



# **CANADIAN COAST GUARD AGENCY**

## **2008-2009 MID-YEAR REVIEW**

APRIL 1, 2008 - SEPTEMBER 30, 2008  
(AS PER 2008-2011 BUSINESS PLAN COMMITMENTS)

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# MESSAGE FROM THE COMMISSIONER

This document provides a report, as of September 30<sup>th</sup>, 2008, on the progress made by the Coast Guard against its commitments for 2008-09, as outlined in its Agency 2008-11 Business Plan.

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.

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George Da Pont  
Commissioner, Canadian Coast Guard

## FOCUS ON CLIENT SERVICE

### 1.0 Strengthening the CCG as a Client-Focused National Agency

Commitment	Lead	Results Achieved/Status
<b>2008-2009</b>		
Refine our engagement framework to find ways to better involve recreational boaters and fishers.	DG, IBMS	<ul style="list-style-type: none"> <li>▶ CCG is planning on leveraging existing consultation bodies such as Transport Canada's Canadian Marine Advisory Council (CMAC) and National Recreational Boating Advisory Council (NRBAC), and will assess the feasibility with Transport Canada of using these bodies in the second half of 2008-09.</li> </ul>

### 1.1 Levels of Service Review

**Objective:**

Clear, precise levels of service that are 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 that have been raised by external and internal users of our services.

Commitment	Lead	Results Achieved/ Status
<b>2008-2009</b>		
Develop a report that reflects input received and validate information with clients.	AG DG, MS	<ul style="list-style-type: none"> <li>▶ The Canadian Coast Guard has prepared a draft national report that consolidates comments received from clients. The report is presently available on the CCG Web site and clients who participated in the client engagement sessions have been invited to read the summary and provide comments regarding potential errors, or any important elements that may have been missed, by November 1, 2008. After review of the comments received, a final version will be prepared and made available.</li> </ul>
Develop options, and implement those changes that are feasible, within current resource levels, which consider the outcomes of the consultations on LOS Review.	AG A-Base DG, MS	<ul style="list-style-type: none"> <li>▶ Work to date has focused on the development of an assessment tool that could be used to prioritize requests and perform the comparative analysis on the feedback from consultations. The tool will guide the drafting of options arising from the LOS Review.</li> </ul>

### 1.2 Marine Services Fees Strategy

**Objective:**

Collaborate with the commercial shipping industry in developing options for the future of Marine Services Fees with the objective of putting forward a common recommendation to the Government.

Commitment	Lead	Results Achieved/ Status
<b>2008-2009</b>		
Implement government direction.	AG DG, MS	<ul style="list-style-type: none"> <li>▶ Through meetings with the joint industry and the CCG working group, CCG has developed options to advance the Marine Services Fees Strategy. These options have been shared and discussed</li> </ul>

with industry, but the timing of a government decision is not finalized.

### 1.3 Stronger Canadian Coast Guard Identity

**Objective:**

Strengthen pride in identity and traditions and reinforce the values and culture required to operate effectively as a national Agency.

Commitment	Lead	Results Achieved/ Status
<b>2008-2009</b>		
Refresh the CCG operational framework (vision, mission, and values).	Deputy Commissioner	<ul style="list-style-type: none"> <li>▶ Consultation within each region on CCG Vision, Mission and Values is almost completed.</li> <li>▶ We expect to finalize this exercise by the end of the fiscal year.</li> </ul>
Publish and promote a common understanding of uniform guidelines.	AC, C&A & AC, NL	<ul style="list-style-type: none"> <li>▶ The Uniform Guidelines were published in June, 2008 and widely communicated to all CCG staff.</li> <li>▶ Surveys have been sent to employees to promote the understanding of the guidelines and seek feedback.</li> </ul>
Develop Internet governance, publishing processes, and needs analysis for continuous improvement.	A-Base DG, IBMS	<ul style="list-style-type: none"> <li>▶ Contract in place to develop Internet governance, publishing processes, and needs analysis for continuous improvement.</li> </ul>

### 1.4 Strengthening Management

**Objective:**

As an integral part of strengthening itself as a national Agency, the Coast Guard must work toward national consistency in its planning, reporting and management practices.

