



# Marine Industry Advisory Committee

## Marine Industry Advisory Committee -MIAC-



## Hybrid Meeting – Vancouver, BC & MS Teams November 4 & 5, 2021

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Prepared by

Public Services and Procurement Canada  
Marine Commodity Management Office



# Marine Industry Advisory Committee

## Acronyms

ABCFI	Association of British Columbia Marine Industries
BC	British Columbia
CCG	Canadian Coast Guard
CFA	Canadian Ferries Association
DND	Department of National Defence
GC/GOC	Government of Canada
GGF	Greening Government Fund
GHG	Greenhouse Gas
HR	Human Resources
IBP	Indigenous Benefits Plan
ICE	Internal Combustion Engine
IPC	Indigenous Participation Component
ISBWG	Interdepartmental Small Boat Working Group
ISED	Innovation, Science and Economic Development
ISS	In-Service Support
KPI	Key Performance Indicator
LCFPP	Federal Low Carbon Fuel Procurement Program
MCMO	Marine Commodity Management Office
MIAC	Marine Industry Advisory Committee
NATO	North Atlantic Treaty Organization
NS	Nova Scotia
NSS	National Shipbuilding Strategy
R&D	Research and Development
RFSA	Request for Supply Arrangement
SA	Supply Arrangement
SACC Manual	Standard Acquisition Clauses and Conditions Manual
SME	Small and Medium sized Enterprises
TBS	Treasury Board Secretariat
TC	Transport Canada
UK	United Kingdom
VLE	Vessel Life Extension
WAHV	Wrecked, Abandoned and Hazardous Vessels
WG	Working group



# Marine Industry Advisory Committee

## MIAC MEETING DAY 1

November 4, 2021 08:15-13:00PDT

Vancouver, BC & MS Teams

### Alignment of build-in-Canada shipbuilding policies across federal and provincial governments

Explore opportunities where the federal government can encourage build-in Canada policies across all sectors (provincial government and commercial)

- Keep shipbuilding and related expertise in Canada to further build the industry
- Lack of awareness/knowledge across Governments and in the general public Investments within Canada will have economic benefits, such as keeping taxes in Canada
- PSPC response: Outlook is building the story by adding BC Government presentation, we will continue to encourage Provincial/Territorial/Municipal governments to participate in future Outlook sessions
- The idea of building in Canada is welcome, issue is the capacity and ability to do so; in 8-10 years we are looking at over \$10 B on new builds, refits etc., some will be built in Canada, some internationally. As such more Government leadership and funding is necessary in continuing to n build up capacity
- All procurements must be open and inclusive to builders of different sizes. While bidding seems more accessible to larger companies due to timelines, requirements to bid, there may be opportunity to use immigration to build up capacity once contracts are awarded to Canadian companies (for example, a federal marine association in New Zealand has been established to create and grow the industry to become an international player)
- Federal policies aren't aligned with provincial/territorial, municipal policies; SMEs are trying to enter supply chains and get visibility to large firms on smaller contracts for parts etc.; Built in BC: radical measures required to encourage Built in BC

Overall the group was encouraged by BC Government presentation at Outlook and supported the work to get other o provincial/municipal governments included in future Outlooks. It was also noted that the VLE program encourages SMEs and that the volume of future requirements will be significant.



