



Canadian
Coast Guard

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Canadian Coast Guard Integrated Business and Human Resource Plan

**2024 to 2025 through
2026 to 2027**

2026-2027 Update

Canada



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Commissioner's Message

As new Commissioner of the Canadian Coast Guard (CCG), I am proud to present the 2026-2027 update to the *Canadian Coast Guard Integrated Business and Human Resource Plan*. I am honoured to join the CCG at this pivotal time, and am focused on continuing to drive improvements in operational readiness and advancing key priorities that deliver results for Canadians. As we embark on the third and final year of the planning cycle, this plan outlines new commitments that reinforce organizational objectives and uphold our tradition of excellence.

The CCG, which had been operating as a Special Operating Agency (SOA) under the Department of Fisheries since 2005, officially joined the Department of National Defence (DND) on September 2, 2025. The CCG remains a civilian SOA, and our priorities continue to include marine safety and environmental protection. Moreover, to realize the expanded services defined in the *Strengthening Canada's Immigration System and Borders Act*, the Agency is investing to expand its maritime security reach and capabilities. The recent transfer of Transport Canada's Aircraft Services Directorate to the CCG will bolster the aerial fleet and enhance the Agency's capacity for surveillance and domain awareness.

A stronger synergy with Defence Team partners will allow the CCG to play a greater role in asserting and protecting Canada's sovereignty. We will share information collected through activities on the water, on land, and in the air; we will improve operational readiness in domestic and international waters; and we will enhance Canada's maritime security and response capabilities. Through authorities introduced under

Strengthening Canada's Immigration System and Borders Act, the CCG is adapting how it contributes to maritime security by strengthening awareness, presence, and information sharing while continuing to deliver its core civilian mandate. These new responsibilities are being operationalized in a manner that respects Canada's legal framework, Indigenous Peoples' rights, and the CCG's longstanding role as a trusted public service institution. Now operating within the Defence portfolio, the CCG brings continuity, operational credibility, and public confidence at a time of growing environmental, economic, and maritime security complexity.

Like previous years, the objectives presented in this document are designed to address organizational risks and are closely aligned with the CCG's strategic long-term goals. While those objectives remained unchanged over this planning cycle, this document introduces new commitments reflecting concrete, measurable, and valuable outcomes to be achieved over the next year, many of which are aligned with our evolving relationship with DND. In the year ahead, the CCG will measure success through simpler and more impactful ways of working, accountability at every level, and a willingness to take informed and disciplined risks to improve outcomes for Canadians.

The CCG's ability to deliver on its mandate and priorities is influenced by certain risks, which are outlined and prioritized in this plan based on the severity of their potential impact. The challenges associated with the attraction and retention of the trained operational personnel needed to crew our ships, work in our operational centres, maintain our shore-based assets, and support CCG

programs in regional and national offices remain the greatest risk to the delivery of our mandate. For this reason, the CCG will intensify its efforts to attract new personnel and provide them with the training they will need to ensure the continuity of the CCG's service delivery. In addition to collaborating with the Canadian Marine Careers Foundation, the Canadian Geographic Education, and the Royal Canadian Navy on outreach and recruitment initiatives, the CCG launched the Indigenous Participation and Training Initiative to increase representation among groups such as Inuit, First Nations, and Métis, and to prepare them for fulfilling careers with us.

The CCG College, which was renamed the Canadian Coast Guard Academy in September 2025 as part of its 60th-anniversary celebrations, is one of the best-equipped marine learning institutes in the world and increasingly recognized as a global leader in maritime training. For over six decades, the Academy has trained and equipped our personnel for the opportunities and challenges ahead. Now, the Academy is extending its influence internationally by delivering Polar Code advanced training to members of the Arctic Coast Guard Forum, supporting safe and efficient navigation in an increasingly complex operational environment.

Over the coming year, we will continue on our Reconciliation journey, engaging and collaborating with First Nations, Inuit, and Métis on marine safety and the protection of the marine environment. By adhering to the *United Nations Declaration on the Rights of Indigenous Peoples Act* and the Inuit Nunangat Policy, the CCG will continue to respect self-determination and establish collaborative partnerships with Indigenous Peoples that improve marine capacity and service delivery.



Safety First,
Service Always.

The world is changing, as must we. In these challenging times, the CCG's role is more important than ever. Operations are at the heart of our work, delivering excellence on the water, in our communications centres, in our technical functions, and wherever our people serve. That operational focus is what Canadians count on, and it will continue to guide us. We will adopt new approaches to deliver increasingly impactful services for Canadians while remaining firmly committed to safety, security, sovereignty, enabling economic prosperity, and protecting the marine environment.

Kevin Brosseau

Commissioner

Canadian Coast Guard

The Canadian Coast Guard



Mission

The CCG's mission is to ensure the safety of all mariners, protect the marine environment, and support economic growth through the safe and efficient movement of maritime trade in and out of Canada's waters.

The CCG operates 24 hours a day, 7 days a week, 365 days a year in some of the world's harshest maritime conditions. Its area of operations covers 243,000 km of coast-line and 5.3 million km² of ocean and inland

waterways. The CCG supports Canada's ocean economy by enabling the flow of over 250 billion dollars in international marine trade¹, more than 350 million tonnes of cargo², and supporting tens of thousands of jobs in multiple industries across Canada³. Delivering on this mission requires leadership in a changing world where environmental pressures, technological change, and evolving security dynamics demand foresight, adaptability, and coordinated maritime awareness.

1. Fisheries and Oceans Canada. (2024). *International Maritime Trade – Trends and Key Commodities. Economic Analysis – Summary*.
2. Transport Canada. *Transportation in Canada 2023 – Overview Report*.
3. Fisheries and Oceans Canada. (2021). *Economic Impact of Canada's Marine Transportation Industry—Economic Analysis-Working Paper 2021-03*.



Mandate

The CCG is proud to have a highly skilled and diverse workforce including captains, engineers, deckhands, cooks, officer cadets, marine communications and traffic services officers, pollution response officers, search and rescue specialists, lightkeepers, technicians, community engagement coordinators, administrators, program analysts, policy advisors, financial analysts, and many more. They fulfill the CCG's role as the owner and operator of Canada's civilian fleet and ensure service delivery to Canadians.

The CCG's employees support key maritime services that include:

- » Aids to navigation
- » Marine communications and traffic services
- » Icebreaking and ice management services
- » Channel maintenance
- » Maritime search and rescue
- » Response to hazardous vessels
- » Marine pollution response
- » Monitoring and compliance
- » Maritime security
- » Provision of ships, aircraft, equipment, and personnel to support whole-of-government responses to requests for assistance from provinces and territories.

These services are delivered within the CCG's civilian mandate and increasingly support maritime security and situational awareness in coordination with federal, provincial, territorial, and Indigenous partners.

The services provided are mandated under legislation, including:

- » *Oceans Act*
- » *Canada Shipping Act*
- » *Marine Liability Act*
- » *Arctic Waters Pollution Prevention Act*
- » *Wrecked, Abandoned or Hazardous Vessels Act*
- » *Emergency Management Act*
- » *Strengthening Canada's Immigration System and Borders Act*

In addition to specific legislative authorities, the CCG's activities also align with other acts:

- » *United Nations Declaration on the Rights of Indigenous Peoples Act*
- » *Impact Assessment Act*
- » *Canadian Energy Regulator Act*

Organizational Structure

The CCG is a Special Operating Agency (SOA) within the Department of National Defence (DND). As an SOA, it operates under a framework agreement, which is a written understanding agreed upon by the CCG, DND, and Treasury Board. This agreement sets out the organization's mission, mandate, values, and strategic direction, and details its governance and relationship with its host department, as well as its organizational and accountability framework. It is designed to provide clear responsibility, streamlined national decision-making, and risk-informed operational leadership across a complex, multi-mission organization.

The Agency is led by the Commissioner, who reports directly to the Deputy Minister of DND. The Commissioner is supported by two Deputy Commissioners (DC), the Director General (DG) of Operational Personnel, the DG of Planning, Engagement, and Priorities, a Senior Comptroller, and the Assistant Commissioners (AC) of the four administrative regions: Atlantic, Arctic, Central, and Western.

The DC of the Shipbuilding and Materiel Sector is responsible for the planning, oversight, and delivery of the full life cycle of CCG's service-critical assets, including the procurement of large and small vessels, air-cushioned vehicles, and aircraft; the implementation of interim measures to sustain program capability; and the life cycle materiel management of all CCG's fleet and shore-based physical assets, from acquisition to disposal.

The DC of the Canadian Coast Guard Programs Sector is responsible for setting program policy and providing functional direction to ensure CCG programs and services are delivered safely, consistently, and in a cost-effective manner across the country.

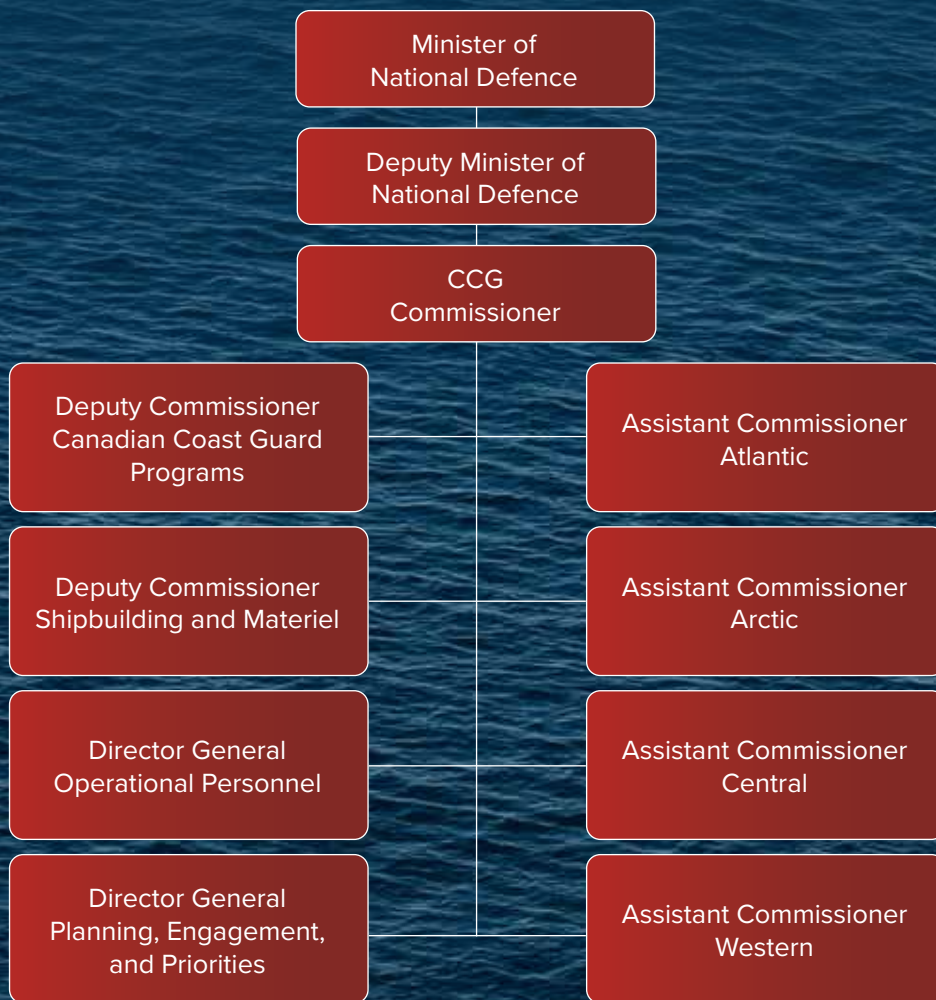
The DG of the Operational Personnel Branch is responsible for creating awareness and ensuring that the CCG has the diverse and skilled workforce it needs to deliver its current and future mandate. The CCG Academy is the national centre of operational marine training for the CCG, and its Executive Director reports to the DG of the Operational Personnel Branch. The Branch undertakes strategic people planning and addresses CCG priorities such as reaching, attracting, growing, and supporting people. It's responsible for employee engagement, including effective internal communications and employee events. The Operational Personnel Branch is home to the National Health Services Program overseeing both primary care services to seagoing personnel in remote areas and at the Academy, as well as social health supports for all of CCG personnel to ensure a holistic focus on wellness.

The DG of the Planning, Engagement, and Priorities Branch leads the CCG strategic policy, and ensures the alignment of commitments and investments with the CCG's long-term goals. The Branch implements the Indigenous Relations Program to advance Reconciliation commitments and provides operationally informed strategic advice and direction enabling informed decision-making on policies and programs that affect Indigenous Peoples in Canada. It also advances relations with domestic and international stakeholders.

The Senior Comptroller works with the Chief Financial Officer of DND and provides comptrollership functions and services in alignment with established policies, directives, and practices. This directorate also leads the long-term planning of the CCG's financials for all votes in alignment with the business planning processes used within the organization and at the departmental level.

The ACs in the regions are responsible for delivering the portfolio of CCG programs and services as per guidance and procedures set out by the National Headquarters. ACs represent the CCG on behalf of the Commissioner in their respective region, and lead regional engagement with provincial and

territorial governments, Métis, Inuit, and First Nation partners, and with industry stakeholders. Regional programs deliver services to mariners, ferry operators, fish harvesters, recreational boaters, ports, coastal communities, ministries and other government agencies, and the public.



The organizational structure of the Canadian Coast Guard and the senior management reporting relationships.



Budget: Daily Operations and Long-Term Investments

The CCG's budget is determined annually, aligning with the Agency's operational needs, long-term investment priorities, and national objectives. For the 2026-27 fiscal year, the CCG was allocated a total budget of \$3.89 billion, ensuring the continued delivery of critical services across Canada's lakes, rivers, and oceans.

The budget supports a range of activities, including the key areas below.

