



Marine Industry Advisory Committee

Marine Industry Advisory Committee Summary Report



Vancouver Meeting – November 13, 2019

Prepared by

Public Services and Procurement Canada
Marine Commodity Management Office



Marine Industry Advisory Committee

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MIAC November 2019



Marine Industry Advisory Committee

Acronyms

ABCFMI	Association of British Columbia Marine Industries
ACADA	Atlantic Canada Aerospace and Defence Association
BC	British Columbia
BWIT	Business Women in International Trade
CBSA	Canada Border Services Agency
CCG	Canadian Coast Guard
CFA	Canadian Ferry Association
CIC	Citizenship and Immigration Canada
CIIP	Canadian International Innovation Program
CWB	Canadian Welding Bureau
DND	Department of National Defence
DSIP	Delegated Statutory Inspection Program
ESDC	Employment and Social Development Canada
GAC	Global Affairs Canada
GoC	Government of Canada
GoE	Group of Employers
GT	Global Talent
HR	Human Resources
IM	International Mobility Program
IMC	Interdepartmental Marine Committee
IMO	International Maritime Organization
IRCC	Immigration, Refugees and Citizenship Canada
ISED	Innovation, Science and Economic Development Canada - formerly Industry Canada
ISS	In-service support
ITB	Industrial and Technological Benefits
LMIA	Labour Market Impact Assessment
MCMO	Marine Commodity Management Office
MIAC	Marine Industry Advisory Committee
MSSVS	Marine Services and Small Vessels Sector
NAFTA	North America Free Trade Agreement
NAIC	North American Industry Classification Codes
NCR	National Capital Region
NOC	National Occupation Codes
NSBA	Nova Scotia Boatbuilders Association
NTIP	Naval Technical Innovation Program
PSPC	Public Services and Procurement Canada
QVI	Quiet Vessel Initiative
RFI	Request for Information
RFP	Request for Proposal
RD&D	Research, Development and Deployment
SVC	Small Vessel Construction
SME	Subject Matter Expert
TAG	Technical Action Group
TC	Transport Canada
TCS	Trade Commissioner Service
TFW	Temporary Foreign Worker Program
TI	Technical Inspector
TOR	Terms of Reference
UNFCCC	United Nations Framework Convention on Climate Change
VLE	Vessel Life Extension



Marine Industry Advisory Committee

Executive Summary

This report covers the deliberations and outcomes of the third MIAC meeting held between Government of Canada and marine industry officials on November 13, 2019 in Vancouver with takeaways in the following areas of discussion:

Objectives:

- Seek endorsement on meeting report and outline progress achieved
- Design an action plan to address HR capacity issue
- Identify key priority areas and linkages
- Set a strategic agenda for MIAC

The third MIAC meeting was successful thanks to the great participation of industry and partner departments. The next meeting is planned in the NCR for early May 2020. The resulting action register is located at the end of this report.

Overview

The Marine Industry Advisory Committee (MIAC) is the external forum that the government Interdepartmental Marine Committee (IMC) can leverage to discuss Small Vessel Construction (SVC) and Sustainment recommendations as well as opportunities and challenges collectively facing the Canadian marine industry and government. In addition to providing advice and recommendations to the IMC on plans and actions moving forward, the MIAC may also establish tiered subject matter expert panels to solicit more detailed feedback and advice on specific segment relevant topics.

This summary, while not exhaustive, embodies the feedback from industry and government representatives to the topics constituting this third meeting.