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Current and future status of Wrecked, Abandoned and Hazardous Vessels (WAHV)	
Current status & tools Anticipated program future	<p>Presentation:</p> <ul style="list-style-type: none"> <li>Five (5) key measures: <ol style="list-style-type: none"> <li>1. NEW LEGISLATION: Wrecked, Abandoned or Hazardous Vessels Act (TC/CCG)</li> <li>2. NATIONAL INVENTORY and RISK ASSESSMENT of problem vessels (CCG)</li> <li>3. ENHANCE VESSEL OWNER IDENTIFICATION SYSTEMS: Pleasure Craft Licensing and Vessel Registration (TC)</li> <li>4. Short-term FUNDING PROGRAMS for wreck removal, education, and research (TC)</li> <li>5. Long-term OWNER-FINANCED VESSEL REMEDIATION FUNDS (TC/CCG)</li> </ol> </li> <li>National Procurement Strategy to address WAHV</li> <li>Currently three (3) different SAs: 1. Marine Technical Services, Nov.2020 – refresh by end of Nov.; 2. Small Vessel Disposal, closes Nov.22, 2021 to be used as early as Jan.2022 where possible (seasonal work); 3. Medium/Large Vessel Recycling and Disposal, industry engagement in early Jan.2022, to be posted later that month</li> <li>Selection of bidders to ensure Indigenous content</li> <li>IBP (Indigenous Benefits Plan) to increase Indigenous participation in WAHV</li> </ul> <p>Questions/discussion:</p> <ul style="list-style-type: none"> <li>Q: On upcoming RFSAs, do non-Indigenous businesses have to have the IBP incorporated into their bid to qualify? A: No, it doesn't form part of the SA .</li> <li>Q: How is the project being rolled out in Western Canada and how can ABCMI help to connect industry with Indigenous communities/businesses using the support of CANDO and PSPC? A: National engagement will be held to leverage existing tools. CANDO will lead rollout in indigenous communities, as PSPC continues to work on developing next steps on how the information will be shared and how IBPs will work. PSPC is hoping to have these tools completed by mid-winter.</li> <li>Q: Are there any other initiatives to remove WHAVs and how is the coordination between municipal/provincial and Federal governments happening? A: There are different sources of funding being made available, authorization from TC is required before taking possession of a vessel for third party removal, disposal etc.; section 38 approval required, which is challenging when subject to application of several sources of funding; there is no formal process in place yet.</li> <li>Q: Target of 5% Indigenous content in contracts; what is the link to IPC?</li> </ul>

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	<p>A: IBP is very similar to IPC, as they both support the Government's objective of leveraging government spending to help grow Indigenous businesses.</p> <ul style="list-style-type: none"> <li>Q: Are there any SAs applicable to Federal Government departments for older vessel disposal?</li> </ul> <p>A: All disposal work, including Canada's own vessels, will go through these SAs.</p>
<h2>Marine HR overall Strategy for Canada</h2>	
HR Strategy presentation	<p>Presentation:</p> <ul style="list-style-type: none"> <li>National approach to address the HR capacity challenges in the Marine sector</li> <li>Focus on three pillars (promotion and awareness, community building, workforce development)</li> <li>Steering Committee has been established to review gaps identified by industry between different departments to develop solutions and provide support</li> <li>MIAC sub WG for HR has been established to stay abreast of emerging challenges and inform us of new initiatives by industry; forum to exchange experiences and knowledge between WG members</li> <li>Action plans developed to address needs identified (underway, planned and completed; industry as well as Federal Government)</li> <li>Data on competing sectors that use the same labour pool as the Marine sector</li> <li>Promotion and awareness: division of labour between industry and GOC; i.e. shareable NSS branding/project one-pagers</li> <li>Community building: first meeting was eye-opening due to sharing of information, experiences amongst members; will set up a collaboration platform serving as a hub to share information, documents and industry events, inventories of data and programs and initiatives; open it to any marine stakeholder 'one-stop-shop'</li> <li>Workforce development through training and courses, development of career pathways</li> <li>Late 2021/ early 2022 establishment of collaboration platform</li> <li>Present action plans to Senior Management for approval to move forward</li> </ul> <p>Questions/discussion:</p> <ul style="list-style-type: none"> <li>Q: Companies are experiencing a limited workforce in all areas of marine as the race to the bottom is creating a bubble. , Where is the workforce development? There is a need to retain people to develop their careers and stay with the companies without having to leave for extra money in another company/sector. Making the immigration process easier would extend our pool of labourers; is there a way to incentivise companies that have a strategic view – how can the GOC help industry?</li> </ul>