\$880 million for operations: This funding supports the CCG's day-to-day activities, including search and rescue, icebreaking, marine traffic management, and environmental and hazards response. These funds are primarily allocated to regional operations, ensuring frontline services remain robust and responsive to mariner needs.

\$31.6 million for grants and contributions: This portion is designated for funding eligible recipients, including Indigenous governments, communities, volunteers and not-for-profit organizations; coastal communities; industry partners;

and research institutions. These contributions help build local capacity, enhance marine safety programs, and support service delivery initiatives.

\$2.97 billion for capital investments: This allocation funds the recapitalization of the CCG's fleet, as well as the CCG's five-year integrated investment plan, which is focused on modernizing assets and sustaining long-term operational effectiveness. Key investment areas include:

- » Fleet renewal
- » Vessel life extensions
- » Infrastructure, equipment, and system upgrades
- » Implementing initiatives under the Oceans Protection Plan
- » Supporting the Fleet Sustainability Initiative

Collectively, these investments support fleet renewal, Arctic presence, service reliability, and the modernization of systems required for enhanced maritime domain awareness.



Canadian Coast Guard Strategic Pillars

This *Integrated Business and Human Resource Plan* is organized into four strategic pillars which support the delivery of core responsibilities and ensure that the CCG's mandate is achieved and that delivery consistently meets the expectations of Canadians and maritime stakeholders. Work within the pillars will be advanced through simplified processes, clear ownership for results, and disciplined, responsible innovation.



People

People are the CCG's most important resource. The CCG attracts individuals who want to pursue a long-term, fulfilling career. Their strong commitment is at the core of the organization, and there is great pride in employees who deliver the CCG's essential programs and services to Canadians 24 hours a day, 7 days a week, 365 days a year.

The CCG has knowledgeable, experienced, and motivated people across its ranks. They work on vessels, on aircraft, at bases, in stations, in operations centres, at the CCG Academy, in regional offices, and at the National Headquarters. However, the CCG continues to face challenges to attract, train, and retain a diverse and representative workforce with the wide range of skills needed to deliver its current and future mandate. The marine industry is also faced with a labour shortage, both for seafarers and for those with the technical skills to build and repair vessels.

The new ships and state-of-the-art equipment that are being delivered through the National Shipbuilding Strategy require skilled personnel to operate and maintain them. Without qualified crews, the CCG is unable to fulfill its mandate. The lack of personnel is the greatest risk the CCG is facing. This is the reason significant efforts are being made to attract, train, and retain the highly specialized personnel required to continue delivering services and programs.

From organizing outreach events to implementing career development tools, the CCG is working to address the growing impacts of labour shortages, improve the skills of the workforce, develop future leaders, increase intercultural competency, and expand the CCG Academy's role as a learning hub and leading institution in maritime education. The CCG is also working

at increasing operational agility and fostering inclusion, diversity, equity, and accessibility for all employees. As the organization adapts to new operational demands, emphasis will also be placed on individual and leadership accountability, empowering employees to simplify processes, challenge legacy approaches, and responsibly test new ways of working that strengthen operational impact.

To bring these initiatives together under a unified approach, the CCG developed the Personnel Operations Plan. This framework centralizes strategies, priorities, and concrete deliverables related to the full employee life cycle. It provides a consolidated and scalable work plan to guide the CCG workforce towards a sustainable future over the short, medium, and long term. Now that the CCG joined DND, the organization is placing renewed emphasis on ensuring employees are equipped for success within the new operational model, with a clear understanding of how they can contribute to the Defence Team value proposition, work within a threat-informed environment, and be empowered to preserve CCG's unique culture and identity.

Assets

The CCG owns and operates the federal government's civilian fleet. Strategically deployed across the country, these assets support a wide range of maritime programs and services, and provide platforms for other government departments. The CCG fleet also serves as a nationally recognized federal presence and as a symbol of service, safety, and sovereignty, especially in remote Arctic areas.

The CCG's commitment to service excellence is reflected in its fleet design and operations, with many vessels capable of accomplishing multiple types of missions, and operational agility being at the core of fleet renewal efforts. All vessels are crewed with professionally trained mariners capable of delivering a wide range of on-water programs. For instance, a vessel and its specialized crew can be optimized to support a science mission while at the same time deploying navigational buoys and serving as a secondary search and rescue vessel. This multi-mission operating philosophy offers significant economies of scale and provides the Government of Canada with a diverse fleet capable of operating from coast to coast to coast.

While the fleet is undoubtedly the CCG's most recognizable asset, the organization also relies on a complex network of shore-based assets such as communications towers, lights, and channel markers to deliver critical services to Canadians. In addition, the CCG welcomed new aircraft capabilities into its suite of assets with the transfer of the Aircraft Services Directorate from Transport Canada, effective April 1, 2026. The CCG ensures its assets' operation, maintenance, repair, and eventual replacement at the end of their useful service life, and approaches asset renewal with a focus on lowering emissions and making operations more energy efficient.

Recognizing the significant impacts of climate change on programs and services, the CCG also makes it a priority to build resilience into the design and use of its assets. This allows for new and replacement assets that are capable of meeting both current and emerging operational requirements.



Services

The CCG is recognized worldwide for its excellence in service delivery. It delivers a broad range of mandated maritime services to Canadians and users of Canadian waterways with efficiency. Those services are aimed at saving lives, enhancing maritime safety and security, supporting commercial supply chains, and protecting the marine environment, which collectively support the Canadian economy and whole-of-society resilience. The CCG will continue to look for opportunities to simplify service delivery models, reduce administrative burden, and improve interoperability with partners. Responsible innovation will be encouraged to ensure services remain responsive, scalable, and aligned with a changing maritime and security environment. Sustaining high standards requires navigating complex operating conditions, including climate-driven environmental impacts, increasing maritime traffic, evolving geopolitical dynamics, and the operational implications of new legislative authorities. The CCG will continue to adapt its service delivery to meet these challenges while maintaining reliability, safety, and public confidence.

As a horizontal, multi-mission, multi-tasking organization, the CCG leverages people, its fleet, and shore-based assets to provide platforms and maritime expertise to other government departments and Government of Canada initiatives. The organization demonstrates leadership in an evolving global landscape by adapting service delivery to address emerging risks and security threats.



The CCG is firmly committed to excellence in:

- » Supporting the ocean economy;
- » Sustaining partnerships with provincial, territorial, and municipal governments, and with Indigenous governments, communities, and organizations;
- » Implementing the Oceans Protection Plan;
- » Supporting the Canadian Hydrographic Service;
- » Supporting the Greening Government Strategy;
- » Assisting partners in the science, environment, security, and enforcement communities; and
- » Enabling trade diversification.



As marine traffic in Canada is projected to grow by 50 percent by 2030⁴, with trade volumes expected to increase and flow from new trade corridors, it will be critical to modernize the delivery of navigation services and to comply with international maritime safety standards in order for Canada to entice trading partners of choice. The CCG is preparing to make information and services more readily accessible and integrated not only for marine safety and navigation, but also for environmental and marine mammal protection, increased maritime domain awareness, and in support of local, regional, and national economic growth. This requires exploring new ways of doing business with technological innovations such as e-navigation and digitalization, and enhancing new partnerships for integrated program and service delivery.

Since the successful implementation of digital services requires a coordinated and collaborative approach from multiple departments and industry stakeholders, the CCG continues to engage with partners and industry through various fora.

Through the modernization of navigation services, expanded data integration, and persistent operational presence, the CCG strengthens maritime domain awareness, ensuring that maritime activity in Canadian waters is understood and shared with defence, security, and enforcement partners as appropriate.

With the coming into force of the *Strengthening Canada's Immigration System and Borders Act*, the CCG will contribute to maritime security through enhanced presence, awareness, and information and intelligence sharing with defence and security partners. The CCG is a cornerstone of Canada's Arctic and maritime presence, acting as a civilian force multiplier for defence and contributing to the implementation of Canada's Defence Policy through its persistent presence, maritime awareness, access, and logistics.

4. Transport Canada. (2023). *Overview of Canada's Transport Sector*.

Governance

The CCG believes that good governance is participatory, consensus-oriented, transparent, responsive, equitable, and inclusive. With this vision in mind, the organization is continually working to strengthen national policies, processes, procedures, and systems to enhance decision-making, reinforce accountability at every level, reduce unnecessary complexity, and enable smart risk-taking within clear governance and oversight frameworks.

In the context of the recent transition to the DND, the CCG is reviewing its Special Operating Agency framework agreement and working on an updated governance model and support system. These efforts aim to align, centralize, and standardize processes while enabling more agile and effective decision-making. The updated model will strengthen the ability of the CCG's headquarters, four regions, and CCG Academy to function smoothly and seamlessly, and will maximize operational synergy between the CCG and the Defence Team.

The CCG's internal and external Indigenous relations governance is one mechanism that the Agency uses to advance the implementation of the *United Nations Declaration on the Rights of Indigenous Peoples Act*, the Inuit Nunangat Policy, treaty obligations, and Reconciliation

Agreements. Partner interests—particularly those of First Nations, Métis, and Inuit—remain central to CCG decision-making, with a continued focus on strengthening engagement. CCG governance is also carried out in collaboration with the commercial shipping industry, ports, ferries, other levels of government, international coast guards, and industry partners to maintain safe, efficient waterways that drive Canada's economic activity, supported by national and regional Marine Advisory Boards.

Each of the above strategic pillars has associated objectives to be achieved, and each objective is linked to specific, measurable, short-term, and action-oriented commitments. The section below provides a description for the objectives and the commitments associated to each strategic pillar. Additional details on all commitments, such as the expected completion date, can be found in Annex A.

These objectives and commitments are designed to help address the greatest organizational risks identified in the CCG risk profile found in Annex B, and will hold the CCG on a steady course towards fully realizing its long-term vision.



Strategic Pillar 1: People

Objective 1: Attract a diverse workforce to deliver programs and operate the future fleet

Establishing a diverse workforce is a critical priority for the CCG. In a context of worldwide labour shortages in the marine sector causing increased competition and more stringent regulations, the CCG has reached a crucial juncture with regard to sustaining an increasingly larger and more complex fleet.

To build a sustainable workforce and ensure the continuity of programs and services far into the future, the organization must first reach out to younger generations and ignite their interest in careers in the marine sector. To this end, the CCG will participate in several outreach events focused on youth this year and collaborate with partners such as the Canadian Marine Careers Foundation, the Canadian Geographic Education, and the Royal Canadian Navy on joint recruitment initiatives.

Over the last years, the CCG has been determined to increase the number of First Nations, Inuit, and Métis joining the CCG Academy by providing culturally adapted support throughout the attraction process. These efforts will continue this year with the translation of key resources and engagement material into Indigenous languages. By reflecting Canada's cultural and linguistic diversity, the CCG is committed to making marine careers visible, relevant, and accessible to Northern and Indigenous communities.

Commitments:

- » Spark initial interest in youth about marine career pathways, particularly Indigenous youth, youth from underrepresented communities, and students in Arctic, rural, and coastal regions.
- » Strengthen key partnerships to increase awareness and attraction of marine career opportunities.
- » Promote opportunities at the Canadian Coast Guard Academy and in the Inshore Rescue Boat Program.
- » Translate key resources and engagement material into Indigenous languages to respect Indigenous people's language rights and ensure marine career pathways are visible, relevant, and accessible to Indigenous communities across Canada.
- » Address key barriers to Northern Indigenous recruitment and retention through the Northern Recruitment and Retention Strategy.
- » Strengthen Northern Indigenous employment in the fleet by leveraging the Indigenous Participation and Training Initiative.



SHOWCASE ITEM

The Arctic Region's Indigenous Participation and Training Initiative



The CCG delivers crucial services that ensure safety, environmental protection, and economic support across the remote and challenging Canadian Arctic. In this region, CCG icebreakers play an essential role in the community resupply activities, and the organization collaborates closely with Inuit, First Nation, and Métis partners to ensure operations in the Arctic reflects their priorities.

The CCG is committed to creating meaningful employment opportunities for northern Indigenous peoples in support of the Government of Canada's Reconciliation efforts. This includes supporting the implementation of modern treaties and land claim agreements, while increasing Indigenous representation in programs and services.

Hiring representative crews goes beyond workforce equity. The CCG recognizes the unique knowledge and connections that Inuit, First Nations, and Métis have with their environment,

which are essential to delivering programs like search and rescue and marine environmental and hazards response.

