



CANADIAN COAST GUARD AGENCY

2009-2010 MID-YEAR REVIEW

APRIL 1, 2009 - SEPTEMBER 30, 2009
(AS PER 2009-2012 BUSINESS PLAN COMMITMENTS)

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MESSAGE FROM THE COMMISSIONER

This document provides a report, as of September 30th, 2009, on the progress made by the Coast Guard against its commitments for 2009-10, as outlined in its Agency 2009-12 Business Plan.

Commitments related to the 2007 Report of the Auditor General are flagged with the acronym AG. Commitments related to the Coast Guard's 2006 A-base review are identified by "A-base" and those related to the 2005 Public Service Employees Survey are identified by "PSES".

The report is based on a detailed and extensive self-assessment by the Coast Guard Management Board and is based on the following criteria:

- Green: The project or deliverables are proceeding as planned. Visible progress has been made. There are no major issues/obstacles to delivering on the commitment.
- Yellow: There is some risk that the deliverable will not be delivered as planned. There are some issues needing attention.
- Red: There is certainty that the deliverable will not be delivered as planned. There are some major issues/roadblocks preventing the delivery of the commitment.

To the best of my knowledge, this report represents a fair and accurate assessment of progress to date, based on information available at this time.



George Da Pont
Commissioner, Canadian Coast Guard

FOCUS ON CLIENT SERVICE

1.0 Improving Client Service

1.1 Levels of Service Review

Objective:

To ensure the Levels of Service are precise and understood by all Coast Guard managers and stakeholders, and applied consistently throughout the country. Through advisory boards, we will have an opportunity to develop a common understanding, assess existing levels of service and any perceived gaps as well as discuss requests for enhanced services raised by external and internal users of our services.

Commitment	Lead	Results Achieved/ Status
2009-2010		
Reissue <i>Levels of Service and Service Standards</i> document.	AG A-Base DG, MS ¹	► The <i>Levels of Service and Service Standards</i> document is currently being reviewed by CCG programs to assess improvements that could be made to the document based on feedback from clients and stakeholders. The re-issuance of the document by end of 2009-2010 is on track.
Develop and implement an ongoing Levels of Service engagement strategy, by program.	DG, MS	► CCG programs have each begun to develop an ongoing client engagement strategy as part of the work being done on the Strategic Program Framework.

1.2 Service Level Agreements with DFO Clients

Objective:

To contract a service and to formally define the level of service between DFO and its clients. CCG already maintains formal service agreements with clients external to the Department.

Commitment	Lead	Results Achieved/ Status
2009-2010		
Implement Service Level Agreements with Science and Fisheries and Aquaculture Management as a three year pilot, and review and improve performance measures.	AG A-base DG Fleet ²	► Service Level Agreements signed April 2009 with DFO Fisheries and Aquaculture Management and Science. Funding transfers have taken place. First quarterly report to Science and Fisheries and Aquaculture Management clients was provided, as planned.

2.0 Supporting Government of Canada Priorities

2.1 Development of the CCG Maritime Security Framework

Objective:

To present a series of considerations related to the Coast Guard contribution to Canada's national security. Background information is offered to provide an understanding of the Coast Guard contribution within the collective federal effort to enhance Canada's national security.

Commitment	Lead	Results Achieved/ Status
2009-2010		
Finalize the CCG Maritime Security Framework.	Deputy Commissioner	► Completed.

¹ Director General, Maritime Services

² Director General, Fleet

2.2 Environmental Management Framework

Objective:

To make specific, voluntary commitments to improve environmental outcomes for Canadians, as part of DFO's 2007-2009 Sustainable Development Strategy, by reducing CCG's environmental footprint and developing a health, safety and environmental management system.

Commitment	Lead	Results Achieved/ Status
2009-2010		
Put in place an Environmental Management Framework to establish the principles and considerations necessary to begin addressing greening of government priorities, including reductions in greenhouse gas emissions.	DG, ITS ³	► The Environmental Management Framework should be completed in draft by year-end.

FOCUS ON EFFICIENCY AND EFFECTIVENESS

3.0 Renewing the Fleet and Shore-based Assets

3.1 Procurement of New and Replacement Vessels

Objective:

To procure new vessels to replace those that are beyond their useful life.

