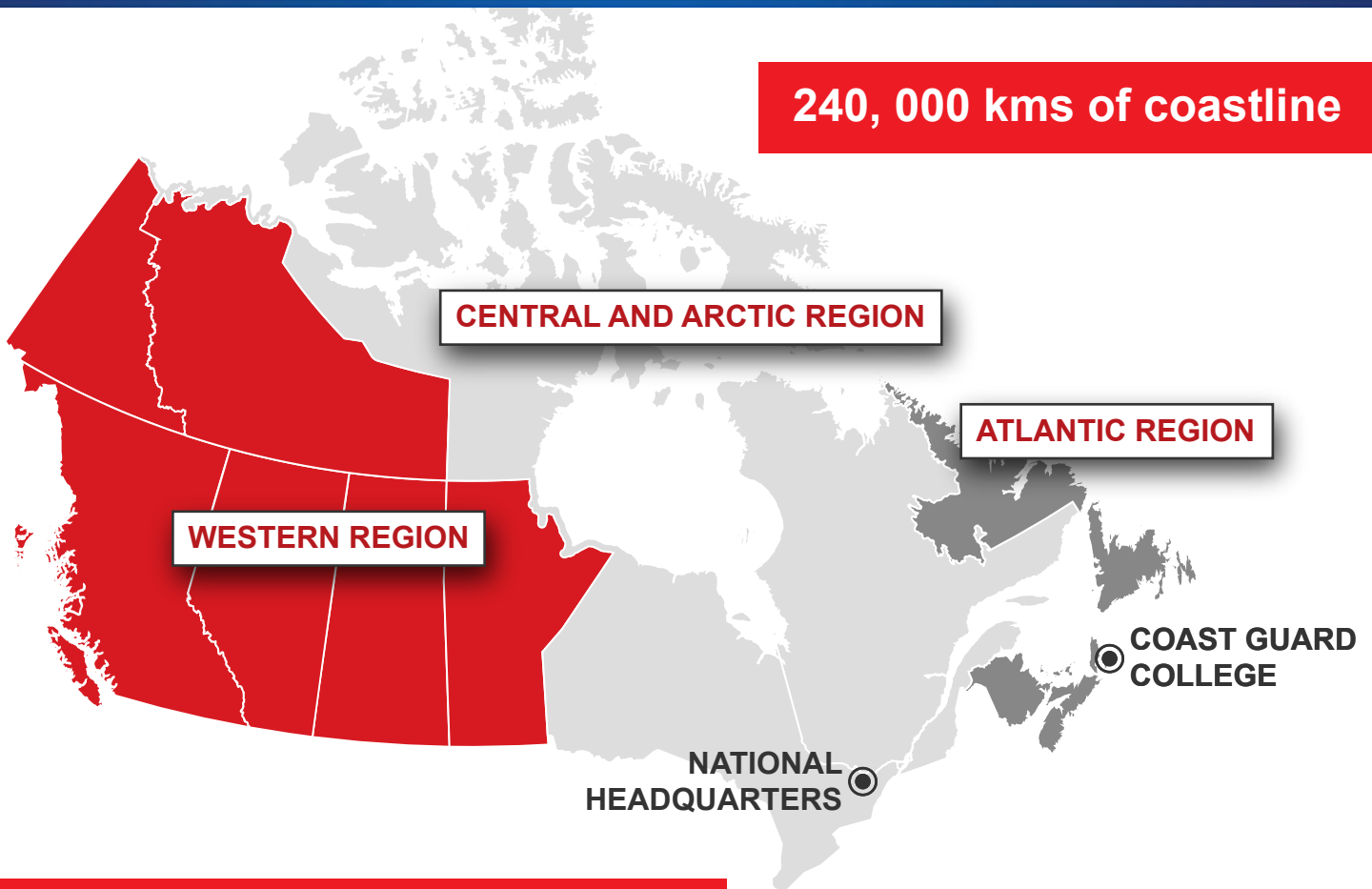
The Shore-Based Asset Readiness program ensures the availability and reliability of these assets through life cycle investment planning, engineering, acquisition, maintenance, and disposal services. The Canadian Coast Guard College is an important contributor to the delivery of this program.

Canadian Coast Guard College

The Coast Guard College is a national, bilingual, degree-conferring training institution which educates the marine professionals needed to deliver programs in support of our mission and mandate in marine safety, security and environmental protection. The four-year Officer Training program is one of the best marine training programs in the world, producing both Marine Engineering and Marine Navigation Officers.



240, 000 kms of coastline



Responsibility of 5.3 million km²



Where We Operate

The Largest Coastline in the World

The Canadian Coast Guard operates along three oceans, the Great Lakes, the St. Lawrence River and other inland waterways. Our total maritime area of responsibility is nearly 5.3 million km², including 240,000 kms of coastline, the longest of any country in the world.

OUR FLEET

Vessels, Ships, Air Cushion Vehicles and Helicopters

Our iconic red and white vessels, air cushion vehicles and helicopters are a nationally recognized symbol of safety on Canada's oceans, lakes and waterways and perform a variety of roles in support of the Coast Guard's mandate, including:

- Supporting the safe and efficient movement of ships;
- Icebreaking;
- Search and rescue operations;
- Environmental response; and
- Supporting federal government partners to support science, sovereignty and security programs.

Recent Investments

As a result of specific investments made by the Government of Canada against the fleet – and other shore-based assets – over the past few years, Coast Guard is developing a detailed three-year asset maintenance plan to describe improvements in asset condition, asset management capacity, systems and processes which will be included in the department's Investment Plan in 2020.

Today's Coast Guard fleet is comprised of:



639
Small craft



69
Search and
Rescue lifeboats



26
Large vessels



24
Small vessels



22
Helicopters



4
Air Cushion
Vehicles

OUR PRIORITIES

The sea, as any mariner knows, is unpredictable and often dangerous. Canada's vast and tempestuous maritime domain is no exception and comes with an inherent set of challenges that range from operating in challenging weather conditions to navigating through thick sea ice in the highest reaches of the Arctic. Despite these challenges, we have never wavered in our commitment to deliver world class services in pursuit of safe, clean, and accessible Canadian waterways.

People

Our members are the ones who allow Coast Guard to implement any priority, respond to any call or any command, when asked, for the greater good. They open stations, build vessels, help assist grounded vessels and mariners in distress, keep our waters safe, and perform important

corporate functions which enable operational work. Coast Guard will continue supporting and investing in its people, and will strive to build an organizational culture that is welcoming, inclusive, open, fair and respectful.

Coast Guard is committed to improving the stabilization of the Phoenix pay system for its members and for the system as a whole and is making every effort to ensure that pay is accurate and on time.

An Active Community Presence in the Arctic

An area where the Coast Guard is taking on a stronger leadership role is in the Arctic. The importance of our presence in this region will increase as our organization engages in stronger relationships with Indigenous and northern communities. Through a solid foundation of cooperation, collaboration and joint response in Canada's northern region and with the establishment of an Arctic Region, the Coast Guard will have a greater capacity to

respond to marine emergencies while strengthening our position as a key economic enabler and supporting sustainable resource development.

Innovation

As a participant in the Innovation Solutions Canada (ISC) program, the Coast Guard will soon begin to receive proposed solutions from businesses for a challenge statement that supports the Government's priority of greening its operations. The ISC program supports the growth of Canada's innovators and entrepreneurs by funding research and development and having the federal government act as a first customer. It is led by Innovation, Science and Economic Development Canada. Coast Guard is seeking solutions for harnessing kinetic energy from the roll, pitch and yaw of marine vessels with the goal of reducing energy consumption and reliance on externally-sourced and stored energy.

If successful, a solution would help Coast Guard reduce greenhouse gas (GHG) emissions from its operations on the water, in support of Canada's Paris Agreement commitment to fight global warming and climate change through significant greenhouse gas reductions through 2030. This would be part of a process of 'decarbonizing,' which refers to an accelerating reduction of GHGs through time.



Of note, Coast Guard is applying a GBA+ lens on how it operates, looking at the uniform manual, crewing, national recruitment and retention strategies, even how ships are designed and refurbished. These initiatives underscore Coast Guard's internal culture of innovation and the creative capacity of its members.

Canada's Oceans Protection Plan

The Oceans Protection Plan (OPP) is a whole-of-government approach to creating a world-leading marine safety system that improves responsible shipping and protects Canada's waters, including enhanced preventative and response measures through engagement and partnership with Indigenous Nations and other coastal communities across the country.