1. Opening Remarks and Background

Charles McColgan, PSPC - MIAC Chair

- Issues and progress on these issues following up on the last MIAC meeting. We need to demonstrate we are making progress
- The Chair asked all committee members to raise issues important to them; he highlighted the fact that we want to progress as a committee and that PSPC is not trying to dictate the meeting agenda or the discussions. This is your committee, you have a right and voice to provide comments and feedback
- Introduction of all members and participants

2. Montreal Meeting Report

Presented by Charles McColgan, PSPC

- The summary report of the Montreal MIAC meeting was shared with all members prior to the meeting



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- Changes were made as requested by a core member, for endorsement by the committee
- CWB will remain engaged and will present on any progress made at the next MIAC meeting
- HR capacity is a core piece of work to be addressed later today; this is the first time there is a coordinated approach to solve the issue
- Hull cleaning updated, RFI to be provided
- **Action item register update** (contact information, situational awareness, place mat)
- New members to receive previous reports as well as the latest
- Strategy documents – HR component key driver as well as integration of AI
- Section 8 changed to represent the points that were made during the meeting, highlighted in the report – to be endorsed
- NSBA: MIAC ToRs – have there been any changes to the ToRs since our first meeting? Do we need to make any changes to reflect our goals? Marc Baril, PSPC: We can review the ToRs later today to see if they are still relevant and if any changes are required (Round table discussion item)
- The MIAC report for the Montreal meeting in June was endorsed by all members

3. Innovation & Greening

Planbox as part of the NTIP (Naval Technical Innovation Program), presented by Cdr. Meiz Majdoub, DND

- Where is innovation going? We are moving towards an age of innovation
- DND approach: Anticipate, adapt, act
- Policy is anchored in all strategies
- RCN fleet is ageing, decommissioning themselves – different approach required today; innovative approaches
- Internal funding as well as ‘crowd-sourcing’ leveraged
- In-service support contracts all have change elements; keep the fleets going
- Collaboration with external partners, associations, OGDs, academia and their partnerships
- Navy innovation challenges organized by focus area
- New mandate to reflect focus on innovation
- Diversity and conflict are naturally a part of innovation
- TAGs (Technical Action Groups) – leveraging engineers to come up with concepts to present for support
- Naval engineers can now be reservists – new concepts for DND in the organizational structure
- Very recent history of innovation started by Commodore Simon Page
- Approach – Adaptation of SCRUM Methodology
 - Capture everything
 - Verify it
 - Plan
 - Sponsored (funding, engaging, testing identified, sponsored)
 - Implementation
- Dashboard explained – Beyond 2020 objectives



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- Innovation management system: Planbox – challenges, ideas...; currently 10,000 licenses for DND members, OGDs, contractors, sailors
- Presenting different Planbox projects
- Communication and social media information, Innovation App
- Link created for associations to join Planbox, presentation given for ABCMI and other marine associations last week
- If you have innovations please contact NTIP - NTIPCoord-CoordPITN@forces.gc.ca
- CFA: Marine Industry Cluster in Rimouski (no linkage through NCR) – Meiz: Rimouski and St. John next destinations to present to on Planbox
- Genoa Design: define Canadian opportunity – Meiz: ITB obligations, SA for innovation as a vehicle
- ABCMI: companies who don't fit in RCN policy coverage – contact through Planbox (actual person) to ask questions live

Innovation at CCG, presented by Pearse Flynn, CCG

- Integrated Technical services, CCG Marine Engineering
- Challenges: ageing fleet with vessels of average age of 38 years; major refits needed and we need to improve response time
- ISS is done in house, we contract additional resources as required
- Delegates Statutory Inspection Program (DSIP) is a new way of inspecting ships including innovative approaches
- VLE in its seventh year, mandate to sustain CCG fleet; the challenge is to pair old equipment with new digital technology
- \$2B investment into CCG fleet maintenance, working closely with marine industry to define availability of resources and dock space
- Digital twin concept: use of structural models as a central repository for info and 3D scanning to capture and create viewable outfit models (i.e. coating data, steel repairs, Classification Society inspections...), lessons learned are included in notes
- 3D scanning technology to facilitate 3D modeling processes, optimize route of entry for equipment install with minimal structural modification
- WETT-O system: technologies to process oily water, fit wastewater electromechanical treatment technology
- Multibeam Echosounder: allows Canadian hydrographic service to chart ocean floor more efficiently, provides updated navigational charts for the Arctic
- Corrosion investigation: selection criteria based on corrosion performance to reduce the extent on weld repairs and extend longevity of CCG hulls