Commitment	Lead	Results Achieved/ Status
<b>2008-2009</b>		
Implement activity based management and budgeting based on the approved PAA:		
<ul style="list-style-type: none"> <li>• Train all users on the new coding structure.</li> </ul>	AG A-Base DG, IBMS	<ul style="list-style-type: none"> <li>▶ Training material has been developed and will be delivered to all users.</li> </ul>
<ul style="list-style-type: none"> <li>• Verify the usage of the coding developed in 2007-2008 for its alignment with the new PAA.</li> </ul>	AG A-Base DG, IBMS	<ul style="list-style-type: none"> <li>▶ The usage of the coding developed in 2007-2008 has been verified and is aligned with the new PAA.</li> </ul>
Consult with clients and stakeholders and adjust the Performance Measurement Framework where required.	AG DG, IBMS	<ul style="list-style-type: none"> <li>▶ A substantive discussion with interested marine industry members to discuss the Performance Measurement Framework will be scheduled in the fall.</li> </ul>
Develop national SMIS procedures to ensure consistent salary data entry into SMIS.	AG A-Base AC, Maritimes	<ul style="list-style-type: none"> <li>▶ The development of procedures to support the 26 SMIS practices is progressing on schedule, with completion of the 13 more difficult practices expected this fall with the remainder being completed by the end of the fiscal year.</li> </ul>

Sign a new SLA with HRCS that specifies levels of service and related performance measures.	A-Base	AC, NL & HRCS		► A first draft of a new service level agreement is in the process of being developed and discussions are underway.
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## 2.0 Support for Canada's Maritime Security Agenda

### 2.1 Improving CCG Support of the Federal Maritime Security Agenda

**Objective:**

Contribute significantly to maritime domain awareness capacities through its Marine Communications and Vessel Traffic Services and through its presence on all coasts, support on-water enforcement and responsiveness capacities by providing crews and vessels, and provide interagency and interdepartmental collaboration in support of maritime security.

Commitment	Lead	Results Achieved/Status
<b>2008-2009</b>		
Continue to provide expertise in the delivery of on-water support to security as part of the Government of Canada security agenda.	Deputy Commissioner & DG, Fleet	<p>► On track. Four vessels on the Great Lakes-St. Lawrence Seaway System are providing the planned interim Marine Security Enforcement Team program delivery. Contract in place to ensure Law Enforcement Familiarization Training is provided during the winter.</p> <p>► Carried out a successful joint operation, "Nanook" (CCG, Public Safety, Transport Canada, Department of National Defence &amp; Other Government Departments), in the Arctic with CCG helicopter ops taking place from the flight deck of HMCS Toronto for the first time in the Arctic.</p>

## FOCUS ON EFFICIENCY AND EFFECTIVENESS

### 3.0 Fleet Renewal

#### 3.1 Procurement of New Vessels

**Objective:**

Procure new vessels to replace those that are beyond their useful life, to improve maintenance of existing vessels through life-cycle management; and to manage the Fleet more effectively through better operational planning processes and the development of clear charging policies.

Commitment	Lead	Results Achieved/ Status
<b>2008-2009</b>		
Deliver the Air Cushion Vehicle to Québec region.	DG, MCP	► Project is on time and on budget.
Issue contract for 12 Mid-Shore Patrol Vessels (MSPVs).	AG A-Base	<p>► Competitive process was cancelled in August 2008 given that bid prices exceeded anticipated costs.</p> <p>► CCG exploring its options on how to move forward.</p>

Issue competitive RFP for 3 Offshore Fisheries Science Vessels (OFSVs).	AG A-Base	DG, MCP		► In light of the Mid-Shore Patrol Vessel Competitive process cancellation, project profile and solicitation strategy are behind schedule.
Conduct project-definition activities and establish the procurement strategy for the Offshore Oceanographic Science Vessel (OOSV).	AG A-Base	DG, MCP		► Preliminary Project approval obtained from Treasury Board in July 2008.