OPP will include over \$1.5B in funding over five years that will support initiatives balancing Canadians' concerns for their waters with the need to continue supporting a strong economy, as well as an action plan to deliver results for the coming decades. As a result, the Coast Guard will create 800 new positions while also keeping up with the typical attrition rates within the Agency.

To properly address and execute the OPP, Coast Guard has established the Change Leadership & Implementation Management Team. This is a national team working closely with project management teams in Headquarters and each region



to oversee the execution and the implementation.

In addition, the OPP will expand the Coast Guard's role in patrolling and managing Canada's marine environment 24/7 and acting as a first responder to marine incidents. It will also:

- Increase incident management and responsive capacity;
- Increase asset management capacity;
- Expand duties and training of the Canadian Coast Guard Auxiliary;
- Strengthen Marine Communications and Traffic Services Centres; and
- Expand our formal network of partners to include Indigenous and local communities and other levels of government.

Furthermore, the OPP will drive the development of a new, innovative exercise strategy for the Coast Guard. This is being achieved through the establishment of a Coast Guard Exercise Framework document; development of a Coast Guard Exercise Planning Manual; contracting exercise consultants to support exercise development, delivery and evaluation; and conducting Incident Command System (ICS) collective training in the three Regions.



While the Coast Guard's role has remained largely the same over the course of its history, the federal government recently empowered the organization to assume leadership over marine pollution within Canadian waters. This shift will have a substantial impact on Coast Guard operations, providing the agency with authority to address vessels of concern proactively before they become hazards to the marine environment.

Building Relationships and Partnerships with Indigenous Communities

One of our top priorities is to advance reconciliation through building and strengthening our long-term relationships and partnerships with Indigenous communities. We will increase the meaningful participation, capacity and role of Indigenous communities in marine safety and the environmental protection of Canada's oceans and waterways, including the OPP and ongoing Coast Guard programs and services.

We will also promote and support greater business and employment opportunities for Indigenous peoples, including procurement, employment and retention within Coast Guard, which will support economic prosperity and community well-being.

To do this, we will continue to engage, share marine domain awareness through

the Collaborative Situational Awareness Portal and work with Indigenous communities to implement the OPP through Indigenous Community Response Training; bolstering the Canadian Coast Guard Auxiliary from coast to coast; the installation of new life boat stations and radar sites; and the development of partnership agreements and other arrangements to formalize our collaboration on marine safety.

Our commitment to the inclusion of Indigenous peoples in marine safety and environmental protection will better protect Indigenous and neighbouring coastal communities, strengthen Coast Guard's overall capacity to deliver marine safety services to all Canadians, and advance reconciliation and other Government of Canada priorities related to Indigenous peoples.

Engaging with Industry Partners

Close cooperation between the Coast Guard and industry partners supports the continued success of Canada's marine economy. The Coast Guard is committed to facilitating productive engagement with industry partners through a range of venues, including meetings of the Regional Marine Advisory Boards, National Marine Advisory Board, and Transport Canada's Canadian Marine Advisory Council.

Supporting the Government of Canada's Priorities

Under the OPP, the Coast Guard will support the following Government of Canada priorities:

- Creating a world-leading marine safety system, including new preventive and response measures;
- Acting in collaboration with Transport Canada (TC) to address abandoned, derelict and wrecked vessels in Canadian waters, which can pose major environmental risks in addition to economic and safety concerns;
- Working with TC to Modernize the Ship-source Oil Pollution Fund (SOPF), and strengthen the polluter-pays principle;
- Strengthening our partnerships and launching co-management practices with Indigenous communities, including building local emergency response capacity; and
- Investing in additional science including oil spill cleanup research and methods to ensure an evidence-based approach to emergency response.

Work is now underway with Fisheries and Oceans, TC, and Environment and Climate Change Canada to implement the initiatives that were recently announced to support their joint mandate to improve marine safety while preserving the health of aquatic ecosystems.





OUR MEMBERS

We are our people

The foundation of the Coast Guard is our members. Without them, we would not be the highly valued organization that we are today. Our well-trained members are ready to serve, operating our fleet and patrolling Canada's waterways 24 hours a day, 7 days a week, 365 days a year in some of the harshest weather conditions in the world.



Investing in our People

The Coast Guard's evolving role will allow us to continue to invest in equipment and, most importantly, our people. We are committed to improving the quality of work we produce and to retaining our members. Increased support from the federal government will allow us to provide and perform the training, succession planning and recruiting we need to ensure the professionalism and dedication that Canadians deserve and have come to expect of our organization.

Member Wellbeing

One of the Coast Guard's main areas of focus has been — and always will be — member wellbeing. We are committed to breaking down barriers and prejudice and will continue to support our people and foster a safe and welcoming environment by creating a less restrictive and more inclusive atmosphere. By creating an organizational culture that is characterized by trust, honesty and fairness, the Coast Guard will nurture a workplace where co-workers and supervisors are supportive of each other's physical and mental health concerns and can respond appropriately when needed.



Mental Health Training

The Wellness Group within Fisheries and Oceans (DFO), sponsored by the Departmental Mental Health Consultation Committee (DMHCC), is currently seeking funding and approval for the implementation of mental health training for all members. The proposed training is the “Road to Mental Readiness,” (R2MR) which is comprised of:

- Primary R2MR training; and
- Leadership R2MR training.

Although DFO is leading the overall initiative, Coast Guard’s Integrated Business Management Services (IBMS) directorate is implementing R2MR training for operational and seagoing members.

Mental Wellness Intranet

DFO has launched an intranet site for mental health in the workplace that can be accessed by all members. For seagoing members with limited access to network systems, the information included on the intranet can be printed or saved to a USB key to ensure easy access.

Onboard Mental Health Training

IBMS has developed a two day wellness training session specifically for Coast Guard operational and seagoing members with the intent to roll out the training nationally via a Train-the-Trainer model. In addition to offering these training sessions on ships, the Coast Guard has expanded to include Marine Communications and Traffic Services Offices and Regional Operations Centers to ensure that all of our members can be included if they so choose.

Furthermore, IBMS will be presenting sessions on the 13 Psychological Workplace Factors. These factors were developed by the Mental Health Commission of Canada in partnership with Ottawa Public Health. The aim of these sessions is to create awareness about psychosocial factors in the workplace and to provide common language to assist in discussing these factors. The sessions will evolve to include other areas of wellness; tools and resources are also being created for supervisors and managers within Coast Guard.

Critical Incident Stress Management

Critical Incident Stress Management (CISM) is a highly structured peer support program designed primarily for members likely to be involved in critical incidents or traumatic events because of the nature of their work. CISM informs and prepares members to deal with the potential hazards of being exposed to a critical incident or a traumatic event; it focuses on providing short-term support (psychological first aid), follow-up services, and referrals to higher levels of care.

Building on the Pacific/Western CISM team, which has been in place for over two decades, CISM is being rolled out to the rest of the organization across the country. Members who volunteered (30 Atlantic and 30 C&A) were recruited and screened in by regional coordinators and are now in the process of becoming trained CISM peers. The Coast Guard aims to have national CISM response capability by April 2019.





Demographics

As of September 2018, 5,838 members carry out our mandate. The Coast Guard is a decentralized organization with the majority of our members located in regional offices. Only 19% (1,116 members) of the Coast Guard's overall workforce is located in Headquarters in Ottawa.

Like many other government departments, the Coast Guard is facing the challenge of an aging workforce and must focus attention on recruitment and retention of members. A commitment to succession planning and training will ensure that we remain a strong, service-oriented organization.

Recruitment

One of the most difficult challenges the Coast Guard has is recruitment. We need to increase our visibility throughout the country to attract new members. We want to promote our organization, what we do, who we are, what we stand for and the important role we play in Canada. Our target demographic for seagoing career options remains youth-oriented; 17-24-year-old recent (or potential) high school graduates.

As always, the goal for recruitment is to generate a large pool of qualified applicants for both French and English positions and to promote diversity.

A Targeted Recruitment Strategy

The Coast Guard will commit to a targeted recruitment strategy in which regional participation will be essential to ensure an effective and timely recruitment process for the planned September 2019 academic year.

By combining the efforts of the regions and the Coast Guard College's (CCGC) Student Affairs Section we can effectively promote our organization and the fulfilling career opportunities we can offer young Canadians.