Marine Research, Development and Deployment, presented by Abigail Fyfe and Ryan Klomp, Transport Canada

- Engineering and science research branch within TC
- Research to enhance the safety, security, efficiency and environmental performance of Canada's transportation system
- RD&D comprised of engineers, policy analysts, naval architects and marine biologists
- Goals: clean marine (reducing emissions), reducing underwater noise and vessel strikes to support mammal protection through several RD&D initiatives



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- RFP and criteria launched early next week, open until mid-January
- International (IMO and UNFCCC) and domestic commitments and programs
- Clean marine projects previously completed or underway
- Marine mammal protection projects completed or currently underway
- Quiet Vessel Initiative (QVI), launched in the fall of 2019: significant knowledge gaps about design and technologies that will be most effective in noise reduction
- QVI will assess technologies, retrofits, designs and operational practices
- Opportunity to engage stakeholders
- Compendium of possible technologies and measures will be created
- Indigenous engagement important focus of QVI
- RFP objectives : Inform the sector of TCs research goal; provide an opportunity to put forward projects that will help meet research goals; ensure transparent and competitive process : Marine Mammal Protection stream \$16.4M, Clean Marine stream \$4.7M and a combined stream to validate technologies for both emission and noise reduction over four years
- RFP info session on November 19th (8:30-11:30am AST) at Halifax Marriott Harbourfront hotel (registration until November 15th)
- CFA: timeframe for RFP too short, need to give more time to prepare bids; information on previous and current projects need to be accessible for companies that want to invest in innovation
- NSBA: RCN work on noise reduction in the 1980s – does TC have access to those records; classified information but DND has been contacted for information
- Annual RFP, not everything has to be solved in this round; TC will take feedback re timelines into consideration
- Newdock: need to assure we are not reinventing the wheel; ensure access to information on past projects; leverage previous studies done on levels of noise emissions from DND

4. Initiatives Update

Technical Inspection, presented by Marc Baril, PSPC

- Update to industry for awareness
- CCG: piloting projects with TIs, there is a need for more bodies on site to make decisions on behalf of CCG; there is great value in having TIs on site
- Build in flexibility to cater to smaller requirements in our GoC solutions to more complex projects
- Newdock: we have a lot of short refits with a lot of work to be done in a small timeframe, therefore additional bodies on the ground would be valuable with regards to staying within the contract time period
- Naval Forillon: works well with CCG on medium sized projects right now

Bundling, presented by Marc Baril, PSPC

- Bundling was brought up as a method to drive best value in regional workshops by industry and government stakeholders
- Addresses the race to the bottom issue (the condition of the vessel needs to be known)



