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Coast Guard

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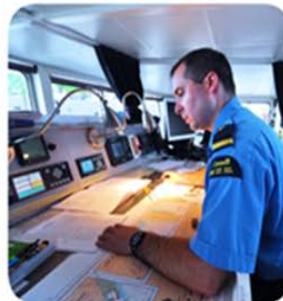
CANADIAN COAST GUARD

INTEGRATED BUSINESS AND HUMAN RESOURCE PLAN

2016-2019



Safety First, Service Always



Canada 

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COMMISSIONER'S MESSAGE

It is my pleasure to present the *Canadian Coast Guard's Integrated Business and Human Resource Plan for 2016-2019*. This plan outlines our priorities and the key operational activities we will undertake over the next three years.

When I became Commissioner on January 1st 2015, I was proud to take the reins of an organization with such an important mandate. Most Canadians know something about the Canadian Coast Guard (CCG), however they may not realize the full complexity of our mandate. CCG has a long history of protecting and ensuring the safety of our oceans, coasts and waterways. Recently, however, we are facing growing expectations to take on new roles, especially related to Arctic waters and derelict ships — all within a challenging fiscal environment.

Given these growing expectations, there is a need to increase awareness of our historic and evolving role. Over the next three years, CCG will pursue a rebranding strategy to bring these issues to light. Canada's 150th birthday in 2017 will provide a great opportunity to focus these efforts.



Over the past year, I have been impressed with the expertise and dedication of our members. Much of this three-year plan is devoted to retaining these high-quality leaders, executives and staff while also recruiting for the future. This will serve the dual purpose of making CCG an employer of choice, while positioning members more strategically to deliver essential services.

As announced in Budget 2016, the Government of Canada committed over \$800 million to help ensure that our systems and assets can meet the service demands placed upon us. This infusion of new funds is a key step toward building long-term sustainability. This plan outlines the work we will carry out to maintain the quality of service Canadians have come to expect.

The Integrated Business and Human Resource Plan presents a narrative organized around what I call the “5Ms” — Mission, Mandate, Marketing, Members and Money. It also presents our key commitments organized within four themes: preserving and acquiring modern assets, modernizing marine navigation services and infrastructure, enhancing our ability to respond to all-hazard marine incidents and developing a long-term sustainability strategy. Together, they paint a comprehensive picture of CCG's challenges for 2016 to 2019 and beyond.

I encourage you to read this year's *Integrated Business and Human Resource Plan* and I look forward to receiving any feedback you may have on its content.

Jody Thomas
Commissioner, Canadian Coast Guard

SECTION 1: INTRODUCTION

Our role

The Canadian Coast Guard (CCG) is an iconic institution, fulfilling a critical role in the lives of Canadians. CCG serves on three oceans, as well as the St. Lawrence River, the Great Lakes, and other major waterways. Our total maritime area of responsibility is nearly 5.3 million km² and, at approximately 243,000 km long has the longest coastline of any country in the world.

CCG is an important contributor to Canada's economic prosperity by providing services that support the safe, economical, and efficient movement of ships in Canadian waters. Canadian ports handle over 476 million tones in marine freight and approximately \$210 billion in trade annually. This ranges from the coffee we drink, the clothes we wear, to the toys we buy for our children, many of these goods arrive in Canada as a result of the hard work by the Canadian Coast Guard.

VISION

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

MISSION

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

OUR VALUES

Respect for democracy
Respect for people
Integrity
Stewardship



The overarching goal of CCG is to protect our oceans, coasts, and waterways, and this is accomplished by ensuring they are safe and healthy for today and for our future generations. In this regard, the CCG prides itself in meeting the high expectations of the nation by providing world-class service in key areas, they are: aids to navigation; icebreaking; search and rescue; maritime security; environmental response; marine communications and traffic services; and waterways management. We deliver the marine component of the federal search and rescue program, and ensure appropriate marine pollution response in Canadian federal waters.

From agile search and rescue lifeboats to heavy-duty icebreakers, our vessels are tasked to various programs. CCG operates a fleet of 116 vessels and 22 helicopters. Our approximately 2,400 seagoing personnel are supported by more than 2,100 employees stationed on shore across Canada. To support continued quality, CCG operates the Canadian Coast Guard College to ensure that individuals are adequately prepared for maritime service; this national maritime training facility is located on Cape Breton Island, Nova Scotia.

Our well trained CCG members are always ready to serve, operating our fleet and patrolling waterways 24 hours a day, 7 days a week and 365 days a year in some of the harshest weather conditions in the world.

Our legal foundation

The Canadian Coast Guard's mandate derives from the *Constitution Act, 1867*, which assigned the Parliament of Canada exclusive legislative authority and jurisdiction over matters of navigation and shipping, including beacons and buoys, within Canadian territorial waters; including all lighthouses and Sable Island.

The *Oceans Act, 1996* assigns the Minister of Fisheries and Oceans responsibility for providing services which ensure the safe, economical, and efficient movement of ships within Canadian waters through the provision of: aids to navigation; marine communications and traffic management services; icebreaking and ice management services; and channel maintenance. It also assigns the Minister responsibility for the maritime component of the federal search and rescue program; marine pollution response; and support to other government departments, boards, and agencies through the provision of ships, helicopters, and other marine services.



The *Canada Shipping Act, 2001* provides additional powers and more detailed definitions that enable the Minister of Fisheries and Oceans to fulfill CCG's mandate with respect to: aids to navigation; vessel traffic services; marine search and rescue; and marine pollution response (including all ship-source, unknown source, and oil handling facilities source spills where a vessel is loading or unloading).

Our leadership

The Canadian Coast Guard is a Special Operating Agency within the Department of Fisheries and Oceans Canada (DFO). CCG is made up of three regions that span across the country (Atlantic, Central and Arctic, and Western), with the Agency's headquarters located in Ottawa (the National Capital Region).

The Agency's senior decision-making body is the CCG Management Board and is chaired by the Commissioner. This board is also comprised of Deputy Commissioners, Directors General, Assistant Commissioners, and the Executive Director of the CCG College as well as the Commissioner's Executive Advisor. DFO's Senior Human Resources Advisor, Senior Legal Advisor, Senior Financial Advisor and Senior Communications Advisor, also serve as members of the Management Board.

The role of the CCG Management Board is to:

- Be the decision-making authority on matters related to the strategic management of the organization;
- Establish national strategic direction for the Canadian Coast Guard;
- Promote Canadian Coast Guard values and identity;
- Promote commitment and innovation;
- Provide the framework for the effective management of staff and client relations;
- Address ongoing operational and management issues;
- Approve resource allocations and re-allocation; and,
- Establish performance expectations (both in terms of strategic priorities, work commitments, and actual performance).



Section 2: The Five 'M's

Mission

The Canadian Coast Guard's mission is to support government priorities and economic prosperity and contribute to the safety, accessibility and security of Canadian waters.

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

CCG plays a critical role in the lives of Canadians by operating along the single longest national coastline in the world. The CCG provides services to commercial shippers, ferry operators, fishers, recreational boaters, commercial ports, coastal and Indigenous communities, other federal government departments, and the general public.

Mandate

CCG has a mandate to protect individuals navigating on Canadian waters, protect the environment from marine incidents, support economic growth, and ensure Canada's sovereignty and security.

The origins of the Canadian Coast Guard can be traced back to the very beginnings of our nation and over time our role has evolved to meet new challenges. Now, as we approach Canada's 150th anniversary, expectations are changing predominantly as they relate to increased traffic and development in the Arctic, in addition to the focus on derelict ships across our waters.