Commitment	Lead	Results Achieved/ Status
2009-2010		
Mid-Shore Patrol Vessels		
Award contract to build up to 12 Mid-Shore Patrol Vessels.	AG A-Base	DG, MCP ⁴
		► On September 2, 2009, the Government of Canada announced that Irving Shipbuilding Inc., of Halifax, NS, had been awarded a contract for the design and construction of nine Mid-Shore Patrol Vessels (MSPVs). The first MSPV is scheduled for delivery in 2011.
Offshore Fishery Science Vessels		
Launch detailed design activities for Offshore Fishery Science Vessels.	AG A-Base	DG, MCP
		► On September 8, 2009, the procurement process for the Offshore Fishery Science Vessels was launched through the issue of the Solicitation of Interest and Qualification for the Detailed Design.
Offshore Oceanographic Science Vessel		
Launch detailed design activities for the Offshore Oceanographic Science Vessel.	AG A-Base	DG, MCP
		► On September 8, 2009, the procurement process for the Offshore Oceanographic Science Vessels was launched through the issue of the Solicitation of Interest and Qualification for the Detailed Design.

³ Director General, Integrated Technical Services

⁴ Director General, Major Crown Projects

Polar Icebreaker project

Finalize Polar Icebreaker Preliminary Project Approval document for submission to Treasury Board.	AG A-Base	DG, MCP		► Preliminary Project Approval document finalized, submitted and approved by Treasury Board on June 11, 2009.
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3.2 Accelerated Vessel Procurement and Repair

Objective:

To enhance fleet renewal and vessel maintenance initiatives and strengthen our overall capacity, particularly in Search and Rescue and Environmental Response, across the country.

Commitment	Lead	Results Achieved/ Status
2009-2010		
47' SAR Motor Lifeboats		
Award contract to build 5 47 ft SAR Motor Lifeboats.	DG, MCP	► On August 4, 2009, the Government of Canada announced that Victoria Shipyards Ltd., of Victoria, British Columbia, had been awarded a contract for the construction of five 47 ft SAR Motor Lifeboats.
Vessel Life Extensions		
Award contract and complete Vessel Life Extension for:		
• CCGS Limnos	DG, ITS	► On schedule. Vessel Life Extension (VLE) contract of \$7M was awarded on May 29, 2009 to Heddle Marine in Burlington, Ontario.
• CCGS Tracy	DG, ITS	► On schedule. VLE contract of \$6.9M was awarded on July 23, 2009 to Verreault Navigation in Les Méchins in Québec. Work is underway.
• CCGS Bartlett	DG, ITS	► Project schedule at risk. Phase I contract (preliminary work) of \$1.3M was awarded on May 25, 2009 to Allied Marine in North Vancouver, BC and work was completed on September 2, 2009. ► Phase II (main VLE work) is in tendering process. Contract award for phase II is expected in October. Completion of the VLE is not expected until May 2010.
Near-shore Science Vessel Replacements		
Award the contract to build two 18m Science Vessels.	DG, ITS	► On schedule. The contract for vessel design was awarded on June 2, 2009 to Robert Allen Limited in Vancouver, BC. Design should be completed at the end of October 2009. ► Letter of interest and qualification for the build contract has been issued on Canada's Electronic Tendering Service (MERX). Contract should be awarded in Fall 2009.
Award the contract to build a 24m Science Vessel.	DG, ITS	► On schedule. The contract for vessel design was awarded on June 2 to Robert Allen Limited in Vancouver, BC. Design should be completed in October 2009. ► Letter of interest and qualification for the build contract has been issued on MERX. Contract should be awarded in Fall 2009.
Stimulus Capital Refit Projects		
Plan and complete \$19M of additional vessel refits.	DG, ITS	► On schedule. 10.1 M\$ of contracted work was awarded across the country. The remaining

			contracted work will be awarded during the second half of this fiscal year, when CCG's large vessels will be back from the Arctic.
Replacement Environmental Response Barges			
Award the contract to build 30 replacement Environmental Response Barges.	DG, ITS		► On schedule. Design contract was awarded on September 2, 2009. Design should be completed by mid November.
Small Craft Acquisition Program (SCAP)			
Purchase and acceptance of 30 small craft.	DG, ITS		► Four contracts were awarded in August 2009 for the delivery of 25 Rigid Hull Inflatable Boats. Three additional contracts to acquire another 11 assets are to be awarded at the beginning of October. There are three solicitations currently on MERX to acquire 12 assets, all of which will close within four weeks. Four new solicitations will be released in the next four weeks.

3.3 Integrated Investment Plan

Objective:

To develop an Integrated Investment Plan in Coast Guard under the new Treasury Board Secretariat Policy on Investment Planning – Assets and Acquired Services. This document will inform government decision-making on resource allocation by linking Agency strategy with investments in assets and acquired services.