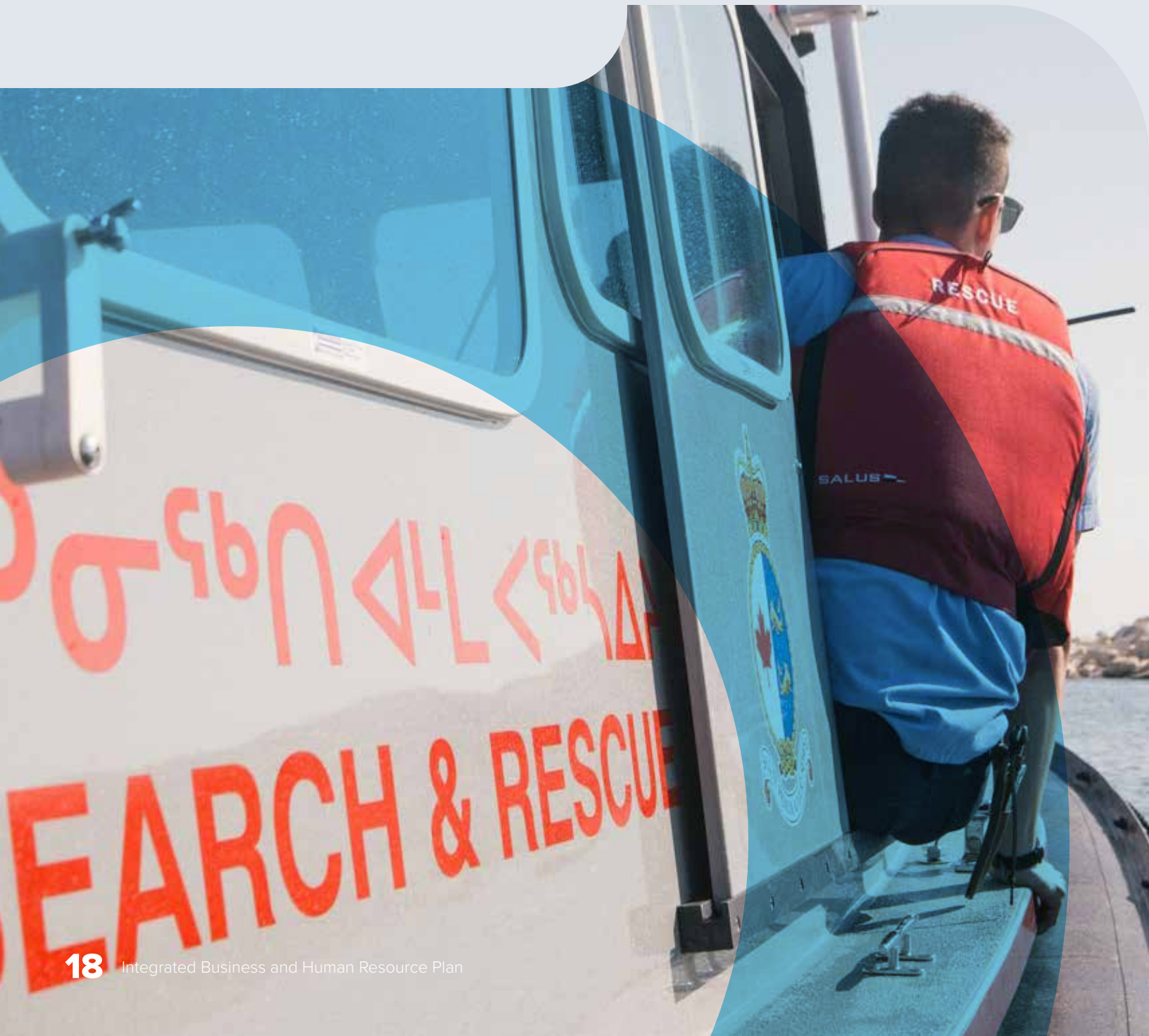
Launched in 2025 by the CCG Arctic Region, the Indigenous Participation and Training Initiative aims to increase the representation of Indigenous peoples, Northerners, and women in the Canadian marine industry, and prepare them for fulfilling careers with the CCG. The initiative actively seeks Northern Indigenous deckhands to join the fleet.

The Indigenous Participation and Training Initiative consists of two primary components: an Arctic-specific inventory of resumes, and digital education programming focused on youth. Inuit beneficiaries of the Nunavut Land Claims Agreement are strongly encouraged to apply, as they are prioritized for positions in Nunavut. Candidates who are beneficiaries of other land claim agreements or modern treaties are also

encouraged to self-identify. Priority is granted to graduates from the Nunavut Fisheries and Marine Training program and the Western Arctic Marine Training Centre, and Inuit, First Nation, and Métis graduates from other marine programs are also considered.

The initiative's original goal was to hire 10 deckhands to crew CCG vessels by the end of 2026-27. Currently, eight have been hired and are actively working onboard vessels. The CCG is

committed to fostering an inclusive and dynamic work environment that supports the growth and development of its staff. Serving the CCG and protecting the Arctic's waters represents more than a job – it offers a sense of pride and purpose. The Indigenous Participation and Training Initiative enables hires to develop valuable maritime skills while playing a vital role in the safe and effective operation of CCG vessels in the Arctic.



Objective 2: Train and develop a skilled workforce that is adaptive to new and evolving demands

The CCG is an operational organization, and its personnel must continually perfect their skills and develop new ones to excel at their jobs and adapt to evolving requirements. Many operational positions require individuals to obtain and maintain specific certifications. The CCG provides technical, skill-based, managerial, safety, and team training, and a constant focus is kept on training products, quality assurance, and methodologies.

The CCG Academy is one of the best-equipped marine learning institutes in the world, and its facilities are being expanded and modernized to ensure it can continue to prepare CCG personnel for the opportunities and challenges ahead. This year, the CCG Academy will strengthen its position as a global leader in maritime training by delivering the International Maritime Organization's Polar Code advanced training to members of the Arctic Coast Guard Forum, and by sharing knowledge and providing support to the Norwegian Coast Guard in areas such as course design for navigation, engineering, and operational training programs.

In addition, the CCG intends to enhance training for seagoing personnel, create curricula to increase the security awareness of the CCG workforce, and integrate advancements in marine navigation and operational technologies into modernized training programs. A key focus will be on building the foundational elements for a comprehensive national training strategy that standardizes Marine Environmental and Hazards Response capabilities across the organization.

Commitments:

- » Position the Canadian Coast Guard Academy as a global leader in maritime training.
- » Strengthen training development and support for seagoing personnel.
- » Develop a curriculum to increase the security awareness of the CCG workforce and enable them to operate in a threat-informed environment.
- » Develop modernized training programs to support advancements in marine navigation and operational technologies.
- » Develop the foundational elements for a comprehensive national training strategy to standardize Marine Environmental and Hazards Response capabilities.
- » Improve the Canadian Coast Guard cost recovery practices by training the personnel responsible for the Marine Environmental and Hazard Response and Monitoring and Compliance programs.

Objective 3: Retain personnel by prioritizing career growth, safety, health and wellness, and employee engagement

The CCG values its employees and seeks to retain them by providing a rewarding and challenging career. To reinforce the CCG's role as a strategic, informed, and proactive employer of choice, the organization must stay aware and be responsive to marine labour market trends, not only to evaluate the impact of current activities and initiatives, but to inform future activities, including those being proposed under the Fleet Sustainability Initiative and the National Shipbuilding Strategy.

The overarching focus of the CCG's efforts is to build a future-ready, resilient workforce by implementing strategic talent management and health-related policies. This includes deploying the Fleet Talent Management Plan, leveraging career development tools, and transitioning the Personnel Operations Plan into a comprehensive People Strategy. These efforts aim to enhance organizational capacity, accountability, and psychological safety while fostering a strong safety culture through training and awareness programs.

Complementing workforce development, the CCG will continue to emphasize health and well-being through standardized processes. Key actions include consolidating health policies into a unified manual, aligning regional medical evaluation procedures, and strengthening peer support programs for critical incident response. Additionally, expanding Safe@Sea initiatives and building on health promotion in areas such as occupational health and safety training will reinforce both physical and psychological resilience, ensuring consistent practices and a safer, more supportive environment for all personnel.

Commitments:

- » Implement the Fleet Talent Management Plan and subsequent initiatives for seagoing personnel.

- » Leverage career development tools to strategically shape a future-ready workforce.
- » Enhance safeguards for confidential medical information.
- » Review and align the regional processes for medical evaluations, fitness to work examinations, and health evaluations of supernumerary personnel prior to boarding vessels.
- » Develop a health service policy manual to consolidate and align the Canadian Coast Guard's health policies for consistent regional application.
- » Strengthen and promote the internal peer support program for critical incident response to ensure continued growth, effectiveness, and workforce resilience.
- » Strengthen organizational accountability and capacity for psychological safety by expanding Safe@Sea initiatives.
- » Leverage the personnel operations planning process to develop and maintain an overarching people strategy.
- » Strengthen safety culture by integrating occupational health and safety human factors and enterprise risk awareness into targeted training and leadership development initiatives that promote proactive reporting and operational accountability.



Strategic Pillar 2: Assets

Objective 1: Advance fleet renewal while maintaining operational capacity to deliver programs and meet levels of service

The CCG operates the federal government's civilian fleet and provides essential maritime services to Canadians. However, the CCG's aging vessels are becoming more costly to maintain and are more frequently taken out of operation for unscheduled repairs, placing further strain on the remaining fleet. As the demand for on-water work increases, the need to replace the vessels has never been greater. Through the National Shipbuilding Strategy, the CCG will continue to build large and small ships over the coming decades.

New vessels are being designed to utilize modularity, wherever feasible, to enable them to serve different functions by adding or removing equipment modules such as science laboratories. This versatility will enable the CCG fleet to continue delivering core services such as search and rescue while also accomplishing other missions, reducing the number of ships involved in certain contexts, and contributing to emissions reduction.

Several projects will move forward as part of the fleet renewal efforts throughout 2026-27 including the delivery of the CCG's first Arctic and offshore patrol ship, the beginning of pre-construction on the program icebreakers, the build contract award for the first flight of six multi-purpose icebreakers, and the launch of the invitation to qualify process for the construction of the mid-shore multi-mission vessels.

While awaiting delivery of new vessels, the CCG continues its work on vessel life extension, mid-life modernizations, conversions, and vessel maintenance activities to ensure that older active vessels remain safe, reliable, and able to provide essential services to Canadians.

Commitments:

- » Begin work on pre-construction activities for the program icebreaker through an equipment and materials contract.
- » Begin work on the vessel life extension of the CCGS *Sir William Alexander*.
- » Begin work on the vessel life extension of the CCGS *Mamilossa*.
- » Begin work on the vessel life extension of the CCGS *Siyay*.
- » Continue work on the vessel life extension of the CCGS *Dumit*.
- » Continue work on the vessel life extension of the CCGS *Griffon*.
- » Continue work on the vessel life extension of the 47' motor lifeboat class.
- » Continue work on the vessel life extension of the CCGS *Terry Fox*.
- » Continue work on the vessel life extension of the CCGS *John P. Tully*.
- » Continue work on the vessel life extension of the CCGS *Pierre Radisson*.
- » Implement the quality management services system for the fleet maintenance program.
- » Advance the invitation to qualify process for the construction of the mid-shore multi-mission vessels.
- » Award the build contract for the first flight of six multi-purpose icebreakers.
- » Deliver the first Canadian Coast Guard Arctic and offshore patrol ship.

SHOWCASE ITEM

The delivery of the new offshore oceanographic science vessel



The CCG is in the process of renewing its fleet, with ships being built in shipyards across Canada and overseas under the National Shipbuilding Strategy. After years of design and construction work, the CCG took delivery of a new state-of-the-art offshore oceanographic science vessel (OOSV) in 2025. Now the largest dedicated science vessel in the entire fleet, the new ship replaced the CCGS *Hudson*, which was decommissioned in 2022 after 59 years of service.

The construction contract for the new OOSV was awarded in January 2021 to Seaspan's Vancouver Shipyards, one of Canada's strategic partners under the National Shipbuilding Strategy. After several important construction and assembly milestones, the new OOSV was ready for harbour acceptance trials in spring 2024.

An official launch and naming ceremony for the new vessel was held in summer 2025. The ship was named the CCGS *Naalak Nappaaluk*, in honour of a revered Inuk Elder from Kangiqsujuaq, Nunavik. Mr. Nappaaluk was known for his deep knowledge of Inuit culture, navigation, and environmental stewardship. The name was selected in collaboration with Inuit Tapiriit Kanatami, reflecting the CCG's commitment to strengthening relationships with Indigenous communities.

The CCGS *Naalak Nappaaluk* was delivered to the CCG in November 2025. The ship then navigated from the West Coast to its home port at the Bedford Institute of Oceanography in Dartmouth, Nova Scotia, through the Panama Canal. The CCGS *Naalak Nappaaluk* operates on the East Coast of Canada and is expected to navigate year-round in

the Atlantic Ocean and the Gulf of St. Lawrence, as well as in the Arctic during the summer.

The CCGS *Naalak Nappaaluk* offers vastly improved capabilities and higher reliability compared to its predecessor. Designed as a floating laboratory, the CCGS *Naalak Nappaaluk* supports a wide range of oceanographic science missions and accommodates up to 34 crew members and 26 scientists. The vessel is equipped with a deck that can swap out different equipment modules based on mission requirements, a marine mammal observation station, an ocean sampling room, multiple laboratories, and cutting-edge equipment for collecting and analyzing information to better understand our ocean ecosystems. Like all large

vessels in the CCG's fleet, the new ship is also responsible for secondary missions including search and rescue, and marine environmental and hazards response.

The delivery of the new OOSV represents a major milestone in the CCG's fleet renewal efforts and demonstrates Canada's great talent and capabilities in shipbuilding. This new ship will not only help better understand the marine environment, but it will also solidify Canada's role as a world leader in ocean science. Just like the CCGS *Hudson* before, the CCGS *Naalak Nappaaluk* and its crews will serve Canadians for decades to come through an unpredictable and changing world.



Objective 2: Prepare for the transition to service and life cycle management of the new fleet, including identifying infrastructure requirements

The CCG is preparing for new ships entering service by modernizing physical infrastructure, training personnel, and updating policies, procedures, and regulations relevant to the new fleet.

The Fleet Sustainability Initiative is the framework helping this transformation, and one of its primary roles is to guide the work to secure the funding required to build the workforce with the

advanced skill sets needed to operate a larger, more modern fleet, while also focusing on diversity, inclusion, and wellness for all personnel.

This year, efforts will focus on strengthening the CCG's infrastructure and operational readiness through strategic investments and modernization. Key priorities include advancing the construction of new search and rescue stations and progressing major facility upgrades such as wharf and shore power design at multiple sites. Standardizing asset management data repositories across the organization will ensure consistent and efficient tracking of resources,

while updating the multi-year maintenance plan will help to address fleet maintenance gaps and to adapt to evolving operational requirements.

In addition to infrastructure and maintenance, the CCG's efforts will emphasize future-oriented strategies for aviation support. Developing and implementing a comprehensive fleet aviation strategy will optimize the mix of aviation assets, enhancing program efficiency and effectiveness. Together, these actions will create a robust, sustainable operational framework that supports mission-critical services and positions the organization for long-term success.