CCG has established levels of service for each of its six core services (identified below) and as a result we recognize that failure to meet these targets can have a serious impact on stakeholders. For example, during the 2014-15 ice season severe ice conditions coupled with CCG's limited resources undermined the ability of the Port of Montreal to export grains. Furthermore according to the St. Lawrence Economic Development Council, the maritime industry and foreign trading partners lose more than \$100,000 per ship for every day that Coast Guard assistance is delayed, undoubtedly making the CCG an essential part of our economy.

Our nearest neighbour in marine protection is the United States Coast Guard (USCG), and together we share maritime interests, clients, and stakeholders. Each year, a joint summit between the CCG/USCG provides guidance on future activities of this valuable partnership. This relationship also helps the CCG gain knowledge on fleet renewal issues, learn about advances in ship design and production, and prepare for future trends in marine technologies. Ultimately, this helps CCG improve the design, equipment, functionality, and maintenance of its ships. In addition, joint exercises are also performed related to oil spill response, vessel traffic services and icebreaking for the busy marine corridors of the Atlantic coast, Great Lakes, and the Pacific coast.

On a multilateral level, CCG leads the Canadian delegation to both the North Pacific Coast Guard Forum and the North Atlantic Coast Guard Forum. These forums are key mechanisms for sharing best practices, exchanging information, and staging table top and on-water exercises with international partners. They enable the CCG to reinforce its contribution to maritime safety and communicate its vision for strengthening capacity to respond to maritime incidents.

In the North, CCG participates in the Arctic Council Emergency Prevention, Preparedness and Response Working Group. Its activities include exchanging information and best practices on areas of mutual interest, conducting joint exercises, training for oil pollution in addition to search and rescue incidents in Arctic waters.

CCG also works with the International Association of Marine Aids to Navigation and Lighthouse Authorities. This ensures that seafarers are provided with effective and harmonized aids to navigation world-wide.

Search and Rescue

Every day, boaters and sailors run into trouble on our waterways, on a daily basis CCG's responses to distress calls save an average of 15 lives. Working in collaboration with the Department of National Defence, CCG also manages three Joint Rescue Coordination centres. They are located in Halifax, Trenton, Victoria and also operate a smaller marine rescue centre in Quebec City. Additionally, the Coast Guard Auxiliary, a national organization of 4,000 volunteers and 1,100 vessels, balances the government's rescue efforts.



The Auxiliary responds to approximately 20% of marine calls each year. To further enhance our Search and Rescue capabilities CCG will work to enhance Search and Rescue capability in British Columbia and re-open the Kitsilano Coast Guard station.

Marine Communications and Traffic Services (MCTS)

Across the country, CCG operates 12 state-of-the-art communication centers and they have become our ears on the water. These nodes monitor radio frequencies and respond to distress calls and other safety-related matters. We also broadcast maritime and weather information to help keep mariners safe on our waters. Because of this we can stay on top of vessel traffic, plan vessel movement, provide navigational information, and screen vessels before they enter Canadian waters.

Marine Navigation

Since the earliest days of our country, our economy has depended on the flow of goods through our waterways. The CCG plays a pivotal role in helping vessels navigate smoothly and efficiently through these waterways. We maintain more than 17,000 marine aids to navigation as well as electronic positioning systems. We also provide navigational safety information, survey channel conditions, inform mariners on available water depths, and help manage water levels and currents.



Icebreaking

Ice in our waterways can restrict the flow of commerce and cut off isolated communities from vital supplies. With its 17 icebreakers and 2 air-cushioned vehicles, CCG clears ice from harbours and ports, escorts ships down the St-Lawrence seaway through ice-covered waters, and provides essential navigation advice. On the East coast, CCG helps maintain commerce by preventing floods and ensuring year-round ferry service. Each spring in the Arctic, our icebreakers deliver much-needed supplies to remote communities, and our presence visibly supports Canadian sovereignty. With an aging fleet of icebreakers, CCG is pressured by both heavy and light ice years. In heavy-ice years, the work is harder and requires more fleet presence, whereas in light-ice years there is more marine traffic which inevitably necessitates closer Coast Guard scrutiny.

Maritime Security

CCG plays a critical role in supporting Canada's maritime and national security. We help identify, monitor, and analyze vessels to protect against potential threats on our waters. We provide vessels, helicopters, and trained personnel to support our partners in federal security and enforcement. We work with the maritime security community to develop policy and priorities. We analyze marine intelligence in cooperation with partners such as the Royal Canadian Mounted Police, the Department of National Defence, Transport Canada, the Canada Border Services Agency and the United States Coast Guard. CCG makes its presence known in the Arctic, during the navigational season by assisting vessels in distress, performing surveillance functions, carrying supplies and providing aid to northern communities.

Environmental Response

Pollution from ships can wreak havoc on our ecosystems, our health, and our economy. In Canada, the polluter is held responsible and accountable for spills. If the polluter can be identified, is willing and able to respond to the spill, CCG takes on the role of Federal Monitoring Office, however if the polluter is unknown, unwilling, or unable to act, CCG takes complete charge. Since 2010, as the agency in charge of marine spills, CCG has responded to more than 7,000 incidents. In Western region, for example, CCG receives approximately 600 pollution reports annually. CCG will work with Transport Canada with the objective of reducing incidences of oil pollution in the future by formalizing the Moratorium on Crude Oil Tanker Traffic along British Columbia's North Coast.

Expectations for our services continue to grow.

CCG proudly fulfills its six core services, but expectations are growing for more involvement in other areas, particularly those related to Arctic waters and derelict vessels.

More demand for services in the Arctic.

CCG has often been the sole federal presence in Arctic waters, supplying critical marine services and supporting northern communities. We are constantly working to protect, secure, and improve navigation in the North. As such, we are usually first to respond to mariners in distress and to protect the delicate northern ecosystem from environmentally damaging marine spills. We also make Arctic passage safer by providing mariners with navigation services and icebreaking. In addition, CCG plays an important role in ensuring Canada's sovereignty and security by establishing a strong and visible presence in Arctic waters.



Working with the Indigenous population, mariners, communities and other government departments, CCG has helped promote the North as a viable area of economic opportunity. We assist in resupplying northern communities, enabling scientists to access the vast northern expanse as they contribute to an ever-growing base of Arctic knowledge.

Increasing Arctic marine traffic has placed additional pressures on CCG's service capacity in several areas. Firstly, it increases the need for more search and rescue missions in the Arctic, which are both complex and expensive. For example, the *Crystal Serenity* – an American-based tourist vessel carrying 1,600 passengers and crew – will become the largest ship to date (2016) to travel through the Northwest Passage. CCG will work closely with the operator, as well as key partners in Canada and the United States to ensure a high degree of safety for the voyage, by closely monitoring the voyage and assisting in case of emergency. In addition, Arctic expansion presents significant challenges for CCG and in 2016; CCG will be conducting a review of Arctic Search and Rescue requirements which will be used to develop a proposal for addressing any unmitigated marine risks. In partnership with the Canadian Coast Guard Auxiliary (CCGA), CCG is working towards increasing the CCGA's presence in the Arctic as a part of improving Arctic Search and Rescue services. Secondly, increased international traffic heightens the risk of environmental threats and the cost of managing them. To date, these vessels do not contribute financially to maintaining the capacity of CCG operations in the North. For this reason, CCG is developing options for cost recovery mechanisms that will address these financial pressures against our environmental response program, search and rescue, icebreaking, aids to navigation and maritime communications and traffic services, both in the Arctic and across Canada.

Recognizing these challenges, the CCG with support of the Canadian Hydrographic Service, is leading the Northern Marine Transportation Corridors Initiative. This will establish shipping routes that prioritize key navigational information services, such as hydrography, icebreaking, and aids to navigation. It will also deliver these navigational services and



products along strategically identified corridors; this will enhance marine navigation safety in the North. CCG will also develop a plan for future Arctic investments, allowing the Government of Canada to focus its limited resources to achieve the best results.