With the implementation of a national working group to support cohesive recruitment activities, we will be able to provide national standardized tools and an approach for recruitment activities. Moreover, promoting the sharing of lessons-learned and experiences will assist the Coast Guard in developing a standardized way forward for participation in, and the promotion of, outreach and recruitment-related activities and functions.

In addition, the development of generic and job-specific publications, as well as outreach and recruitment tools, such as paper and electronic/digital formats, will result in a common look and feel of Coast Guard branding, which will allow for more visibility.

Engaging Prospective Cadets

Targeting youth can be a challenge. However, DFO and Coast Guard received recognition as one of Canada's Top Employers for Young People in 2017. This is a wonderful promotional opportunity to showcase the department and our organization as an ideal workplace for today's youth. Unique initiatives, such as one that allows members to "Spend a Day with a Senior Manager," helped us receive this recognition. We also offer retention tools for younger members such as tuition assistance and the availability of co-op or work-study programs.



Shifting to Social Media

Reaching our target demographic will require a shift in strategy from the Coast Guard's typical recruiting campaign. Today's youth rely heavily on social media to communicate with one another. We will increase our social media presence to showcase CCGC as the leading bilingual institution for marine learning, share information on upcoming recruitment fairs and use Twitter to promote CCGC events and the success of our cadets.



Outreach and Collaboration

The Coast Guard will be represented at education fairs across Canada, in high schools in Northern Ontario, as well as in CEGEPs in francophone communities in Quebec. The Coast Guard will also increase its Indigenous community engagement and will focus on Indigenous youth, which will include community visits from ships in the North. In addition, CCGC will collaborate with DFO and other federal departments such as the Royal Canadian Mounted Police and Canada Border Services Agency to host an open house in order to increase visibility and understanding of what career options the Coast Guard has to offer.

Creating Equal Employment Opportunities

We will develop long-term national strategies that ensure equal employment opportunities for all: women, men, minority groups, persons with disabilities, Indigenous communities and youth. This will respond to the expectations of our partners and stakeholders, including the provinces and territories.



Diversity

If you can serve, you can serve in the Coast Guard. It's a mantra we have been repeating for years. Everyone is welcome to join and we are proud of our dedication to diversity. The Coast Guard is striving to be an employer of choice that attracts, selects, promotes, and retains engaged and diverse individuals. We are committed to diversity and inclusion at all levels of the organization. We believe that the more representative we are of the Canadian population, the better we are able to serve our communities.

Fostering a diverse workforce and a more inclusive and respectful workplace will continue to be a top priority for the Coast Guard throughout 2018-2019. Specific attention will be placed on applying a Gender Based Analysis Plus lens to inform the Coast Guard's review of its uniform manual, crewing factor, national recruitment and retention strategy, as well as in ship design and refurbishment. Moreover, the Coast Guard will continue its efforts to create an inclusive workplace through member and management empowerment, education, training, awareness, and leadership development. Diversity and inclusion considerations will continue to be applied to existing and new policies, programs, and in interactions with our partners and Canadians alike.

The Coast Guard also celebrates diversity and inclusion by participating in various annual signature events including Orange Shirt Day which honours and demonstrates respect for Indigenous communities in Canada, and by expanding our participation in Pride Parades across the country to show our support for those who identify as lesbian, gay, bisexual, transgender, queer, and two-spirit (LGBTQ2+).

Building on previous efforts to create more comprehensive strategies to attract members of the LGBTQ2+ community, the Coast Guard aims to develop an organizational approach for introducing Positive Space initiatives during onboarding throughout the organization and at the Coast Guard College.

We also participate in programs that promote women in science and technology careers through events like 'Girls Fly Too' which provides females of all ages with the opportunity to be engaged in non-traditional jobs through the world's largest outreach initiative aimed at inspiring female future leaders in aviation, aerospace, marine and defense.

We will continue to seek opportunities to build upon these foundational elements and make important progress towards being a diverse, inclusive, safe, caring, and compassionate organization.



Training New Recruits

Canada's commitment to protecting our oceans means approximately 800 new positions will be created within the Coast Guard. We must be prepared to receive and train this huge influx of new members. As such, an implementation group has been created to support effective integration of new employees through what we call an "Onboarding Program."

Onboarding New Members

Our goal is to provide new members with the knowledge to effectively move into their new roles. This will support and instill the "take charge" image the Coast Guard strives to represent. The onboarding program will give members the knowledge they need to do their jobs effectively. As a result, managers will not need to dedicate as much time integrating their new members. The new program will also promote consistency across the regions when it comes to integrating new staff.

Within the training component, there will be a Coast Guard learning capsule that will include sections on how to wear the Coast Guard uniform, how and when to salute, preparing to go to sea, what to bring, as well as safety and security. A section called "Coast Guard Talk" will help new members understand nautical terms, expressions and acronyms associated with our organization and in the broader marine industry.

Throughout this onboarding process there will be checklists for managers and members to allow a simple form of tracking to ensure all compulsory aspects of onboarding are completed. The program will be accessible to all new members, whether their work is on land or at sea.







Force Generation

The Coast Guard has committed to making a significant sustained investment in its people. Previous years' reductions in funding left Coast Guard limited in its ability to attract new members, provide training and developmental opportunities, and implement a solid succession planning regime.

Following the substantial investments the Government of Canada made in the Coast Guard, the Force Generation initiative was launched. While Integrated Business Management Services, the Coast Guard College and Operational Personnel will continue to manage our day to day workforce needs, program development, planning, and reporting, the Force Generation team will build tools required for a sustainable future as determined and prioritized by the organization.

The objective is to build the tools, policies, frameworks, processes, procedures, etc., to support the recruitment and development of a diverse, highly trained, engaged, professional and at-the-ready workforce for today and tomorrow.



Building our Brand, Sharing Our Stories

Canadians' expectations towards maritime safety and the protection of the environment have evolved in recent years. Canadians want, and expect, a Coast Guard that is responsive and ready. Every day, our members live up to our motto of Safety First, Service Always as they accomplish great things to build Canada's Coast Guard, to provide better services to Canadians and to use innovative solutions and technologies to address the challenges in Canada as a maritime nation.

The Coast Guard Brand

Our brand signifies what we do and what we stand for; it represents Coast Guard's core values, actions and commitment to excellence. A strong brand helps energize and increase awareness of the positive impact of Coast Guard's services for the public, stakeholders and leaders. Our goal is to continue to tell the Coast Guard story and to share those stories with all Canadians. A key priority for the Coast Guard is to mobilize our members. We want our own members to be our greatest ambassadors. As the Coast Guard grows, we are looking to feature our members more in the communities in which they serve. Already, we accomplish this by attending events like Canada Day and other events where our booths and exhibits always draw a crowd.

2018-19 Outreach Activities

The Coast Guard's outreach activities for 2018-2019 continue to evolve and include more activities associated with the following pillars:

National and local events

- Be more present and prominent by attending various fairs, shows and exhibitions across the country.

Education

- Raise the public's awareness of Coast Guard's important role in safe and secure waterways and in protection of our environment.

Recruitment, retention and diversity

- Execute the recruitment priorities of the organization through engaging events to expand our outreach and present the Coast Guard as an employer of choice focused on diversity and inclusiveness.

Members' outreach

- Build a sense of value and community in Coast Guard members and retirees and provide them with opportunities to understand their role, responsibilities and their contributions as they support Coast Guard's priorities and mandate.





Digital first approach

- Moving towards a digital first approach in member communication by enhancing and re-designing the Coast Guard's national Internet and Intranet web sites and with the national newsletter ECHO.

Renewing our visual brand

- Developing a new Graphic Standards Manual that presents a new, more vibrant visual brand for our corporate and promotional material and publications.

Partnerships

- Continue to forge strong relationships with Indigenous communities; environmental, security, international and coastal communities; and like-minded organizations such as the Coast Guard Auxiliary, Royal Canadian Navy and Navy League of Canada.

Social Media

The Canadian Coast Guard has a vibrant social media presence; we are active across multiple social media channels including Facebook, Twitter, YouTube, Instagram and LinkedIn.

As of December 2018, we had over 52,000 total followers across our range of channels. Each day, our followers help us tell our stories by sharing, liking, commenting on and engaging with our content.

Looking Forward

Over the coming year we will continue to work on building our brand by increasing Canadians' awareness and understanding of the Coast Guard. Our new visual brand will bring our promotional and recruitment material under a single banner.