Commitments:

- » Advance the construction of two search and rescue stations funded through the Fleet Sustainability Initiative maritime infrastructure projects.
- » Advance major facility wharf and shore power design work at five sites.
- » Standardize asset management data repositories across the organization.
- » Update the Canadian Coast Guard's multi-year maintenance plan to address any fleet maintenance gaps and new requirements to effectively operate and maintain vessels.
- » Develop and implement a fleet aviation strategy that ensures the future fleet uses the optimal mix of aviation assets to support program efficiency and effectiveness.

Objective 3: Advance climate adaptation and mitigation activities through innovation and partnerships to increase climate resilience and to meet greening government targets

As an organization that operates largely in coastal regions, the CCG's program delivery is

experiencing increasingly severe environmental impacts linked to climate change. Whether in the form of extreme storms, changes in Arctic sea ice, coastal erosion, flooding, or wildfires, climate change has become a major challenge for the CCG to tackle. The organization must adapt by adjusting its program and service delivery while also reducing its contribution to national greenhouse gas emissions and implementing measures to protect the marine environment and marine life.

Even with significant emissions reductions, many climate change impacts will worsen into the future, and the CCG must be prepared to continue operations in challenging environments. The CCG is working to improve its climate resilience and sustainability by integrating environmental considerations into operations and governance, and is committed to implementing the Roadmap to Climate Change Resilience through prioritized adaptation and mitigation actions aligned with national strategies. The CCG also continues its efforts to improve operational efficiency and reduce greenhouse gas emissions. Collaborative studies will further support decarbonization and ensure evidence-based approaches to meet long-term environmental goals.

Complementing these efforts, the CCG is pursuing innovative solutions such as developing a plastic circular economy for floating aids to navigation by repurposing polyethylene from waste buoy stockpiles into new buoys. Additionally, the Operational Fleet Decarbonization Plan will be implemented to meet Greening Government commitments, with climate and decarbonization considerations embedded into fleet planning, decision-making, and governance processes. Together, these actions aim to position the organization as a leader in sustainable marine operations while reducing its environmental footprint.

Commitments:

- » Implement the Canadian Coast Guard Roadmap to Climate Change Resilience through prioritized adaptation and mitigation actions in alignment with the Greening Government Strategy and the National Adaptation Strategy.
- » Build efficiencies and reduce greenhouse gas emissions in operations.
- » Develop a plastic circular economy for floating aids to navigation where new plastic buoys are manufactured using polyethylene recovered from existing waste buoy stockpiles.
- » Continue collaborative studies to enhance the decarbonization efforts of the organization.
- » Implement the Operational Fleet Decarbonization Plan to support Greening Government commitments.
- » Integrate climate and decarbonization considerations into fleet planning, decision-making and governance processes.



SHOWCASE ITEM

A plastic circular economy for floating aids to navigation



The CCG is responsible for delivering several marine navigation programs that help ensure the safety and efficiency of marine traffic in Canadian waterways. One of these programs is the Aids to Navigation Program, which relies on equipment such as buoys, range lights, and markers to help mariners confirm their positions, stay inside navigable channels, and avoid marine hazards.

The CCG acquires around 600 buoys annually and has over 8,000 plastic buoys currently deployed. Although essential to safe navigation, plastic buoys represent a significant source of waste from the CCG's operations, and the organization is determined to reduce their contribution to its overall carbon footprint.

Funded by the Greening Government Fund, the CCG launched a project focused on recycling plastics recovered from end-of-life buoys to

manufacture new buoys with modular designs. Current buoys are difficult to dispose of, as they contain mixed materials that are costly and complicated to separate, and most damaged buoys cannot be repaired. To solve this problem, the CCG created its own buoy prototypes. Through internal research and development, CCG engineers designed modular buoys that provide custom solutions to the problems associated with traditional models. The new buoys have an extended useful life thanks to their reparability, which in turn resolves life cycle management issues associated with current designs, and they are extremely cost-effective and ecological since they allow the CCG to keep plastics in the value chain for an extended period of time.

In addition to this work, a sub-project explores the feasibility of converting buoy plastics into synthetic fuels and plastic lumber products through advanced processing technologies.

Significant milestones have been achieved so far across the country. Through various efforts in the Northwest Territories, Nova Scotia, and Ontario, over 12 tonnes of plastic have been recycled, representing 94 percent of buoy materials being diverted from landfills. The CCG conducted recycling trials with vendors using different

processes and outputs, and several modular buoy prototypes have been developed and are currently being field-tested.

From here, the project's focus is shifting to scaling up recycling trials, refining modular buoy designs, and completing feasibility studies for large-scale processing. Ultimately, these important efforts will allow the CCG to completely eliminate old buoy stockpiles and establish a fully circular economy for floating aids to navigation. The desired outcome is to eventually replace all traditional plastic buoys with the modular designs.

These innovative efforts advance Canada's environmental goals by reducing plastic waste and greenhouse gas emissions, and they foster innovation in asset life cycle management. By closing the loop on plastic use, the CCG is demonstrating leadership in sustainability and operational efficiency.



Objective 4: Ensure that shore-based assets are available, capable, and reliable

The Shore-Based Asset Readiness (SBAR) Program is responsible for ensuring that non-fleet assets are available, capable, and reliable to deliver CCG programs. It manages assets through life cycle investment planning, engineering, acquisition, maintenance, and disposal services.

The CCG's shore-based and ship-based assets include fixed and floating aids to navigation, aural and radar aids, and long-range marine aids. They also include the electronic communication and navigation systems delivered through a network of radar, microwave dishes, radios, as well as information technology tools relying on more than 300 remote installations. Search and rescue stations as well as marine environmental and hazards response physical assets used for

spill containment, collection, and storage, bases are also part of the assets managed by the SBAR Program.

The organization is prioritizing infrastructure development and modernization to strengthen marine safety and operational capabilities. This includes establishing design contracts for marine safety centres and upgrading Marine Communications and Traffic Services assets. Additionally, efforts will focus on refurbishing and replacing Marine Environmental and Hazards Response assets, as well as vehicles and lifting equipment essential for CCG programs.

Looking ahead, the CCG's efforts emphasize infrastructure enhancement and the integration of advanced technologies to support future fleet operational requirements. These improvements aim to ensure readiness for innovative solutions and evolving requirements, reinforcing the

organization's commitment to safety, maritime security, efficiency, and environmental protection across Canada's marine network.

Commitments:

- » Establish design contracts for the infrastructure at Port Renfrew's Marine Safety Centre.
- » Continue upgrades and improvements to Marine Communications and Traffic Services assets.
- » Refurbish and replace Marine Environmental and Hazards Response assets.
- » Refurbish and replace vehicles and lifting equipment for Canadian Coast Guard programs.
- » Enhance infrastructure and technologies in support of future fleet operational requirements and innovative technologies employed.

Strategic Pillar 3: Services

Objective 1: Protect the marine environment and mariners by taking on a leadership role in the management of on-water incidents in a multi-partner landscape

The CCG plays a leadership role in the national network of marine environmental and hazards responders by maintaining a high degree of preparedness to respond to marine pollution emergencies, and to mitigate the risks posed by hazardous vessels in Canadian waters. As first responders, CCG employees work with polluters and partners, including Indigenous and coastal communities, provinces and territories, response organizations, and other government

departments at all levels to plan and coordinate responses to marine pollution incidents and other hazards posed by vessels.

The CCG is advancing its marine pollution response capabilities through comprehensive, integrated, multi-partner planning and response coordination. Key actions include finalizing eight integrated marine pollution response plans developed collaboratively with partners and informed by science, Indigenous knowledge, and operational experience. A national schedule will be established to prioritize additional plans for the next cycle, supported by a report capturing lessons learned, challenges, and opportunities from the first planning cycle.

To ensure operational readiness and consistency, the CCG will enhance training, acquire specialized equipment, and develop resources for managing hazardous and noxious substance incidents. National mission standards will be introduced to integrate hazardous substance considerations and guide interoperable emergency management across programs and regions. Additional priorities include defining aerial observation requirements for CCG programs, reinforcing interdepartmental coordination for on-water incidents, and improving maritime security readiness in a complex, multi-partner environment.

Commitments:

- » Finalize eight integrated marine pollution response plans co-developed with planning partners and informed by science, Indigenous Knowledge, and operational experience.
- » Develop a national schedule to prioritize the development of additional integrated marine pollution response plans for the next planning cycle.
- » Produce a national report capturing regional and national lessons learned, challenges, and opportunities from the first cycle of integrated marine pollution response planning in order to

determine how to incorporate the delivery of a broader range of services and support community resilience efforts into this planning.

- » Advance training and equipment acquisition and develop program resources to strengthen employee safety and facilitate effective coordination in the management of marine incidents involving hazardous and noxious substances.

- » Develop national mission standards for marine responses and emergency management to guide consistent, interoperable operational program delivery across programs and regions.
- » Integrate Hazardous and Noxious Substances project notions into the Marine Environmental and Hazards Response program and marine area response planning.
- » Define the Canadian Coast Guard Response aerial observation requirements to support Search and Rescue, Marine Environmental and Hazards Response, Monitoring and Compliance, and Incident and Emergency Management programs.
- » Strengthen and maintain interdepartmental coordination mechanisms for on-water incidents and maritime security.
- » Enhance maritime security readiness to respond to incidents in an evolving multi-partner environment.



Objective 2: Ensure program readiness by adapting in an evolving operating context to continue providing services that support economic competitiveness, marine safety and security, and the protection of our oceans

The CCG is mandated to support the safe, economical, and efficient movement of ships in Canadian waters. The organization ensures the delivery of programs and services such as marine communications and traffic services, aids to navigation, waterways management, and icebreaking.

To ensure operational readiness in the entirety of its area of responsibility, the CCG needs the right resources at the right place and the right time. The organization maintains contribution agreements with CCG Auxiliary organizations, which include 4,000 volunteers who have access to vessels and training and contribute to the safety of Canadian waters by responding to search and rescue incidents and marine spills.

The CCG is working to strengthen its response capabilities through risk-based planning and technological innovation. This includes continuing national reviews of maritime search and rescue delivery to assess areas cyclically and mitigate

emerging marine risks. The organization will also explore the use of large drone systems and leverage artificial intelligence to improve and streamline program delivery, addressing challenges posed by increasing vessel traffic, new trade corridors, and greater accessibility to remote areas due to climate change and resource development.

To enhance readiness and resilience, the CCG intends to adopt a targeted incident management team approach and expand partnerships with First Nations, Inuit, and Métis through programs and training that support community resilience, reinforcing preparedness for emerging hazards and threats. The governance structure and readiness frameworks will also be strengthened to maintain service continuity in a changing environment, while readiness measures will be tracked and reported to align with the organization's evolving mandate. These initiatives aim to enhance operational efficiency, adaptability, and safety across all response programs.

Commitments:

- » Continue to implement the Risk Analysis of Maritime Search and Rescue Delivery reviews nationally to assess search and rescue areas cyclically and support timely mitigation of emerging marine risks.
- » Explore and develop options to use large drone systems across the Canadian Coast Guard Response programs.
- » Explore and develop options to leverage artificial intelligence to improve, streamline, and manage the delivery of Canadian Coast Guard Response programs as the number of vessels increases, new trade corridors open up, and remote areas become more accessible due to climate change and resource development.
- » Ensure the Canadian Coast Guard remains prepared to respond to emerging hazards and threats by moving from an employee awareness-based inventory to a targeted incident management team focus.



- » Continue to implement the Indigenous Community Boat Volunteer Program to increase community resilience and support self-determination, and support Indigenous communities' participation in the marine safety response system through partnerships with the Canadian Coast Guard Auxiliary.
- » Strengthen governance and readiness structures to support service continuity in an environment of change.

Objective 3: Advance digitalization across the organization and modernize marine navigation services to increase efficiency of vessel traffic, enhance marine safety, and facilitate data and information sharing with partners and stakeholders

There is a pressing need for Canada to modernize marine navigation services, and the CCG is working towards this objective along with key partners such as Transport Canada and the Canada Border Services Agency. The modernization of marine navigation services will not only help the ocean economy improve its resilience to external shocks, it will also bolster Canada's maritime domain awareness and its ability to maintain its sovereignty over the growing economic activity happening in its exclusive economic zone.

The CCG is upgrading iFleet and Common Core systems to a modern platform for better data capture and reporting, implementing e-navigation solutions, and preparing for the implementation of a federal maritime single window approach that will enhance supply chain efficiency. These efforts will be complemented by ongoing engagement with interdepartmental partners and stakeholders to ensure the modernization of marine navigation services delivers broad benefits.

In addition, the CCG is strengthening its integrated operational readiness through the development of a communication portal for incident response in collaboration with Indigenous partners, while continuing to advance fleet and operational data systems. Together, these initiatives aim to strengthen governance, improve interoperability, and position the organization for future operational demands.

Commitments:

- » Advance modernization of fleet and operational data systems.
- » Upgrade the iFleet and Common Core operational systems to a modernized platform to facilitate data capture and reporting and adapt the fleet to evolving requirements leading to operational efficiencies.
- » Advance digitalization and continue to implement e-navigation initiatives to support the modernization of marine navigation services and the long-term implementation of a federal maritime single window approach to increase supply chain efficiencies along Canadian waterways.
- » Engage interdepartmental partners and stakeholders to advance the modernization of marine navigation services to deliver compounding benefits to the Canadian Coast Guard and its partners.
- » Establish an enterprise safety analytics capability through modernized data governance and advanced analytical tools to support predictive risk intelligence, strengthen executive visibility, and enable interoperable decision-making across fleet and shore operations.
- » Build capability to support integrated operational readiness through the development and deployment of the Communication Portal for Integrated Incident Response in collaboration with Indigenous partners.