## 3.2 Fleet Operational Readiness

### Objective:

Openly and transparently communicate to Parliamentarians and stakeholders the true financial and management resources required for a civilian Fleet that is ready and able to respond to Government of Canada requirements. Develop a new charging model as the basis for simplified service accords with clients, beginning with DFO Science and DFO Fisheries & Aquaculture Management (F&AM).

Commitment		Lead		Results Achieved/ Status
<b>2008-2009</b>				
Implement mission readiness for fleet.		DG, Fleet		► Plan has been developed and is being implemented.
Implement an improved Service Level Agreement (SLA) with internal non Coast Guard clients based on new funding and charging models.	AG	DG, Fleet		► Draft SLAs are being considered by senior management and nearing finalization. They should be in place as planned for 2009/10.

## 4.0 Continued Implementation of Modernization Initiatives

### 4.1 Aids to Navigation in the 21<sup>st</sup> Century (AToN21)

#### Objective:

Deliver a quality service and maintaining safety in the ever changing world of technology. AToN21 considers the changing navigational needs of users in Canadian waterways; ensures the right mix of aids to navigation in those waterways, and lays the foundation for an efficient and effective aids to navigation service.

Commitment		Lead		Results Achieved/ Status
<b>2008-2009</b>				
Complete the modernization of five additional aids to navigation directives for a total of 10.	AG	DG, MS		► The modernization of two directives has been finalized. Work on the remaining three other directives is underway and currently undergoing regional consultations.
Develop a business case on the effectiveness and efficiency of CCG paint facilities.	AG	DG, ITS		► Contract has been signed for phase one - Options Assessment.
Engage the shipping industry through the advisory bodies about e-Navigation vision, strategy, and next steps.	AG	DG, MS		► CCG's draft vision and strategy document has been completed and will shortly be discussed at the Canadian Marine Advisory Council, and with the National Marine Advisory Board members.
Develop guidelines for synthetic moorings and related equipment standardization (for anchors exceeding 272 kg but not more than	AG	DG, ITS		► Progressing in accordance with plan, initial draft specification is 75% complete.

1136kg) in preparation for the introduction of Life Cycle Management of these assets.

## 4.2 Vessel Maintenance Management Review

**Objective:** Provide options and recommendations to assist in the transition to 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.

Commitment		Lead		Results Achieved/ Status
<b>2007-2008</b>				
Begin to address the findings of the Vessel Maintenance Management Review. The initial focus is on:				
<ul style="list-style-type: none"> <li>Clarifying roles, responsibilities, and accountability;</li> </ul>	AG	DG, ITS		► Concept and Project Plan have been approved. Initial draft complete.
<ul style="list-style-type: none"> <li>Creating an accessible bank of current maintenance policies and procedures;</li> </ul>	AG	DG, ITS		► Web page has been created; existing ITS HQ publications will be posted there.
<ul style="list-style-type: none"> <li>Assessing internal options for increasing the number of marine engineers both on vessels and on-shore; and</li> </ul>	AG	DG, Fleet & DG, ITS		► Assessment for additional Marine Engineers onboard vessels and enhanced engineering shore support is underway.
<ul style="list-style-type: none"> <li>Beginning to develop a program management framework for maintenance activities.</li> </ul>	AG	DG, ITS		► Vessel Maintenance Management Report Action Plan is approved, Report tabled at the Standing Committee on Public Accounts. Have begun execution of Action plan. A new position, Director of Priority Projects, has been created to lead and coordinate the corrective actions necessitated by the report.

# FOCUS ON PEOPLE

## 5.0 Effective Management of Our Workforce and Workplace

### 5.1 Attract and Retain a Skilled Workforce

**Objective:**

Strengthen its capacity and process for human resource planning and succession planning by taking on a greater role in human resource planning, including planning requirements for seagoing and shore-based personnel, as well as planning and organizing the delivery of training for all CCG employees.

Commitment		Lead		Results Achieved/ Status
<b>2008-2009</b>				
Implement a pilot Seagoing Personnel Career Development Initiative.	AG	DG, Fleet		► The initiative has proven very successful, placing more seagoing personnel than anticipated.