The ongoing work to further develop one national Coast Guard Intranet site will lead our efforts in adopting the digital first approach with respect to communication with our members. This includes working towards bringing all current Intranet sites under one web site, with a common brand that speaks from a national voice.

We will also continue to support the various awareness events to help promote inclusiveness, respect and compassion for all Canadians.

2018-2019 Pride Parades

Our members are our greatest strength, and we remain focused on demonstrating our support to the LGBTQ2+ community and on delivering our message of diversity and inclusiveness of "if you can serve, you can serve in the Canadian Coast Guard". In summer 2018, the Canadian Coast Guard participated in 12 Pride Parades from coast to coast which allowed us to reach over 560,000 participants across the country.



Financial Resources

The Canadian Coast Guard's 2018 Integrated Human Resources and Business Plan budget outlines how and where the Agency plans to allocate resources to meet the service expectations and deliver on mandate commitments.

With unprecedented investments received from the federal budget, Coast Guard will be focusing a significant portion of its budget on implementing its contributions to the Oceans Protection Plan (OPP) while also focusing on making significant investments in its assets and more importantly, its members.

More specifically, the Agency will be able to:

- Provide the certification training needed to perform tasks;
- Augment the vessel refurbishment program that will allow for fewer unplanned program days due to corrective maintenance; and
- Increase regional capacity to support the delivery of core mandated programs.

The budget in this section is presented in terms of the operation, capital, and grants and contributions allocations.

To easily understand the impacts of recent federal investments, the budget is further divided into special allocations like the OPP, the Federal Infrastructure Initiative, the World Class Tanker Safety System, the Fleet Renewal Plan and increases to departmental resource levels to achieve the mandate.

	2018-19 (\$M)	2019-20 (\$M)	2020-21 (\$M)
Operating	782.7	811.8	813.7
Reference Levels	627.3	660.2	661.6
Additional reference level funding	63.1	63.1	63.1
Oceans Protection Plan	87.8	85.1	85.6
World Class Tanker Safety System	4.5	3.4	3.4
Capital	401.2	297.3	252.7
Reference Levels	28.9	35.0	35.0
Comprehensive Review	54.6	87.7	108.9
Fleet Renewal Plan	224.5	111.8	63.8
Oceans Protection Plan	79.6	44.2	45.0
Federal Infrastructure Initiative	10.0	18.6	-
World Class Tanker Safety System	3.6	-	-
Grants and Contributions	10.1	10.1	10.2
Reference Levels	5.3	5.2	5.3
Oceans Protection Plan	3.3	3.4	3.4
World Class Tanker Safety System	1.5	1.5	1.5



Revenues

Approximately \$39 million of Coast Guard's annual operating reference level budget is funded by revenues from commercial ships (e.g., cargo vessels, cruise ships, etc.) through the marine services fees: the Marine Navigation Fee recovers a portion of costs for aids to navigation and vessel traffic services; the Icebreaking Fee recovers a portion of costs for route assistance, channels maintenance and ice information services; and the Dredging Fee recovers costs for dredging services in the St Lawrence River between the Port of Montreal and L'Isle-aux-Coudres.

The Budget Process

One of the organization's greatest strengths is its ability to manage its budget and finances effectively despite its geographically diverse structure and complex operational mandate. As a Special Operating Agency within Fisheries and Oceans Canada (DFO), Coast Guard is provided with a budget allocation it must use to manage itself and to maximize efficiencies of operations and services to Canadians.

To accomplish this feat, the Agency utilizes an activity based budgeting method to allocate its resources in line with the highest national priorities. Due to the complexity of its various programs and business requirements, cost drivers can differ immensely which causes challenges in prioritizing allocations. To facilitate the process, the budget is divided in several operating, capital and grants and contributions envelopes.

The Investment Plan

The Investment Plan identifies DFO's proposed investments in the areas of the Coast Guard Fleet and Fleet Systems, Coast Guard Program Infrastructure, Small Craft Harbour's (SCH), Real Property (RP), Information Management & Information Technology (IM/IT) Science, and Ecosystems and Fisheries Management (EFM), as well as acquired services.

This is the Departments' third inception of the Investment Plan under the Treasury Board (TB) Policy on Investment Planning – Assets and Acquired Services.

The Investment Plan provides TB, the Treasury Board of Canada Secretariat and departmental Deputy Heads with information on departmental capacity to manage projects, and the risk and complexity levels of those projects. In this way, project approval authorities are delegated from TB to departments based on the level of risk and complexity of particular investment projects and the project management capacity of the department.

In addition to summarizing DFO's planned investments for the upcoming five year period, the Investment Plan outlines the planning process and associated governance that DFO uses to manage its portfolio of investments.



2018 Operating Budget and Financial Overview

The Agency plans its annual operations using five distinct budget envelopes to facilitate the prioritization and allocation of its budget. Each envelope uses sophisticated national processes each with their own independent set of principles and cost drivers to identify budget needs; however, allocation decisions for all of them are made by a national budget committee and ultimately by the Coast Guard's Management Board.

Budget Envelope	2018-19 Spending Plan (\$M)
Fleet Operations	290.6
Shore-Based Personnel	237.9
Shore-Based Operating	107.4
Shore-Based Asset Maintenance	17.4
Vessel Maintenance	71.1
Oceans Protection Plan	85.1
Total Spending Plan	809.5

The approved spending plan is approximately \$26.8 million more than the available budget; a planned over programming strategy the Agency put in place at the beginning of the year to minimize the risk of fiscal year budget lapses.



Fleet Operations

Budget plans for vessel crew members, fuel and provisions are developed annually based on the number of operational assets and program requirements. The budget for this envelope is supplemented each year with contributions from programs from DFO sectors such as Ecosystems and Oceans Science, and Ecosystems and Fisheries Management, as well as other government departments.

Shore-Based Personnel

Budget plans for salaries are defined by nationally consistent organizational charts which define the requirement for shore-based members' salaries, overtime and other personnel costs.

Shore-Based Operating

Budget requirements are defined through detailed work plans on an annual basis using standard rates and common cost drivers to ensure consistency and accuracy.

Shore-Based Asset Maintenance

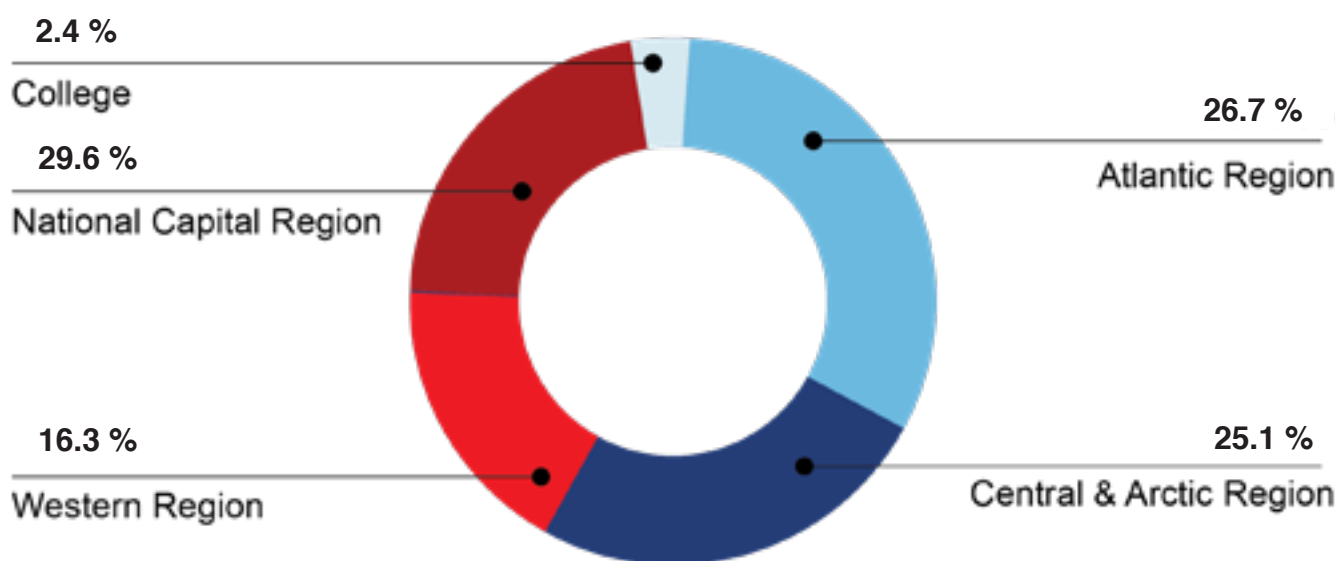
Budget requirements are identified using nationally consistent asset lifecycle management principles to define specific maintenance work packages for all shore-based (e.g., non-vessel) assets.

