



Marine Industry Advisory Committee



Summary Report

Hybrid meeting - Vancouver, BC & MS Teams
October 19, 2023

Prepared by

**Public Services and Procurement Canada
Marine Commodity Management Office**



Marine Industry Advisory Committee

Acronyms

ABCMI	Association of British Columbia Marine Industries
ACADA	Atlantic Canada Aerospace & Defence Association
BC	British Columbia
CADSI	Canadian Association of Defence and Security Industries
CAF	Canadian Armed Forces
CANDO	Council for the Advancement of Native Development Officers
CCG	Canadian Coast Guard
CMISA	Canadian Marine Industries and Shipbuilding Association
CP-CSC	Government of Canada Program for Cyber Security Certification
DEI	Diversity, Equity and Inclusion
DG	Director General
DND	Department of National Defence
DOD	US Department of Defense
GC	Government of Canada
IBP	Indigenous Benefits Plan
ISC	Indigenous Services Canada
ISED	Innovation, Science and Economic Development
ITB	Industrial and Technological Benefits
MCMO	Marine Commodity Management Office
MIAC	Marine Industry Advisory Committee
MOC Program	Maintenance of Certification
NSBA	Nova Scotia Boatbuilder Association
NSS	National Shipbuilding Strategy
OGDs	Other Government Departments
PSPC	Public Services and Procurement Canada
SME	Small and Medium sized Enterprise
SNAME	Society of Naval Architects and Marine Engineers
SPI	Strategic Partnership Initiative
T&Cs	Terms & Conditions
US	United States
WG	Working group



Marine Industry Advisory Committee

October 19, 2023 - 9:10-9:50

Session 1: Cyber Security Certification Program

Paula Folkes-Dallaire, Associate Assistant Deputy Minister, PSPC

The following summarizes points raised during the presentation and ensuing discussion:

- Anticipated Cyber certification program 2.0 in the US, to include Canadian suppliers to be able to sell to DOD.
- Reciprocity is key. Canadian suppliers will meet US standards and vice versa.
- The Cyber certification level 2 will be valid for three (3) years.
- Need to increase cyber resilience of Canadian marine industry from advance persistent threats but also smaller individual threats.
- Similar ISO certifications will not be accepted in place of the Canadian Program for Cyber Security Certification (CP-CSC) Program. The CP-CSC program will seek to leverage the U.S. Government's Cybersecurity Maturity Model Certification (CMMC) program to ensure reciprocity.
- Maintaining system integrity for essential CAF capabilities and readiness.
- PSPC is the lead for the CP-CSC program in partnership with OGDs, offering key support and technical guidance to Small and Medium Enterprises (SMEs).
- Policy, governance and culture changes in addition to technical controls will be critical to success.
- Industry members identified that cost is a barrier to cybersecurity readiness (costs need to be captured and recognized in bids).
- Data creation, volume is subject to National Security (data as primary asset for Canadian companies); protect access to protected and classified information.
- Increase red teaming – a group that pretends to be an enemy, attempts a physical or digital intrusion against an organization at the direction of that organization, then reports back so that the organization can improve their defenses.
- Cyber security certification will increase in the Canadian industrial participation and Indigenous procurement.

October 19, 2023 - 9:50-10:30

Session 2: Marine Workforce Attraction & BC Maritime Industries Strategy

Leann Collins, Director Projects & stakeholder Relations, ABCMI

Alex Rueben, Executive Director, ABCMI

The following summarizes points raised during the presentation and ensuing discussion:

Marine Workforce Attraction

- Campaign to attract diverse people from underrepresented groups to the Canadian marine industry.
- Various communication materials have been deployed to reach a large group of individuals through channels such as Instagram (IG), print materials, bus ads, video content etc.
- Project evaluation challenging due to the lack of quantification of successes.

BC Maritime Industries Strategy

- Strategic framework: strategic goals, pathways to development, action areas.
- Focus on stewardship strategy partnering with First Nations and the BC Government.



Marine Industry Advisory Committee

- Help required for BC companies to position themselves competitively for national small boats contracts.
- Investment in future ready workforce development (new fund launched recently).
- A project without funding is not a project.
- Discussions with international partners for shared lessons learned and approaches.
- National program is now needed and should be based on this BC Strategy.