Strategic Pillar 4: Governance

Objective 1: Strengthen national processes, procedures and systems to support decision-making and the efficient and effective delivery of programs and services

The CCG's front-line personnel often need to take quick action in the field. Having nationally consistent standards, methods, procedures, and systems provides clarity around decision-making, enhances the effectiveness of program and service delivery across the country, and provides a framework that fosters future-looking strategic thinking. While constantly supporting long-term strategic goals, the CCG manages its budget throughout the fiscal year and realigns funding with shifting priorities.

With the transition to DND, the CCG is currently reviewing its Special Operating Agency framework agreement and developing a new governance model that will allow the organization to function seamlessly through the intradepartmental governance interdependencies and will maximize operational synergies. In parallel, the CCG is also committed to upgrading the asset configuration management system, aligning financial practices with DND, and improving oversight of major initiatives.

Additional priorities include reinforcing emergency management with a defined system, updating search and rescue manuals to align with international standards, creating national program standards with performance metrics, and implementing a risk management framework for pollution response and hazardous vessel remediation.

Commitments:

- » Continue the modernization of the asset configuration management system.
- » Advance the alignment of the Canadian Coast Guard's financial management practices with the Department of National Defence's processes and procedures.
- » Improve the governance and visibility of major horizontal initiatives involving the Canadian Coast Guard.
- » Establish a safety governance and publication hub.
- » Ensure organizational readiness to support charge approval and prosecution under the *Canada Shipping Act, 2001* and the *Wrecked, Abandoned or Hazardous Vessels Act*.
- » Establish operational procedures and accompanying training tools to support Pacific North Coast First Nations' effective participation in the Northern Shelf Bioregion Marine Incident Preparedness, Response, and Recovery Framework.
- » Review and revise the Canadian Aeronautical and Maritime Search and Rescue Manual to maintain alignment with the International Aeronautical and Maritime Search and Rescue Manual.
- » Develop a national Search and Rescue program standards manual that includes performance metrics.
- » Establish a national risk management framework for marine pollution response and hazardous vessel remediation.

SHOWCASE ITEM

The Canadian Coast Guard's transition to the Department of National Defence



The CCG has stood as one of Canada's most trusted and respected institutions for over 60 years. Initially part of Transport Canada, the CCG joined the Department of Fisheries and Oceans in 1995 and was designated as a SOA in 2005. In September 2025, an order in council was made formally transferring the CCG to DND.

Under DND, the CCG continues to deliver the essential services on which Canadians rely including search and rescue, emergency and environmental response, maritime traffic control,

aids to navigation, icebreaking, and the vital resupply of remote Arctic communities. The CCG remains a civilian SOA with operational autonomy over its missions, personnel, and assets, and it will continue to provide platforms for scientific research and hydrographic charting, and to advance Reconciliation commitments with Indigenous Peoples.

However, this transition provides the CCG with an opportunity to modernize the Framework Agreement that defines the SOA model. There is

new momentum for the CCG to evolve and further contribute to safeguarding Canada's national interests. Through the amendment of the *Oceans Act* and with Bill C-12 having received Royal Assent, the CCG is preparing to play a more robust role in maritime security, in collaboration with defence, security, and intelligence partners.

By bringing the CCG into the Defence portfolio, Canada is strengthening its ability to respond to emerging threats in the maritime domain. Working directly within DND now allows the CCG to more efficiently share expertise and leverage synergies in the areas of infrastructure, Arctic operations, procurement, and cyber capabilities. The CCG and DND already shared many values

and priorities, such as their commitment to service and their operational and mission-focused mandate. This change allows the CCG to build on existing relationships with its DND and Defence Team partners and accelerate the move towards common objectives.

The CCG's transfer to the Defence portfolio builds upon an already strong partnership in the maritime space. However, it will take time to fully bring together the CCG with the Defence Team. The organization will retain its identity as a civilian entity and remain firmly focused on delivering services to Canadians, while also contributing to Canada's security and resilience in the decades ahead.

Objective 2: Engage and collaborate with internal and external partners and stakeholders to advance the Canadian Coast Guard's mandate and Government of Canada priorities

The CCG serves many different groups, organizations, and stakeholders pursuing varied goals. It collaborates internally and externally with partners and stakeholders through several engagement mechanisms to advance its mandate and Government of Canada priorities.

The National Marine Advisory Board serves as a permanent forum for discussion between the CCG's Commissioner and Canada's shipping industry. Discussions are focused on the needs of the marine transportation sector, the CCG's strategic plans and priorities, and the services that the CCG provides.

The Regional Marine Advisory Boards bring together the CCG and industry to discuss issues related to operations, planning, and services in specific regions. The discussions are co-led by

Assistant Commissioners and regional representatives from the industry.

The CCG participates internationally in three regional coast guard fora and one global coast guard forum, namely the Arctic Coast Guard Forum, the North Atlantic Coast Guard Forum, and the North Pacific Coast Guard Forum, as well as the Coast Guard Global Summit. These multilateral fora bring together coast guard and maritime organizations from relevant regions to share expertise and best practices in support of a safer and more secure marine environment. The CCG also contributes to other multilateral fora, including the Emergency Prevention, Preparedness, and Response Working Group of the Arctic Council where it leads Canada's participation as head of delegation and currently serves as international vice-chair.

The CCG represents Canada at the International Organization for Marine Aids to Navigation and advocates for all matters related to the country's aids to navigation, vessel traffic services, and e-navigation systems. This involvement ensures



that the CCG can influence international harmonization of aids to navigation, support safe and efficient vessel movement, and promote environmental protection worldwide.

This year, the CCG is committed to strengthening interoperability with DND by aligning safety frameworks. In parallel, the organization will also work at developing a joint governance framework to operationalize the Canada–US Coast Guard memorandum of understanding. In addition to these efforts, the CCG will enhance community resilience through partnerships with Indigenous governments, communities, and organizations, co-develop frameworks for hazardous vessel management and community-based emergency response capacity, and strengthen partnerships to support service delivery and security readiness.

Commitments:

- » Enhance the Canadian Coast Guard’s civilian-defence interoperability by advancing collaborative safety and risk governance frameworks with the Department of National Defence, North Atlantic Treaty Organization partners, academia, and innovation stakeholders.
- » Develop and operationalize a joint framework translating the Canada–USCG Umbrella memorandum of understanding into actionable governance, annex templates, and a three-year engagement plan.
- » Enhance community resilience by strengthening the collaborative partnership with Heiltsuk Nation’s Marine Emergency Response Team and support their self-determination through a pilot agreement seeking to integrate the team as a third-party responder into the federal marine preparedness and response system.
- » Engage with Indigenous governments, communities, and organizations to co-develop a framework for addressing hazardous vessels, and to identify and advance potential pilot initiatives.
- » Work with Indigenous partners and the Canadian Coast Guard Auxiliary to support the development of community-based marine emergency response capacity that contributes to Canada’s overall resilience by communities, for communities.
- » Strengthen interdepartmental and regional partnerships to support service delivery and security readiness.

Objective 3: Uphold Crown obligations, including treaty and legislative commitments, to First Nations, Métis, and Inuit in the domain of marine safety

Meaningful relationships, dialogue, and collaboration with Indigenous partners are part of the foundation of the CCG's work, particularly through national and regional governance structures that promote the ongoing exchange of information and discussion of shared objectives.

The CCG contributes to building meaningful and long-term relationships with Indigenous partners by supporting the negotiation of Reconciliation agreements, arrangements, and frameworks reflecting First Nation, Inuit, and Métis rights and Crown obligations. The CCG continues to engage and collaborate with Indigenous partners to provide communities with resources to develop knowledge, train personnel, and acquire equipment to support their active participation in the marine safety system.

The CCG is working to implement the *United Nations Declaration on the Rights of Indigenous Peoples Act*, which enshrines in Canada's legislative framework the rights for the survival, dignity, and well-being of Indigenous Peoples. This is an important step in strengthening relationships between the CCG and First Nations, Inuit, and Métis peoples. The organization is also committed to implementing the Inuit Nunangat Policy, endorsed by the Inuit-Crown Partnership Committee, which recognizes the unique priorities and interests of Inuit across the country.

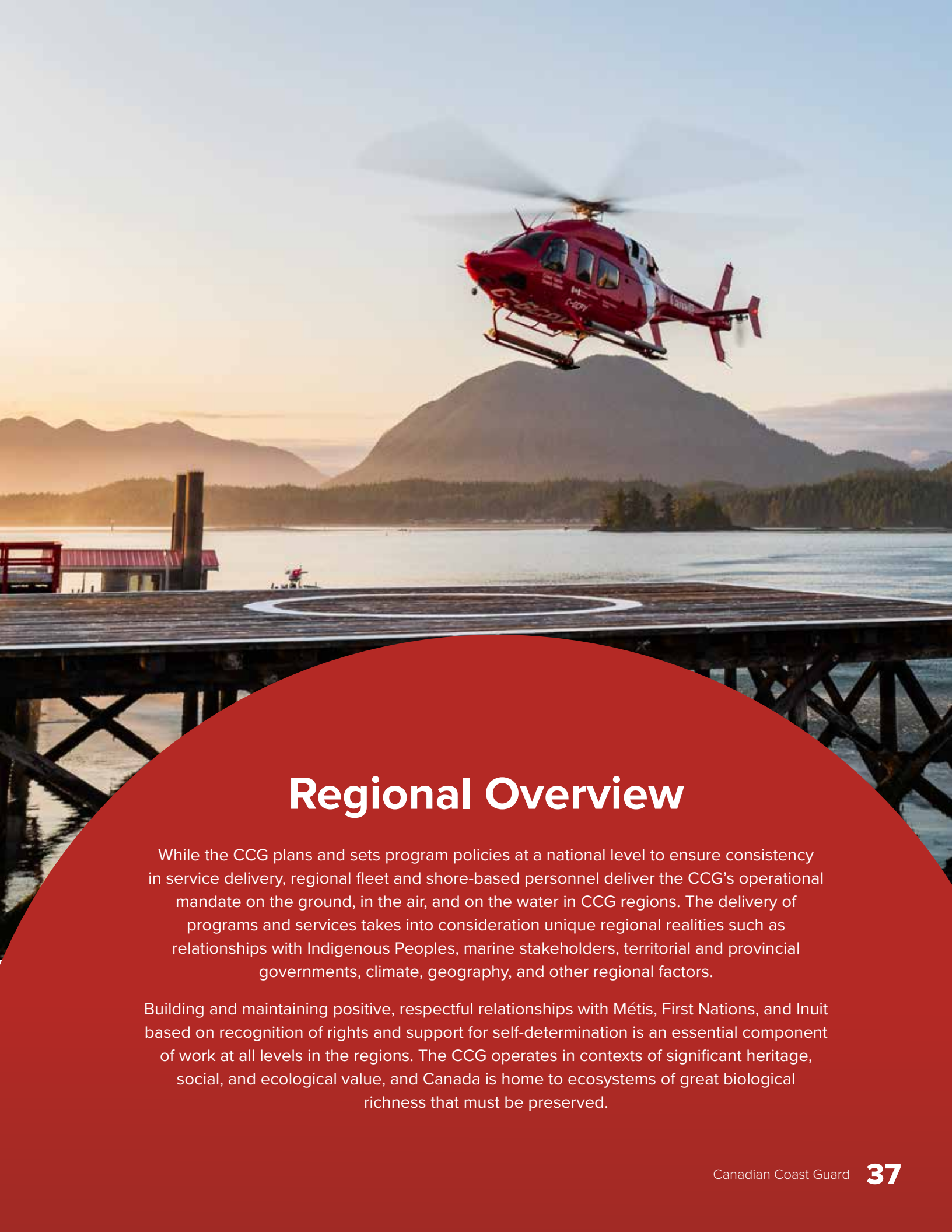
Consultation and collaboration with Indigenous governments, communities, and organizations is key to ensuring the safety and protection of the marine environment, including addressing concerns raised in relation to proposed major resource and infrastructure projects that will generate more maritime traffic and increase the risks



of marine pollution incidents. This fiscal year, the CCG will support negotiations to ensure that the implementation of the CCG's new maritime security responsibilities respect the rights of Inuit, First Nations, and Métis, and that it involves them in the marine safety and security system. The Arctic Strategy will continue to guide efforts to ensure safety, increase environmental protection, and improve infrastructure in the Arctic region with an emphasis on partnerships with Indigenous governments, communities, and organizations, sustainable development, and strengthening Canada's sovereignty in the North.

Commitments:

- » Engage and consult with First Nations, Inuit, and Métis regarding the implementation of maritime security services in the Canadian Coast Guard.
- » Support the negotiation and implementation of Reconciliation agreements, arrangements, and frameworks reflecting First Nation, Métis, and Inuit rights and Crown obligations, which build meaningful and long-term relationships with Indigenous partners to empower communities with resources to develop knowledge, personnel, training, and equipment to enable their participation in the marine safety system.



Regional Overview

While the CCG plans and sets program policies at a national level to ensure consistency in service delivery, regional fleet and shore-based personnel deliver the CCG's operational mandate on the ground, in the air, and on the water in CCG regions. The delivery of programs and services takes into consideration unique regional realities such as relationships with Indigenous Peoples, marine stakeholders, territorial and provincial governments, climate, geography, and other regional factors.

Building and maintaining positive, respectful relationships with Métis, First Nations, and Inuit based on recognition of rights and support for self-determination is an essential component of work at all levels in the regions. The CCG operates in contexts of significant heritage, social, and ecological value, and Canada is home to ecosystems of great biological richness that must be preserved.

Arctic Region

The CCG's Arctic Region encompasses all of Inuit Nunangat, the Yukon North Slope, the Northwest Territories, and the marine regions of Hudson Bay and James Bay. With 162,000 km of coastline, the Canadian Arctic represents a challenging operating environment. Over 120 dedicated members work to bring services to the CCG's newest stand-alone region, which was established in 2018.