## 5.2 Improve the Diversity of Our Workforce

**Objective:** The Coast Guard is committed to being a more representative organization. Our efforts to build a respectful and welcoming workplace that employs people as diverse and representative as the population we serve are continuous.

Commitment	Lead	Results Achieved/Status
<b>2008-2009</b>		
Launch a network of women who represent Ships' Officers and Ships' Crew.	DG, Fleet	<ul style="list-style-type: none"> <li>▶ Network being established. A progress report will be presented at the Senior Managers' Conference. Regional coordinators have been identified.</li> </ul>

## 5.3 Focus on Training, Learning, and Career Development

**Objective:** To mitigate risks associated with upcoming retirements and an increasingly competitive labour market, CCG will focus on training, learning and career development initiatives to build and maintain a skilled, well-trained, knowledgeable and professional workforce.

Commitment	Lead	Results Achieved/ Status
<b>2008-2009</b>		
Consult with managers, employees and bargaining agents on the draft Learning and Development framework, vision, and proposed action plan.	PSES AC, Pacific	<ul style="list-style-type: none"> <li>▶ Broad consultation is underway on the Learning and Development Framework with unions, managers, and employees. A workshop for the training community is being held in October 2008 in preparation for further dialogue with senior managers in November.</li> </ul>
All CCG employees will have an individual learning plan.	DGs & ACs	<ul style="list-style-type: none"> <li>▶ 84% of shore-based employees and 26% of seagoing employees have learning plans and the figure will be updated in January 2009, following the operational deadline.</li> </ul>

## 5.4 Improve National Consistency in Human Resources Management

**Objective:** The Coast Guard has taken two key steps to improve national consistency of human resources management – the development of a standard regional organization and the introduction of a performance review system.

Commitment	Lead	Results Achieved/ Status
<b>2008-2009</b>		
Begin the migration to standard regional organizational structures.	AG A-Base PSES DGs & ACs	<ul style="list-style-type: none"> <li>▶ Significant progress has been made on the Standard Organization. Movement is expected early in the new year.</li> <li>▶ Launch of the migration is on schedule.</li> </ul>
Complete the development of National Model Work Descriptions for technical and seagoing positions.	AG A-Base PSES DG, Fleet	<ul style="list-style-type: none"> <li>▶ All Ships' Officers positions have been written and classified and work is progressing on the few remaining Ships' Crew and Regional Fleet Management Organization (RFMO) National Model Work Descriptions (NMWD) to be written/verified.</li> </ul>
	DG, ITS	<ul style="list-style-type: none"> <li>▶ ITS – Writing of ITS NMWDs is behind schedule.</li> </ul>

Implement the CCG Performance Review System.	DGs & ACs		<ul style="list-style-type: none"> <li>▶ The Performance Review System was launched on April 1, 2008 by a note from the desk of the Commissioner.</li> <li>▶ Issues have arisen in the course of implementation that are being addressed.</li> </ul>
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## KEY INITIATIVES – ONGOING SERVICES

### Post-Panamax Study, St. Lawrence River

Commitment	Lead	Results Achieved/Status
<b>2008-2009</b>		
Participate with Transport Canada, Laurentian Pilotage Authority and Industry in a risk analysis to aid in decision to authorize wide-beam vessels to navigate the St. Lawrence River and develop recommended operational conditions and restrictions for the vessels.	DG, MS & AC, Quebec	<ul style="list-style-type: none"> <li>▶ The work necessary to complete the risk analysis is underway with a draft report expected early in 2009.</li> </ul>

### NAVAREAS

Commitment	Lead	Results Achieved/Status
<b>2008-2009</b>		
Finalize implementation plans with the International Maritime Organization (IMO).	DG, MS	<ul style="list-style-type: none"> <li>▶ Canada has been accepted as a NAVAREA coordinator for 2 Arctic areas. A satellite broadcast service is to begin on a test basis on January 1, 2010 and going into full mode of operation on January 1, 2011. In addition, Canada will have to state how it intends to broadcast marine safety information for waters outside of the Satellite coverage. Notification of Canada's intention to begin a satellite broadcast service on January 1, 2010 will be provided at the International Maritime Organization (IMO) COMSAR 13 meeting in January 2009.</li> </ul>
Project definition phase (implementation, training, acquisition plans).	DG, MS	<ul style="list-style-type: none"> <li>▶ Project definition phase is underway. The Operational Statement of Requirements is finalized and a technical specification document has been drafted.</li> </ul>