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	<p>A: Qualitative data to map career paths and keep them engaged with their employer/sector; the strategy has two streams: marine industry HR challenges and GOC HR challenges to support NSS – there will be cross-over in the strategy to retain people and develop them.</p> <ul style="list-style-type: none"> <li>• Q: Data pillar – what will success look like? How do we determine progress? A: We have developed a logic model for NSS HR Strategy and we are developing performance measurement; KPIs for each outcome identified; before we can set targets, we need data on the current situation to be used as a baseline (GOC capacity as well as industry capacity)</li> <li>• Guiding principles will have to be considered so as to not impact other industries Power of collaboration and partnership nationally; possibility of expanding this WG to have more industry partners collaborate rather than compete with each other</li> <li>• A partnership with COVE and COAST or ABCMI on the West coast would make sense to attract the subset of people in innovation/creative projects.</li> <li>• Q to MIAC members: What about non-traditional labour pools to foster a more inclusive workforce? Has anyone leveraged any government programs and what is your feedback? A: We have hired people from other sectors, cross-trained them and then offered on-the-job training programs. It is a lot of work to develop a curriculum and engage people in a creative way to keep their interest, but it is very effective – admin vs. technical vs. leadership A: Courses built with government funding within the sector, which is how ABCMI was created.</li> <li>• Government will get the ball rolling and adding momentum, after that support industry – GOC not the driver, but here to help industry</li> <li>• East Coast comms campaign targeted at youth, newcomers to Canada, working with communities identifying challenges; helping them with skills development; exiting military to transition; bridging programs needed; funding for cross-sector labour market initiative between mid November and end of March 2022</li> </ul>
Exchange Rate Fluctuation Risk Mitigation in multi-year contracts	
Application of C3010T application on short-term contracts only (multi-year contracts excluded) Effects on long term	<ul style="list-style-type: none"> <li>• VLE contract as an example, can we include application of C3010T in long-term contracts to ensure consistency?</li> <li>• Policy normally applied across the board; assumptions that long-term contracts don't have an evaluation of the supply chain; during the solicitation process, there needs to be more engagement to help ensure consistency</li> <li>• More clarity when solicitations are out to make sure industry is aware when there is an international aspect in the supply chain</li> <li>• Q: When selling to American firms, we have to quote and sell in American Dollars, surprising that international companies can't, in turn, be asked to</li> </ul>



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	<p>quote in Canadian currency? Is there enough power within this group to remove the risk by asking them to quote in Canadian Dollars</p> <p>A: Quoted price is only valid for limited period of time, between contract award and ordering prices will move (if quoted in Canadian Dollars, we cannot ask to consider changed exchange rate), not an advantage to us</p> <p>A: economic price adjustments have to consider inflation (SACC manual has a consideration for this, but it is difficult to implement)</p>
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<h2>MIAC MEETING DAY 2</h2> <p>November 5, 2021 08:15-12:00PDT Vancouver, BC &amp; MS Teams</p>	
Greening Government Strategy	Greening presentation
	<ul style="list-style-type: none"> <li>• Climate change is impacting federal operations already</li> <li>• We need to hit net zero carbon by 2050</li> <li>• Greening government operations in line with Paris 2015: four pillars (Real Property, Mobility and Fleet, Procurement and Clean Technologies, Climate Resilience)</li> <li>• Emissions from National Safety and Security fleet operations – buildings and conventional fleet, procurement/air travel/commuting, national safety and security fleet (GOC owns 30,000 buildings, 20,000 engineering assets and 30,000 fleet) <ul style="list-style-type: none"> <li>➢ Require new builds to be net-zero carbon and climate resilient</li> <li>➢ Targets for zero-emission vehicles and hybrids</li> <li>➢ Climate-resilient services and operations</li> <li>➢ Green procurement and adoption of clean technologies</li> </ul> </li> <li>• Key commitments: climate change mitigation (i.e. operational fleet decarbonization plans), biodiversity and nature-based climate solutions</li> <li>• Net-zero is challenging but can be achieved without compromising operational requirements – means reducing GHG emissions from operations to as close to zero as possible and then balancing out any remaining emissions with an equivalent of carbon removal <ul style="list-style-type: none"> <li>➢ Align planning, investment and procurement</li> </ul> </li> <li>• Federal Low Carbon Fuel Procurement Program (LCFPP) – supports key GOC climate measures</li> <li>• Greening the federal marine fleet: <ol style="list-style-type: none"> <li>1. Opportunities for increased adoption of current and emerging green solutions for marine fleets</li> <li>2. Opportunities for collaboration and leadership</li> </ol> </li> </ul>