Vessel Maintenance and Refit

Similar to the shore-based asset maintenance program, all vessel maintenance refit periods and lifecycle management activities are determined following nationally consistent work planning principles.

Regional Budgets

Being a decentralized organization operationally, the budget is further distributed across the country to maximize accountability and strives for results in each region.



Capital Budget and Financial Overview

Coast Guard plans its capital spending through a five-year capital plan which is revised annually. The plan is organized and categorized under two departmental centres of expertise: Fleet and Fleet Systems and Coast Guard Program Infrastructure.

The annual project-based capital plan is developed using a robust planning process in which projects are eventually prioritized and approved by the Coast Guard Management Board. Decisions are made based on governmental, departmental and internal strategic program priorities to address capability gaps where they exist. The spending plan for the next three years is detailed in the table below.

Capital Spending Plan	2018-19 (\$M)	2019-20 (\$M)	2020-21 (\$M)
Fleet and Fleet Systems Centre of Expertise	573.8	857.2	506.6
Vessel and Helicopter Procurement	411.0	717.6	461.7
Vessel Life Extension and Mid-Life Modernization	96.5	62.3	38.5
Vessel Refurbishment	43.7	66.1	-
Federal Infrastructure	6.4	-	-
Small Craft Acquisitions	4.0	4.0	4.0
Kitsilano	3.2	-	-
Fleet Systems	9.0	7.2	2.5
Coast Guard Program Infrastructure Centre of Expertise	121.1	83.2	78.8
New Program Infrastructure	22.3	22.3	22.3
Refurbishment of Program Infrastructure	16.9	15.9	12.8
Oceans Protection Plan	76.7	41.1	40.9
World Class Tanker Safety System	5.2	3.9	2.8
Total	694.8	940.3	585.4

The capital spending plan also leverages the use of over-programming; a business strategy that maximizes investments within a fiscal year while avoiding unplanned year-end lapses. Experience has consistently shown that despite best efforts, internal and external project management factors often lead to project delays, and over-programming allows Coast Guard to mitigate the impact of those delays on the health and reliability of its assets. If required, Canadian Coast Guard will seek additional capital funding through Treasury Board submissions.

Fleet and Fleet Systems Centre of Expertise

This centre of expertise focuses on Fleet assets required to deliver many of the Government of Canada's civilian on-water programs. The current fleet consists of 140 operational vessels, 22 operational helicopters and approximately 1,600 small craft and other assets such as essential fleet information technology systems necessary to operate the fleet safely and effectively.



Coast Guard Program Infrastructure Centre of Expertise

This centre of expertise focuses on non-vessel assets that are the backbone of many Coast Guard services. The asset base consists of 6,597 assets with a total replacement cost of approximately \$1.5 billion. These assets include moveable, fixed and operational information technology assets to serve all Coast Guard programs including Marine Navigation, Marine Communication and Traffic Services, Search and Rescue (SAR) Services, Environmental Response Services, Shore-Based Asset Readiness, Maritime Security and the Coast Guard College.

In 2017-18, the Coast Guard approved a spending plan of \$19 million over its allocated budgets.

Grants and Contribution Budget and Financial Overview

Budget is available every year for contribution agreements to permit the Canadian Coast Guard Auxiliary (CCGA) associations to carry out authorized activities related to maritime (SAR) operations and preventions, and other safety related activities.

The agreements are approved annually through consultations with auxiliary associations.

The OPP also included important contribution budgets to undertake critical stakeholder engagement activities including the negotiation and drafting of a sixth contribution agreement for the new Arctic CCGA region. These activities are planned in accordance with the OPP.

The World Class Tanker Safety

System Contribution program is in place for coastal Indigenous community applicants to purchase emergency response capable equipment and to train, insure, exercise and reimburse eligible activities of the new community units as official members of the Auxiliary; enhancing the federal SAR response capacity.

Grants & Contributions	2018-19 (\$M)	2019-20 (\$M)	2020-21 (\$M)
Coast Guard Auxiliary	5.3	5.3	5.3
Royal Canadian Marine Search and Rescue	1.1	1.1	1.1
Central & Arctic	0.7	0.7	0.7
Québec	0.7	0.7	0.7
Maritimes	0.8	0.8	0.8
Newfoundland & Labrador	0.8	0.8	0.8
Arctic Expansion	0.3	0.3	0.3
Insurance	0.9	0.9	0.9
Other	4.8	4.9	4.9
World Class Tanker Safety System	1.5	1.5	1.5
Oceans Protection Plan	3.3	3.4	3.4

ANNEX A

Canadian Coast Guard 2018-19 Business Plan Commitments



Commitment # 1

Preservation and Acquisition of Modern Assets

Fleet Renewal Plan	2018-19	Complete the Fleet Renewal Plan 2017	Deputy Commissioner, Strategies and Shipbuilding & Deputy Commissioner, Operations
Vessel Life Extension Program (VLE) and Mid-Life Modernization (MLM)	2017-18	Commence VLE for: CCGS Des Groseilliers Phase 2, CCGS John P Tully	Director General, Integrated Technical Services
		Complete VLE for: CCGS Pierre Radisson	
	2018-19	Commence VLE for: CCGS Sir Wilfrid Laurier	
		Complete VLE for: CCGS Sir Wilfrid Laurier (Phase 1) CCGS John P Tully , CCGS Des Groseilliers (Phase 2), CCGS Ann Harvey	
	2019-20	Commence VLE for: CCGS Henry Larsen , CCGS Sir Wilfrid Laurier (Phase 2), CCGS Sir William Alexander (Propulsion Upgrades), CCGS Edward Cornwallis , CCGS Martha L. Black (Propulsion Upgrades), CCGS George R. Pearkes	
		Complete VLE for: CCGS Henry Larsen , CCGS Sir William Alexander	
Multi-Beam Systems	2017-18	Procured Multi-Beam Systems for CCGS Pierre Radisson , CCGS Des Groseilliers , and CCGS Henry Larsen	
		Complete detailed design for: CCGS Pierre Radisson , CCGS Henry Larsen , CCGS Des Groseilliers	

Multi-Beam Systems	2018-19	Complete Technical Specifications for CCGS Henry Larsen installations Install procured equipment on the CCGS Des Groseilliers	Director General, Integrated Technical Services
	2019-20	Complete technical specifications for the CCGS Terry Fox and CCGS Pierre Radisson installation	
	2020-21	Install procured equipment on the CCGS Henry Larsen	
	2021-22	Install procured equipment on the CCGS Pierre Radisson	
Offshore Fisheries Science Vessels (OFSVs)	2019-20	Accept delivery of three OFSVs	Director General, Major Projects
Offshore Oceanographic Science Vessel (OOSV)	2019-20	Complete construction engineering work and begin construction	
Search and Rescue (SAR) Lifeboats	2018-19	Accept delivery of the third and fourth SAR Lifeboats (vessel from each shipyard)	
	2019-20 & 2020-21	Accept delivery of the fifth through 12th SAR Lifeboats	
Channel Survey and Sounding Vessels (CSSVs)	2018-19	Accept delivery of two CSSV	
Interim Icebreakers	2018-19	Progress towards acquisition of interim icebreakers	

Full Flight Simulator	2018-19	Construction of Full Flight Simulator	Director General, Major Projects
	2019-20	Delivery of Full Flight Simulator at the Transport Canada Training Center in Ottawa	
Tow Kits	2017-18	Develop technical requirements of ship and shore-based tow kits	Director General, Operations
		Develop towing vessel database	
	2018-19	Increase shore and ship based tow capacity: purchase of 30 tow kits for ships and for shore	Director General, Integrated Technical Services
Environmental Response Equipment Renewal	2017-18	Identify necessary equipment and develop operational Statement of Requirements	Director General, Operations
		Initiate procurement process to begin acquiring necessary equipment	Director General, Operations & Director General, Integrated Technical Services
	2018-19	Continuing with procurement of equipment and begin distribution	
Federal Infrastructure Initiative I	2019-20	Complete Federal Infrastructure Initiative activities of Coast Guard led projects under the 2015-16 Federal Budget	Director General, Operations & Director General, Integrated Technical Services
Federal Infrastructure Initiative II	2017-18	Complete Federal Infrastructure Initiative activities of Coast Guard led projects under the 2016-17 Federal Budget: Invest in greener and more modern Aids to Navigation and MCTS assets across Canada by increasing the reliability of Canada's essential marine navigation infrastructure while reducing the government's carbon and pollution footprint	Deputy Commissioner, Operations