### Canada Shipping Act, 2001 (Part V)

Commitment	Lead	Results Achieved/Status
<b>2008-2009</b>		
In collaboration with Transport Canada, develop an enforcement strategy to ensure compliance with the Vessel Traffic Services section of <i>Canada Shipping Act, 2001</i> .	DG MS	<ul style="list-style-type: none"> <li>▶ CCG and TC discussions to begin shortly on the development of an enforcement strategy.</li> </ul>

## MCTS Technical Training

Commitment	Lead	Results Achieved/Status
<b>2008-2009</b>		
Finalize the national process for the recruitment of MCTS trainees.	DG, MS	► Drafting of the national recruitment report is underway. A national pool of MCTS ab-initio trainees has been established. Thirty students are presently attending training.
Initiate the development of a training framework to address new technology and related procedures.	DG, MS	► A draft training framework is under development and it will be circulated to the MCTS Training Advisory Group for comments. The training framework addresses training on new technologies and changes to national procedures.

## SAR Needs Analysis

Commitment	Lead	Results Achieved/ Status
<b>2008-2009</b>		
Validate SAR Needs analysis findings and recommendations with SAR partners.	AG A-Base DG, MS	► Findings and recommendations have been validated with all SAR partners and all of the findings received support. Report has been posted on the CG Internet site: <a href="http://www.ccg-gcc.gc.ca">http://www.ccg-gcc.gc.ca</a>
Implement the recommendations from the SAR Needs analysis that are feasible, within existing resource levels.	AG A-Base DG, MS	► Action plan to implement recommendations that are feasible within existing resource levels is now being developed and it is expected that by start of F.Y 2009/10 implementation will commence.

## Search and Rescue Technical Training

Commitment	Lead	Results Achieved/ Status
<b>2008-2009</b>		
Develop and issue a request for proposal (RFP) to develop a framework and strategy for SAR technical training.	DG, MS	► Request for Proposal for workload analysis of 24/7 operations is in draft stage.

## Health of the Oceans Study

Commitment	Lead	Results Achieved/ Status
<b>2008-2009</b>		
Complete risk assessment, engage the communities and issue equipment request for proposal (RFP) on Canada's spill response capacity in the Arctic.	DG, MS	► Risk assessment was completed with the communities' involvement. The Request for Proposal has been prepared and is in the process for bids.

## Review of the National Environmental Response Strategy

Commitment	Lead	Results Achieved/ Status
<b>2008-2009</b>		
Complete revision of National Environmental Response Strategy, consulting with partners on the document.	DG, MS	► The National ER Strategy is presently at the draft stage only. The strategy still needs to go through consultations with our partners. An acceptable approach on the level of detail to be included in the document continues to be under discussion.
Develop competency profiles and training strategy for ER management.	DG, MS	► Competency profile and training strategy has been partially drafted. However further details must be developed.
Develop senior managers training course.	DG, MS	► The training course for senior managers is currently under development with an anticipated completion date of Winter 2009.

## Brigadier General M. G. Zalinski

Commitment	Lead	Results Achieved/ Status
<b>2008-2009</b>		
Develop and cost all components of the action plan.	DG, MS	► Following consultations with First Nations, the costing of a contingency plan will be completed. The project remains on track for the long term into 2010, if funding is received.

## Canada Shipping Act (CSA) 2001 (Part VIII)

Commitment	Lead	Results Achieved/ Status
<b>2008-2009</b>		
Deliver PRO training course to CCG ER personnel.	DG, MS	► The Pollution Response Officer (PRO) training course has been developed and is being delivered with measurable results.

## Environmental Response Services Technical Training

Commitment	Lead	Results Achieved/ Status
<b>2008-2009</b>		
Develop and issue a request for proposal (RFP) to develop the framework and strategy.	DG, MS	► The ER technical training strategy has been partially drafted. However further details need to be developed.