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Questions/discussion:

Q: How do you implement this with CCG/RCN? What is the mechanism working with the departments and the move to low carbon fuels, biofuels, LNG, etc.?

A: Implementation is critical, we have been working with both on the development of the strategy, interdepartmental discussions; first step is looking at current fleet, potential options, then identify which option works for which fleet – the ‘heatmap of how to get there’, in which areas do we need more R&D? Then different strategy: working with suppliers – disclosure and take action, understanding the carbon footprint of our fleets for each organization; it will take all of us to do this in order to get to net-zero; funding needed to test and get specifics on how this will work (i.e. low carbon fuel funds); then integration into programs, procurements etc.

Q: Carbon footprint will be on the radar, we will need a plan for our companies and monitor our supply chains to understand what our carbon footprint is, to report on it and explain how we meet the requirements to qualify in the eyes of the GOC.

A: Key question will be how do we roll this out and when – we will all need to understand the carbon footprint and then how we can reduce it; we will work with industry to understand our ships and their carbon footprints (for real estate, we have been working with industry longer and have piloted on some procurements a requirement that companies have to disclose their carbon footprint and that of their supply chains etc.

Q: SMEs who want to do business with primes (ITB obligations etc.), and now we will have carbon footprint obligations as well, regardless of the size of the companies and for small companies with little support.

A: We can start with larger contracts and then go to smaller with more experience (lower the threshold over time); these requirements are being implemented internationally with some countries way ahead of us (i.e. UK)

Q: Will there be a phased-in approach to help SMEs seeing the change coming ahead of time? Give them a heads up to make sure they can be ready and prepared for these changes coming.

A: Yes, through industry engagement – first get a better understanding of what our current carbon footprint currently is, then disclosure and set targets and slowly lower the percentage of carbon emissions.

Q: We have to make sure that technologies are available, incl. the required infrastructure, electricity in small ports etc.; we will make our smaller members aware so they can be prepared

VLE program for CCG has to address greening strategies and various objectives to address greening initiatives; interim steps for old vessels with old engines and parts.

Q: Appreciate the GOC leadership on these initiatives; how does GOC ensure the grid is there to support these efforts – challenges with ferries due to insufficient power grid, especially in NS; do we have alternative energy sources ready to support the vessels, who will invest? GOC?

A: At the macro level, GOC is working with provinces to fund and ensure expansion of grid, micro level will commit to 100% clean electricity for clean operations –