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- Assures a better familiarity with the vessel which leads to better forecasting and more flexibility on work arising
- Bundling has benefits for HR capacity
- Leverages best practices
- Different options of bundling are being considered: several yards, assigned multiple vessels (class/mix)
- Two pilot projects: a VLE three-vessel package for the CCG 1100 class and a multi-ship package for three MSPVs
- Future bundling options include the CCG 1200 class (Medium icebreakers, 4 vessels), CCG's 1100 class (multi-tasked vessels, 7 ships), Griffon (multiple refits, same yard), Viking Class (3 ships)
- Using a contract management approach (integrated government project team, lessons learned, on-site TI services, vendor performance scorecard, rigorous project management – risk register, issues log, comms plan...)
- A preliminary project plan has been put in place for the VLE bundling package
- MSPV pilot preliminary schedule in place (estimated work periods); contract architecture & management approach defined; preliminary project plan
- Next steps will include the design of an industry panel approach in the winter of 2019/2020, followed by an industry panel (MIAC) in the spring of 2020, the finalized business case will be presented in the fall of 2020 and a broader implementation phase will commence in spring/summer 2020
- The contact for all questions relating to the VLE bundling project is Cindy Soyland: cindy.soyland@tpsgc-pwgsc.gc.ca, 819.420.8986
- MIAC Chair Charles McColgan: please give us your feedback on these industry consultations, we are not trying to tell you what to do; we want this to be helpful for industry as well as government
- Guillaume Quessy and Gabriel Piras are on the phone from the QC region to answer any questions
- CFA: AGs report on bundling, 'race to the bottom' solution
- ABCMI: 1. Will the geographical distribution of vessels have any influence on bundling? 2. With limited dry-dock space and high demands on EGD by other users – will planned work better utilize available dry-docking space?
 1. CCG: We have a smaller fleet on the West coast and fewer dockyards, therefore a delay on one ship will mean delays on other work (defined work periods have to be pushed back).
- ABCMI: Will assets be shifted from one coast to the other? CCG: Sometimes there are shifts to balance the fleet. If there was an emergence floating then a shift would be possible, but no shift is currently planned.
- Wartsila: Is CCG planning on keeping work in-house? Are you decentralizing the contract? Will there be a centralized coordination and planning of VLEs? And if so, how does that coincide with CCG's organization? Will you be outsourcing? Marc Baril, PSPC: The goal is integrated planning, possibly with the help of industry.

CCG: We have in-house resources as well as contractors whom we have used prior in trying to balance our internal HR capacity as well as augmenting with industry's capacity (possible conflicts of interest, regulators)
- CFA: The ferries graving dock is a strategic asset for the fleet, please consult with industry as well (addressed to CCG) because of limited capacity in Canada; better coordination through MIAC in future planning required



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ITT dry-docking template, presented by André Godin, PSPC

- The template had to change in order to adapt to a requested overhaul by stakeholders
- Innovations in marine procurement
- Preference of suppliers addressed with CFTA
- How can emergency contracting and changes be addressed?
- The template content includes general info, bidder instructions etc. (standard content)
- Parts 1-6 include bid supplements, part 7 is the resulting contract clauses
- Detailed pricing data sheet
- Next steps: template almost completed - to be finished as one document, to be reviewed within PSPC - then industry feedback (RFI) - finalize and pilot

5. HR Capacity

- Update on the initiative was given by Marc Baril:
 - Active collaboration/meetings with ISED, ESDC, CIC on this topic
 - Collective effort required to leverage existing programs
 - A new foundation is being set-up. Marc to provide more information after the meeting.
 - A presentation was presented at CMAC on the Foundation.
 - Dave Hatherall: Has there been any info on resources in the US?
 - ABCMI: Yes there will be a huge influx coming in from the US as there are not enough jobs there

ABCMI:

- 3rd phase of strategy has been completed
- BC Government funding restrictions in place until April 1st at which time phase 4 (implementation phase) will commence
- Labour market study for the surface marine community will be conducted by ABCMI (will report back to MIAC in about six months)

Overview of the Temporary Foreign Worker Program, presented by David McCluskey, ESDC

- International Mobility Program (IM)
- Temporary Foreign Worker Program (TFW)
- Goal of the TFW program is to regulate the entry of foreign nationals to work temporarily and/or with the intention of becoming permanent residents
- Objectives: gives employers access to TFWs when Canadians are unavailable, ensuring Canadians are considered first and foreign workers are protected
- ESDC, IRCC and CBSA collaboration
- LMIA assesses genuineness, labour market factors and past compliance with TFW program required
- Genuineness: does the job posting make sense? Can you fulfill the conditions of the employment? Check on past compliance with federal/provincial/territorial laws regulating employment and recruitment
- Labour market factors: will the employment of the TFW result in a positive/neutral or negative impact on the labour market?



