



Canadian Coast Guard Long-Term Strategy Discussion Paper

April 2024

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Canadian Coast Guard Long-Term Strategy Discussion Paper

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Introduction

The Canadian Coast Guard is developing a Long-Term Strategy that will take us to 2050 and beyond. It will be made up of four strategic pillars that outline our long-term goals and future key actions. These goals and key actions will help ensure we keep delivering our important services to Canadians, including on-water safety, security, sovereignty, science, and environmental protection, for Canada for years to come. These pillars are:

Services – *What* we deliver for Canada

People – *Who* delivers

Assets – *What* we need in order to deliver

Governance – *How* we continue to deliver

The goal of this discussion paper is to:

- Tell the Canadian Coast Guard story
- Identify key challenges and opportunities for our programs and services
- Collect feedback on the long-term goals and key actions that will help shape the Canadian Coast Guard for decades to come

The input collected throughout the engagement period will be summarized and inform the final version of the Canadian Coast Guard's Long-Term Strategy.



Services Pillar – *What We Deliver for Canada*

The Canadian Coast Guard delivers a range of important services year-round. Some of these services include:

- Maintaining aids to navigation like buoys
- Performing channel maintenance
- Performing maritime search and rescue operations
- Responding to wrecked and hazardous ships
- Responding to marine pollution incidents
- Icebreaking and ice management services
- Providing marine communications and traffic services
- Offering ships and helicopters to support the work of other federal departments

Marine traffic – whether it is commercial, recreational, or the ferries that connect communities – depends on reliable marine charting, communication systems, and thousands of aids to navigation like buoys. Dredging and channel maintenance keep shipping routes open. Icebreaking keeps waterways and ports accessible in the colder months. And when it comes to incidents on the water, the Canadian Coast Guard is always there to respond. We coordinate and conduct search and rescue operations. We contain and clean up pollution and oil spills. And we remove hazardous vessels and wrecks from our shorelines.

The Canadian Coast Guard operates Canada’s civilian fleet to meet our departmental mandate. Within Fisheries and Oceans Canada, our ships allow scientists to do research that helps to grow our understanding of our oceans and manage our fisheries. They are a platform for the Canadian Hydrographic Service to chart the seafloor – a service that is essential for safe navigation. They also support Conservation and Protection officers in fish habitat restoration and fish stock assessments.

We help other federal departments do important work as well. This work allows the Canadian Coast Guard to help uphold and enforce Canadian laws, promote public safety, and respond to natural disasters and humanitarian crises. Internationally, the Canadian Coast Guard collaborates with other coastal countries to meet the Government of Canada’s priorities related to safety and security.

The Canadian Coast Guard delivers its mandate through our four operational regions: Western, Central, Arctic, and Atlantic. The Canadian Coast Guard is also supported by the Canadian Coast Guard Auxiliary, a network of 4,000 volunteers across the country, including a growing Indigenous Auxiliary, who assist in maritime search and rescue operations. We are also working to create more meaningful partnerships with Indigenous peoples across Canada and support Canada’s commitment to reconciliation. These partnerships will be strengthened through engagement with Indigenous partners and by working together to deliver our services. Building partnerships from coast to coast to coast will also assist Indigenous communities to have a greater role in Canada’s marine safety system.



Our Long-Term Goals

The maritime landscape is changing, both globally and here in Canada, due to new and emerging technologies, climate change, supply chain issues, and international relations. The Canadian Coast Guard will need to evolve with these changes. This will ensure that we can continue to:

- Deliver our essential services and programs
- Support maritime safety and security, and Canada's ocean economy
- Help manage our oceans

The Canadian Coast Guard will improve how we deliver our services by strengthening our partnerships with other federal departments, Indigenous and international partners, and marine stakeholders. Through these partnerships, we will be able to better meet our responsibilities and Government of Canada objectives. Through it all, the Canadian Coast Guard will expand our partnerships with Indigenous peoples to better reflect Indigenous knowledge and priorities in our decision making.