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	working with utility providers to increase capacity of grids for users; buy clean/renewable power.
Decarbonization of Small Boats	
Upcoming initiative to explore opportunities with Industry Creation of the Innovation & Greening sub working group	<ul style="list-style-type: none"> <li>• RCMP pilot project with funding for decarbonization of small boats in its early stages – will require industry engagement collaboration</li> <li>• Greening Government Fund (GGF) will support to reduce GHG emissions in federal operations (can be replicated in all departments); was approved for \$800,000 over the next two years (reduced scope of work due to the large number of proposals)</li> <li>• To convert internal combustion engines (ICE) powered small vessels with low/zero emission engines for participating government departments</li> <li>• Four phases (project definition, initiation, conversion, evaluation)</li> <li>• Currently more questions than answers, looking for ideas from industry</li> <li>• Ideally, convert vessels to electric/zero emissions where electricity is clean; i.e. diesel outboard as alternatives to reduce emissions</li> <li>• RFI will ask about in-service-support (ISS) options (i.e. charging stations/infrastructure)</li> <li>• Industry engagement; we will provide examples of which vessels we want to convert – draft RFI in the next month or so</li> <li>• Sub-working group on greening aimed for January 2022</li> <li>• Funding will come in the next FY; SOW and specification development to start</li> <li>• Meeting with TBS in January 2022, formal MOU then to ensure we will reduce GHG emissions; evaluation process</li> <li>• Candidate vessels identified in the ISB WG: TC, Parks Canada, RCMP patrol vessel, CCG, DFO</li> </ul> <p>Questions/discussion:  Q: The older an engine gets, the more footprint it tends to leave – is part of the program measuring some preliminary data on types and ages of engines and their carbon footprint before rolling this out?  A: We are looking to upgrade/replace older engines to/with more efficient ones; consumption data is being generated within RCMP and other GOC departments to make fleets more efficient; detailed data needed to show the progress and reduction in carbonization.  Q: ABCMI is interested in participating in Greening WG; understanding the baseline data and targets and how we integrate the plans and operationalized these; good view of West coast activity as well as on a national level, several initiatives looking into this, i.e. BC Ferries, Seaspans etc. – environmental stewardship, increasing green procurement for federal fleets, how do we link industries into this? How can we integrate things more between GOC and industry? What becomes the mandate for this Greening WG and how do we make it function?</p>

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	<p>A: We will use the ISBWG as the spearhead to kickstart this working group; meaningful dialogue with industry to implement strategy and tie in Marine industry.</p> <p>We will need to identify who should be involved to not duplicate but to be able to reach back into existing GOC/NATO bodies where appropriate.</p>
Bundling in repair contracts	
Request to plan bundles in advance and send the RFQ early to allow companies for better planning	<ul style="list-style-type: none"> <li>47ft VLE contract just went out for bundling contracts; timeframe too short to plan in advance; companies try to get jobs in advance in order to be prepare</li> <li>Q: Is it possible to get information ahead of time for bundling contract so we can prepare and hire ahead of time? Lower costs if we can avoid using as many sub-contractors</li> <li>A: More industry consultations earlier on for future bundling contracts; challenges in getting the specs and solicitation packages earlier</li> <li>A: Trade-off in bundling due to multiple contract winners for several parts of the contract; earlier discussions with industry; we are working on more advanced notice between contract award and having the vessels arrive and ready for the work.</li> <li>Communication is very important, working well in other areas</li> </ul>
Challenges / Opportunities discussion	
Modernization of policies CCG Refit Supply Arrangement	<p>Q: Are there any policies that are not clear?</p> <p>A: We need to align our framework and communications so we can enable the objectives we have agreed on. What does the framework look like that we operate within? Who can I contact when I have questions?</p> <p>Q: Social Procurement issues and greening etc. – who does what? Reach back to industry with a placemat outlining existing programs, to be completed with help from members.</p>