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- Employers applying for an LMIA must pay the TFW the prevailing wage for the occupation and work location, same as they pay current employees
- Employers must make an effort to hire Canadians first before offering a job to a TFW and provide proof of when, where and for how long the posting was advertised
- There are different program streams for high wage, low wage and primary agricultural jobs, support to permanent resident and global talent (GT) – currently the median wage in BC is \$23.98 / in ON \$23.08 (anything above is considered high wage, anything below is low wage)
- The maximum duration of employment under this program is two years for high wage jobs; one year for low wage jobs
- The cap of the number of low wage workers employers can employ is 10-20%
- There is a transition plan required to reduce the reliance on foreign workers over time for the high wage stream
- Job ads must be accessible to the national audience
- Employers must pay for the round-trip to and from Canada and ensure that affordable housing is available to the employee
- The 'Group of Employers' is a pilot project for employers in the same industry to jointly seek LMIA's and share the services of TFWs on large-scale projects
- To facilitate the processing of a LMIA request, a group of employers must identify a representative or administrator to act on their behalf in dealing with ESDC
- Program compliance: inspections during a period of six years (wage, working conditions, occupation), unannounced site visits, interviews of the employer or anyone employed by the employer
- Non-compliance can lead to warnings, bans, publication of the employers with details of the violation, monetary penalties
- Secunda feedback: Newfoundland requires high local content, prevents people from foreign countries to work in Newfoundland for offshore work
- CFA feedback: There is a high percentage of ferry captains and engineers due to retire, the Government needs to provide info on labour shortages to highlight crisis; certificates from other countries are often not recognized in Canada
- Genoa Design feedback: The company uses the program regularly, but it is expensive and time consuming. We are facing a crisis of labour shortage. Industry associations should organize a group of employers to facilitate program access, the GoC should help industry and offer support.
- In many cases, associations have been the driving force behind the GoEs
- CFA: Are there agreements with foreign countries?
- **France and Norway signed reciprocal agreements last week – MCMO will forward more information to the committee members**

[Immigration programs & resources to address workforce challenges facing the Canadian marine industry, presented by Heather Michaud, IRCC](#)

- Newcomer services
- Outreach officers all across Canada to help employers navigate immigration and temporary worker programs
- HR crisis, not enough skilled workers in Canada to meet the needs of the market



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- Programs to facilitate entry and retention of foreign talent
- Canada is a recognized leader in immigration (fast processing of work and study permits, help for families, newcomers can become Canadian citizens within three years)
- Global Skills Strategy (ESDC, IRCC, CBSA) – four pillars (two-week service standard, short-term work permit exemptions, dedicated service channel, global talent stream)
- LMIA exemptions (i.e. work permits, bilingual employees under francophone work permits, international trade agreements like NAFTA – like intra-company transfers from other countries within a company) – hiring through employer portal with employment offer, \$230 fee, number for the worker to use to apply
- International recruitment resources (i.e. people with open work permits) to help hire foreign workers
- **Send list of required resources to Heather for resources and links**
- **Fact sheets will be shared digitally because they contain links to websites**
- Destination Canada – annual event
- Provincial/territorial nominee program for express entry (as little as two weeks), LMIA exempt work permit – intended for permanent residents, indeterminate job offer

Training – this topic was not discussed due to time constraints

Approach and action plan – this topic was not discussed due to time constraints

6. T&Cs Refresh – Race to the Bottom

Presented by André Godin, PSPC Pacific Region

- Current PSPC evaluation methods are not working well and create a race to the bottom
- Common ground: planning, risk evaluation, level of effort, material cost and consumables, estimate unscheduled work arising, established total cost, profit margins and expanded margins
- New method to eliminate the race to the bottom assesses man/hours contractor, man/hours sub-contractor, material cost, bid known price, unscheduled work, other costs (i.e. insurance), total bid evaluated price
- Bidders – requested information known work prime contractor man/hours, subcontractor man/hours...
- Bid evaluation – generated data
- Median evaluation method (evaluation using medians, weights and reducing factors); calculated for different criteria (i.e. material costs, bid price, man/hours...)
- Market driven median bid evaluation method
- CFA feedback: process not necessarily fair and transparent for ferry contracts, the same company was selected both times
- NSBA feedback: qualifications of people doing the work are very important
- Rosborough Boats: no standard for hourly rates, depends on circumstances (i.e. overtime, weekend, regular hours)
- CCG feedback: was historical data considered to define medians?