Commitment	Lead	Results Achieved/ Status
2009-2010		
Develop an Integrated Investment Planning Framework and Integrated Investment Plan.	DG, IBMS ⁵	► CCG finalized and approved its Integrated Investment Planning Framework in May 2009. The preparation of the Integrated Investment Plan is progressing well. It will be delivered, on target, by the end of the fiscal year.

4.0 Modernization through Innovation and Technology

4.1 Aids to Navigation of the 21st Century (AToN21)

Objective:

To reaffirm our commitment to innovation and continuous improvement with the Aids to Navigation of the 21st Century initiative (AToN21), while maintaining our strong tradition of service and safety.

Commitment	Lead	Results Achieved/ Status
2009-2010		
Complete the modernization of three additional aids to navigation directives.	AG DG, MS	► A first draft of the first directive and a final draft of the second and third directives were completed in September 2009. All three directives are on track for completion by the end of 2009-2010.
Produce an AToN21 project close-out report.	AG DG, MS	► A final draft of the AToN21 Final Report is completed. The next step is the approval by CCG senior management which will be done in Fall 2009.

⁵ Director General, Integrated Business Management Services

4.2 e-Navigation

Objective:

To implement e-Navigation in a coordinated and organized manner in Canada which significantly enhances safety, have positive economic effects, and increase environmental protection. e-Navigation is a concept that involves a broad range of navigation systems and services.

Commitment	AG	Lead	Results Achieved/ Status
2009-2010			
Identify mariners' requirements for e-Navigation	AG	DG, MS	► A survey on mariners' requirements with regards to e-Navigation has been conducted in person across the country and electronically. Results will be used domestically and shared internationally.
Begin to develop an implementation strategy.		DG, MS	► An integrated approach with regards to the management of maritime information is under development. The outcome will inform the preparation of an implementation strategy to align the various CCG systems in support of our projected information/transaction needs, including e-Navigation.

4.3 Upgrade Vessel Traffic Information Systems

Objective:

To standardize the use of the Information System on Marine Navigation (INNAV) for all of Canada. This will allow Vessel Traffic Operator Support System (VTOSS) to be decommissioned in 2010-2011, leaving CCG with one national system for vessel traffic management. Coast Guard currently operates two separate systems in Canada for vessel traffic management: VTOSS on the West Coast and INNAV for the rest of Canada.

Commitment	AG	Lead	Results Achieved/ Status
2009-2010			
Commission Vessel Traffic Management Information System (VTMIS) - Information System on Marine Navigation (INNAV) on Windows XP platform including Automatic Identification System (AIS) functionalities for East Coast Marine Communications and Traffic Services (MCTS) Centres.		DG, ITS	► System was successfully deployed on the East Coast with AIS functionalities.
Interface VTMIS-INNAV with Long Range Identification and Tracking System (LRIT).		DG, ITS	► Due to the delay in the deployment of the International LRIT System by the International Maritime Organization, the interface between VTMIS and LRIT is not required at this point in time. Therefore, the commitment does not need to be completed this year.
Install VTMIS-INNAV technical training platform at the CCG College (for training of ITS technical support personnel)		DG, ITS	► The platform was installed in September 2009 and the first technical training session has taken place.
Upgrade VTMIS-INNAV to include AIS interface and required functionalities for West Coast vessel traffic regulation.		DG, ITS	► All project milestones have been met to date and no delays are expected provided that the AIS project remains on target.

4.4 Research and Development Strategy

Objective:

To lay the groundwork for enhanced framework conditions for research and innovation and adapt specific policies and supporting instruments to the changing nature of innovation.

Commitment	Lead	Results Achieved/ Status
2009-2010		
Begin to develop a Research and Development strategy for CCG.	DG, MS	► Established inter-regional, multi-functional focus group to evolve the Research and Development strategy for CCG. A presentation to CCG senior management will be made, Fall 2009, seeking their approval on a "Way Forward".

5.0 Strengthening Management

5.1 Vessel Maintenance Management Review

Objective:

To provide options and recommendations for assistance in the transition and implementation of a corporate-wide maintenance management system, and a practical evaluation of the Coast Guard's organizational, structural and cultural capacity to achieve this transition. The Vessel Maintenance Management Review (VMMR) project was established as a key deliverable in response to findings in the Auditor General's report in 2007.