Address aging Marine Navigation Services and Infrastructure.

Through Budget 2016, \$45.9 million was earmarked to improve the dependability and efficiency of our Aids to Navigation and communication towers. The new funding received to strengthen marine navigation services and infrastructure will help increase the efficiency and dependability of our shore-based assets. It also presents an opportunity to green our operation as we move to using new technologies to meet client needs and environmental accountability.

These improvements will allow us to replace older diesel generators with cleaner and greener technologies at sites across the country. This is the first major investment of new money in existing shore-based infrastructure in many years



There are greater expectations on CCG's involvement in managing derelict and abandoned vessels.

By some estimates, thousands of wrecked vessels litter the bottom of lakes, rivers, and oceans. As a result, coastal communities have raised concerns about derelict and abandoned vessels for the reason that they may pose an environmental risk and threaten navigation, in addition to blemishing the natural beauty of their harbours.

With its marine expertise there is an increased expectation for the Coast Guard to respond to these concerns. In 2014, the Coast Guard successfully completed one of its largest clean-up operations ever off the coast of British Columbia. This was achieved by pumping out oil that was leaking from the *Brigadier General M.G. Zalinski*, a vessel that sunk during the Second World War. In 2016, routine inspection of the *M/V Kathryn Spirit* – a ship moored in Beauharnois, Quebec – revealed a rotting hull, which presents an environmental risk. CCG committed \$2.6 million in 2016-17 to stabilize the ship and limit movement, the recommended long-term solution will cost between \$15-20 million. We also continue to monitor the *Manolis L.* wreck, which sank off the coast of Newfoundland in 1985. An assessment of the wreck and its associated risks is expected in 2016 and will help CCG determine next steps.

Marketing

There is more to the Coast Guard than meets the eye.

The image of Coast Guard vessels is a familiar sight for many; cutting across our waterways with its iconic red and white logo. For Canadians in northern communities the arrival of icebreakers filled with supplies is a sure sign of spring, others may be more aware of how the Coast Guard responds to environmental disasters; while some may be more accustomed with the Coast Guard's search and rescue operations.

Nevertheless below the surface of these "visible" activities, the Coast Guard also manages navigation aids, monitors radio frequencies and supports sovereignty, among other roles. Above and beyond these activities; anything that arrives or leaves Canada by water benefits from CCG services, making the Coast Guard vital to the nation's economy.



We need to increase visibility and awareness of the Coast Guard's historic and evolving roles.

In the lead-up to Canada's sesquicentennial in 2017, the Coast Guard is launching a branding strategy to build more awareness among Canadians of its positive impact in their lives through its historic and ever evolving role. This strategy is based on three pillars: social media, promoting education and growing partnerships. Social media's aim will be to enhance and centralize CCG's presence, while the educational component will focus on promotion by distributing kits in schools, it will also focus on merging with community engagement. Last but not least growing partnerships with Indigenous people, the Navy League, as well as other government departments and international governments will strive to further educate as well as promote diversity and opportunities within various groups.

Beginning in 2016, CCG will weave an aggressive social media strategy into all its activities, including daily operations. The objective will be to produce photos, videos, and web content to solidify an online presence; this will include posts on Twitter, YouTube, and Flickr. Throughout 2016 - 2017 CCG will link strongly to Canada 150, appealing to Canadians in communities by engaging in displays in public venues, as well as showcasing the Coast Guard through other themes such as innovation and transportation. As a result the Coast Guard will be featured in several published articles supporting noticeable involvement with the celebrations for Canada Day 2017. As well, the Coast Guard College will be a pit stop on The Amazing Race Canada 2016 edition.

Members

Our strength lies in our dedicated and professional employees; our people have helped shape the direction and success of the Coast Guard.

A highly specialized workforce

CCG is fortunate to have a highly specialized and experienced workforce. Our team ranges from environmental response specialists, policy analysts, including on-shore to seagoing personnel, navigation, engineering and electrical officers. Electronics technologists, for example, provide essential support for shipboard electronics systems, Marine Communications and Traffic Services (MCTS) centres, and radio installations and



our policy analysts provide invaluable insight and strategic policy recommendation on countless matters that affect the daily operations of the CCG. While both domains are vastly different, they share the same goal; to further enhance and benefit the lives of Canadians as well as the economy, by ensuring we deliver Coast Guard priorities.

Training and Professional development

The Canadian Coast Guard supports its members by nurturing their professional development and career aspirations. Employee training is essential in an operational organization like the Canadian Coast Guard and in 2015-16, total spending on training and development was approximately \$4.2 million. In addition, CCG spent \$13.3 million on specific operational training through the College's operating budget. This focused on fleet operational readiness, search and rescue, environmental response, ice operations, vessel traffic management, marine communications, and electrical and electronic systems maintenance. Approximately half of the employees of the Canadian Coast Guard are officers and crew of vessels. These seagoing personnel are the mainstay of CCG's operations, work tirelessly to ensure safe, secure, healthy, and productive waters and coastlines.

To address the challenges related to limited access to training materials as well as providing training to seagoing personnel while aboard vessels; CCG has set up mobile computer kiosks/labs to help seagoing personnel access mandatory online training during crew change. These relate particularly to performance management, essentials of supervision, and life on the water.

Since seagoing training requirements are increasing, we are working closely with staff to monitor compliance and ensure training remains up to date in order to properly and safely deliver on all aspects of daily operational requirements.

The demand for formal, as well as operational and technical training is increasing and will only serve as a launching point for the Canadian Coast Guard College by helping expand its already diverse training facility. The college is a bilingual, national, degree conferring training institution educating marine professionals to deliver on programs in support of the CCG mission and mandate in marine security, safety and environmental protection.

Over the last 50 years, the Canadian Coast Guard College has successfully supported operations resulting in highly qualified and professional officers and MCTS Trainees. However it is now time to start considering emerging trends and challenges and to capitalize on training opportunities to propel the College towards becoming the center of excellence for all maritime related training requirements. In order to keep up with demand the College has committed to develop a plan to improve the College's utilization within Coast Guard, DFO, interdepartmentally as well as internationally. This potential growing demand for course delivery from Coast Guard Fleet will create pressure on all resources available at the college and a systematic approach will be developed in order to ensure that all CCG requirements are met.



Onboarding for executives; CCG's new and future leaders

Senior managers and leaders are expected to be strong communicators and collaborators that deliver results safely and ethically, they have been entrusted to make decisions that benefit CCG overall. To that end, CCG has developed the "Onboarding" program to help leaders and newly appointed executives build networks, understand authorities, learn leadership techniques, and gain appreciation of CCG's corporate culture through mentoring. This year long mentoring partnership not only benefits the newly appointed Executives but also helps foster stronger working relationships with seasoned Coast Guard employees and those new to the Coast Guard family by helping them understand and contribute to the Coast Guard mandate.



In addition to having developed a program for new executives, the Coast Guard has long been a firm advocate in the Manager Development Program (MDP) and Aspiring Director Program (ADP) by supporting and encouraging participation. Employees ready to be at either the manager or executive level within two years are identified through the talent management systems and enrolled in the MDP or ADP. Allowing for succession planning at earlier stages in employees careers fosters a better sense of belonging and pride within the organization, helping grow the corporate culture.

These opportunities not only help craft a better understanding of the roles and responsibilities linked with higher levels positions; they also helps deepen the understanding of how to lead effectively during change initiatives , how to better understand the complexities which can occur across departments, agencies and government as a whole.

Aside from the above mentioned targeted developmental programs, the Canada School of Public Service offers a wealth of training opportunities for all Public Servants. This training spans across all levels, targeting functional specialists, focusing on specialized and foundational development for all public servants. A variety of training is available online making it equally accessible to all employees across the country; select courses however, are only offered in class.