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MIAC ACTION ITEMS NOV.4&5, 2021		
<u>Action Item Name</u>	<u>Action Item Description</u>	<u>status</u>
B.C. Shipbuilding Strategy	<ul style="list-style-type: none"> <li>B.C. Shipbuilding Strategy correction to June 2021 report: presented to BC Gov't by June 2022, not implemented at that time; edit post on buyandsell.gc.ca – Julia McDonald, PSPC</li> </ul>	completed
NSS report 2020	<ul style="list-style-type: none"> <li>Julia McDonald, PSPC to share report with all MIAC members</li> </ul>	completed
ISED Innovation tool	<ul style="list-style-type: none"> <li>ISED Innovation tool, which directs companies to available programs, to add Marine in the drop-down menu</li> <li>Michele Rae, ISED to take this back to Stephanie Tanton for action and response to Alex Rueben</li> </ul>	not yet started
Presentation decks	<ul style="list-style-type: none"> <li>All decks presented during MIAC meeting to be shared with all MIAC members – Julia McDonald, PSPC</li> </ul>	completed
C3010T application	<ul style="list-style-type: none"> <li>Cindy Soyland / Suzanne Wilkinson, PSPC to follow up and provide information on Exchange Rate Fluctuation Risk Mitigation in multi-year contracts</li> <li>Follow up with Marine Chapter</li> </ul>	in progress
ITB – clarity for SMEs	<ul style="list-style-type: none"> <li>Michele Rae, ISED to follow up with colleagues on spreadsheet and Tier 1 and 2 to provide information</li> <li>There is still a requirement for training/seminar, product etc. for SMEs to better understand ITBs A lay person's guide was suggested. PSPC (Suzanne Wilkinson) to engage with ISED to determine way forward and report results back to MIAC.</li> </ul>	not yet started
Presenters' contact information	<ul style="list-style-type: none"> <li>Julia McDonald, PSPC to send all presenters' contact information to all members for any follow-up questions</li> </ul>	completed
Industry placemat	<ul style="list-style-type: none"> <li>All MIAC members to feed into Julia McDonald, PSPC and add any existing GoC programs as well as industry programs to create a complete list of support programs re Innovation, Export and HR; submit quick info on existing programs</li> <li>PSPC to review the document, research information and then disseminate complete list to all MIAC members</li> </ul>	not yet started



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MIAC agenda items	<ul style="list-style-type: none"> <li>The following topics were identified for consideration for our next MIAC meeting, to be added to the meeting agenda – PSPC: <ul style="list-style-type: none"> <li>➤ Export opportunities</li> <li>➤ Supply chain challenges (how do we build more resilience in our supply chains)</li> <li>➤ Background IP rights (compared to what the requirement really is in practice – what is the practical application of background IP?)</li> </ul> </li> </ul>	in progress
Support for IP rights discussion	<ul style="list-style-type: none"> <li>Kevin Fitzpatrick, DND to report what work was done on IP within DIAG and report back and share with the group</li> </ul>	not yet started
MIAC chat content	<ul style="list-style-type: none"> <li>Julia McDonald, PSPC to share information shared in the chat function</li> </ul>	completed

## Appendix A – Action item register



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## Appendix B – meeting attendees

### MIAC Attendees day 1 – November 4, 2021

#### Industry Associations:

- Association of British Columbia Marine Industries (ABCMI) - **Alex Rueben** - Executive Director (in person)
- Association of British Columbia Marine Industries (ABCMI) - **Leann Collins** - Director Projects and Stakeholder Relations (in person)
- Atlantic Canada Aerospace and Defence Association (ACADA) - **Victoria Belbin** - CEO (in person)
- Canadian Association of Defence and Security Industries (CADSI) - **Mindy Pearce** - Policy Advisor (virtual)
- Canadian Institute of Marine Engineering (CIMarE) - **Bud Streeter**, Honorary President (virtual)
- Canadian Ferry Association (CFA) – **Serge Buy** – CEO (virtual)
- Nova Scotia Boatbuilders Association (NSBA) - **Jan Fullerton** - Executive Director (virtual)

#### Marine industry market segment representatives:

- In-service support (2);
  - ✓ SNC-Lavalin Operations and Maintenance Inc. - **Mike Pratt** - Vice-President and General Manager (in person)
- Repair, refit and maintenance (2);
  - ✓ NEWDOCK, St. John's Dockyard Limited - **Richard Eddy** - Operations Manager (virtual)
  - ✓ Canadian Maritime Engineering – **Gordon Steeves**, Proposal Coordinator (virtual)
- Small vessel construction (2);
  - ✓ Chantier Naval Forillon Inc - **Jean-David Samuel** - Président-directeur général (in person)
  - ✓ Rosborough Boats Ltd - **Robert Gascoigne** - Director Business Development (virtual)
- Naval architecture/engineering (1); and
  - ✓ Genoa Design International Ltd. - **Leonard Pecore** - Founder & Chair of the Board (in person)
- Supply chain (1)
  - ✓ Wartsila Canada – **Alan Novotny** - West Coast Senior Manager for Marine Industry (in person)