Commitment	Lead	Results Achieved/ Status
2009-2010		
Implement the CCG Vessel Maintenance Management Policy Governance (CCG Authority and Accountability Directive for Vessel Maintenance Management).	AG DG, ITS	► On schedule. The Directive has been signed by DG Fleet, DG ITS and the Commissioner. It is published on the Vessel Maintenance Management intranet site and a message from the Desk of the Commissioner along with a Fleet Circular is being distributed.
Finalize CCG vessel condition assessment for all CCG vessels, and develop a Vessel Continuous Condition Survey Program.	AG DG, ITS	► On schedule. More than 30% of assessments completed.
Begin to establish a Centre of Expertise for Vessel Maintenance Management and prepare to add 69 positions over 3 years to directly support CCG regions and vessels.	DG, ITS	► On schedule. A concept of operation of the Centre of Expertise and the various scenarios for the other positions have been developed and approved in principle. Approval document to access the required financial resources is being developed.

5.2 Salary Management Information System

Objective:

To develop standard common data-entry practices for our Salary Management Information System as recommended in the CCG's 2006 A-Base review.

Commitment	Lead	Results Achieved/Status
2009-2010		
Put into practice the common Salary Management Information System procedures.	AG A-Base DGs and ACs ⁶	► Training and implementation of procedures are well underway.

5.3 Review of the Working Relationship with DFO's HRCS⁷

Objective:

To assess our relationship with DFO's Human Resources and Corporate Services (HRCS) and to ensure that consistent levels of support are provided to CCG across the regions as recommended in the A-Base Review. Also, to develop a new Service Level Agreement (SLA) that describes services provided to CCG and performance measures. We will focus on promoting the consistent application of business practices in the key areas identified in the review of the CCG-HRCS working relationship.

Commitment	Lead	Results Achieved/ Status
2009-2010		
Implement a new Service Level Agreement (SLA) while continuing to improve the Agreement in consultation with the Human Resources and Corporate Services Sector.	A-Base AC, NL ⁸ HRCS	► SLA has been distributed to CCG & Corporate Services personnel. Consultations underway on implementation.
Develop national common practices regarding the Duty to Accommodate and Return to Work protocols.	AC, NL HRCS	► A project team has been established. Preliminary work plan developed.
Review existing regional warehousing arrangements and requirements, and develop a service delivery model that aligns with the CCG/HRCS Service Level Agreement.	AC, C&A ⁹ HRCS	► A project leader has been assigned and the Project Charter is awaiting Management Board approval. A review of existing warehouse arrangements is underway.
Complete a national review of issues related to the maintenance of Category II real property sites, and propose options for addressing the long-term capital needs of the Real Property, Safety and Security Branch.	AC, Maritimes HRCS	► The scope of the project was revised to reflect departmental priorities and the role of Real Property, Safety & Security. Terms of Reference have been approved to carry out a review, which will identify current practices, clarify roles and responsibilities, and identify further work to be conducted.

⁶ Directors General and Assistant Commissioners

⁷ DFO Human Resources and Corporate Services (formerly referred to as HRCS) has been restructured into three separate organizations reporting to the Deputy Minister: Human Resources, Chief Financial Officer, and the Assistant Deputy Minister of Infrastructure and Information Management.

⁸ Assistant Commissioner, Newfoundland and Labrador

⁹ Assistant Commissioner, Central & Arctic

5.4 Stand-by Arrangements

Objective:

To review how stand-by arrangements are currently administered in each region and identify options to standardize the application of this practice. Employees in designated groups, primarily those of an operational and technical nature, are required to be available on stand-by during off-duty hours to return to duty as quickly as possible, if called.

Commitment	Lead	Results Achieved/ Status
2009-2010		
Conduct a review of regional stand-by arrangement policies currently in force in all directorates and develop a strategy for consistent utilization across functions and regions.	AC, C&A	<ul style="list-style-type: none"> ▶ A Project Leader has been assigned. The Project Charter has been written, and is awaiting Management Board approval. ▶ The regional financial data is under review. There is some risk that a strategy will not be developed prior to fiscal year end.

5.5 Communication Protocols

Objective:

To improve communications processes and protocols across CCG in order to provide senior management with the information required to support decisions in emergency situations. A working group will be established to review the processes currently in place in CCG regions, at headquarters, and with interdepartmental Emergency Preparedness partners.