In keeping with the idea of continuous growth and development, the CCG carefully reviewed the 25 recommendations from an independent review of environmental response operations following the *M/V Marathassa* spill in English Bay in 2015. This resulted in improvements to notification systems and helped clarify roles and responsibilities. These recommendations also led to the implementation of the Command System (ICS), which has included ICS training for more than 2,000 personnel to date with another 800 expected to be trained by 2018 to build capacity.

Additionally we have also provided ICS training to our partners, including Transport Canada and Public Safety Canada. Spill responders in the Vancouver area have participated in four spill response exercises in 2015, several of which used ICS and similar exercises are planned for 2016. In addition, the CCG has created a new, state-of-the-art Situation Centre located in the National Headquarters; to help better connect with regions and our partners in managing large-scale incidents.



Support for health and safety in the workplace

In 2001, the government launched the pilot Joint Learning Program (JLP) – the first partnership between a bargaining agent and a public service employer within the Government of Canada. Building awareness about mental health and providing employees with the tools to support psychological health is vital to fostering health and safety in the workplace. As a result; CCG is committed to supporting the JLP initiative on mental health

in the workplace and will draft a memorandum of understanding with the unions that represent the workforce.

In partnership with DFO, CCG entered into a three-year agreement in 2014 with 7 bargaining agents, Treasury Board of Canada and the Public Service Alliance of Canada with the aim to make mental health workshops available to all interested employees. The target of offering sessions to 5% of employees per year was exceeded in the first year and CCG will continue to work closely with DFO to encourage employees to participate in these sessions. We will also work with stakeholders to ensure that resources (staff and funds) and infrastructure are available to maintain this initiative within the organization.

Internally, the Canadian Coast Guard has put in place a forum for Persons with Disabilities, with the goal of developing a DFO/CCG connection of engaged employees who will help shape the Department's view of disability in the workplace. The objectives are to raise awareness and address issues related to disabilities in the workplace; to address and consult employees and management on issues that impact employees and to create a group of contacts in other committees for persons with disabilities in DFO/CCG and other federal departments. This forum also aims to facilitate interacting among employees, to present perspectives of disabled employees and to the attention of management, as well as promote a sense of community and involvement. Through regular communication with members, the forum will serve as a medium to exchange ideas and find solutions to challenges that disabled employees face in the Government of Canada.

The Canadian Coast Guard is also pursuing a partnership with Pacific Coast University (PCU) for Workplace Health Sciences. PCU is an internationally unique, degree granting institution that provides graduates with specialized competencies in return to work policies. Partnering with PCU would allow the Canadian Coast Guard to become the model within Canadian public sector institutions for reengaging employees who have been absent from the workplace due to injury or illness. Due to the dangerous operating environment for many coast guard employees, the CCG needs to set a visible high standard by embracing injured workers and supporting them back to work, recognizing the continued value of injured employees.

Coast guard will also undertake a Task Hazard Analysis (THA), which will aim to create a standard template to link any and all potential hazard within the work place to its respective position. Upon completion this register will be available to all staff for their awareness regarding the potential risk in their functional categories. This THA will also complement the CG Regional Risk Registry which is a requirement of the CG Shore Based Safety Management System.



In keeping with our safe and healthy work environment commitment the Coast Guard has also explored the opportunity of partnering with Protect-Style, a company from Granby Quebec in a Build in Canada Innovation Program initiative to pilot a trial of milkweed insulated apparel. The clothing would range from parka liners, one piece suits, gloves and mittens. As an outcome of this partnership employees would be offered the opportunity to test milkweed-insulated versions of these garments and provide valuable feedback. Milkweed textile production rates highly in terms of sustainability and limiting environmental impact plus, could potentially aid the survival of the endangered monarch butterfly by increasing the amount of available habitat. The investment may also help launch a milkweed textile industry in Canada.

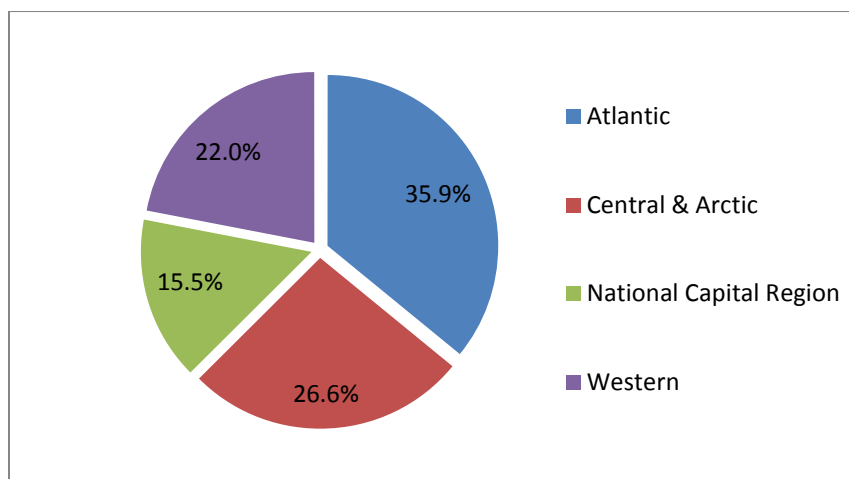
We need to strengthen our workforce to meet evolving challenges

During the next three years, we will work to ensure that CCG has the people and work environment to assure success in building capacity and leadership. We will meet the needs of our people by providing support that enhances personal resiliency, morale, well-being, and most importantly promote a work-life balance. It has become increasingly evident that we also need to better support our staff that want to come ashore or move between sectors to facilitate the development of new skills to provide our employees with richer and more diverse career opportunities. Within the next five years, a large portion of the CCG shore-based employees in the executive group (EX) will become eligible for retirement (100% in Western region, 75% in Atlantic and Central and Arctic and 44% at Headquarters). Relevant, rewarding development, growth and learning opportunities are critical to help ensure the workforce can fulfill its demanding and expanding mission.

In addition, the CCG College will begin to face the challenge of replacing approximately 50% of both their Level 1 and Level 2 instructors within the next five years. This is of particular importance considering the need to increase enrollment in the Officer Cadet programs during this period. The projected retirements in other groups employed within CCG averages around 30% and in the past five years, the highest percentages of retirements were in the Ships' Crew (SC) and Ships' Officer (SO) Groups of the Coast Guard.

Year	Total Retirements	Highest Percentage of Total Retirements	
		Group and Level	Percentage of Total Retirements
2011-12	168	SC-DED-03	6.5%
2012-13	173	SO-MAO-04	9.2%
2013-14	163	SC-DED-03	16.0%
2014-15	199	SC-DED-03	8.0%
2015-16	160	SC-DED-02	6.3%

The distribution of employees by region is presented in the diagram below:

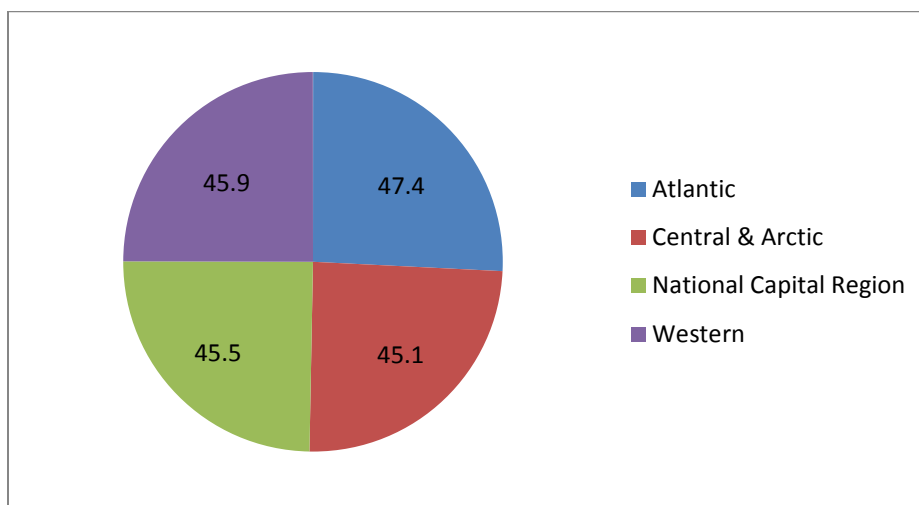


With the average age of CCG employees at almost 46 years old, recruitment and retention is of utmost importance. Given the specialized skills of a large proportion of our CCG employees, the task of replacing staff is very challenging as the highest areas of forecasted attrition lie within operational and specialized skills groups.