To keep up with the many changes in the marine landscape while keeping focus on our core operational mandate, the Canadian Coast Guard is exploring approaches to:

- Protect Canada's marine environment for current and future generations
- Improve how we work and share information with our partners so that we can provide seamless on-water services to Canadians
- Develop stronger partnerships and agreements with Indigenous peoples across Canada
- Modernize our services with new technologies and standards so that we can continue to contribute to international security and prosperity
- Grow and deliver programs and services so that we support competitive Canadian ports
- Continue to build our Arctic Region, including the development of our programs and services in collaboration with Inuit, First Nations, Métis, and other Northern partners
- Establish new icebreaking, marine navigation, and response capabilities so that we can protect mariners and the marine environment and enable a strong supply chain
- Become a leader in managing on-water incidents in collaboration with other partners who also play a role in responding to incidents
- Identify and adopt new tools and methods to reach net-zero emissions goals while continuing to be a leader in providing on-water services
- Continue to support ocean science, seafloor charting, enforcement, and other activities with our federal partners in support of Government of Canada priorities

The Course to Get There

The Canadian Coast Guard is adapting to a constantly changing world. Marine traffic is being affected by changes in the global ocean economy and by new patterns of travel and tourism. Extreme weather and climate change are also impacting our world's marine life and habitats, including the amount of ice in our waters each year.

Modern service delivery

New technologies such as digital and artificial intelligence are affecting the ways ships navigate and operate. With these new technologies, vessels are becoming highly autonomous. Updated traffic control systems are providing more real-time data that will help the Canadian Coast Guard and the shipping



industry predict and manage marine traffic. Search and rescue operations and response to pollution spills are being enhanced through mobile phones and portable beacons. As well, new vessels with different propulsion systems will change the risk and impact of incidents on the water.

Satellites, drones, underwater vehicles, radars, and sensors are providing more real-time data to the Canadian Coast Guard. We use this data to support our activities on the water. For example, drones conduct ice surveys, letting us know where icebreaking is needed. However, improvements are needed so that we can use digital data to effectively provide critical programs and services in an evolving and complex marine landscape.

Strengthening supply chains

Changes within the world-wide supply chain are pushing the Canadian Coast Guard to be more flexible and update how we deliver our services. Increased shipping and events like the COVID-19 pandemic have created global supply chain delays. Paired with the impacts of climate change and evolving international relations, these issues are continuing to grow and change. Countries such as Korea, Singapore, Japan, the Netherlands, and Norway are already making strides towards using modern navigation systems and e-navigation. To keep up with our partners, Canada must also adopt these new technologies.

A thriving Canadian Arctic

There is no other place where the effects of climate change will be more obvious than in Canada's Arctic. As temperatures rise, remote areas in the North will open up for possible travel and development. The Canadian Coast Guard will be called to support the growing needs for the Arctic, including:

- Assisting with summer re-supply missions for communities in Canada's North
- Contributing to food security and community safety
- Responding to maritime incidents, including search and rescue incidents, and responding to many hazards
- Enhancing contribution to ongoing presence, monitoring, and surveillance as Canada upholds its Arctic sovereignty

This work must, and will, be done in collaboration with Inuit, First Nations, Métis, and other Northern partners. It will also be done in line with the Inuit Nunangat Policy, the Arctic and Northern Policy Framework, and through the Inuit-Crown Partnership Committee.

Mission ready in an evolving world

The Canadian Coast Guard continues to offer our services after climate events, like hurricanes and floods. As climate disasters happen more often, we will need to be ready to keep offering this help and supporting humanitarian response. Likewise, as the Government of Canada continues to work towards protecting 30% of our oceans by 2030, we will need to identify our role in monitoring and enforcing marine protected areas. The Canadian Coast Guard will also continue to provide ships to support science, fisheries management – such as illegal, unreported, and unregulated fishing – and enforcement.

As the Canadian Coast Guard looks at the emerging technologies such as digital technology it will need in the future, it is committed to being an organization that learns. It will also have a culture that is curious, open to innovation, and is always engaging with others.