Commitment	Lead	Results Achieved/ Status
2009-2010		
Review CCG communications protocols related to emergency situations and provide recommendations for improvements.	A-Base AC, Quebec	<ul style="list-style-type: none"> ▶ By the end of September, the gathering of information on emergency communications will be completed for 3 regions out of 5 (Pacific, Newfoundland and Maritimes). ▶ For the other two regions (Central & Arctic and Quebec), information gathering should take place in the fall 2009. ▶ The next step will be dedicated to analysis and to the formulation of improvement recommendations.

5.6 CCG Performance Measurement Framework

Objective:

To identify what performance measures would be relevant and meaningful to our clients and stakeholders by managing a client consultation web-based questionnaire. The questionnaire provided comments from stakeholders on the CCG Performance Measurement Framework (PMF).

Commitment	Lead	Results Achieved/ Status
2009-2010		
Analyze input from the web-based questionnaire on CCG performance measures.	AG DGs	<ul style="list-style-type: none"> ▶ Client input from the web-based questionnaire on performance measures has been analyzed and considered during the review of the CCG Performance Measurement Framework.

5.7 Strategic Program Framework for CCG's Maritime Services Programs

Objective:

To strengthen the effectiveness and efficiency of Maritime Services programs through implementing the Strategic Program Framework that is based on the widely accepted federal program management principles outlined in the Government of Canada Management Accountability Framework. As each program is reviewed, tailored plans are developed to ensure that program management is strengthened and our efforts are concentrated on priority areas.

Commitment	Lead	Results Achieved/ Status
2009-2010		
Complete a systematic examination of all Maritime Services programs, using the Strategic Program Framework and develop a plan for each program.	DG, MS	<ul style="list-style-type: none"> ▶ A systematic examination of all Maritime Services programs using the Strategic Program Framework has been completed. ▶ Drawing on these examinations, action plans are currently being developed for each of the Maritime Services programs. ▶ All plans will be reviewed and approved by CCG senior management, prior to the end of 2009-2010.
Engage Maritime Services key partners to clarify needs, capacities, roles, responsibilities, and accountabilities.	DG, MS	<ul style="list-style-type: none"> ▶ Maritime Services is in the process of clarifying programs' needs, capacities, roles, responsibilities, and accountabilities in relation to its key partners. It is expected this work will continue throughout 2009-2010. ▶ In addition to other CG Directorates, Maritime Services is examining its relationship with key partners outside the Coast Guard, including Transport Canada, Environment Canada, National Defence and the Canadian Hydrographic Service.

5.8 Stronger Canadian Coast Guard Identity

Objective:

To continuously seek opportunities to strengthen the Canadian Coast Guard's identity and celebrate its the traditions, values, and culture that make the Agency a proud national institution.

Commitment	Lead	Results Achieved/ Status
2009-2010		
Implement the web governance model and publishing processes which will be the first step towards creating a sustainable internet presence for CCG.	DG, IBMS	<ul style="list-style-type: none"> ▶ Web governance model on track to be implemented. Draft publishing processes ready to be reviewed. A Steering Committee for the Web was approved.
Conduct a review of applying the CCG uniform wear to the Marine Communications and Traffic Services and Environmental Response program groups. Bring forward findings and recommendations to Senior Management for decision.	AC, NL	<ul style="list-style-type: none"> ▶ Progress on target to bring findings and recommendations to senior management.

FOCUS ON PEOPLE

6.0 Effective Management of Our Workforce and Workplace

6.1 Recruitment and Diversity

Objective:

To identify the occupational groups that are the most at-risk and use targeted recruitment to improve diversity within the Coast Guard in accordance with the *CCG 2009 - 2012 Strategic Human Resources Plan*.

Commitment	Lead	Results Achieved/ Status
2009-2010		
Ensure the Operational Women's Network is fully engaged.	DG, Fleet	► Project officer in place. The Operational Women's Network conference is planned for November 2-3, 2009. A discussion paper is being developed to identify viable technical options to facilitate the full engagement of this network.
Establish a semi-annual report card system to track progress on the 2008-2011 Employment Equity Management Action Plan.	DG, IBMS	► A semi-annual report card system has been developed and approved.

6.2 Training and Learning

Objective:

To develop a Learning and Development Framework in the Canadian Coast Guard with a goal of improving national consistency in the planning, management and delivery of training. The Framework will be distributed throughout Coast Guard, and clear and transparent learning and development budgets will be established. Investments in people (e.g. employee development, career progression and skills development) will be resourced to the extent possible, within available budgets.