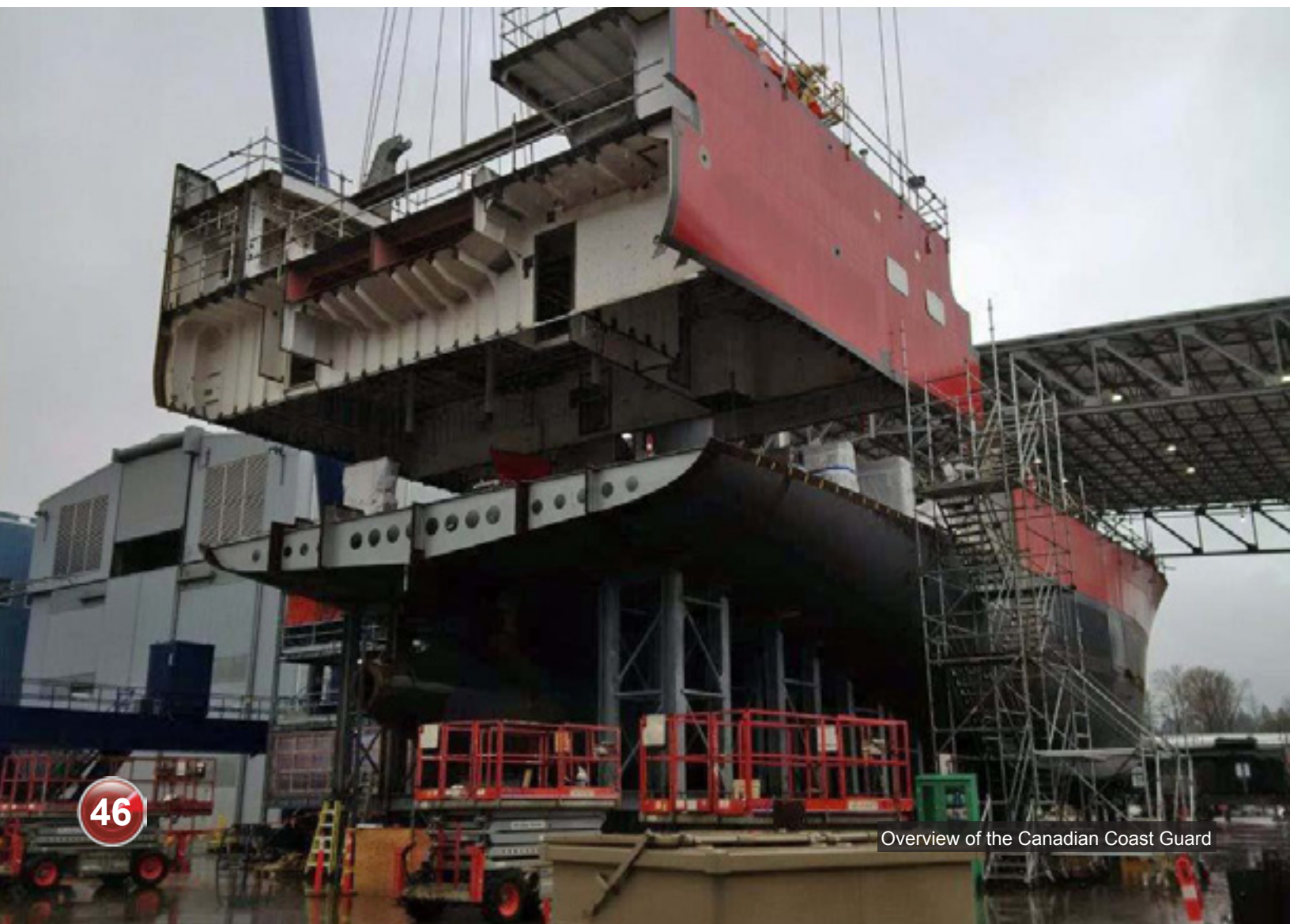
Federal
Infrastructure
Initiative II

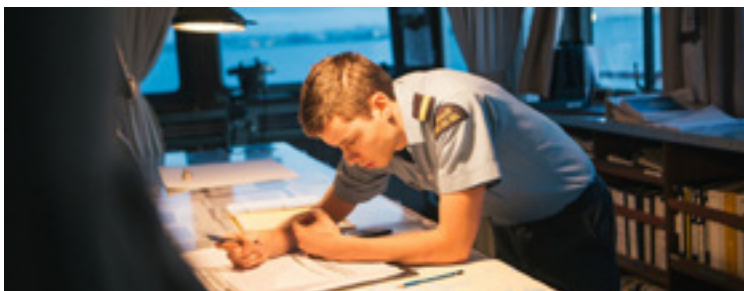
2017-18

Project MCTS NF127: Replacement/
Refurbishment of Old MCTS
Infrastructure with new structures using
low carbon technology and fossil-fuel
alternatives, Preventing the premature,
or in some cases, imminent failure of
fixed and floating aides to navigation
assets, including training simulators,
and Investment in training simulators
and associated components to enhance
training capability

Project AtoN AF126: Replacement/
Refurbishment of old Aids to Navigation
infrastructure with new structures using
low carbon technology and fossil-fuel
alternatives

Deputy
Commissioner,
Operations





Commitment # 2

Advance a national strategy to achieve greater stewardship of the lives of mariners and the marine environment

Strengthen Environmental Response Readiness	2017-18	Provide strategic oversight of the enhancements to Coast Guard's environmental response program in support of initiatives under the Oceans Protection Plan: Development of a framework for Alternative Response Measures, strengthening environmental response authorities, and the development of a framework for Hazardous and Noxious substances, and Modernization of the Ship-source Oil Pollution fund	Director General, National Strategies
		Provide operational oversight of the enhancements to Coast Guard's environmental response program in support of initiatives under the Oceans Protection Plan	Director General, Operations
		Establish Environmental Response and Logistical Depots: Primary Environmental Response Team (PERT) in Port Hardy B.C., and depots in Bonavista & St Anthony's on the East Coast	
Support Canadian Coast Guard Auxiliary (CCGA)	2017-18	Renewed five existing agreements, and created one new contribution agreement (with Coastal Nations in British Columbia)	Director General, National Strategies
Aids to Navigation System Review - Aids to Navigation Review - North of 60	2017-18	Continue Aids to Navigation system reviews, engage and consult with clients, Indigenous communities and stakeholders, and develop options/cost estimates for recommended changes North of 60	Assistant Commissioner, Arctic
	2018-19	Complete Aids to Navigation system reviews, engage and consult with clients Indigenous communities and stakeholders and develop options/cost estimates for recommended changes North of 60	

Aids to Navigation System Review - Aids to Navigation Review - South of 60	2017-18	Continue Aids to Navigation system reviews, engage and consult with clients, and develop options/cost estimates for recommended changes South of 60	Director General, Operations
	2018-19	Begin implementation of recommendations from reviews of Aids to Navigation systems South of 60	
Search and Rescue (SAR) Capacity in Newfoundland and Labrador	2018-19	Re-establish the Maritime Rescue Sub-Center St. Johns	Deputy Commissioner, Operations
		Establish 2 new SAR stations in Twillingate and Old Perlican, Newfoundland and Labrador	
Search and Rescue (SAR) Capacity in Western Region	2019-20	Establish 4 new SAR stations in British Columbia	
24/7 Regional Operations Center	2019-20	Establish 24/7 Regional Operations Center capacity in Western and Central and Arctic Regions	
ER Response Teams	2018-19	Establish ER Teams	
Continue the Implementation of E-Navigation	2017-18	Add another Automatic Identification system application Specific Messages (AIS-ASM) data requested by Mariners	Director General, National Strategies
Low Impact Shipping Corridors	2017-18	Identify medium to long-term operational and capital investments requirements to operationalize low impact shipping corridors	Assistant Commissioner, Arctic