## Marine Security Enforcement Team

Commitment	Lead	Results Achieved/Status
<b>2008-2009</b>		
Perform an in-depth analysis of the Task and Hazard Assessments associated with CCG support to on-water law-enforcement operations in co-operation with RCMP and Conservation and Protection partners.		
<ul style="list-style-type: none"> <li>▪ Modify current practices and/or develop new ones as appropriate;</li> </ul>	DG, Fleet	<ul style="list-style-type: none"> <li>▶ A task hazard analysis is complete and indicated a requirement for a follow-up for Marine Enforcement Officers which will be complete before winter. An operations conference on CCG support to law enforcement agencies planned for late October will allow a full discussion on current practices.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Develop and provide enhanced training for support to law enforcement operations; and</li> </ul>	DG, Fleet	<ul style="list-style-type: none"> <li>▶ A training contract is in place to deliver Law Enforcement Familiarization Training over the next two years. Additionally, direction on CCG support to armed boarding operations is being developed.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Identify the appropriate personal protective equipment to enhance maritime security capacity in the safest way possible.</li> </ul>	DG, Fleet	<ul style="list-style-type: none"> <li>▶ An ongoing review process is in place. New equipment is being purchased.</li> </ul>

## Marine Security Operations Centres

Commitment	Lead	Results Achieved/Status
<b>2008-2009</b>		
Support the establishment of a permanent RCMP-led MSOC in the Seaway - Great Lakes region.	Deputy Commissioner	<ul style="list-style-type: none"> <li>▶ Treasury Board approval received for the permanent Seaway - Great Lakes MSOC in September 2008. CCG proactively participating on the inter-agency implementation working group. Staffing plans are being developed to ensure appropriate CCG staff are available for assignment in the GL-MSOC.</li> </ul>

## Automatic Identification System (AIS)/Long Range Identification and Tracking System (LRIT)

Commitment	Lead	Results Achieved/Status
<b>2008-2009</b>		
Implement AIS and LRIT according to schedule:		
<ul style="list-style-type: none"> <li>• LRIT: Implement the Canadian portion of the international LRIT system by the end of the year.</li> </ul>	DG, ITS	<ul style="list-style-type: none"> <li>▶ The LRIT service contract was awarded. Work is now progressing to incorporate the boundary overlays in order for Canada to commence receiving LRIT data.</li> </ul>

- AIS: Complete procurement of the AIS system, and start to install the system by the end of the fiscal year.

DG, ITS

► The delivery of AIS equipment is on schedule and installation will commence before the end of this fiscal year. Work is also progressing as planned to interface the future data available through AIS with CCG vessel management system INNAV.

## Redeployment of Heavy Icebreakers

Commitment	Lead	Results Achieved/Status
<b>2008-2009</b>		
Complete the redeployment of the heavy icebreakers.	DG, Fleet, AC, Maritimes & AC, NL	<p>► CCGS <i>Terry Fox</i> was deployed to Newfoundland and Labrador Region on April 01 2008. CCGS <i>Louis S. St-Laurent</i> will be deployed on April 01 2009 as scheduled. Ongoing inter-regional consultations continue working on ensuring all ancillary issues are addressed early.</p> <p>► Affected employees have received individually tailored briefings on the transition, with the opportunity to raise individual issues. Follow-ups with each employee will continue throughout the transition period until all individual situations are resolved.</p>

## Ongoing Improvements in Fleet Management

Commitment		Lead	Results Achieved/ Status
<b>2008-2009</b>			
Continue to enhance and improve Fleet business management through a variety of activities. This will include:			
<ul style="list-style-type: none"> <li>• Further development of the elements of the Fleet Financial Framework.</li> </ul>	AG	DG, Fleet	<p>► Fleet Coding Manual - 1st draft developed.</p> <p>► Fleet Financial Reporting Policy – Draft ready for consultation with Regions and IBMS.</p> <p>► Fleet Operational Planning Guide – Version 2 in revision.</p> <p>► Costing of Vessel Maintenance Protocol – Draft version developed jointly by Fleet and ITS.</p>
<ul style="list-style-type: none"> <li>• Continued implementation of the Fleet fuel management process.</li> </ul>	AG	DG, Fleet	<p>► Fleet Fuel Management Policy – Draft version nearing completion and ready for consultation, National Fuel Monitoring Report implemented.</p>
Develop a <i>Fleet Management Manual</i> .	AG	DG, Fleet	<p>► The Manual is on track and will be completed this fiscal year.</p>