Commitment	Lead	Results Achieved/Status
2009-2010		
Continue second phase of the national Leadership Development Pilot Program.	AC, NL	► Continue year two of the national Leadership Development Pilot Program as planned and will be completed by February 2010.
Promulgate the final version of the Learning and Development Framework.	AC, Pacific	► The final version of the Learning and Development framework will be completed by December 2009 and promulgated prior to March 2010.
Review of training and development expenditures from the past two years.	AC, Pacific	► Review of the training & development expenditures has begun and is progressing as planned.
Enhance CCG College official language training capacity.	ED, CCGC ¹⁰	► Business Case submitted and approved in principle. Funding issues will be addressed as part of the Business Planning process.
Continue work to ensure that all CCG employees have a learning plan.	All CCG Managers	► CCG is continuing to ensure that all CCG employees have a learning plan in place. To date, 83% of CCG shore-based personnel have a learning plan. This figure will be updated in January 2010 to include seagoing personnel.

¹⁰ Executive Director, Canadian Coast Guard College

Establish clear and transparent learning and development budgets.	DGs and ACs		► Learning and Development budgets have been established and will be monitored on a monthly basis.
Develop action plan related to the observations of the Office of the Commissioner of Official Languages (OCOL) following the review of second language capacity in the Maritimes Region.	AC, Maritimes		► Action Plan has been developed and accepted by OCOL. Implementation is underway.

6.3 Improve National Consistency in Human Resources Management

Objective:

To improve national consistency of human resources management through two key initiatives, the Standard Organization ensures that the Coast Guard conducts its business consistently from region to region, and our Performance Review System offers an achievable, sustainable and flexible process that allows all employees to receive a performance review.

Commitment	Lead	Results Achieved/ Status
2009-2010		
Launch and begin transition to standard organization, which includes finalizing development of national model work descriptions for technical and seagoing positions.	AG A-Base PSES DGs and ACs	► The Standard Organization has been launched and the transition phase has begun.
Assess the results of the 2008 Public Service Employee Survey (PSES) and distribute the findings to employees and bargaining agents.	DG, IBMS	► The results of the 2008 PSES have been assessed. Findings are being distributed and discussed with staff and bargaining agents.

KEY INITIATIVES – ONGOING SERVICES

Post-Panamax Study, St. Lawrence River

Commitment	Lead	Results Achieved/Status
2009-2010		
Develop recommendations on operational conditions and restrictions for vessels based on the Post-Panamax study.	DG, MS AC, Quebec	► As of September 2009, CCG is still working in collaboration with Transport Canada, the Laurentian Pilotage Authority and shipping industry representatives to complete the report on the Post-Panamax Study. Some portions of the study, including recommendations and proposed next steps, need further investigation that may delay the completion of the report until the end of March 2010.

NAVAREAS

Commitment	Lead	Results Achieved/Status
2009-2010		
Initial testing of operating condition.	DG, MS DG, ITS AC, C&A	► Installation of equipment is underway at the Prescott Marine Communications and Traffic Services Centre. Testing to begin in January 2010. Ongoing provision of an operational specialist and technical support will be provided by Central & Arctic region. Training to fulfill NAVAREA obligation will start Fall 2009.

Canada Shipping Act, 2001

Commitment	Lead	Results Achieved/Status
2009-2010		
Support Transport Canada (TC) in the development of new Vessel Traffic Services Regulations and in an enforcement strategy.	DG, MS	► There are three components to the <i>Vessel Traffic Services Regulation (VTS) Regulations: Northern Canada Vessel Traffic Services Zones Regulation (NORDREG), Eastern Canada Vessel Traffic Services Regulation (ECAREG)</i> and VTS. CCG and TC are in the process of developing the new <i>NORDREG</i> and the appropriate enforcement strategy. ► Once the <i>NORDREG</i> is complete the review of both the <i>ECAREG</i> and the <i>VTS</i> will be underway.

Marine Communications and Traffic Services Technical Training

Commitment	Lead	Results Achieved/Status
2009-2010		
Develop a refresher course and implementation strategy for existing Marine Communications and Traffic Services (MCTS) Officers.	DG, MS ED, CCGC	► National MCTS Officers refresher course currently under development by the MCTS training department at the Canadian Coast Guard College. Pilot course to be delivered winter 2010. Implementation strategy to be developed following delivery of the pilot course. Development is progressing as planned.

Search and Rescue Needs Analysis

Commitment	Lead	Results Achieved/ Status
2009-2010		
Develop a plan to implement the appropriate recommendations from the Search and Rescue needs analysis.	AG A-Base DG, MS	► A draft action plan has been developed and will be presented to CCG senior management for consideration.