Industry and international partners

The Canadian Coast Guard works closely with many partners to deliver our work related to science, security, and economic success. We work with the United States Coast Guard to serve the St. Lawrence waterway and the Great Lakes, which includes a 3,700-kilometre corridor. We are also part of many international committees for areas like the Arctic. We support Canada's world-leading ocean science community, as well as its network of researchers. And we participate in industry forums such as the National Marine Advisory Board. The Canadian Coast Guard will continue to offer its expertise to all our partners and to learn from them.

Taking Action

There are many ways to achieve the Canadian Coast Guard's long-term goals for *Services*. This includes key actions such as:

- Developing our infrastructure so that we can better share digital information with our partners
- Continuing to digitize our marine navigational services, including e-navigation, to increase efficiency in marine traffic and enable greener shipping
- Supporting Arctic communities by providing ice monitoring services, sharing maritime domain awareness information, and developing e-navigation plans for northern areas
- Working with key stakeholders and sharing knowledge with partners in the economic, tourism, and recreation industries – including the Canadian Marine Advisory Council – to identify emerging issues and trends in maritime traffic
- Implementing new initiatives in the North that are in line with our commitment to enhance Arctic operations with an “in the North, by the North, and for the North” model
- Actively participating in assessing the impacts of major projects by providing advice and expertise on marine navigation, safety, and incident management
- Fostering a culture of innovation within the Canadian Coast Guard and seeking employees' input on how to improve our services
- Identifying opportunities for community-based partnerships – such as the Canadian Coast Guard Auxiliary and Coastal Marine Response Teams – to expand and improve Canada's marine response network
- Positioning the Canadian Coast Guard as the lead federal organization for on-water emergency response
- Working closely with other coast guards and navies to identify new best practices and innovations for our services
- Creating climate adaptation strategies to ensure that we can continue delivering our services in the face of climate change
- Supporting the Government of Canada's efforts to reduce emissions and do more work on climate vulnerability with our partners
- Determining what is needed to support the implementation of marine protected areas
- Collaborating with Indigenous governments, organizations, and communities as well as our federal partners to advance reconciliation
- Deepening our current relationships and agreements with Indigenous peoples



- Partnering with the United States Coast Guard and other international partners to help fulfill Canada’s international obligations
- Continuing to work with federal partners – such as Transport Canada, the Royal Canadian Mounted Police, the Department of National Defence, the Canadian Armed Forces, the Canada Border Services Agency, and others – to support Government of Canada priorities

Discussion Questions

- The Canadian Coast Guard’s current programs and services are listed in the Services pillar. Are there any key capabilities and services from other marine safety providers – including international coast guards, military navies, or merchant marines – that the Canadian Coast Guard should consider?
- Are there any services the Canadian Coast Guard should provide that we haven’t identified in the Services pillar?
- The Services pillar lists actions that the Canadian Coast Guard could undertake to achieve long-term goals. Are there other key actions that should be considered?



People Pillar – *Who Delivers*

Our most valuable resource is our employees. Without them, we cannot succeed, meet our mandate, or deliver our essential services. The Canadian Coast Guard employs people with a wide range of skills and capabilities, such as:

- Ship captains
- Engineers
- Deckhands
- Cooks
- Marine communications and traffic service officers
- Search and rescue specialists
- Pollution response officers
- Trades specialists (e.g., carpenters, welders, painters)
- Instructors and learning developers
- Analysts and project managers
- Administrative support staff and contracting specialists

The Canadian Coast Guard also has many interesting workplaces, including:

- Vessels on-the-water
- Bases and stations on all three coasts, the Great Lakes, and the St. Lawrence waterway
- Multi-department operation centres
- The Canadian Coast Guard College in Sydney, Nova Scotia
- Headquarters in our nation's capital

Our Long-Term Goals

Every day, our people are on the water, in the air, and at their workstations serving Canadians. They help save lives and protect the environment. The Canadian Coast Guard is committed to supporting our employees. This means increasing workplace flexibility and expanding opportunities for training and career development for all employees. To foster a workforce that has the training, education, and leadership it needs, the Canadian Coast Guard is exploring approaches to:

- Improve our human resource practices to ensure the highest possible levels of service
- Develop and deliver training programs by the Canadian Coast Guard College that will evolve and modernize along with the organization
- Provide a safe workplace that fosters employee well-being
- Solidify the Canadian Coast Guard as a world leader in maritime education by providing continuous training and development opportunities
- Remove barriers that impact hiring and the retention of First Nations, Inuit, and Métis people
- Encourage innovation, engagement, and continuous learning
- Foster inclusion, diversity, equity, and accessibility



The Course to Get There

It is clear the Canadian Coast Guard needs to renew its workforce. We will have a wave of retirements across the Canadian Coast Guard in the late 2020s. There is also a smaller employment market to pull from. We need to better represent the Canadians we serve, and we need to upgrade our skills and leadership capabilities.

Impacts of staff shortage

The lack of qualified workers will impact our operations, the readiness of our assets, and our ability to deliver important essential services. Many Canadian Coast Guard employees also spend a lot of time at sea, sometimes in harsh conditions. This creates unique challenges for employees to balance work, learning, and family. And this, in turn, affects our ability to recruit and retain skilled staff. Soon, the Canadian Coast Guard will likely experience staff shortages for many of its key positions.

In the face of these staffing challenges, we will need to regularly review our human resources tools and practices so we can be flexible and continue to meet our mandate. We will also have to be highly competitive to recruit and retain skilled employees to work on our ships and in our bases and regional offices.

As an organization that has workplaces across the country and is also part of the federal public service, we will be affected by broader trends that shape people management. This includes policies, legislation, and collective agreements that govern people management, which will evolve over time.

Training a skilled workforce

Technological change is affecting how we work, from marine communications and shore infrastructure, to marine engineering and aids to navigation. The Canadian Coast Guard will need to grow our employees' skills, teaching them how to operate and maintain:

- New vessels with enhanced communications technology
- New propulsion systems and engines
- New spill response measures
- New digital aids to navigation

For years to come, these new tools will continue to work alongside our older fleet and assets. But they will still help us make informed decisions as we work towards a more data-rich working environment, both at sea and ashore.

Intercultural competency

It will become more important for Canadian Coast Guard personnel to have skills in collaboration, partnership, and community engagement with Indigenous partners. The Canadian Coast Guard is committed to renewing its relationships with Indigenous partners and improving how we work together.

Leadership for the future

Our ability to make good decisions when it comes to our leadership and management will be essential to our success. It will ensure we can deliver our mandate and have the kind of workplace we aspire to have. It will mean having an equitable and inclusive workforce that reflects the diversity of Canadians. It will also involve maintaining the Values and Ethics Code for the Public Sector so that we keep the trust and confidence of the Canadians we serve every day. We will invest in continuous learning and

leadership opportunities across our organization, building on what we already have in place with the Canadian Coast Guard College.

Taking Action

The COVID-19 pandemic disrupted many aspects of the Canadian Coast Guard's operations. But it also taught us about the potential of digital platforms for learning, communications, and more. The pandemic, as well as staff shortages, also made us identify key positions needed within our organization to grow into the future.

We will work with our employees to regularly review our human resource tools and practices. We will continue to make use of the Public Service Employee Survey. We will also continue to look into other ways of gathering feedback from our employees to identify any issues and see how we can resolve them.

There are many ways to achieve the Canadian Coast Guard's long-term goals for *People*. This includes key actions such as:

- Implementing effective strategies and practices for hiring and developing our employees, from recruitment and onboarding, to recognition and retention
- Promoting joint activities with our partners in Canada's maritime sector to help increase the number of qualified mariners
- Working with unions and central agencies to update our human resource practices to meet the future needs of our employees
- Using new digital tools, including the OnCourse Learning Management System, and the Canadian Coast Guard College's regional learning centres, to empower our employees across Canada to continue their learning and development
- Continuing to deliver an ambitious National Recruitment Strategy, as well as other regional recruitment strategies
- Ensuring that our recruitment efforts take into account the needs of the workforce, including First Nations, Inuit, and Métis people, and other equity-seeking communities
- Increasing Indigenous representation in all positions and at all levels of the Canadian Coast Guard
- Continuing to expand the role of the Canadian Coast Guard College as our organization's centre for learning and development
- Engaging with staff to explore how we can increase retention within the Canadian Coast Guard
- Using the expertise of our most experienced employees to inform our decisions and to identify new ways for them to grow their careers
- Deepening our support of our employees' overall health and morale, from occupational health and safety to physical and mental health
- Continuing the work to implement the [Clerk of the Privy Council's 2021 Call to Action on Anti-Racism, Equity and Inclusion](#)



Discussion Questions

- The People pillar lists actions that the Canadian Coast Guard could undertake to reach its long-term goals. Are there other key actions that should be considered?
- How can the Canadian Coast Guard best address issues of labour shortage? What could the Canadian Coast Guard do to better attract, recruit, and retain talents to sustain current and future operations?



Assets Pillar – *What We Need in Order to Deliver*

The Canadian Coast Guard is most recognized by its red and white fleet. More than 120 vessels sail our waters performing a range of services. This includes:

- Icebreakers
- Buoy tenders
- Search and rescue lifeboats
- Patrol vessels
- Science ships
- Air cushion vehicles (hovercrafts)

Many of our vessels are designed to be multi-purpose to make the best use of our resources and our time on the water. Other assets we have include helicopters and drones, which boost the capabilities of our fleet.

The Canadian Coast Guard also operates:

- Bases
- Stations
- Fixed Aids to Navigation
- Radars
- Remote communications sites
- Operations centres

Every year, we deploy and maintain more than 17,000 buoys, beacons, channel markers, and other aids to navigation.

Our Long-Term Goals

The right mix of vessels, infrastructure, vehicles, and assets is needed to make sure the Canadian Coast Guard can deliver on its mission and mandate. Taking this into consideration, the Canadian Coast Guard is exploring approaches to:

- Buy and manage our future assets in a way that is cost-effective, transparent, sustainable, and environmentally friendly
- Make climate resilient infrastructure upgrades to receive our new vessels and ensure we can continue to deliver our services
- Identify and implement the best path forward for climate resilience and decarbonization, which means reducing our greenhouse gas emissions.
- Implement e-navigation and digitalize our services across Canada, based on consultations with Indigenous partners and stakeholders
- Ensure key services such as aids to navigation, search and rescue, and spill response remain effective and up to date with best available practices around the world



The Course to Get There

The Canadian Coast Guard continues to advance its major fleet renewal that began in 2005. Over 100 vessels are being bought and built, and older ones are being taken out of service. This gives us an opportunity to improve the way we operate and prepare for the future.

Fleet renewal

In the late 2020s and early 2030s, the Canadian Coast Guard will have to decommission many of its older vessels. At the same time, we will be acquiring new vessels and doing early trials on them. These waves of change will present challenges for us, like re-training our crews to operate more modern vessels. But they will also bring opportunities, like having the chance for our fleet and services to be more sustainable. For example, by the late 2030s, we will be facing refits of vessels, and by the 2040s will have to look at options for another cycle of fleet renewal. All of these opportunities will contribute to our long-term goals, especially decarbonization and climate resilience and creating a more networked Canadian Coast Guard. This will also be aligned with the goal of meeting Indigenous procurement targets.

The Canadian Coast Guard will work with our federal partners and the shipbuilding industry to complete our fleet renewal. As part of this work, we will be managing multiple contracts and projects, and trying to reduce the risk of late delivery and cost increases. Staff shortages and supply chain issues will also be ongoing risks that may impact our fleet renewal timelines. Our fleet renewal will also have to be done at the same time as our shore infrastructure renewal to make sure that we have the right infrastructure in place for the new fleet.