Domestic and international interest in the Canadian Arctic continues to rise, and the region is home to a young population living in fast-growing remote communities. As the most visible federal presence in the Arctic, the CCG supports and safeguards the expression of Canada's enduring sovereignty in the region. This presence supports year-round readiness, safe navigation, and maritime domain awareness, contributing directly to Canadian sovereignty in an increasingly active and complex Arctic environment. As Arctic waterways become increasingly accessible, the region is emerging as a strategic corridor for domestic and international marine traffic, research activity, and resource development. To strengthen its contribution to the Arctic's security and prosperity, the CCG continues to improve maritime domain awareness and works with security partners in this complex region that is currently facing geopolitical tensions and heightened interest from foreign and non-state actors.

Increased activity in the Arctic not only impacts marine safety, it also affects wildlife, a critical source of food security for northern communities, as well as cultural and harvesting practices. The CCG works closely with Inuit, First Nations, Métis, and Northern partners to implement service delivery in a way that considers the realities and needs of Arctic communities. This collaboration supports the integration of Indigenous knowledge and Inuit Qaujimajatuqangit into planning and operational decision-making and helps ensure services are delivered in a culturally appropriate and locally informed manner. This includes enhancing local incident response capacity for marine environmental response and search and rescue through training, exercising, and small craft certification; leveraging assets from the Indigenous Community Boat Volunteer Program and Marine Environmental and Hazards Response Program; and expanding the Arctic Marine Response Station in Rankin Inlet, Nunavut.

Endorsed by the Inuit-Crown Partnership Committee, the Inuit Nunangat-DFO and CCG Arctic Region Committee is the formal co-developed mechanism between the Department and Inuit since 2021. Its terms of reference will be reviewed in 2026-27 to reflect DFO and CCG as now distinct departments, including considerations for the future of the Committee after the CCG's transition to DND. This committee provides a structured forum for dialogue, coordination, and shared oversight of priorities



affecting Inuit Nunangat. Regional governance frameworks are also being developed with Inuit, First Nations, and Métis governments and organizations to guide collaborative engagement and decision-making on program and service priorities and to provide a platform for effective communication and coordination with Indigenous Peoples throughout the Arctic Region.

Climate change is severely impacting the Arctic, transforming northern landscapes and ecosystems. One of the most visible impacts is melting multi-year sea ice, causing ice unpredictability, open waterways, increased vessel traffic, competition for natural resources, and heightened risks in uncharted waters. With remote and culturally sensitive areas becoming accessible due to melting ice, there is a growing demand for the CCG's programs and services, particularly icebreaking and humanitarian assistance. These changes are occurring in an environment with limited infrastructure, vast distances, extreme weather, and a short operational season, all of which present significant logistical and operational challenges. Changes in weather and land conditions are also creating food, housing, and energy security concerns.

The CCG Arctic Region is committed to implementing the Inuit Nunangat Policy, which recognizes Inuit Nunangat as a distinct region and ensures Inuit across Canada are considered in federal policies, programs, and services. The CCG Arctic Region is also working towards the development of the Northern Recruitment and Retention Strategy, to be published in spring 2026-2027, in collaboration with Inuit, First Nation, and Métis partners to address Northern employment barriers and ensure hiring obligations under the Nunavut Agreement, Modern Treaties, and Land Claims Agreements are met. The strategy will reflect Northern realities and explore potential short-, medium-, and long-term actions for consideration.



Atlantic Region

The CCG's Atlantic Region encompasses the provinces of Nova Scotia, New Brunswick, Prince Edward Island, and Newfoundland and Labrador. The region includes over 29,000 km of shoreline, 2.5 million km² of continental shelf, and 5 million km² within the Northwest Atlantic Fisheries Organization Regulatory Zone. Over 2,100 committed CCG members support, enable, and deliver the region's programs and services, which help ensure safe and efficient waterways.

The CCG has a strong presence in the Atlantic Region and a long history of working with members and leaders from coastal communities and Indigenous governments, communities, and organizations. Community and stakeholder engagement remains a priority and the region participates in many decision-making tables at the regional, national, and international levels, contributing to discussions on topics such as the protection of the marine environment and the safety of life at sea.

The expanse and diversity of the Atlantic Region's operational area create unique challenges for operations, such as a harsh and remote environment consisting of rocky shoals extending over 30 km out to sea, which can make navigation treacherous, as well as severe weather and sea state conditions. In addition to these challenges, the region faces the complexity of operating in multiple provinces and jurisdictions, while ensuring consistent and uninterrupted services are delivered to a broad scope of clients and partners.

The Atlantic Region plays an important role in fisheries decisions and provides vessels for the delivery of the DFO science programs. The region also plays an important role in the protection of the endangered North Atlantic right whale, and is responsible for the implementation of vessel traffic management measures in support of the marine mammals. Working alongside the Central Region, the Atlantic Region monitors vessel traffic compliance in the Gulf of St. Lawrence's speed restriction zones set out by Transport Canada.

In recent years, the Atlantic Region has experienced an increasing amount of tropical and post-tropical hurricane and storm activity. As the region continues to deliver its usual services, such as search and rescue and aids to navigation, it must also consider the heightened risks to public safety and infrastructure. The Atlantic Region has coordinated relief efforts in response to numerous climatic events, including the response to Hurricane Fiona, wildfires, and flooding. The region's employees are prepared to act quickly to support impacted communities, but more demand for CCG's services is presenting new challenges to surmount.

Warmer temperatures in the Arctic are also having an impact on the Atlantic Region as melting Arctic ice can move southward into Atlantic Region waters. This is creating a high degree of uncertainty for the Icebreaking Program, and these increasing pressures emphasize the need for positive client relationships for program service delivery related to ferry services, commercial shipping, and the fishing industry. The Atlantic Region continually works with industry partners to ensure icebreaking needs are prioritized and waterways are accessible.



Central Region

The CCG's Central Region covers the Great Lakes and their connecting channels, as well as the St. Lawrence River to the Gulf of St. Lawrence. The St. Lawrence River and Great Lakes system allows maritime movements benefiting millions of people in this geographical area who receive goods by sea. It is a vital transportation network for goods traded between North America and more than 59 overseas markets. The region boasts more than 100 active commercial ports and wharves that represent \$66.1 billion in total economic activity and 256,858 jobs in Canada and the United States. The Central Region has over 1,600 members providing essential services to this critical area, many of whom are bilingual, working in both French and English.

Finding candidates with the skills and qualifications required to work for the CCG is challenging in the Central Region, particularly in a context of labour shortage and high demand for qualified bilingual workers. To overcome this challenge, the region has implemented a plan to attract new talent, support knowledge transfer, and to develop and retain employees.

The Central Region has a large number of Indigenous communities and organizations throughout Ontario and Quebec. The region is

working with these communities and organizations to address a wide range of priorities and concerns related to the CCG's mandate.

Climate change impacts on the Central Region can include warmer winter temperatures that result in reduced ice formation and an extended navigation season. Other years, severe winters occur with significant ice presence. Both of these scenarios increase the complexity of operations and the demand for navigational assistance and icebreaking services by the Canadian Coast Guard. Cyclically fluctuating water levels influenced by climate change pose a challenge to ports that enable billions of dollars in trade and increase pressure on waterway maintenance programs. As part of the federal-provincial agreement of the St. Lawrence Action Plan, the Central Region participates in various intergovernmental committees to ensure a sustainable use of the water and to integrate climate change concepts into commercial navigation and environmental response activities.

The Central Region has the responsibility to work cooperatively with the United States Coast Guard in the Great Lakes and St. Lawrence Seaway to provide essential icebreaking capabilities in this zone of great economic importance.



Western Region

The CCG's Western Region covers a large land-mass including the four western provinces and part of the Yukon Territory, including 27,000 km of rugged coastline. The climate allows for a high volume of year-round marine activity and vessel traffic, as there is not a significant change in on-water seasonality, and sea ice is non-existent. In response to this high activity throughout the year, the Western Region has developed enhanced marine domain awareness to better anticipate, prepare, and respond to emerging hazards. The CCG has international search and rescue obligations in a zone stretching out to the mid-Pacific. Approximately 1,400 members in the Western Region are dedicated to implementing CCG programs and services.

The CCG's fleet plays an important role in the Western Region by providing platforms to support science programs, some of which are related to the protection of the iconic Pacific salmon. A first-of-its-kind marine mammal desk was also established at the Victoria Marine Communications and Traffic Services centre to assist in the protection of the Southern Resident killer whale and other aquatic mammals.

The Western Region works closely with Indigenous communities as partners in the marine safety system and operates in a highly complex environment, reflecting multiple overlapping traditional territories and a large number of modern treaty and self-government agreements. The region's planning, training, and engagement efforts with Indigenous communities have been instrumental in achieving positive outcomes during marine incidents.

Proponents are planning or implementing numerous major projects in the region, including the expansion of existing port facilities, as well as resource and infrastructure projects in the

energy sector, which could involve provincial and Indigenous partners to assess the potential impacts of these major resource projects.

One of the Western Region's priorities is its people. Significant efforts are being put into attracting and retaining a diverse workforce in a very competitive environment with a high cost of living.

Climate change is impacting the Western Region with increasing occurrences of natural disasters such as wildfires and flooding, with provincial and municipal partners calling on the CCG for assistance to respond to these events. Since 2022, the region has provided assistance in suppressing wildfires by supporting the management, operations, and administrative activities of the incident command posts, by providing a maritime staging facility for firefighting equipment and helicopters, and by assisting restricted remote coastal communities. Similar demands for the CCG's support are expected to continue in the future as the impacts of climate change intensify.



Annex A – Canadian Coast Guard Commitments

Strategic Pillar 1: People

Objective 1: Attract a diverse workforce to deliver programs and operate the future fleet

Commitment	OPI	Due Date
Spark initial interest in youth about marine career pathways, particularly Indigenous youth, youth from underrepresented communities, and students in Arctic, rural, and coastal regions.	DG, OP	March 31, 2027
Strengthen key partnerships to increase awareness and attraction of marine career opportunities.	DG, OP	March 31, 2027
Promote opportunities at the Canadian Coast Guard Academy and in the Inshore Rescue Boat Program.	DG, OP	March 31, 2027
Translate key resources and engagement material into Indigenous languages to respect Indigenous people's language rights and ensure marine career pathways are visible, relevant, and accessible to Indigenous communities across Canada.	DG, OP	March 31, 2027
Address key barriers to Northern Indigenous recruitment and retention through the Northern Recruitment and Retention Strategy.	AC, Arctic	March 31, 2027
Strengthen Northern Indigenous employment in the fleet by leveraging the Indigenous Participation and Training Initiative.	AC, Arctic	March 31, 2027

Objective 2: Train and develop a skilled workforce that is adaptive to new and evolving demands

Commitment	OPI	Due Date
Position the Canadian Coast Guard Academy as a global leader in maritime training.	DG, OP	March 31, 2027
Strengthen training development and support for seagoing personnel.	DG, OP	March 31, 2027
Develop a curriculum to increase the security awareness of the CCG workforce and enable them to operate in a threat-informed environment.	DG, OP	March 31, 2027
Develop modernized training programs to support advancements in marine navigation and operational technologies.	DG, OP	March 31, 2027
Develop the foundational elements for a comprehensive national training strategy to standardize Marine Environmental and Hazards Response capabilities.	DG, Response	December 31, 2026
Improve the Canadian Coast Guard cost recovery practices by training the personnel responsible for the Marine Environmental and Hazard Response and Monitoring and Compliance programs.	DG, Response	March 31, 2027



Objective 3: Retain personnel by prioritizing career growth, safety, health and wellness, and employee engagement

Commitment	OPI	Due Date
Implement the Fleet Talent Management Plan and subsequent initiatives for seagoing personnel.	DG, OP	March 31, 2027
Leverage career development tools to strategically shape a future-ready workforce.	DG, OP	March 31, 2027
Enhance safeguards for confidential medical information.	DG, OP	March 31, 2027
Review and align the regional processes for medical evaluations, fitness to work examinations, and health evaluations of supernumerary personnel prior to boarding vessels.	DG, OP	March 31, 2027
Develop a health service policy manual to consolidate and align the Canadian Coast Guard's health policies for consistent regional application.	DG, OP	March 31, 2027
Strengthen and promote the internal peer support program for critical incident response to ensure continued growth, effectiveness, and workforce resilience.	DG, OP	March 31, 2027
Strengthen organizational accountability and capacity for psychological safety by expanding Safe@Sea initiatives.	DG, OP	March 31, 2027
Leverage the personnel operations planning process to develop and maintain an overarching people strategy.	DG, OP	March 31, 2027
Strengthen safety culture by integrating occupational health and safety human factors and enterprise risk awareness into targeted training and leadership development initiatives that promote proactive reporting and operational accountability.	Director, Safety Management	September 30, 2026



Strategic Pillar 2: Assets

Objective 1: Advance fleet renewal while maintaining operational capacity to deliver programs and meet levels of service

Commitment	OPI	Due Date
Begin work on pre-construction activities for the Program Icebreaker through an equipment and materials contract.	DG, VP	March 31, 2027
Begin work on the vessel life extension of the CCGS <i>Sir William Alexander</i> .	DG, ITS	September 30, 2026
Begin work on the vessel life extension of the CCGS <i>Mamilossa</i> .	DG, ITS	December 31, 2026
Begin work on the vessel life extension of the CCGS <i>Siyay</i> .	DG, ITS	March 31, 2027
Continue work on the vessel life extension of the CCGS <i>Dumit</i> .	DG, ITS	December 31, 2026
Continue work on the vessel life extension of the CCGS <i>Griffon</i> .	DG, ITS	March 31, 2027
Continue work on the vessel life extension of the 47' motor lifeboat class.	DG, ITS	March 31, 2027
Continue work on the vessel life extension of the CCGS <i>Terry Fox</i> .	DG, ITS	December 31, 2026
Continue work on the vessel life extension of the CCGS <i>John P. Tully</i> .	DG, ITS	December 31, 2026
Continue work on the vessel life extension of the CCGS <i>Pierre Radisson</i> .	DG, ITS	December 31, 2026
Implement the quality management services system for the fleet maintenance program.	DG, ITS	March 31, 2027
Advance the invitation to qualify process for the construction of the mid-shore multi-mission vessels.	DG, VP	September 30, 2026
Award the build contract for the first flight of six multi-purpose icebreakers.	DG, VP	March 31, 2027
Deliver the first Canadian Coast Guard Arctic and offshore patrol ship.	DG, VP	December 31, 2026