Complete the requirements analysis for the Fleet Activity Information System (FAIS) upgrade project, and continue to improve the existing FAIS system.	AG	DG, Fleet		► On track and within budget and scope.
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## Improved Maintenance of the Existing Fleet

Commitment		Lead		Results Achieved/ Status
<b>2008-2009</b>				
Continue the vessel condition program which will survey about 20% of the fleet vessels each year. This will become standard practice within CCG in the coming years.	AG	DG, ITS & ACs		► Currently prioritizing work and developing template to be included in refit packages, although there is a risk that this year's target will not be met due to delays. Efforts are being made to prioritize and have Regions catch up.
Develop and implement signage, markings, and training on antenna safety onboard vessels.		DG, ITS & ACs		► Signage has been purchased, and training material is posted on intranet. Next steps – verify actual deck markings and send required signage to vessels.
Implement standard maintenance plans for critical ship systems for Type 1100 class vessels.	AG	ACs		► Maintenance Plans have been developed through consultation and are being posted for use on the CCG Intranet.
Issue a standard set of refit specifications for Type 1100 vessels.	AG	DG, ITS		► Refit specifications are being developed and will be posted for use on the CCG Intranet by end of year.

## Coast Guard Fleet Human Resources Initiatives

Commitment		Lead		Results Achieved/ Status
<b>2008-2009</b>				
Develop standardized crewing matrix predicated on competency (crewing) profiles.	AG A-Base	DG, Fleet		► Workshops held in all regions. Gaps analysis underway to identify areas requiring consensus for common and consistent crewing profiles.
Launch a Fleet Human Resources Development Program that includes:				
• Establishing a Professional Development Unit section at headquarters.	AG	DG, Fleet		► New work descriptions have been written and will be sent to Classification upon approval of new organization chart for Marine Personnel.
• Putting in place funded rotational assignments for regional staff in the National Co-ordination Centre at headquarters.	AG	DG, Fleet		► Ongoing. Assignments have proven to be most successful as an HQ and regional Fleet recruitment, developmental and advancement tool.
• Establishing regional	AG	DG, Fleet		► Very Successful. More than anticipated number of seagoing personnel are occupying

developmental positions for seagoing personnel.				shore-based positions in regions for developmental purposes.
<ul style="list-style-type: none"> <li>Ensuring that each new vessel class under construction is assigned a Project Director, typically from a region.</li> </ul>	AG	DG, Fleet		<ul style="list-style-type: none"> <li>Project Director positions are staffed. List established.</li> </ul>
<ul style="list-style-type: none"> <li>Opening up Fleet Executive Board meetings to regional Superintendents to ensure effective transference of operational and management knowledge.</li> </ul>	AG	DG, Fleet		<ul style="list-style-type: none"> <li>Fleet Executive Board joint meetings with regional Superintendents take place regularly.</li> </ul>
<ul style="list-style-type: none"> <li>The Involvement of regional and operational personnel in the management of North Atlantic and North Pacific Coast Guard fora to promote wider knowledge of international issues and co-operation.</li> </ul>	AG	DG, Fleet, AC, Pacific & AC, NL		<ul style="list-style-type: none"> <li>Attendance at North Pacific Coast Guard forum has taken place.</li> <li>CCGS <i>Pierre Radisson</i> and CCG emergency response personnel participated in a joint exercise in Greenland as part of this commitment.</li> </ul>
<ul style="list-style-type: none"> <li>Through collective bargaining attempt to remove structural barriers to the migration of seagoing personnel to on-shore work in support of their development and CCG succession planning.</li> </ul>	AG	DG, Fleet		<ul style="list-style-type: none"> <li>Ships' Officers arbitration decision is being operationalized. Structural barriers are being removed.</li> </ul>