#### Government department representatives:

- Public Services and Procurement Canada (PSPC) - **Charles McColgan**, Director General Marine Services and Small Vessels Sector (in person)
- Department of National Defence (DND) - **Kevin Fitzpatrick**, Directorate Maritime Equipment Program Management for Non-Combatants (in person)
- Department of National Defence (DND) – **Commander Frédéric Pierre**, Class Program Manager, Minor War Vessels and Auxiliary Vessels (in person)
- Department of National Defence (DND) - **Memphis Don**, Sustainment Initiative, Maritime Team Lead Technical (virtual)
- Canadian Coast Guard (CCG) - **Sam Ryan**, Director General Integrated Technical Services (virtual)
- Canadian Coast Guard (CCG) – **Adam Wettges**, Regional Director ITS (virtual)
- Royal Canadian Mounted Police (RCMP) - **Darren Mierau**, National Manager, Marine Fleet (in person)
- Transport Canada (TC) – **Mike Freeman**, Regional Manager Technical Services (virtual)
- Innovation, Science and Economic Development (ISED) – **Stephanie Tanton**, Director General, Aerospace, Defence and Marine Branch (virtual)
- Innovation, Science and Economic Development (ISED) – **Michele Rae**, Deputy Director, Policy Aerospace, Defence and Marine Branch (virtual)



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- Innovation, Science and Economic Development (ISED) – **Tracy Chatman**, Officer, Aerospace, Defence and Marine Branch
- Public Services and Procurement Canada (PSPC) – **Cindy Soyland**, Director, Refit, Logistics and Small Vessel Construction (in person)
- Public Services and Procurement Canada (PSPC) – **Stephane Deslauriers**, Supply Team Leader and A/ Manager for MC (in person)
- Public Services and Procurement Canada (PSPC) – **Suzanne Wilkinson**, A/Director, Marine Charter and Strategic Initiatives (in person)
- Public Services and Procurement Canada (PSPC) – **Erin Chénier-Fox**, Supply Manager, Marine Navigation and Remediation (virtual)
- Public Services and Procurement Canada (PSPC) – **Dianne Tinkess**, Supply Team Leader, Marine Commodity Management Office (virtual)
- Public Services and Procurement Canada (PSPC) – **Saeed Nemati**, Program Manager, Marine Commodity Management Office (virtual)
- Public Services and Procurement Canada (PSPC) – **Erin Dufour**, Administrative Office, Marine Commodity Management Office (virtual)
- Public Services and Procurement Canada (PSPC) – **Martin Bisson-Dubois**, Administrative Officer, Marine Services & Small Vessels Sector & Major Marine Construction Sector (virtual)
- Public Services and Procurement Canada (PSPC) – **Julia McDonald**, Project Officer, Marine Commodity Management Office (in person)
- Public Services and Procurement Canada (PSPC) – **Ana Gaitan**, Project Officer, Marine Services & Small Vessels Sector & Major Marine Construction Sector (in person)

## MIAC Attendees day 2 – November 5, 2021

### Industry Associations:

- Association of British Columbia Marine Industries (ABCMI) - **Alex Rueben** - Executive Director (in person)
- Association of British Columbia Marine Industries (ABCMI) - **Leann Collins** - Director of Projects and Stakeholder Relations (in person)
- Atlantic Canada Aerospace and Defence Association (ACADA) - **Victoria Belbin** - CEO (in person)
- Canadian Association of Defence and Security Industries (CADSI) – **Mindy Pearce** – Policy Advisor (virtual)
- Canadian Ferry Association (CFA) – **Serge Buy** – CEO (virtual)
- Canadian Institute of Marine Engineering (CIMarE) - **Bud Streeter**, Honorary President (virtual)
- Nova Scotia Boatbuilders Association (NSBA) - **Jan Fullerton** - Executive Director (virtual)