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- Next Steps:
 - WG to finalize the evaluation method
 - Seek industry input (RFI)
 - Procurement Pilots

7. Small Vessel Construction and In-Service Support

A brief overview was presented by Frédéric Pierre, DND and Jasen Webster, CCG as this will be presented at the ABCMI Conference tomorrow.

8. Fostering Export

- The Canadian Defence Attaché presentation will be shared with the membership electronically; due to time constraints, Marc Baril was not able to present on the Defence Attaché's behalf

[CanExport services](#), presented by Sudha Kshatriya, GAC

- Sudha Kshatriya from Global Affairs Canada, gave a presentation on CanExport's services, which include the Trade Commissioner Service
- CanExport was launched in Jan.2016 as a pilot project with funding of \$50M
- The program supports SMEs, innovation, associations and community investment funding
- When applying for funding, companies should always consult the trade commissioner services in order to avoid making common mistakes in the application process
- Additional TCS funding and support programs include the Canadian Technology Accelerator Program, the Canadian International Innovation Program (CIIP), Business Women in International Trade (BWIT) and the Indigenous Business Export Support Program
- Some companies and associations present have used TCS services and provided feedback

ABCMI:

- the association has taken advantage of the program, still currently underway
- invaluable TCS input in the US and UK for feedback which was built into ABCMI's proposal
- lots of work to prepare the proposal, but it allows the association to execute membership in foreign countries
- \$100,000 constraint for companies to explore foreign markets is a drawback

Rosborough Boats:

- Labour intensive process
- Some bugs in the system
- The company is exploring opportunities in India and Africa

ACADA:

- challenges included outdated technologies and the volume of work
- early approval



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9. Closing Remarks

Charles McColgan, MIAC Chair, round-table discussion

- Marine is not listed as a separate occupation in the NOC (National Occupation codes), included in transportation
- NOC consists of four-digit codes, too generalized
- NAIC (North American Industry Classification codes) to represent marine industry better
- ABCMI requested NOC changes to include Marine specifically
- CFA: MIAC recommendations on timing of initiatives (i.e. HR capacity), synergy: goals, objectives of MIAC (only shipbuilding, ship repair?)
- ABCMI: broad representation of the Marine sector (all six sub-sectors); update ISED membership at MIAC (exposure to ITB side of ISED – presentation on ITBs at next MIAC meeting)
- ACADA: focus on challenges going forward now that we have broadly covered opportunities
- CFA: shipbuilding/ship repair only or broader? What does the GoC want out of this forum? Impact of NSS on broader sector
- Charles: opportunity to shift focus of MIAC, forum for all of us – we can change the focus (i.e. include Mariners)
- Genoa Design: missed opportunity by not having members speak about their perspectives and experiences
- NSBA: justification of membership/travel to MIAC meetings to association members; need to be able to bring up issues that members are facing to the committee
- ABCMI: extraordinary gallery at MIAC – single entry point to multiple GoC departments to bring up issues and discuss challenges – broaden the conversation but great forum
- Wartsila: pieces of the puzzle coming together; would like to see what is going on in every member's world (initiatives); sustainability, digitalization, evolving technologies,... shaping the future (what will our concerns be in 5/10 years?)
- NSBA: pleased to be a member of MIAC, but want to check in on what we want to achieve – has our focus/goal changed?
- Newdock: open dialogue, agenda always tailored to everyone's needs, new topics
- Chantier Naval Forillon: packed agenda, good presentations; not enough time for discussions / fewer presentations next time
- SNC: 1st time attending; moving forward keep open dialogue, keep reviewing ToRs
- What does MIAC want to influence, what do we want to pave the way for the future?
- Charles: active participation, shaping of next MIAC mtg. – agenda items, discussions & presentations; important focus on HR strategy next time as well; thank you for your participation; stay tuned for Ministers' announcements at the end of the month