The top five groups, currently, with the highest average age are presented in the table below:

Group	Average Age
Lightkeepers	55.4
Executive Group	49.4
General Services	48.7
General Technical	47.5
General Labour and Trades	47.4

The following diagram presents the average age by region:



In order to fully understand the workforce and its upcoming requirements, the following table presents the number of employees by program spanning the next three years:

Program	2016-17	2017-18	2018-19
Marine Navigation	261	254	245
Environmental Response Services	112	85	81
Search and Rescue Services	139	136	136
Marine Communications and Traffic Services	349	349	349
Maritime Security	66	66	66
Fleet Operational Readiness	2,749.5	2,749.5	2,749.5
Shore-Based Asset Readiness	719	699	699
Canadian Coast Guard College	284	284	284
Total	4,679.5	4,622.5	4,609.5

As a result CCG has adopted various strategies to address these challenges.

Targeted Recruitment

As a Special Operational Agency with a vast span of responsibilities which are vital for the safety and security of Canadian waterways, the Canadian Coast Guard has a need for members with special qualifications. This demands targeted recruitment and promotional activities to attract employees with the right skills; therefore, some recruitment is specifically directed at graduates of specialized college and university programs.

The Canadian Coast Guard College also conducts targeted recruitment for admission into the CCG Officer Training Program. To be able to attract candidates with the necessary entry requirements to its officer training program, CCG College partners with various community colleges, universities and organizations across the country with the intention to promote the CCG as a worthwhile career option.

Another facet of the targeted recruitment approach will have CCG seek approval to implement a Veterans Hiring Strategy. If approved, this strategy would support partnerships between the



CCG, DND and Veterans Affairs Canada to identify a set of occupations in the CCG to which former Canadian Forces Members would be best suited for. A Veteran Hiring Champion would be appointed, preferably a former member, to help promote the hiring of veterans within the organization. This champion would also help the Agency in identifying which skills and experiences possessed by veterans would be transferable to CCG occupations. CCG firmly believes there are countless advantages of hiring veterans, and for this reason, the Canadian Coast Guard committed to hire 25 veterans in Fiscal year 2016-17.

We pay particular attention to diversity and employment equity in locations where gaps exist. In 2016-17, CCG will initiate recruitment strategies that focus on the current and future bilingual human resource needs of the Coast Guard. We will also assess opportunities to better market CCG programs within the Indigenous population of Canada in order to foster and grow the relationships by not only being a visible presence, but also a partner with shared interests. In 2016, the CCG will host 2 students from The Inuit Learning and Development Project (ILDP). This project is an innovative pre-employment and job training opportunity aimed at helping Nunavut Land Claims Agreement (NLCA) recipients develop skills for potential jobs in the public service in Nunavut. Through work placements, ILDP participants will gain practical work experience and will be provided with learning, coaching and tailored mentoring to prepare them for potential career opportunities within the public service and/or the Canadian Coast Guard. CCG will provide valuable experience to these participants by exposing them to our programs and various opportunities available at the MCTS center in Iqaluit, regional headquarters in Montreal, national headquarters in Ottawa as well as the Coast Guard College. These participants will be paired with a mentor

to assist them throughout their learning experience and they will also take part in four, 4 month paid work assignments across the public service, to gain first-hand experience in working in both the federal and Inuit organizations.

Our younger generation is our leaders of tomorrow and as such, we will commit to investing in them. As part of this pledge, the Canadian Coast Guard College has been and will continue to increase its online presence to attract its target audience of 14-24 year-old high school students and potential graduates.

Furthermore, the CCG will continue to use the very popular and Canada-wide Federal Student Work Experience Program (FSWEP) as well as promoting Co-Operative opportunities (CO-OP). As a result we will increase awareness of career opportunities in the Coast Guard, including the need for math and science credits and we can target these particular skill sets within the FSWEP and CO-OP advertisement. Both these programs are designed to help students enrich their education as well as provide them with an inside look at the intricacies of the Federal Government and all that the Canadian Coast Guard has to offer as a future career. Very often these programs, which are targeted at those in post-secondary studies, end up setting the path for bridging opportunities for recent graduates. Employing bridging mechanisms within the agency is a huge benefit because the new hires have already worked within the agency and are familiar with the mission; mandate and priorities of the Coast Guard.



Money

The Government of Canada has begun to reinvest significantly in the Canadian Coast Guard.

1) Fleet renewal (Preservation and acquisition of modern assets)

Since 2007, more than \$7 billion has been invested in the renewal of CCG's Fleet which will greatly enhance CCG's capabilities in the coming years.

In June 2015, the Vancouver Shipyard began work on the first Offshore Fisheries Science Vessel and construction on the second vessel is also underway. In November 2015, an engineering contract for the planned Oceanographic Science Vessel was signed. Construction has begun on the Search and Rescue Lifeboats with the first delivery expected in 2017-18. These lifeboats will have ranges up to 100 nautical miles from shore and will replace the Coast Guard's existing vessels, which are approaching the end of their operational lifecycle.

All 15 new helicopters were successfully delivered on budget and ahead of schedule. Seven medium-lift helicopters have been ordered, with the first aircraft to be delivered in the winter of 2017. CCG uses helicopters to support icebreaking, transport personnel and equipment to remote communication facilities, perform maintenance on marine aids to navigation and remove large equipment, to name only a few tasks.

2) Budget 2016

The Canadian Coast Guard has been managing a gap between the expectations for services and the limitations of the budget allocations for many years. Considering the expanded role of the Coast Guard, in particular its involvement in the Arctic, budget 2016 provided significant investments for infrastructure and renewal.

- **Program integrity:** \$37 million for managing critical and operational risks.
- **Marine navigation and infrastructure:** \$45.9 million to improve the efficiency of aids to navigation and structures that support Marine Communications and Traffic Services. These improvements will allow us to replace older diesel generators with cleaner and greener technologies at sites across the country; strengthen our marine navigation services and infrastructure; increase the efficiency and dependability of our shore-based navigation and green our client-service operations.
- **All-hazard response:** \$23.6 million over five years to reopen the Kitsilano Coast Guard Station in the Greater Vancouver Area. It will be equipped to respond to marine emergencies, including search and rescue and oil spills. It will provide training in emergency response for stakeholders and partners including Indigenous groups, it will serve as a command post to respond to major incidents within the region.

However this welcome investment has camouflaged major budget shortfalls.

CCG aims to become leaner and more efficient while delivering high levels of service into the future. By the end of the 2015-18 planning cycle for example, CCG expects to have implemented all planned efficiency measures, including consolidating and modernizing several MCTS centres. The funds tied to these savings will be reduced from the organization's budgets accordingly. CCG has also embraced Activity-Based Budgeting,

which ensures we deliver our business in the most cost-effective way and share best practices across the country.

Despite recent investments from Budget 2016, the Canadian Coast Guard has had to make tough decisions to protect the safety and security of Canadians. CCG still faces a budget shortfall of \$33 million in 2016-17 related to shore and ship operations. We are managing these financial pressures by deferring \$30 million worth of maintenance for ships and shore infrastructure. Such cuts may not be visible to the public, but will ultimately undermine sustainability and these short-term measures cannot be sustained over the long-term.