## Continued Improvements in Lifecycle Management Practices for all CCG Assets

Commitment		Lead		Results Achieved/ Status
<b>2008-2009</b>				
Begin implementation of AMS deployment.	AG	DG, ITS		<ul style="list-style-type: none"> <li>On target; Project Manager has been hired; work is progressing as per project plan.</li> </ul>
Complete the five AMS vessel pilots.	AG	ACs		<ul style="list-style-type: none"> <li>The five vessel pilots in four Regions will be completed by the end of the year to demonstrate the concept.</li> </ul>
Implement the Treasury Board-directed Management of Information Technology Security (MITS) Action Plan:				
<ul style="list-style-type: none"> <li>Develop and implement a MITS governance structure.</li> </ul>		DG, ITS		<ul style="list-style-type: none"> <li>Draft IT Governance has been prepared and ready for presentation to CCG MB. Governance for IM aligned to discussion with IM&amp;TS</li> </ul>
<ul style="list-style-type: none"> <li>Implement the IT security component of Operational Systems Security Enhancement Project (OPSSEP).</li> </ul>		DG, ITS		<ul style="list-style-type: none"> <li>In progress in accordance with project plan.</li> </ul>

Continue the development of ITS services and governance:




<ul style="list-style-type: none"> <li>Finalize ITS Services Catalogue and begin implementation.</li> </ul>	AG	DG, ITS		<ul style="list-style-type: none"> <li>Draft Catalogue is complete awaiting approval by Technical Executive Board.</li> </ul>
<ul style="list-style-type: none"> <li>Develop a plan to implement a Technical Solution Centre (Electronics).</li> </ul>		AC, Québec		<ul style="list-style-type: none"> <li>Development of implementation Plan 50% complete awaiting input from Regions to finalize.</li> <li>The deployment plan was provided to the Assistant Commissioner.</li> <li>A contact person was provided to the AC to assist with the implementation.</li> </ul>
<ul style="list-style-type: none"> <li>Identify and develop national- and regional-level service level agreements (SLAs) for the major electronic services to be used at the Technical Solutions Centres.</li> </ul>		DG, ITS		<ul style="list-style-type: none"> <li>Draft SLA is 75% complete.</li> </ul>

## CCG College Transformation

Commitment	Lead	Results Achieved/Status
<b>2008-2009</b>		
Develop the Canadian Coast Guard College Transformation Plan.	ED, CCGC	<ul style="list-style-type: none"> <li>Transformation Project Framework objectives and timelines finalized. Internal consultations underway. External consultations began in October.</li> </ul>

## SUSTAINABLE DEVELOPMENT STRATEGY

Commitment	Lead	Results Achieved/Status
<b>2008-2009</b>		
A Canadian Coast Guard that better understands the environmental impact of its business and directs the operation and development of all assets in accordance with a set of industry leading standards and regulations:		
Under the Departmental Occupational Health and Safety Program, complete development of the CCG component which is a comprehensive management system for health, safety, and environmental issues specific to all shore equipment, facilities and operations	Deputy Commissioner & DFO, Occupational Health & Safety	<ul style="list-style-type: none"> <li>A decision was taken to have one Departmental Occupational Health and Safety (OSH) Program.</li> <li>Discussions are underway with Departmental OSH to determine what application a CCG pilot system in Pacific Region may have nationally.</li> </ul>

Commitment	Lead	Results Achieved/Status
<b>2008-2009</b>		
Efficacy in ensuring an effective response to minimize adverse impacts of marine pollution incidents in Canadian waters is enhanced.		
Complete revision of National Environmental Response Strategy, consulting with partners on the document.	DG, MS	 <p>► The National ER Strategy is presently at the draft stage only. The strategy still needs to go through consultations with our partners. An acceptable approach on the level of detail to be included in the document continues to be under discussion.</p>
Develop competency profiles and training strategy for ER management.	DG, MS	 <p>► Competency profile and training strategy has been partially drafted. However further details must be developed.</p>
Develop senior managers training course.	DG, MS	 <p>► The training course for senior managers is currently under development with an anticipated completion date of Winter 2009.</p>