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	<u>Action Item Name</u>	<u>Action Item Description</u>	<u>Action Item Status</u>
1	New MIAC members	<ul style="list-style-type: none"> MCMO to share previous MIAC reports and placemats with new committee members 	
2	Montreal summary report	<ul style="list-style-type: none"> HR study is at the beginning of phase 4 of 5, to be clarified in summary report 	
3	Additional marine associations	<ul style="list-style-type: none"> MCMO to reach out to Marine Industry Cluster to make a connection 	
4	ITT dry-docking template	<ul style="list-style-type: none"> MCMO to provide a copy of the template to all members 	
5	Temporary foreign worker program	<ul style="list-style-type: none"> Marc/Dianne to provide update on approval on Norway and France approval of certificates Julia to provide David's contact information and presentation to members 	
6	Immigration programs & resources to address workforce challenges facing the Canadian marine industry	<ul style="list-style-type: none"> MCMO to share fact sheets digitally 	
7	Fostering export	<ul style="list-style-type: none"> MCMO to send Canadian Defence Attaché deck to MIAC members 	
8	MIAC Terms of Reference	<ul style="list-style-type: none"> MCMO to add version number and date 	



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Annex A

MIAC Attendees

Industry Associations:

- Association of British Columbia Marine Industries (ABCMI) - **Alex Rueben** - Executive Director
- Association of British Columbia Marine Industries (ABCMI) - **Leann Collins** – Director of Projects and Stakeholder Relations
- Atlantic Canada Aerospace and Defence Association (ACADA) - **Richard Billard** - President and CEO
- Nova Scotia Boatbuilders Association (NSBA) - **Tim Edwards** - former Executive Director
- Canadian Ferry Association (CFA) - **Serge Buy** – Chief Executive Officer

Marine industry market segment representatives:

- In-service support (2);
 - ✓ Secunda Canada - **Darrell Sheppard** - President and CEO
 - ✓ SNC-Lavalin Operations and Maintenance Inc. - **Mike Pratt** - Vice-President and General Manager
- Repair, refit and maintenance (1);
 - ✓ NEWDOCK, St. John's Dockyard Limited - **Richard Eddy** - Operations Manager
- Small vessel construction (2);
 - ✓ Chantier Naval Forillon Inc - **Jean-David Samuel** - Président-directeur général
 - ✓ Rosborough Boats Ltd - **Robert Gascoigne** - Director Business Development
- Naval architecture/engineering (1); and
 - ✓ Genoa Design International Ltd. - **Gina Pecore** - CEO
- Supply chain (1)
 - ✓ Wartsila Canada - **Pieter Groot** - Contract Manager
 - ✓ Wartsila Canada - **Yasemin Mensah** - Managing Director

Government department representatives:

- Public Services and Procurement Canada - **Charles McColgan**, Director General Marine Services and Small Vessels Sector
- Public Services and Procurement Canada - **Dave Hatherall**, Director General
- Department of National Defence (DND) - **Kevin Fitzpatrick**, Director, Major Marine Construction Sector
- Canadian Coast Guard (CCG) - **Sam Ryan**, Director General Integrated Technical Services
- Royal Canadian Mounted Police (RCMP) - **Darren Mierau**, National Manager, Marine Fleet
- ISED - **Lindsay Bisson**, Deputy Director, Marine and Space, Aerospace, Defence and Marine Branch