These budgetary realities are magnified by several other factors:

An evolving financial landscape: Inflation continues to put pressure on CCG's budgets. The worldwide increase in fuel and marine industry prices over the last decade has also brought significant challenges.

A changing climate: On the one hand, melting ice in the Arctic is extending the season for navigation and leading to increased traffic in northern waters. On the other, late spring ice on the Great Lakes means our icebreaking season extends later than in the past. Both strain our budgets with no end in sight.

In response to these challenges, CGC is developing several long-term strategies:

Program Integrity: The government announced a Treasury Board Program Integrity Process that named the Coast Guard as a participant. This process will provide the Coast Guard with additional funding to deliver mission-critical services to Canadians.

Marine service fees: The Agency continues to re-examine the marine services fees charged to commercial ships operating in Canadian waters. CCG is committed to working with industry in renewing these fees to build a fair and equitable structure.

Greater intergovernmental co-operation: CCG will continue to reach out to a wide variety of organizations and governments to leverage the power of cooperation and ensure the safety and security of the world's oceans for everyone.

CCG also represents Canada at the International Maritime Organization, a specialized agency of the United Nations that focuses on improving safety at sea and preventing pollution from ships.

Section 3: Financial Information

Table 1: CCG Planned Spending by Program, 2016-17 (thousands of dollars)

PAA PROGRAM	Salary	O&M*	Total Operating	Major Capital	Grants and Contributions	Total Planned Spending **
Marine Communications and Traffic Services	30,361	7,139	37,500	-	-	37,500
Marine Navigation	16,975	25,044	42,019	-	-	42,019
<i>Aids to Navigation</i>	13,775	8,211	21,987	-	-	21,987
<i>Icebreaking Services</i>	419	6,732	7,151	-	-	7,151
<i>Waterways Management</i>	2,781	10,100	12,881	-	-	12,881
Search and Rescue Services	10,986	4,513	15,499	-	5,521	21,020
Environmental Response Services	11,237	6,927	18,164	-	-	18,164
Maritime Security	3,784	1,045	4,829	-	-	4,829
Coast Guard College	11,688	3,269	14,957	-	-	14,957
Fleet Operational Readiness*	185,108	123,265	308,374	387,932	-	696,305
Shore Based Asset Readiness	55,182	106,310	161,492	118,755	-	280,246
Total	325,322	277,512	602,834	506,686	5,521	1,115,041

* O&M includes ship refit and fuel amounts for the Ecosystems and Fisheries Management and Ecosystems and Oceans Science sectors.

** The figures in Table 1 differ from the department's 2016-17 Report on Plans and Priorities (RPP) since the latter is based exclusively on Main Estimates based on spending requirements.

Table 2: CCG Service Costs by Program, 2016-17 (thousands of dollars)

PAA PROGRAM	Direct Program Operating	Allocation of Operating From:		Total Service Cost (Operating)
		Fleet Operational Readiness	Shore Based Asset Readiness	
Marine Communication and Traffic Services	37,500	1,253	15,373	54,126
Marine Navigation	38,204	101,913	74,866	214,984
<i>Aids to Navigation</i>	21,987	41,949	48,199	112,135
<i>Icebreaking Services</i>	7,151	59,691	26,549	93,391
<i>Waterways Management</i>	9,066	274	118	9,458
Search and Rescue Services	15,499	71,922	31,202	118,624
Environmental Response Services	18,164	796	344	19,304
Maritime Security	4,829	4,122	1,781	10,732
Coast Guard College	13,599	-	-	13,599
Total Coast Guard Program	127,795	180,007	123,566	431,368
Other government programs		78,531		78,531
Total	127,795	258,538	123,566	509,899

Section 4: Key Commitments for 2016-2019

Theme 1: Preservation and Acquisition of Modern Assets

Fleet Renewal Plan 2017

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2016-17			
Complete the Fleet Renewal Plan 2017	Report on Plans and Priorities Physical Infrastructure Risk	Deputy Commissioner, Vessel Procurement Deputy Commissioner, Operations	Director General, Integrated Technical Services Director General, Major Projects Director General, Operations Director General, National Strategies Director General, Integrated Business Management Services Assistant Commissioner, Western Region

Offshore Fisheries Science Vessels (OFSVs)

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2016-17			
Continue the construction of three OFSVs*	Fleet Renewal Plan Report on Plans and Priorities Physical Infrastructure Risk	Director General, Major Projects	
2017-18			
Accept delivery of three OFSVs	Fleet Renewal Plan Report on Plans and Priorities Physical Infrastructure Risk	Director General, Major Projects	

2018-19

Expiration of Vessel warranty and close out of project	Fleet Renewal Plan Report on Plans and Priorities Physical Infrastructure Risk	Director General, Major Projects	
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* Construction schedule remains subject to negotiation with shipyard.

Offshore Oceanographic Science Vessel (OOSV)

COMMITMENT	LINKED TO...	LEAD	SUPPORT
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2016-17

Continue to advance construction engineering for the Offshore Oceanographic Science Vessel (OOSV) by exercising the functional and production design contract option.	Fleet Renewal Plan Report on Plans and Priorities Physical Infrastructure Risk	Director General, Major Projects	
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2017-18

Commence construction of the OOSV*	Fleet Renewal Plan Report on Plans and Priorities Physical Infrastructure Risk	Director General, Major Projects	
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2018-19

Accept delivery of OOSV	Fleet Renewal Plan Report on Plans and Priorities Physical Infrastructure Risk	Director General, Major Projects	
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* Construction schedule remains subject to negotiation with shipyard

Search and Rescue (SAR) Lifeboats

COMMITMENT	LINKED TO...	LEAD	SUPPORT
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2016-17

Commence construction of the first SAR Lifeboat at each shipyard	Fleet Renewal Plan Report on Plans and Priorities Federal Infrastructure Initiative Physical Infrastructure Risk	Director General, Major Projects	
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2017-18

Accept delivery of first SAR lifeboat from each shipyard	Fleet Renewal Plan Report on Plans and Priorities Physical Infrastructure Risk	Director General, Major Projects	
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2018-19

Accept delivery of second and third SAR lifeboats from each shipyard	Fleet Renewal Plan Report on Plans and Priorities Physical Infrastructure Risk	Director General, Major Projects	
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Channel Survey and Sounding Vessels (CSSVs)

COMMITMENT	LINKED TO...	LEAD	SUPPORT
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2016-17

Award contract for Channel Survey and Sounding Vessels (CSSVs)*	Fleet Renewal Plan Report on Plans and Priorities	Director General, Major Projects	Director General, Operations Director General, Integrated Technical Services
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2017-18

Accept delivery of first CSSV*	Fleet Renewal Plan Report on Plans and Priorities	Director General, Major Projects	Director General, Operations Director General, Integrated Technical Services
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2018-19

Accept delivery of second CSSV	Fleet Renewal Plan Report on Plans and Priorities	Director General, Major Projects	Director General, Operations Director General, Integrated Technical Services
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* Construction schedule remains subject to negotiation with shipyard

Vessel Life Extension Program (VLE) and Mid-Life Modernization (MLM)