Search and Rescue Capability

Commitment	Lead	Results Achieved/ Status
2009-2010		
Complete the workload analysis, analyze findings and develop action plan.	DG, MS	► The draft workload analysis for the SAR Mission Coordinators has been completed. A working group is analyzing the findings and is developing recommendations for an action plan and consideration by CCG senior management.

Health of the Oceans

Commitment	Lead	Results Achieved/ Status
2009-2010		
Complete acquisition and distribution of equipment packages.	DG, MS AC, C&A	► Evaluation of the Request for Proposal submissions is underway. All components of the equipment package will be purchased and assembled according to planned timeline. Distribution plan will be finalized by January 2010.

Review of the National Environmental Response Strategy

Commitment	Lead	Results Achieved/ Status
2009-2010		
Consult partners on the National Environmental Response Strategy.	SDS ¹¹ DG, MS	► Draft Environmental Response Strategy is being developed, consistent with the Strategic Program Framework direction. Consultation with partners is expected for late Fall/Winter 2009-2010.
Draft a National Training Plan in consultation with CCG regions.	DG, MS	► The development of a National Environmental Response Training Plan is underway. Environmental Response in Ottawa, the CCG College, and regional Senior Response Officers responsible for training are working together to develop courses, national consistency, and course delivery. ► A draft national training plan will be available for review before the end of 2009-2010. ► A statement of work has also been drafted to ensure competency profiles will be developed to guide course development and alignment to required competencies.
Design and conduct a Spill of National Significance tabletop exercise that includes federal and industry partners.	DG, MS	► An exercise proposal has been developed. Environmental Response personnel will begin exercise development once the scenario, exercise objectives, and budget have been approved by CCG senior management. -

¹¹ Sustainable Development Strategy

Brigadier General M. G. Zalinski

Commitment	Lead	Results Achieved/ Status
2009-2010		
Develop an oil removal operation funding proposal.	DG, MS	► Development of the funding proposal is underway. A project plan to remove the oil is being costed and prepared for CCG senior management approval.

Environmental Response Services Technical Training

Commitment	Lead	Results Achieved/ Status
2009-2010		
Finalize and implement a framework and strategy for technical training.	DG, MS	► Technical training framework is being developed by completion of training profiles of National Model Work Descriptions and identifying existing training gaps. ► Technical training is being incorporated into the National Environmental Response (ER) Training Plan. The Plan will ensure that those participating in this ER training will receive the necessary skills to function within their level of responsibility. The training will also ensure that operational personnel will have the necessary skills and abilities to work safely and efficiently during oil spill response operations.

Automatic Identification System/Long Range Identification and Tracking System

Commitment	Lead	Results Achieved/Status
2009-2010		
Install all required Automatic Identification System equipment and commission the fully operational system.	DG ITS, ACs	► Project schedule at risk. The installation of hardware will be completed as planned. To date there have been two instances of failed factory acceptance testing of the software. The next test is scheduled for November 2009 which will place pressure on the project schedule.

Ongoing Improvements in Fleet Management

Commitment	Lead	Results Achieved/Status
2009-2010		
Complete architecture design for Fleet Activity Information System (iFleet) upgrade project.	AG DG, Fleet	► At the conceptual design stage of this project. The project will deliver the completed architecture design along with a functional prototype for the end of this fiscal year.
Revise the Fleet Renewal Plan.	DG, Fleet	► The regular update of the Fleet Renewal Plan is progressing on schedule for completion during the 2009-2010 fiscal year. A national Fleet Renewal Plan Update workshop took place September 17 to 18, 2009.
Publish and maintain an intranet-based Fleet Management E-	DG, Fleet	► The E-Manual is being developed according to its information migration plan and is on schedule.

Manual.			
Finalize standardized crewing matrix predicated on competency (crewing) profiles.	AG	DG, Fleet	► All Ship Profiles have been finalized and posted on CCG vessels. Work is progressing on the crewing profiles during maintenance/refit periods.

Improved Maintenance of the Existing Fleet

Commitment		Lead	Results Achieved/Status
2009-2010			
Implement the <i>Engineering and Maintenance Manual</i> for Fleet Vessels.	AG	ACs	► The E&M Manual has now been integrated into the Vessel Maintenance Management Framework (VMMF) of which the first part, CCG Authority and Accountability Directive for Vessel Maintenance Management, has been distributed (summer 2009) and will be audited starting in fall 2009 in conjunction with the regular safety management system audit program. The remainder of the VMMF will be promulgated on an incremental basis starting in the winter and will be subject to the same monitoring. Deviations from the requirements will be noted and brought to the attention of management for action as per established procedures.