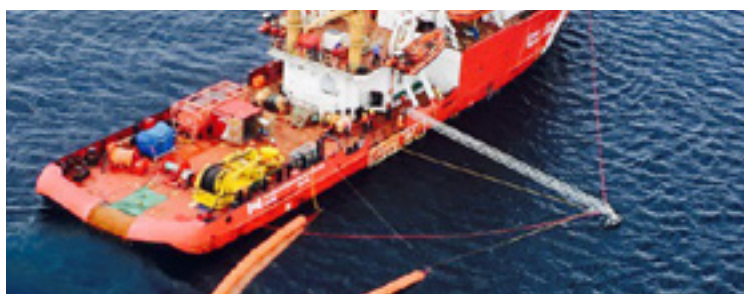
Commitment # 3

Create forward-thinking, evidence-based strategies and policies to target 100% of the population for recruitment and improve quality of work and employment, including training and retention for all members

Strategic Recruitment, Retention and Succession Initiatives	2018-19	Develop a program to focus on the recruitment of young people: Junior Coast Guard Program, Sea Cadets	Director General, Integrated Business Management Services
		Initiate a Diversity Action Plan - Study of CCG	
		Develop a retention and succession plan for CCG	
		Develop a CCG approach for wellness in the workplace	
Training Initiative	2018-19	Develop a network of Federal Training Institutions in Canada	
Implement the Oceans Protection Plan	2018-19	Staff Key positions	
		Identify key positions for the 5 year implementation	
Research and Development (R&D) and Innovation	2018-19	Build improvement capability and capacity in CCG - Develop and implement Lean Program to create or improve Business Processes	
		Develop a CCG Research and Development Program	
		Build improvement capability and capacity in Coast Guard – Implement a Business Improvement Services Unit to help facilitate and/or lead business improvement projects and experiment with innovative concepts and technologies	

Research and Development (R&D) and Innovation	2018-19	Implement a CCG Research and Development Program	Director General, Integrated Business Management Services
Indigenous Training and Capacity Building	2018-19	Provide training on environmental response, search and rescue, and the principles of incident command	Director General, National Strategies





Commitment # 4

Better integrate innovation and environmental protection, to better serve Canadians

Technical Assessment of the Manolis L	2017-18	Implement government direction on long-term solution for the Manolis L	Director General, Operations
Vessels of Concern	2017-18	Work with Transport Canada, Indigenous communities and stakeholders to reduce the number of abandoned, derelict, and wrecked vessels in Canada – new legislation, vessels of concern inventory	Director General, National Strategies
		Establish methodology for assessing risks posed by problem vessels	Deputy Commissioner, Operations
	2018-19	Complete priority risk assessments	Director General, Operations
Indigenous Community Boat Volunteer Pilot Program	2017-18	Increase coastal Indigenous communities' participation in maritime emergency response activities, through membership in the Canadian Coast Guard Auxiliary. Recipients of funding are determined through an application process	Director General, National Strategies
Draft Coast Guard component of Departmental Sustainable Development Strategy	2017-18	Consult across Coast Guard and draft strategy for orienting Coast Guard's contribution to the Government of Canada's new Federal Sustainable Development Strategy	



Commitment # 5

A strategic approach to international engagement

Develop a strategic approach to international engagement

2018-19

Continue harmonizing the Canadian Coast Guard's involvement in regional coast guard fora

Continue to develop an international engagement strategy that, amongst other things, supports the delivery of the Canadian Coast Guard's core services and priorities in line with the Government's broader international objectives

Develop a centralized and accessible electronic database to capture international engagement activities that builds on the successful implementation of related tracking systems

Director General, National Strategies



Overview of the Canadian Coast Guard



Commitment # 6

Culture Change, Diversity and Inclusion

Gender equality, diversity and inclusion considerations are consistently applied in all aspects of Coast Guard's business lines

Provide strategic leadership, policy, and research & analysis capacity to others areas of the organization	2018-19	Develop strategy, work plan, engagement plan, communications plan and change management plan in support of the unit's launch	Director General, National Strategies
		Conduct research and analysis to inform the development of Coast Guard's strategic agenda on diversity and inclusion matters	
		Support diversity and inclusion workplace initiatives such as positive space or trans member workplace policy	
Promote the use of Gender Based Analysis Plus (GBA+) principles and advance diversity and inclusion matters across the Coast Guard's business lines	2018-19	Lead the interdepartmental working group on uniforms, develop a set of common principles to guide the redesign of uniforms	
		Produce and promote a micro-learning video, in partnership with other areas	
		Work with DFO's GBA+ focal point to advance CCG's agenda and build internal capacity with respect to GBA+	

Develop and maintain interdepartmental and external partnerships to advance CCG's agenda on diversity and inclusion	2018-19	Co-Chair joint DFO-CCG Community of Practice on GBA+	Director General, National Strategies
		Establish a network of Diversity and Inclusion Ambassadors within the Coast Guard	
		Represent the Coast Guard on the Interdepartmental Security and Intelligence Working Group on GBA+	
Develop and promote use of guidelines for building relationships and partnerships with Indigenous communities in support of Truth and Reconciliation Commission's Call to Action #57	2018-19	Develop and complete guidelines for building relationships	
		Develop and deliver training on guidelines	
	2019-20	Continue training and maintaining staff awareness on the guidelines	
Support professional development and training for public Servants in support of Truth and Reconciliation Commission's Call to Action #57	2018-19	Increase staff awareness of Indigenous history and culture through cultural awareness sessions	
	2019-20	Continue building Indigenous cultural awareness through ongoing training sessions	



ANNEX B

Key Initiatives By Programs

Marine Navigation

Arctic Development

The services the Marine Navigation program provides also contribute to the development of the Arctic by transporting goods and supplies to northern communities and by maintaining a visible Canadian marine presence in the North. We are also currently working toward developing Northern Marine Transportation Corridors which will significantly enhance how departmental services, such as charting, navigational systems and environmental response services are delivered in the Arctic.

Working with Indigenous Communities

The Coast Guard is committed to strengthening and building relationships and partnerships with Indigenous communities on marine safety and environmental protection, and increasing the meaningful participation of Indigenous communities in the Oceans Protection Plan (OPP) and Coast Guard's ongoing programs and services. These efforts will better protect Indigenous and neighbouring coastal communities, strengthen Coast Guard's overall capacity to deliver marine safety services to all Canadians, advance reconciliation and support other Government of Canada priorities related to Indigenous communities.

Navigational Warnings System and the Four Season Lighted Buoy Initiative

Over the next year, the Marine Navigation program will develop a Navigational Warnings System that will accelerate the creation and issuance of warnings to mariners. Additionally, the Four Season Lighted Buoy initiative, in its final development stages, will deploy four-season, lighted, severe-ice navigation buoys on the St. Lawrence shipping channel between Quebec City and Montreal. All 197 buoys will be deployed incrementally from 2017-18 to 2020-21.



Environmental Response (ER) Services

Kitsilano: An Integrated Search and Rescue (SAR) and Environmental Response (ER) Stations.

We will continue to work towards ensuring that the newly reopened Kitsilano Coast Guard Station will include environmental response capacity and training for regional operators, stakeholders and Indigenous communities. The Kitsilano Station is the first model of an integrated SAR and ER base, moving us towards an all-hazard incident response system.

Interdepartmental efforts will be undertaken to develop a legislative and regulatory framework, while operational policies and procedures and scientific studies will support the potential use of alternative response measures.

Oceans Protection Plan (OPP) ER Initiatives and Projects

The Coast Guard will continue to work toward advancing the following OPP initiatives:

- Establishing 24/7 Regional Operations Centres (ROCs) in three regions (Atlantic, Western and Central and Arctic) as well as a National Command Centre. All centres will accommodate new staff to conduct 24/7 operations and incident management;
- Developing a national training program for environmental response coordinators within the ROCs;
- Modernizing Coast Guard's environmental response equipment in all three regions to enhance our ability to respond and manage oil spills;
- Strengthening Coast Guard's environmental response capacity through training to its own personnel and partners. A portion of the Canadian Coast Guard Auxiliary will be provided training in spill assessments and incident management to expand their scope to include environmental response activities; and



- Working with Transport Canada (TC) to Modernize Canada's Ship-source Oil Pollution Fund (SOPF). This will see amendments to the Marine Liability Act that will strengthen the polluter-pays principle, and help ensure timely and appropriate compensation is provided to the Coast Guard, communities, and victims of ship-source oil pollution.





Vessels of Concern

The Vessels of Concern program will be the operational arm of the Government of Canada responsible for ensuring an appropriate response to vessels of concern in Canadian waters including the Arctic and the Exclusive Economic Zone (EEZ) of Canada. This new responsibility will be given to the Coast Guard through development of new legislation called the Wrecked, Abandoned or Hazardous Vessels Act (WAHVA).