### Marine industry market segment representatives:

- In-service support (2);
  - ✓ Secunda Canada - **Darrell Sheppard** - President and CEO (virtual)
  - ✓ SNC-Lavalin Operations and Maintenance Inc. - **Mike Pratt** - Vice-President and General Manager (in person)
- Repair, refit and maintenance (2);
  - ✓ NEWDOCK, St. John's Dockyard Limited - **Richard Eddy** - Operations Manager (virtual)
  - ✓ Canadian Maritime Engineering – **Gordon Steeves**, Proposal Coordinator (virtual)
- Small vessel construction (2);



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- ✓ Chantier Naval Forillon Inc - **Jean-David Samuel** - Président-directeur général (in person)
- ✓ Rosborough Boats Ltd - **Robert Gascoigne** - Director Business Development (virtual)
- Supply chain (1)
  - ✓ Wartsila Canada – **Alan Novotny** - West Coast Senior Manager for Marine Industry (in person)
  - ✓ Wartsila Canada - **Yasemin Mensah** - Managing Director (virtual)

## Government department representatives:

- Public Services and Procurement Canada (PSPC) - **Charles McColgan**, Director General Marine Services and Small Vessels Sector (in person)
- Department of National Defence (DND) - **Kevin Fitzpatrick**, Director, Directorate Maritime Equipment Program Management for Non-Combatants (in person)
- Department of National Defence (DND) – **Commander Frédéric Pierre**, Class Program Manager, Minor War Vessels and Auxiliary Vessels (in person)
- Department of National Defence (DND) - **Memphis Don**, Sustainment Initiative, Maritime Team Lead Technical (virtual)
- Canadian Coast Guard (CCG) - **Sam Ryan**, Director General Integrated Technical Services (virtual)
- Royal Canadian Mounted Police (RCMP) - **Darren Mierau**, National Manager, Marine Fleet (in person)
- Transport Canada (TC) – **Mike Freeman**, Regional Manager Technical Services (virtual)
- Innovation, Science and Economic Development (ISED) – **Michele Rae**, Deputy Director, Policy Aerospace, Defence and Marine Branch (virtual)
- Public Services and Procurement Canada (PSPC) – **Cindy Soyland**, Director Refit, Logistics and Small Vessel Construction (in person)
- Public Services and Procurement Canada (PSPC) – **Stephane Deslauriers**, Supply Team Leader and A/ Manager for MC (in person)
- Public Services and Procurement Canada (PSPC) – **Suzanne Wilkinson**, A/Director, Marine Charter and Strategic Initiatives (in person)
- Public Services and Procurement Canada (PSPC) – **Erin Chénier-Fox**, Supply Manager, Marine Navigation and Remediation (virtual)
- Public Services and Procurement Canada (PSPC) – **Dianne Tinkess**, Supply Team Leader, Marine Commodity Management Office (virtual)
- Public Services and Procurement Canada (PSPC) – **Saeed Nemati**, Program Manager, Marine Commodity Management Office(virtual)
- Public Services and Procurement Canada (PSPC) – **Erin Dufour**, Administrative Office, Marine Commodity Management Office (virtual)
- Public Services and Procurement Canada (PSPC) – **Martin Bisson-Dubois**, Administrative Officer, Marine Commodity Management Office (virtual)
- Public Services and Procurement Canada (PSPC) – **Julia McDonald**, Project Officer, Marine Commodity Management Office (in person)
- Public Services and Procurement Canada (PSPC) – **Ana Gaitan**, Project Officer, Marine Services & Small Vessels Sector & Major Marine Construction Sector (in person)