Human Resources Initiatives

Commitment		Lead	Results Achieved/Status
2009-2010			
Initiate research on vision standards for seagoing personnel.		DG, Fleet	► No responses were received on two Requests for Proposals. Fleet Marine Personnel branch is following up directly with potentially interested parties.
Develop a Ships' Crew Certification Program.		DG, Fleet	► Currently developing requirements in the Engine Room and Navigation streams for Ships' Crew to become Ships' Officers.

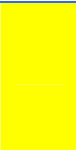
Asset Management System

Commitment		Lead	Results Achieved/ Status
2009-2010			
Install Asset Management System complete with the maintenance management module onboard another 24 vessels.	AG	DG, ITS	► On schedule. 10 installations have been completed, 10 more installations are planned to be completed by the end of December 2009 and the remaining 4 installations are planned from January to March 2010.


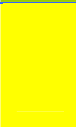
Management of Information Technology Security (MITS)

Commitment	Lead	Results Achieved/Status
2009-2010		
Implement Management of Information Technology Security governance structure.	DG, ITS	 <p>► On schedule. Proposal on governance structure has been developed and is awaiting management approval. Implementation is planned for the latter part of fiscal year.</p>


Technical Solution Centres (Electronics)

Commitment	Lead	Results Achieved/Status
2009-2010		
Implement the Technical Solution Centres (Electronics).	ACs	 <p>► There is some risk to implementing the planned work as it is taking longer to finalize and seek consensus on nationally consistent work procedures. Action is underway in order to mitigate.</p>

Improved Maintenance of Existing Shore-based Infrastructure

Commitment	Lead	Results Achieved/Status
2009-2010		
Develop standardized engineering and maintenance manuals for selected CCG assets:	AG	
<ul style="list-style-type: none"> Initiate the development of an engineering and maintenance manual for marine and civil infrastructure, including communications and training materials. 	DG, ITS	 <p>► On schedule. The development of the engineering and maintenance manual has commenced.</p>
<ul style="list-style-type: none"> Develop the strategy and procedures for the development of maintenance plans for shorebased infrastructure. 	DG, ITS	 <p>► Schedule at risk. Resources have been diverted to the Economic Action Plan projects.</p>

Lifecycle Management System Guidance Manual

Commitment	Lead	Results Achieved/Status
2009-2010		
Provide the required training on the Lifecycle Management System guidance manual.	ACs	 <p>► On schedule. The training documentation will be completed by the end of September. The schedule for the delivery of the training in the Regions and in headquarters will be determined at the end of September. Delivery of the training is expected to be done between October and March 31, 2010.</p>

The Engineering Community

Commitment	Lead	Results Achieved/Status
2009-2010		
Conduct high level gap analysis related to engineering requirements.	DG, ITS DG, MCP	► On schedule. Gap Analysis work is underway. Baseline information is being gathered from ITS HQ, MCP, the regions and National Labour Force Renewal Directorate. The expected attrition over the next five years has been assessed.
Develop an Engineering Community Workforce Solutions Action Plan.	DG, ITS DG, MCP	► On schedule. Consultation with stakeholders has been completed to determine engineering needs. A draft framework will be completed and presented to the CCG Management Board in the Fall.

Marine Electronics Development Program

Commitment	Lead	Results Achieved/Status
2009-2010		
Review the Marine Electronics Development Program for areas of improvements.	DG, ITS	► On schedule. Improvements have been made to simplify the staffing process for recruitment in the Program. Second national collective staffing process is currently underway using improved process.

CCG College Transformation

Commitment	Lead	Results Achieved/Status
2009-2010		
Finalize the College Transformation Plan.	ED, CCGC	► Transformation Plan is finalized.

International Activities

Commitment	Lead	Results Achieved/Status
2009-2010		
Host Canada-US Coast Guard Summit in Quebec City, Quebec	Commissioner	► Canada-US Coast Guard Summit was held in Quebec City, June 25 and 26, 2009.
Host Experts' meeting of the North Pacific Coast Guard Forum in Victoria, British Columbia	AC, Pacific	► Planning for the Experts' Meeting of the North Pacific Coast Guard Forum to be held in Victoria, British Columbia is well under way, with major components having been addressed.