Currently, the Coast Guard is working with TC and Fisheries and Oceans Canada's Small Craft Harbours to develop programming to implement the proposed legislation and other elements of the national strategy, including:

- Creating an inventory to determine the scope and scale of the issue nationally, including in the Arctic, and developing a risk methodology to identify high-risk vessels for further assessment and remediation/removal, when appropriate;

- Undertaking technical assessments on priority vessels;
- Acceding to the Nairobi International Convention on the Removal of Wrecks, 2007;
- Establishing a new enforcement regime within the Coast Guard;
- Developing owner-financed funds for the remediation of vessels of concern to reduce the burden on taxpayers;
- Enhancing vessel owner identification by updating the pleasure craft licencing and commercial vessel registration systems;
- Overseeing two short-term vessel removal programs to help support coastal communities and other eligible recipients in removing and disposing vessels of concern; and
- Building Indigenous Community Response Training to further enhance Indigenous marine emergency preparedness and response capacities.

Tailored Response Plans for High-Traffic Areas

The Coast Guard is working with Indigenous and coastal communities, the province of British Columbia, industry, local partners and stakeholders to develop a risk-based regional response planning pilot in Northern British Columbia that takes into account unique regional factors. This pilot will help inform the development of a more collaborative environmental response planning approach for marine spills in regions across Canada.

Emergency Towing

The Coast Guard is working on increasing its emergency towing capacity by placing emergency tow kits on major Coast Guard vessels and in caches across Canada. It will also be leasing two emergency offshore towing vessels capable of towing large disabled vessels on the west coast. Moreover, the Coast Guard will be engaging Indigenous communities, industry and stakeholders to complete regional towing needs assessments across Canada to assess gaps in emergency towing and to propose recommendations to mitigate risks.

Search and Rescue Services (SAR)

SAR Coordination and Response

In May 2018, the 24/7 Maritime Rescue Sub-Centre (MRSC) in St. John's, Newfoundland and Labrador, was established to provide additional search and rescue capacity in this area. The MRSC St. Johns' will work closely with the Joint Rescue Coordination Centre in Halifax to ensure rapid and effective responses to maritime incidents.

Other initiatives will include building six additional SAR lifeboat stations: four along the West Coast and two in Newfoundland and Labrador.

On July 26, 2018, we established a new Inshore Rescue Boat Station at Rankin Inlet, Nunavut. The crews will respond to marine distress calls and provide assistance to mariners in distress or in need of assistance. The station is crewed with two returning senior inshore rescue boat post-secondary students and six Inuit students who are new to the program



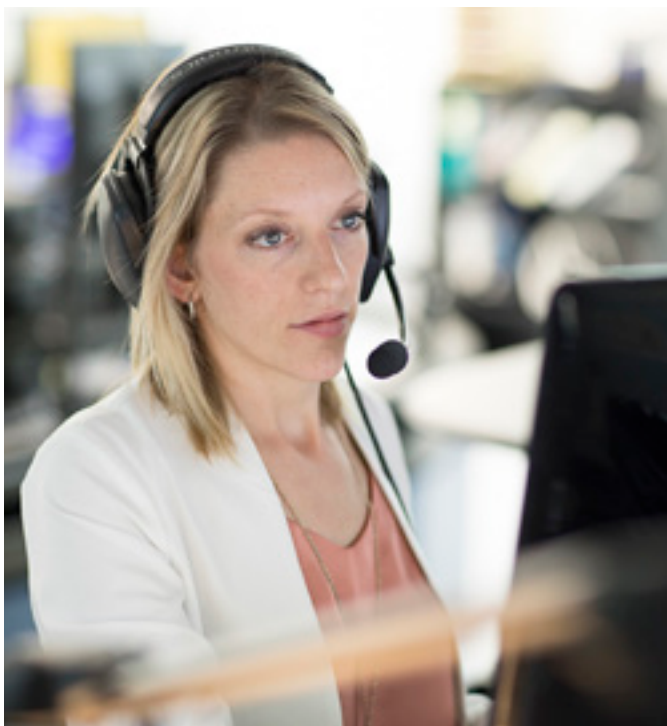
Marine Communications and Traffic Services (MCTS)

Providing Real-Time Information

Under MCTS, ventures are underway with various stakeholders, including pilotage associations across Canada, to provide pilots and mariners with real-time marine information to improve safety in Canadian waters. The program also helps meet commitments to better co-manage our three oceans with Indigenous communities.

Appropriate Staffing Levels

Coast Guard will also provide MCTS Centres with appropriate staff levels to support the oversight of vessel traffic while providing an accurate picture of vessel traffic in Canadian waters to support decision-making with regards to ship safety.



Maritime Security

Resolving Longstanding Information Sharing Issues

The Maritime Security program will work with partners to resolve longstanding authority and information sharing issues within Marine Security Operations Centres (MSOCs). Also, the program will provide support for the review of electronic monitoring and communications capabilities in the Arctic, including critical interdepartmental engagement with partners that leverage Coast Guard's capacity.

Amendments to the Oceans Act

Over the next year, work will begin to develop options for amendments to the Oceans Act that will provide an explicit mandate to support security organizations. The Coast Guard will need to clarify its maritime security role with other stakeholders while managing the risks associated with operating alongside security and law enforcement partners.

Fleet Operational Capability

Augmenting Towing Capacity

The Coast Guard will augment towing capacity by:

- Adding emergency towing kits to large Coast Guard vessels and in caches along Canada's coast; and
- Leasing two emergency offshore towing vessels to assist large disabled vessels on the west coast.

Fleet Procurement

Fleet Renewal, Interim Measures and New Vessels

Coast Guard is updating its Fleet Renewal Plan (FRP), which guides the on-going recapitalization of the fleet to ensure continued program delivery. In consultation with stakeholders, work is underway to plan for the renewal of Coast Guard's large vessel fleet of icebreakers, multi-tasked vessels and patrol ships, many of which are nearing the end of their operational lives. Coast Guard expects that some aging vessels will not remain in service until new assets are delivered.

As part of the FRP, interim measures, including vessel life extension work, supply arrangements and acquiring or leasing commercial vessels, will continue to be considered to ensure continued service delivery for Canadians. The negotiations towards the lease of existing icebreakers, which began in January 2018, continue to be pursued. If successful, the first of these vessels would be put into service for the 2018-19 icebreaking season.

Through the National Shipbuilding Strategy, Coast Guard expects delivery in 2018-19 of two SAR lifeboats as well as two Channel Survey and Sounding Vessels. Other projects in the construction and design phase include three Offshore Fisheries Science Vessels (OFSV) and one Offshore Oceanographic Science Vessel (OOSV).

The basic design of the Polar Icebreaker is complete; the vessel is sequenced to be built following the OFSVs, the OOSV and Department of National Defense's Joint Support Ships.



Overview of the Canadian Coast Guard

Shore-Based Asset Readiness (SBAR)

Non-Fleet Assets

SBAR ensures that non-fleet assets are available to reliably deliver Coast Guard programs through life cycle investment planning, engineering, acquisition, maintenance and disposal services.

These non-fleet assets include:

- Fixed and floating aids, such as visual aids (e.g., buoys);
- Aural aids (e.g., fog horns);
- Radar aids (e.g., reflectors and beacons); and
- Long-range marine aids, such as the Differential Global Positioning System (DGPS), electronic communication systems, navigation systems and over 300 radio towers.

New Radar Sites

The Coast Guard will add 11 new radars (six in British Columbia, three in Newfoundland and two in Nova Scotia) to address gaps in radar coverage and ensure continuous communication coverage in these areas.

Investing in Green Technology

The Coast Guard will also invest in green technology in its Aids to Navigation Program and MCTS assets by using low-carbon technology and fossil fuel alternatives.



Canadian Coast Guard College (CCGC)

Repositioning Training

Over the next year, the CCGC will manage the admission of cadets and increase client engagement to standardize training. The college will reposition training to support the professional maritime learning needs and certification of Coast Guard personnel.

Modernizing Learning Platforms

The CCGC is examining ways to modernize its learning platforms, increase simulation technology and update instruction techniques. Post-graduate performance effectiveness will be measured by introducing quality assurance into training.

Recruitment

The college will increase recruitment and its training capacity to meet the growing needs of the Coast Guard in the coming years.