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2016-17			
<p>Commence VLE / MLM for:</p> <ul style="list-style-type: none"> • <i>CCGS Pierre Radisson</i> VLE; and • <i>ACV Sipu Muin</i> MLM <p>Complete VLE/MLM for:</p> <ul style="list-style-type: none"> • <i>CCGS Henry Larsen</i>-Phase I VLE; <i>CCGS Eckaloo</i> VLE • <i>ACV Sipu Muin</i> MLM <p>Commence and complete the installation of the propulsion control of <i>CCGS Ann Harvey</i> VLE</p>	<p>Fleet Renewal Plan</p> <p>Report on Plans and Priorities</p> <p>Physical Infrastructure Risk</p>	<p>Director General, Integrated Technical Services</p>	<p>Assistant Commissioners</p>
2017-18			
<p>Commence VLE for:</p> <ul style="list-style-type: none"> • <i>CCGS Sir William Alexander</i> • <i>CCGS Des Groseilliers</i> Phase 2 • <i>CCGS George R. Pearkes</i> • <i>CCGS John P. Tully</i> <p>Complete VLE for:</p> <ul style="list-style-type: none"> • <i>CCGS Pierre Radisson</i> • <i>CCGS Sir William Alexander</i> • <i>CCGS George R. Pearkes</i> 	<p>Fleet Renewal Plan</p> <p>Report on Plans and Priorities</p> <p>Physical Infrastructure Risk</p>	<p>Director General, Integrated Technical Services</p>	<p>Assistant Commissioners</p>

2018-19

Commence VLE for: <ul style="list-style-type: none"> • CCGS <i>Henry Larsen</i> • CCGS <i>Edward Cornwallis</i>; • CCGS <i>Martha Black</i> Complete VLE for: <ul style="list-style-type: none"> • CCGS <i>John P. Tully</i> • CCGS <i>Henry Larsen</i> • CCGS <i>Edward Cornwallis</i> • CCGS <i>Martha Black</i> 	Fleet Renewal Plan Report on Plans and Priorities Physical Infrastructure Risk	Director General, Integrated Technical Services	Assistant Commissioners
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Medium-lift Helicopters

COMMITMENT	LINKED TO...	LEAD	SUPPORT
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2016-17

Accept delivery of first medium-lift helicopter	Fleet Renewal Plan Report on Plans and Priorities Economic Action Plan Physical Infrastructure Risk	Director General, Major Projects	
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2017-18

Accept delivery of six medium-lift helicopters	Fleet Renewal Plan Report on Plans and Priorities Economic Action Plan Physical Infrastructure Risk	Director General, Major Projects	
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2018-19

Complete transition into service	Fleet Renewal Plan Report on Plans and Priorities Economic Action Plan Physical Infrastructure Risk	Director General, Major Projects	
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Federal Infrastructure Initiative

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2016-17			
Complete second and final year Federal Infrastructure Initiative activities of CCG led projects under the 2015-16 Federal Budget: <ul style="list-style-type: none"> Accelerated Vessel Refurbishment (refit; minor VLE & fuel management) 	Federal Infrastructure Initiative	Deputy Commissioner, Operations	Director General, Integrated Technical Services
Complete second and final year Federal Infrastructure Initiative activities of CCG led projects under the 2015-16 Federal Budget: <ul style="list-style-type: none"> Small Craft Acquisition - deliver remaining 30 small crafts (total of 60 over two years) 	Federal Infrastructure Initiative	Deputy Commissioner, Operations	Director General, Integrated Technical Services
Complete second and final year Federal Infrastructure Initiative activities of CCG led projects under the 2015-16 Federal Budget: <ul style="list-style-type: none"> Hangar and Helicopter Pads (Helo Pads) Refurbishment 	Federal Infrastructure Initiative	Deputy Commissioner, Operations	Director General, Integrated Technical Services
Complete Federal Infrastructure Initiative activities of CCG led projects under the 2016-17 Federal Budget - Strengthening Marine Communications and Aids to Navigation by: <ul style="list-style-type: none"> Modernizing the generation of energy at MCTS and aids to navigation federal infrastructure sites Building new towers 	Federal Infrastructure Initiative	Deputy Commissioner, Operations	Director General, Integrated Technical Services

Multi-Beam Systems

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2016-17			
<p>Complete engineering feasibility and preliminary design for procurement of multi-beam systems for:</p> <ul style="list-style-type: none"> • CCGS <i>Terry Fox</i> • CCGS <i>Pierre Radisson</i> • CCGS <i>Des Groseilliers</i> • CCGS <i>Henry Larsen</i> • Commence detailed design of selected procurement options for installation (Terry Fox, Pierre Radisson, Henry Larsen, Des Groseilliers) • Complete detailed design of selected procurement options for installation (Des Groseilliers) 	<p>Report on Plans and Priorities World Class</p>	<p>Director General, Integrated Technical Services</p>	<p>Director General, Operations Director General, Canadian Hydrographic Service (DFO)</p>
2017-18			
<p>Install procured equipment on the Des Groseilliers</p> <p>Complete detailed design for:</p> <ul style="list-style-type: none"> • CCGS <i>Terry Fox</i> • CCGS <i>Pierre Radisson</i> • CCGS <i>Henry Larsen</i> <p>Complete technical specifications for CCGS <i>Henry Larsen</i> installation</p>	<p>Report on Plans and Priorities World Class</p>	<p>Director General, Integrated Technical Services</p>	<p>Director General, Operations Director General, Canadian Hydrographic Service (DFO)</p>

2018-19

Install procured equipment on the CCGS <i>Terry Fox</i> , CCGS <i>Pierre Radisson</i> and CCGS <i>Henry Larsen</i> Complete technical specifications for the CCGS <i>Terry Fox</i> and CCGS <i>Pierre Radisson</i> installation	Report on Plans and Priorities World Class	Director General, Integrated Technical Services	Director General, Operations Director General, Canadian Hydrographic Service (DFO)
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Theme 2: Modernizing Marine Navigation Services and Infrastructure

Continue the implementation of e-Navigation

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2016-17			
Put in place meteorological and hydrological data broadcast services to mariners through Automatic Identification System Application Specific Message (AIS-ASM)	Report on Plans and Priorities Stakeholders' Expectations Risk	Director General, National Strategies	Director General, Integrated Technical Services
2017-18			
Add other AIS-ASM data requested by mariners	Report on Plans and Priorities Stakeholders' Expectations Risk	Director General, National Strategies	Director General, Integrated Technical Services

Strengthening Marine Navigation Capabilities

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2016-17			
Document operational requirements to establish a preliminary project scope for strengthening marine navigation capabilities. This includes: <ul style="list-style-type: none"> Intelligent marine navigation traffic system Review of electronic monitoring and communication capability Implementation of a resilient position and timing solution for Canada 	Enhanced Marine Navigation World Class Tanker Safety Systems	Director General, Integrated Technical Services	Director General, Operations Director General, National Strategies
2017-18			
Identify technical requirements for strengthening marine navigation capabilities	Enhanced Marine Navigation World Class Tanker Safety Systems	Director General, Integrated Technical Services	Director General, Operations Director General, National Strategies

Aids to Navigation System Review – Kitimat

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2016-17			
Complete construction activities for 31 aids to navigation sites starting on May 30th and tentatively ending on July 8, 2016	Report on Plans and Priorities Physical Infrastructure Risk Stakeholders' Expectations Risk	Assistant Commissioner, Western	Director General Integrated Technical Services Director General, National Strategies
2017-18			
Complete Construction Activities for the Remaining Aids to Navigation Sites as identified by CCG Programs through their Level of Service Review	Report on Plans and Priorities Physical Infrastructure Risk Stakeholders' Expectations Risk	Assistant Commissioner, Western	Director General, Integrated Technical Services Director General, National Strategies

2018-19

Complete and close project	Report on Plans and Priorities Physical Infrastructure Risk Stakeholders' Expectations Risk	Assistant Commissioner, Western	Director General, Integrated Technical Services Director General, National Strategies
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Aids to Navigation System Review - Aids to Navigation Review - North of 60

COMMITMENT	LINKED TO...	LEAD	SUPPORT
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2016-17