As we start to take on new services and expand on marine protection, the Canadian Coast Guard will face pressures to:

- Invest in shore infrastructure in every region
- Dispose of older assets, such as buoys
- Safely contain and dispose of contaminated materials

As resources will always be limited, the Canadian Coast Guard will continue to explore ways to have our assets be used for multiple purposes. For example, ships can be designed to serve more than one program, like science missions, environmental response, and search and rescue operations. Our satellites, helicopters, and drones can also perform more than one task, and we will look to take advantage of this.

Modern and resilient assets

To mitigate and adapt to the impacts of climate change, the Canadian Coast Guard is rethinking the capabilities of its future fleet. We want to ensure that the next generation of vessels is able to:

- Provide flexibility to the Government of Canada to take on new missions
- Protect habitats and species
- Reduce greenhouse gas emissions
- Welcome a diverse workforce
- Enable the safe and efficient movement of traffic on Canadian waterways

We continue to determine the best path to decarbonization. There are several new options for green engines and alternative fuels, and some are better for one class of vessel than another. Before deciding on a way forward on decarbonization, the Canadian Coast Guard will need to explore our options to choose the ones that are best for our current and future vessels. Success will depend on a reliable supply chain to access alternative fuels and having the tools in place to transfer the fuel to our ships. Decarbonization efforts will also be supported by building variety into our fleet by having smaller vessels and using low carbon fuels.

Digitizing navigational information will help improve maritime trade and transport. It will make it safer, more secure, and help reduce the number of incidents on the water. This is a large part of our decarbonization and modernization plans.

By the end of the 2020s, the Government of Canada should be able to make decisions on the best path to decarbonization. In the meantime, the Canadian Coast Guard will work with our partners and the commercial shipping industry on these issues. We will look to other Coast Guards, navies, and merchant marines around the world for the best new practices.

Taking Action

There are many ways to achieve the Canadian Coast Guard's long-term goals for *Assets*. This includes key actions such as:

- Continuing ongoing renewal of our fleet, shore infrastructure, and other tools
- Working with federal partners and shipyards to construct vessels under the National Shipbuilding Strategy
- Reducing the risk of late delivery of new vessels
- Working with Public Services and Procurement Canada to remove barriers to purchasing goods and services from Indigenous business
- Prioritizing purchasing from First Nations, Inuit, and Métis businesses
- Working within Fisheries and Oceans Canada to develop a climate resilient infrastructure plan that is in line with the Greening Government Strategy
- Developing a path to decarbonization that includes both our vessels and shore infrastructure
- Working towards upgrading equipment and systems to create a more modernized Canadian Coast Guard
- Identifying how we can be more connected, and work better with our federal partners – like the Canadian Armed Forces, the Royal Canadian Mounted Police, and Public Safety Canada – and the United States Coast Guard on our shared waters



Discussion Questions

- Is there anything that would better equip the Canadian Coast Guard to adapt and implement the digitalization of marine navigation services, including e-navigation?
- Potential pathways for the Canadian Coast Guard to achieve decarbonization goals are described in the Assets pillar. Are there any additional actions or considerations that could help the Canadian Coast Guard reduce Green House Gas (GHG) emissions?
- The Assets pillar lists actions that the Canadian Coast Guard could undertake to reach its long-term goals. Are there other key actions that should be considered?



Governance Pillar – *How We Continue to Deliver*

The Canadian Coast Guard has served Canadians for more than 60 years. Established in 1962, the organization manages Canada’s only civilian fleet – we are not part of the military and our personnel are not armed. The Canadian Coast Guard was part of Transport Canada until 1995, when it moved under Fisheries and Oceans Canada. In 2005, the organization was made into a Special Operating Agency, giving it more flexibility to deliver on its mandate.

We are part of the Federal Public Service of Canada and are governed by its laws and policies. This includes having unions represent Canadian Coast Guard personnel. Many aspects of the organization are affected by policies from the Treasury Board of Canada Secretariat, which is the government’s management board and employer.

The internal structures and processes within the Canadian Coast Guard have grown over time and will continue to change. As part of Fisheries and Oceans Canada, the Canadian Coast Guard supports departmental programs and services. We work closely with other federal departments and participate in many committees, working groups and task forces to advance planning and policy work. We are working to build strong relationships with Indigenous partners and are committed to the actions in the department’s Reconciliation Strategy. We are also an active member of several international organizations to promote Canada’s international priorities.