Objective 2: Prepare for the transition to service and life cycle management of the new fleet, including identifying infrastructure requirements

Commitment	OPI	Due Date
Advance the construction of two search and rescue stations funded through the Fleet Sustainability Initiative maritime infrastructure projects.	DG, ITS	March 31, 2027
Advance major facility wharf and shore power design work at five sites.	DG, ITS	March 31, 2027
Standardize asset management data repositories across the organization.	DG, ITS	June 30, 2026
Update the Canadian Coast Guard’s multi-year maintenance plan to address any fleet maintenance gaps and new requirements to effectively operate and maintain vessels.	DG, ITS	March 31, 2027
Develop and implement a fleet aviation strategy that ensures the future fleet uses the optimal mix of aviation assets to support program efficiency and effectiveness.	DG, FMS	March 31, 2027



Objective 3: Advance climate adaptation and mitigation activities through innovation and partnerships to increase climate resilience and to meet greening government targets

Commitment	OPI	Due Date
Implement the Canadian Coast Guard Roadmap to Climate Change Resilience through prioritized adaptation and mitigation actions in alignment with the Greening Government Strategy and the National Adaptation Strategy.	DG, PEP	December 31, 2026
Build efficiencies and reduce greenhouse gas emissions in operations.	DG, ITS	March 31, 2027
Develop a plastic circular economy for floating aids to navigation where new plastic buoys are manufactured using polyethylene recovered from existing waste buoy stockpiles.	DG, ITS	March 31, 2027
Continue collaborative studies to enhance the decarbonization efforts of the organization.	DG, OP	March 31, 2027
Implement the Operational Fleet Decarbonization Plan to support Greening Government commitments.	DG, FMS	December 31, 2026
Integrate climate and decarbonization considerations into fleet planning, decision-making and governance processes.	DG, FMS	March 31, 2027

Objective 4: Ensure that shore-based assets are available, capable, and reliable

Commitment	OPI	Due Date
Establish design contracts for the infrastructure at Port Renfrew's Marine Safety Centre.	DG, ITS	March 31, 2027
Continue upgrades and improvements to Marine Communications and Traffic Services assets.	DG, ITS	December 31, 2026
Refurbish and replace Marine Environmental and Hazards Response assets.	DG, ITS	March 31, 2027
Refurbish and replace vehicles and lifting equipment for Canadian Coast Guard programs.	DG, ITS	March 31, 2027
Enhance infrastructure and technologies in support of future fleet operational requirements and innovative technologies employed.	DG, OP	March 31, 2027

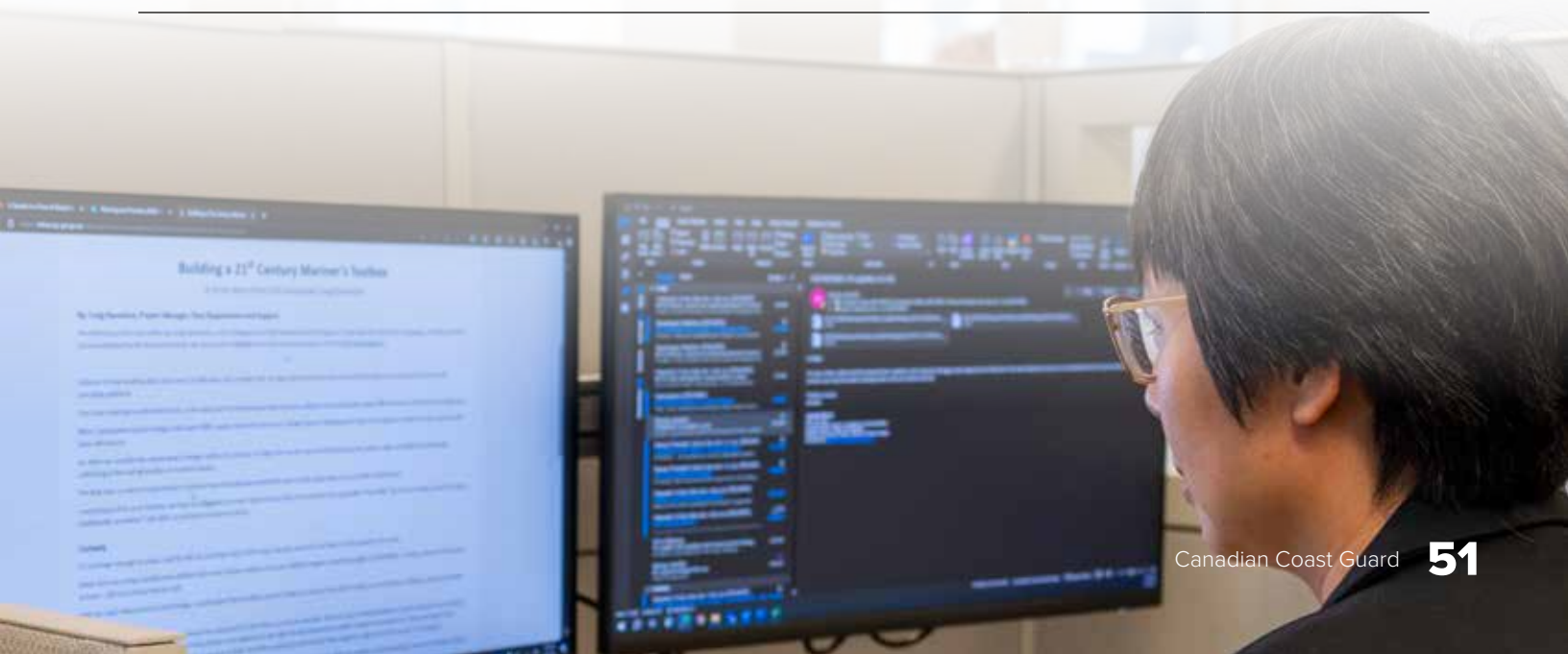
Strategic Pillar 3: Services

Objective 1: Protect the marine environment and mariners by taking on a leadership role in the management of on-water incidents in a multi-partner landscape

Commitment	OPI	Due Date
Finalize eight integrated marine pollution response plans co-developed with planning partners and informed by science, Indigenous Knowledge, and operational experience.	DG, Response	March 31, 2027
Develop a national schedule to prioritize the development of additional integrated marine pollution response plans for the next planning cycle.	DG, Response	March 31, 2027
Produce a national report capturing regional and national lessons learned, challenges, and opportunities from the first cycle of integrated marine pollution response planning in order to determine how to incorporate the delivery of a broader range of services and support community resilience efforts into this planning.	DG, Response	March 31, 2027
Advance training and equipment acquisition and develop program resources to strengthen employee safety and facilitate effective coordination in the management of marine incidents involving hazardous and noxious substances.	DG, Response	March 31, 2027
Develop national mission standards for marine responses and emergency management to guide consistent, interoperable operational program delivery across programs and regions.	DG, Response	March 31, 2027
Integrate Hazardous and Noxious Substances project notions into the Marine Environmental and Hazards Response program and marine area response planning.	DG, Response	March 31, 2027
Define the Canadian Coast Guard Response aerial observation requirements to support Search and Rescue, Marine Environmental and Hazards Response, Monitoring and Compliance, and Incident and Emergency Management programs.	DG, Response	December 31, 2026
Strengthen and maintain interdepartmental coordination mechanisms for on-water incidents and maritime security.	DG, FMS	March 31, 2027
Enhance maritime security readiness to respond to incidents in an evolving multi-partner environment.	DG, FMS	March 31, 2027

Objective 2: Ensure program readiness by adapting in an evolving operating context to continue providing services that support economic competitiveness, marine safety and security, and the protection of our oceans

Commitment	OPI	Due Date
Continue to implement the Risk Analysis of Maritime Search and Rescue Delivery reviews nationally to assess search and rescue areas cyclically and support timely mitigation of emerging marine risks.	DG, Response	March 31, 2027
Explore and develop options to use large drone systems across the Canadian Coast Guard Response programs.	DG, Response	March 31, 2027
Explore and develop options to leverage artificial intelligence to improve, streamline, and manage the delivery of Canadian Coast Guard Response programs as the number of vessels increases, new trade corridors open up, and remote areas become more accessible due to climate change and resource development.	DG, Response	March 31, 2027
Ensure the Canadian Coast Guard remains prepared to respond to emerging hazards and threats by moving from an employee awareness-based inventory to a targeted incident management team focus.	DG, Response	December 31, 2026
Continue to implement the Indigenous Community Boat Volunteer Program to increase community resilience and support self-determination, and support Indigenous communities' participation in the marine safety response system through partnerships with the Canadian Coast Guard Auxiliary.	DG, Response	March 31, 2027
Strengthen governance and readiness structures to support service continuity in an environment of change.	DG, FMS	March 31, 2027



Objective 3: Advance digitalization across the organization and modernize marine navigation services to increase efficiency of vessel traffic, enhance marine safety, and facilitate data and information sharing with partners and stakeholders

Commitment	OPI	Due Date
Advance modernization of fleet and operational data systems.	DG, FMS	March 31, 2027
Upgrade the iFleet and Common Core operational systems to a modernized platform to facilitate data capture and reporting and adapt the fleet to evolving requirements leading to operational efficiencies.	DG, ITS	March 31, 2027
Advance digitalization and continue to implement e-navigation initiatives to support the modernization of marine navigation services and the long-term implementation of a federal maritime single window approach to increase supply chain efficiencies along Canadian waterways.	Senior Director, MNP	March 31, 2027
Engage interdepartmental partners and stakeholders to advance the modernization of marine navigation services to deliver compounding benefits to the Canadian Coast Guard and its partners.	Senior Director, MNP	March 31, 2027
Establish an enterprise safety analytics capability through modernized data governance and advanced analytical tools to support predictive risk intelligence, strengthen executive visibility, and enable interoperable decision-making across fleet and shore operations.	Director, Safety Management	March 31, 2027
Build capability to support integrated operational readiness through the development and deployment of the Communication Portal for Integrated Incident Response in collaboration with Indigenous partners.	DG, Response	March 31, 2027



Strategic Pillar 4: Governance

Objective 1: Strengthen national processes, procedures and systems to support decision-making and the efficient and effective delivery of programs and services

Commitment	OPI	Due Date
Continue the modernization of the asset configuration management system.	DG, ITS	March 31, 2027
Advance the alignment of the Canadian Coast Guard's financial management practices with the Department of National Defence's processes and procedures.	DG, PEP	December 31, 2026
Improve the governance and visibility of major horizontal initiatives involving the Canadian Coast Guard.	DG, PEP	March 31, 2027
Establish a safety governance and publication hub.	Director, Safety Management	March 31, 2027
Ensure organizational readiness to support charge approval and prosecution under the <i>Canada Shipping Act, 2001</i> and the <i>Wrecked, Abandoned or Hazardous Vessels Act</i> .	DG, Response	March 31, 2027
Establish operational procedures and accompanying training tools to support Pacific North Coast First Nations' effective participation in the Northern Shelf Bioregion Marine Incident Preparedness, Response, and Recovery Framework.	DG, Response	March 31, 2027
Review and revise the Canadian Aeronautical and Maritime Search and Rescue Manual to maintain alignment with the International Aeronautical and Maritime Search and Rescue Manual.	DG, Response	March 31, 2027
Develop a national Search and Rescue program standards manual that includes performance metrics.	DG, Response	March 31, 2027
Establish a national risk management framework for marine pollution response and hazardous vessel remediation.	DG, Response	March 31, 2027

Objective 2: Engage and collaborate with internal and external partners and stakeholders to advance the Canadian Coast Guard’s mandate and Government of Canada priorities

Commitment	OPI	Due Date
Enhance the Canadian Coast Guard’s civilian-defence interoperability by advancing collaborative safety and risk governance frameworks with the Department of National Defence, North Atlantic Treaty Organization partners, academia, and innovation stakeholders.	Director, Safety Management	March 31, 2027
Develop and operationalize a joint framework translating the Canada–USCG Umbrella memorandum of understanding into actionable governance, annex templates, and a three-year engagement plan.	DG, PEP	March 31, 2027
Enhance community resilience by strengthening the collaborative partnership with Heiltsuk Nation’s Marine Emergency Response Team and support their self-determination through a pilot agreement seeking to integrate the team as a third-party responder into the federal marine preparedness and response system.	DG, Response	March 31, 2027
Engage with Indigenous governments, communities, and organizations to co-develop a framework for addressing hazardous vessels, and to identify and advance potential pilot initiatives.	DG, Response	March 31, 2027
Work with Indigenous partners and the Canadian Coast Guard Auxiliary to support the development of community-based marine emergency response capacity that contributes to Canada’s overall resilience by communities, for communities.	DG, Response	March 31, 2027
Strengthen interdepartmental and regional partnerships to support service delivery and security readiness.	DG, FMS	March 31, 2027



Objective 3: Uphold Crown obligations, including treaty and legislative commitments, to First Nations, Métis, and Inuit in the domain of marine safety

Commitment	OPI	Due Date
Engage and consult with First Nations, Inuit, and Métis regarding the implementation of maritime security services in the Canadian Coast Guard.	DG, PEP	March 31, 2027
Support the negotiation and implementation of Reconciliation agreements, arrangements, and frameworks reflecting First Nation, Métis, and Inuit rights and Crown obligations, which build meaningful and long-term relationships with Indigenous partners to empower communities with resources to develop knowledge, personnel, training, and equipment to enable their participation in the marine safety system.	DG, PEP	March 31, 2027



Annex B – Canadian Coast Guard Risk Profile

Risk management is a crucial component of all areas of the CCG's daily business. Identifying risks allows for informed decision-making related to planning, resource allocation, program management, performance reporting, and priority setting. While it is impossible to avoid all future problems, it is possible to choose which risks can be tolerated, and which risks should be mitigated. Risk management within the CCG also recognizes that informed, proportional risk-taking enables innovation, resilience, and improved service delivery.