Commence Aids to Navigation system reviews, engage and consult with clients, and develop options/cost estimates for recommended changes North of 60	Report on Plans and Priorities Physical Infrastructure Risk Stakeholders' Expectations Risk	Assistant Commissioner, Central and Arctic	Director General, Integrated Technical Services Director General, Operations
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2017-18

Continue Aids to Navigation system reviews, engage and consult with clients, and develop options/cost estimates for recommended changes North of 60	Report on Plans and Priorities Physical Infrastructure Risk Stakeholders' Expectations Risk	Assistant Commissioner, Central and Arctic	Director General, Integrated Technical Services Director General, Operations
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2018-19

Complete Aids to Navigation system reviews, engage and consult with clients, and develop options/cost estimates for recommended changes North of 60	Report on Plans and Priorities Physical Infrastructure Risk Stakeholders' Expectations Risk	Assistant Commissioner, Central and Arctic	Director General, Integrated Technical Services Director General, Operations
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Aids to Navigation System Review – Aids to Navigation Review – South of 60

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2016-17			
Continue Aids to Navigation system reviews, engage/consult with clients, and develop options/cost estimates for recommended changes South of 60	Report on Plans and Priorities World Class Physical Infrastructure Risk Stakeholders' Expectations Risk	Director General, Operations	Assistant Commissioner, Atlantic Assistant Commissioner, Central and Arctic Assistant Commissioner, Western Director General, Integrated Technical Services
2017-18			
Continue Aids to Navigation system reviews, engage, and consult with clients, and develop options/cost estimates for recommended changes South of 60	Report on Plans and Priorities Physical Infrastructure Risk Stakeholders' Expectations Risk	Director General, Operations	Assistant Commissioner, Atlantic Assistant Commissioner, Central and Arctic Assistant Commissioner, Western Director General, Integrated Technical Services
2018-19			
Implement cyclical reviews of Aids to Navigation systems South of 60	Report on Plans and Priorities Physical Infrastructure Risk Stakeholders' Expectations Risk	Director General, Operations	Assistant Commissioner, Atlantic Assistant Commissioner, Central and Arctic Assistant Commissioner, Western Director General, Integrated Technical Services

Arctic Strategy

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2016-17			
Articulate long-term Arctic strategy for the Canadian Coast Guard	Report on Plans and Priorities	Director General, National Strategies	Director General, Integrated Technical Services Director General, Operations Assistant Commissioner, Central and Arctic Assistant Commissioner, Western Assistant Commissioner, Atlantic

Implementation of Low Impact Shipping Corridors in the Arctic

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2016-17			
Develop a multi-year plan for the implementation of low impact shipping corridors in the Arctic	Report on Plans and Priorities	Director General, National Strategies	Director General, Integrated Technical Services Director General, Operations Assistant Commissioner, Central and Arctic (Canadian Hydrographic Service)

Marine Communication and Traffic Services (MCTS) Centres Consolidation and Modernization

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2016-17			
Complete consolidation of MCTS centres according to the revised schedule	Stakeholders' Expectations Risk CCG Transformation Risk	Deputy Commissioner, Operations	Director General, Integrated Technical Services All Assistant Commissioners Director General, Operations

Theme 3: Enhancing our Ability to Respond to All-Hazard Marine Incidents

Cost Recovery for Environmental Response

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2016-17			
Develop policy and operational options for enhancing existing and proposed new cost recovery mechanisms related to Environmental Response	Long-term Sustainability Strategy Supporting all CCG Programs Coastal Strategy	Director General, National Strategies Director General, Operations	Director General, Integrated Business Management Services

Support Canadian Coast Guard Auxiliary (CCGA) Expansion – Arctic

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2016-17			
Expand the CCGA's presence in the Arctic	World Class Phase III Arctic Search and Rescue Review	Assistant Commissioner, Central and Arctic	Director General, Operations Director General, National Strategies
2017-18			
Continue supporting CCGA Arctic expansion project	World Class Phase III Arctic Search and Rescue Review	Assistant Commissioner, Central and Arctic	Director General, Operations Director General, National Strategies

Review Maritime Search and Rescue requirements in the Arctic

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2016-17			
Review maritime SAR requirements in the arctic communities	World Class Phase III CCGA Arctic Expansion Project	Assistant Commissioner, Central and Arctic	Director General, National Strategies
2017-18			
Draft proposal with recommendations for addressing any unmitigated marine risks	World Class Phase III CCGA Arctic Expansion Project	Assistant Commissioner, Central and Arctic	Director General, National Strategies

Indigenous Community-Boats Pilot Program

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2016-17			
Increase coastal Indigenous communities' participation in maritime emergency response, through partnership with the CCGA, south of 60	World Class Phase II	Director General, National Strategies	All Assistant Commissioners
2017-18			
Selection of successful community applicants and initiate Contribution funding	World Class Phase II	Director General, National Strategies	All Assistant Commissioners

Formalize Moratorium on Crude Oil Tanker Traffic on British Columbia's North Coast

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2016-17			
Support Transport Canada to formalize a moratorium on crude oil tanker traffic on BC's north coast	Report on Plans and Priorities Effective Response to Significant Marine Incident Risk	Director General, National Strategies	

Search and Rescue (SAR) Capability in Newfoundland

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2016-17			
Enhance SAR capacity in Newfoundland	Report on Plans and Priorities Effective Response to Significant Marine Incident Risk	Deputy Commissioner, Operations	Assistant Commissioner, Atlantic Director General, Operations Director General, National Strategies

Re-establish Search and Rescue Station in Kitsilano

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2016-17			
Re-open the Kitsilano Coast Guard station	Report on Plans and Priorities Effective Response to Significant Marine Incident Risk	Director General, Operations	Assistant Commissioner, Western

Technical assessment of the *Manolis L.*

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2016-17			
Conduct a technical assessment of the <i>Manolis L.</i> wreck	Effective Response to Significant Marine Incident Risk	Director General, Operations Assistant Commissioner, Atlantic	Director General, National Strategies
2017-18			
Implement government direction on long-term solution for the <i>Manolis L.</i>	Effective Response to Significant Marine Incident Risk	Director General, Operations Assistant Commissioner, Atlantic	Director General, National Strategies

Theme 4: Long-term Sustainability Strategy

Strategic Recruitment Initiatives

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2016-17			
Initiate recruitment strategies which focus on a) current and future bilingual human resource needs of the Coast Guard and b) research and analyze opportunities to better market CCG programs with the Indigenous population of Canada	Human Resource Risk: Workforce Indigenous Engagement Strategy Employment Equity Social Media Initiative CCG Human Resource Strategy	(a) Executive Director, CCG College	(a)DFO Communications Director General, Operations Deputy Commissioner, Operations Director General, Integrated Technical Services
		(a, b) Director General, Integrated Business Management Services	(b) Director General, National Strategies Deputy Commissioner, Operations Assistant Commissioner, Western Assistant Commissioner, Central and Arctic
2017-18			
Implement recruitment strategies with focus on a) current and future bilingual human resource needs of the Coast Guard, and b) attracting and retaining Indigenous employees within the	Indigenous Engagement Strategy Employment Equity Social Media Initiative Marketing CCG Human Resource Strategy	(a) Executive Director, CCG College	(a) DFO Communications Director General, Operations Deputy Commissioner, Operations Director General, Integrated Technical Services

CCG workforce		(a, b) Director General, Integrated Business Management Services	(b) Director General, National Strategies Deputy Commissioner, Operations Assistant Commissioner, Western Assistant Commissioner, Central and Arctic
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Human Resources Plan

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2016-17			
Identify key positions within CCG to develop a framework for succession planning based on key positions, demographics, talent management, and emerging requirements	Human Resource Risk: Workforce CCG Human Resource Strategy	Director General, Integrated Business Management Services	Management Board Human Resources