Our Long-Term Goals

To enhance the Canadian Coast Guard’s governance structure and to support the delivery of our mandate, we are exploring approaches to:

- Ensure laws and regulations that affect the Canadian Coast Guard are up to date, seamless, and support service delivery excellence. This includes aligning to the United Nations Declaration on the Rights of Indigenous Peoples
- Enhance the Canadian Coast Guard’s transparency and accountability to Parliament and Canadians through open communication
- Continue to incorporate the principles of reconciliation such as the Department of Justice’s *Principles respecting the Government of Canada’s relationship with Indigenous peoples*, and the *United Nations Declaration on the Rights of Indigenous Peoples Act*, into our governance structures, including recognizing rights-based and non-rights-based obligations
- Ensure that our internal structures and processes are in line with our mandate and key programs and services
- Collect stronger data to support future actions, including information on important topics like:
 - Climate resilience
 - Reconciliation
 - Modernization
 - Decision-making

The Course to Get There

Key to the Canadian Coast Guard’s governance agenda is making sure that there is always a balance between what we can physically do – thanks to our fleet, shore infrastructure, and personnel – and what we have the legal authority to do. Keeping this balance in place will be a constant effort on our part. As

laws and policies change, the Canadian Coast Guard will continue to contribute its experience, expertise, and perspective. The organization will continue to update its services and operations to be in line with changing policy priorities.

Canada follows the rules set out by the International Maritime Organization and the International Association of Marine Aids to Navigation and Lighthouse Authorities. The Canadian Coast Guard is also part of many international agreements, frameworks, and partnerships. Among them are:

- United Nations Declaration on the Rights of Indigenous Peoples
- United Nations Convention on the Law of the Sea
- International Protocol on Preparedness, Response and Cooperation to Pollution Incidents
- Several conventions and treaties on fisheries conservation

For years to come, the Canadian Coast Guard will continue to implement these agreements across all of its programs and services.

Taking Action

There are many ways to achieve the Canadian Coast Guard's long-term goals for *Governance*. This includes key actions such as:

- Working with our federal partners to ensure that all laws and regulations relevant to the Canadian Coast Guard are up to date to address gaps in authorities and capabilities
- Identifying and addressing any gaps in our legal capabilities
- Meeting our obligations to consult and cooperate with Indigenous peoples
- Hold meaningful engagements and interactions with First Nations, Inuit, and Métis people
- Providing timely information about the Canadian Coast Guard to Parliament and Canadians through reports and other products or resources
- Engaging more Canadians through public outreach and communications, including via social media platforms
- Preparing advice for future governments so that they can make informed decisions on the Canadian Coast Guard's role in law enforcement and security
- Finding opportunities to incorporate Indigenous feedback into our operations and the creation of new policies, programs, and operations
- Regularly reviewing and updating our internal structures and processes to make sure they are in line with departmental priorities
- Working with our partners and stakeholders to provide better information to Canadians on Canada's ocean economy and marine environment
- Contribute to the creation of a departmental Data Strategy to help support decision making and keeping it up to date
- Investing in leadership development, policy planning, and research to improve our ability to plan for the future



Discussion Questions

- Are there any organizations you know of that the Canadian Coast Guard should partner with to help meet the challenges of the future?
- How can the Canadian Coast Guard engage a wider range of partners to improve our programs and services?
- The Governance pillar lists actions the Canadian Coast Guard could undertake to reach its long-term goals. Are there other key actions that should be considered?

Additional Questions

Discussion Questions

- Has the discussion paper captured all emerging issues that you think will affect the Canadian Coast Guard's operations and services now and into the future?
- Are there any other considerations that the Canadian Coast Guard should be aware of now to better prepare for the future?

Supplementary Questions for Indigenous respondents

- Does the discussion paper effectively describe the Canadian Coast Guard's reconciliation efforts?
- How could we better collaborate with Inuit, First Nations, and Métis people in our planning, operations, and services?