In June 2024, the CCG's risk profile was reviewed and updated based on senior management feedback received in the prioritization exercise. The CCG identified nine distinct risk areas, in addition to the two CCG-led DFO risk areas: Emergency Management and Fleet Assets.

The CCG risk profile is comprised of the following elements:

- » **Risk statement** – A description of an event and the potential impact (positive or negative) of that event on achieving an organization's objectives. Example: If (event) occurs, the consequences could result in (negative impact).
- » **Risk driver** – An internal or external circumstance that is contributing to or driving the risk.
- » **Risk mitigation** – Methods or courses of action designed to reduce or eliminate the potential negative impact of a risk or hazard.

A CCG risk prioritization exercise was completed, and the 9 risks were ranked, along with their associated statements. A weighted calculation method was used to determine the ranking order, where items ranked higher on the scale received higher values, and items ranked lower on the scale received lower values. The top three risk areas for the CCG remain the same as last year:

- » **Operational Personnel** – Having certified operational personnel, including seagoing and shore-based personnel, in order to maintain assets, and deliver programs and services.
- » **Operationalization of Future Fleet** – Having the infrastructure and personnel to operate the future fleet.
- » **Fleet Assets** – Having the capacity to simultaneously coordinate the increasingly complex planning, maintenance, renewal, replacement and greening of the fleet while maintaining full operational capabilities.

Risk statements, drivers, and mitigations are listed in the table below.

Risk Statement	Risk Drivers	Risk Mitigations
Operational Personnel If CCG is not able to attract, train, and retain operational personnel, then there will be an impact on the CCG's ability to deliver programs, maintain assets, and meet levels of service.	» Opportunities to work for the CCG are not well known by the general Canadian public. » Regional discrepancies in cost of living versus set salaries by position. » Global shortage of qualified seagoing personnel. » Competition with the private sector, specifically salaries. » Physical and mental strain from work can lead to injury and reduced operational capacity. » There is an insufficient amount of talent development activities and opportunities, resulting in slow internal employee growth.	» Leverage key marine stakeholders and organizations to increase awareness of CCG and expand access to qualified candidates. » Leverage social media and technology to improve attraction. » Leverage the Personnel Operations Plan to identify requirements and focus efforts. » Collect appropriate data (e.g., return on investment data) to better understand and articulate attraction, recruitment, and retention strategies. » Refine the Academy Training Governance Framework to identify, develop, design, and deliver training opportunities. » Use data-driven recruitment to identify and prioritize regions with the greatest cost-of-living challenges, offer non-monetary incentives, and recruit locally to reduce relocation burdens. » Strengthen partnerships with the Department of Veterans Affairs and the Royal Canadian Navy to access experienced candidates, highlight public service benefits, while promoting CCG's mission, values, and unique opportunities. » Expand social health services including resilience training, peer support networks, and services. » Use targeted health promotion as part of preventative strategies to address common health risks.

Risk Statement	Risk Drivers	Risk Mitigations
Fleet Assets If the CCG does not coordinate the maintenance, renewal, replacement, and green-ing of its fleet due to ongoing pressures, inflation, and an increasingly complex planning and procurement environment, then there will be an impact on fleet readiness and on the ability to meet departmental operational needs.	» Increasing delays to ship-building are hindering the operationalization of new vessels, leading to pres-sure to keep the current fleet operating beyond its useful life. » Inflation, shipyard avail-ability and a rising short-age of qualified workers are increasing costs and time to complete maintenance, including vessel life extension work, beyond original projections. » Existing maintenance funding now only covers regulatory and corrective work on vessels, limiting CCG's ability to com-plete proactive, life cycle management work. » Aging vessels and financial constraints are leading to the deferral of important maintenance activities, increasing the risk of failure to CCG vessels.	» Conduct regular assessments of vessel conditions to identify and address risks promptly. » Ensure prioritized maintenance (i.e., critical vs. preventative) and alignment of funding. » Conduct a review of the fleet maintenance program to assess requirements and priorities, quantify shortfalls, and support a potential request for incremental funds and human resources. » Implement interim measures such as the purchase of commercial assets and spot charters to backfill gaps in service deliv-ery while new vessels are procured and existing assets are undergoing vessel life extension or refit work. » Invest in the long-term recapitalization of the fleet, develop the workforce needed to operate and support new vessels, and prepare the infrastructure required to accommodate them.

Risk Statement	Risk Drivers	Risk Mitigations
Operationalization of Future Fleet If the CCG does not properly plan and prepare for its future fleet, then there will be delays in program delivery, and a lack of crew to operate the new vessels.	» New infrastructure requirements to meet the specifications of the future fleet. » Future requirements for the fleet are continuously evolving due to geo-political realities, climate change, and other factors. » Ongoing marine labour shortages. » Insufficient capacity of the CCG Academy to accept, train and graduate the required number of applicants to meet the future fleet's requirements.	» Utilize the Fleet Sustainability Initiative (FSI) to articulate requirements for the future. » Develop capability baseline and requirements inventory in conjunction with international partners through the Royal Canadian Navy, North Atlantic Treaty Organization (NATO) and United States Coast Guard cooperation. » Establish modularity and interoperability within asset classes to respond to mission requirements (right asset, right mission). » Ensure power and energy requirements are adequately scoped into all future and renewed fleet decisions. » Continue to modernize and adapt the infrastructure in preparation for the future fleet. » Build capacity to train seagoing personnel for the larger and more complex future vessels.
Shore-based Asset Replacement If the CCG does not ensure that shore-based assets are available, capable, and reliable, then there will be an impact on the CCG's ability to deliver programs and meet levels of service.	» Procurement processes cause delays in the acquisition of assets. » Evolving marine environmental protection and operational requirements will require investments in shore infrastructure renewal. » Climate change will affect the life expectancy and resiliency of current assets.	» Conduct a review of the Shore-Based Asset Readiness Program to reaffirm requirements and priorities, quantify shortfalls, and support a potential request for incremental funds and human resources. » Adopt flexible procurement processes for capital assets. » Support a life cycle management approach that is driven by asset performance data. » Conduct vulnerability assessments of CCG assets supporting critical service delivery.

Risk Statement	Risk Drivers	Risk Mitigations
Emergency Management If the CCG does not adapt to the increasing impacts of climate change, the geographic scale of Canada's maritime domain, and the evolving nature and complexity of hazards and emergencies, then the Department may face operational and response challenges with negative consequences for the maritime environment, public safety, and Canada's national interests.	» Rising magnitude, unpredictability, and occurrences of maritime incidents and extreme weather events. » Rising resource demands due to the growing number, complexity, and cost of environmental responses, including the need for timely and accountable cost recovery. » Growing pressure and complexity to deliver results quicker and offer more services and assistance due to natural hazards.	» Enhance mission readiness by delivering integrated training and multi-hazard exercises across CCG in collaboration with all levels of government and Indigenous and coastal communities. » Leverage data, science and forecasting models (horizon scanning) to support risk-informed decision-making, program planning, and resource deployment in anticipation of climate-related and emerging threats. » Invest simultaneously in physical, human and organizational capital (e.g., organizational design and policy-related supports, etc.) to carry out safety, environmental response, scientific research and climate-related missions.



Risk Statement	Risk Drivers	Risk Mitigations
Safety Management If the CCG does not properly implement a safety management system that incorporates Government of Canada regulations, international conventions, and appropriate policies, procedures, systems, guidelines, and directives, then there is a risk to the health and safety of employees, the security of assets, protection of the environment and the safe delivery of programs and services.	» Resource constraints and training delivery challenges impacting workforce readiness. » Time and effort required to maintain an active “safety first” culture in dynamic operational environments. » Inconsistent application of safety procedures and documentation standards across operational sites. » Limited system integration and data sharing between National and Regional teams. » Delays in updating safety procedures, policies, and regulatory compliance frameworks. » Risks associated with delaying digital transformation of the Safety Management System (SMS) include operational inefficiencies, increased administrative burden, and reduced capacity for proactive, data-driven risk management.	» Deliver mandatory safety training tailored to operational realities, with flexible, scenario-based methods. » Ensure the Safety Management System is current and consistently applied across all operational environments, with regular reviews. » Maintain strict compliance with Occupational Health and Safety regulations and the International Safety Management Code. » Sustain a corporate safety risk management framework supported by clear, enforceable procedures. » Promote proactive safety culture through leadership engagement and near-miss reporting. » Conduct regular operational and safety reviews, integrating lessons learned. » Strengthen national–regional collaboration to align safety practices. » Encourage frontline feedback to improve tools, processes, and safety practices. » Implement a phased digital modernization strategy for SMS processes and tools to improve efficiency, data integrity, and real-time risk management capabilities.

Risk Statement	Risk Drivers	Risk Mitigations
Digitalization and modernization of existing systems and services If the CCG does not modernize marine navigation services and ensure alignment with new international and digital standards, then Canada will not be able to maintain global competitiveness, the marine shipping sector will be negatively impacted, the CCG's navigation systems could be vulnerable to cyber threats, and there could be an increase of marine incidents.	» Increased shipping calls for modern systems to maximize marine safety. » Growing pressures (international/national) to adopt modernized systems and tools to support efficient supply chains and the national economy. » Increased expectations for CCG to decarbonize operations through digitalization of services and enhanced navigation efficiencies. » Need for modern tools to enhance maritime domain awareness, enforce security and sovereignty throughout Canada's waters and support monitoring and protection of its marine environment and resources. » The International Maritime Organization Maritime Safety Committee will require compliance with a new international standard being developed by the International Hydrographic Organization (S-100) starting in 2029.	» Advance modernization and digitalization of marine navigation services, including e-navigation, in collaboration with internal and federal partners to realize national-level benefits related to improved supply chains and global access to markets as well as CCG decarbonization plans. » Establish an operational energy strategy that allows CCG to adapt to new systems and fuels at the speed of relevance and which signals market demand to industry to continue to invest in low-carbon fuels (fuel flexibility guards against vulnerable supply chains) » Invest in adaptations where digital systems and assets deliver reductions in greenhouse gas emissions. » Prepare and invest in secure communications infrastructure for use across asset classes and with internal and external partners. » Ensure qualified and trained personnel are available to operate new digital assets. » Ensure digital assets are developed and integrated in accordance with secure-by-design principles and comply with recognized cybersecurity standards, including those outlined by Transport Canada and the International Maritime Organization, to ensure resilience against evolving cyber threats. » Work towards the transition to digital services as directed by the International Maritime Organization, including International Hydrographic Organization S-100 products. » Engage continuously with industry stakeholders to understand requirements.

Risk Statement	Risk Drivers	Risk Mitigations
Governance If the CCG does not ensure proper governance is in place, then there will be an impact on decision-making, external relations, employee morale, and the efficient and effective delivery of programs and services.	» The CCG's transition to the Department of National Defence. » Need to further refine roles and responsibilities with other federal partners. » Dynamic regulatory and policy environment with a need for further clarity on authorities of CCG and partners. » Complex and evolving governance. » Emerging artificial intelligence governance.	» Support employees through the transition with clear and transparent communication, and set up a robust foundational structure including the implementation of a transition work plan. » Promote continuous improvement by clarifying roles and responsibilities within CCG and with federal partners. » Ensure legislation and regulations that affect the CCG are up-to-date, seamless, and promote operational agility and safety. » Maintain the CCG Governance Framework and the CCG Long-Term Strategy to ensure continuity and strategic alignment. » Ensure availability of appropriate data for more informed decision-making. » Leverage digital tools and automation to streamline processes. » Leverage government of Canada artificial intelligence pilots and programs (e.g., Innovative Solutions Canada). » Adopt artificial intelligence products that are readily available in the market or in the Government of Canada. » Collaborate with other government departments, share lessons learned and best practices.



Risk Statement	Risk Drivers	Risk Mitigations
Supporting relations with Indigenous peoples in the domain of marine safety If the CCG does not continue to engage and consult respectfully and appropriately with First Nations, Inuit, and Métis, there is a risk of being non-compliant with current and future obligations, legislation, and agreements, which exposes the organization to potential legal, financial, and reputational repercussions.	» Legal obligations and commitments to align with and apply the <i>United Nations Declaration on the Rights of Indigenous Peoples Act</i> and the Inuit Nunangat Policy to all CCG legislative, policy, programmatic, and administrative measures, including the expansion of security capabilities. » Infrastructure investments in geographic areas that could impact Indigenous rights (lands, water, fishing, hunting, gathering, knowledge) and/or interests (economic, social, cultural, spiritual, safety) and would therefore require engagement and/or consultation with Indigenous governments, communities, and organizations. » Expanded and/or enhanced capabilities for security and maritime domain awareness, including those with implications for Indigenous data sovereignty.	» Undertake early and meaningful engagement and consultation with First Nations, Inuit and Métis in alignment with legal obligations including, but not limited to, duty to consult and modern treaty provisions. » Support relationship building with Indigenous partners through the implementation of CCG programs and initiatives. » Address internal and external audit and/or evaluation findings. » Define, within the context of the CCG's Special Operating Agency framework agreement, negotiation authorities and accountabilities including maintenance of CCG representation on federal committees such as the Federal Steering Committee on Section 35 Rights.