October 19, 2023 - 10:40-11:40

Session 3: Supporting Economic Reconciliation Through Procurement

Danielle Aubin, Senior Director, Indigenous Services Canada

Jay Mearns, Director of Business Development, Musqueam Capital Corporation

The following summarizes points raised during the presentation and ensuing discussion:

- Response to an increasing demand of Government of Canada (GC) departmental support of reaching the mandated targets, but also focus on meaningful relationship building.
- Indigenous Benefits Plans (IBPs) are a standard part of procurement strategies to incorporate Indigenous businesses into the Supply Chain and increase readiness and future capacity.
- Increased Indigenous participation can be obtained through many methods including limited bidding, unbundling, sole sourcing, employment, subcontracting, training and development.
- Discussion on the collaboration and partnership between Musqueam Corporation and Groupe Océan, details will be made available at a future time.
- Thales working with Australian partners and believe that lessons learned can be applied in Canadian procurement.
- Maintenance of Certification (MOC) program operating out of Montreal. Atlantic Canada Aerospace & Defence Association (ACADA) working in Atlantic Canada to create MOC program with 'EnviroBlu' Indigenous company.
- Musqueam Capital Corporation bases the way of doing business with companies on long standing relationships, transparency, fairness, community values, support, inclusion and respect.
- Musqueam Capital Corporation explained, Indigenous communities have the ability to link with and represent the Indigenous companies. Musqueam Capital Corporation representative, Jay Mearns explained that we are not on "traditional" land we are in our "territory. Land acknowledgements should not reference traditional territory.
- Musqueam Capital Corporation, Jay Mearns, explained verification of Indigenous companies should come from the Indigenous peoples not a Government of Canada directory.

October 19, 2023 - 12:40-14:10

Session 4: Diversity, Equity and Inclusion 'Unconscious Bias'

Paula Folkes-Dallaire, Associate Assistant Deputy Minister, PSPC

The following summarizes points raised during the presentation and ensuing discussion:

- Larger impacts if unconscious bias remains left unchecked (i.e., on policy, programs).
- 'Nothing about us without us.'



Marine Industry Advisory Committee

- Allyship is important and allows us to use privilege to support others at the table.
- Self awareness is key to being an ally. Ask yourself “why” your surrounding/organization is not more diverse.
- Sponsorship can open doors, break down barriers, challenge and dismantle the status quo).
- If you want to increase diversity in your organization, treat your people well. By giving people opportunity to seat at the table, they will in turn promote your business to their respective network.

October 19, 2023 - 14:20-15:00

Session 5: Industrial and Technological Benefits Policy

Howard Wong, Director, ISED

The following summarizes points raised during the presentation and ensuing discussion:

- Industrial and Technological Benefits (ITBs) leverages defence and CCG procurements to contribute to jobs, innovation and economic growth across Canada.
- ITB policy applies on all defence and CCG procurements over \$100 M.
- Summary of ITB policy & tools (see presentation).
- The risk of the marketplace in Canadian ship design has to be assessed.
- Duality in the ITB space when working to create Canadian content.
- Digital twinning data needs to be protected from a design perspective. This is a high risk for security.
- International design does not support Canadian technology throughout follow on competitive procurements and opportunities.

October 19, 2023 – 15:00-15:40

Session 6: MIAC Updates & Forward Events

Emily Wehbi, Director, PSPC

The following summarizes points raised during the presentation and ensuing discussion:

- Expressed need from industry to have industry in-camera sessions earlier prior to each MIAC meeting.
- Requirement for additional WG meetings for each group to advance solving challenges – clarity required within MIAC on who is invited to each group and who leads each group.
- Long-term items versus quick wins to show industry at large (eliminate boom & bust, procurement process modernization).
- MIAC format recommendation - less topics and more time allocated for wholesome and meaningful discussions.
- Industry segment structure will be changed to include a total of 17 industry members in the following industry segments:
 - Small Vessel Construction (2 small vessel construction, 2 small craft construction companies)
 - Disposals (2 representatives)
 - In-Service Support (3 representatives)
 - Repair, Refit and Maintenance (3 representatives)
 - Design Services and Technology (2 representatives)
 - Engineering Support Services (1 representative)
 - Marine Goods Providers (2 representatives)



Marine Industry Advisory Committee

Industry Vice Chair position

- Industry Vice Chair title to be changed to 'Industry Co-Chair,' informal partnerships have been formed between industry associations, the creation of a Co-Chair will strengthen collaboration and representation of all industry members.

MIAC Pledge

- Shorter document to start with to add onto over time.
- Creation of a Pledge requires a longer, more in depth conversation. Need to identify what are we measuring and how do we determine accountability.
- Optics of the committee are important to set an example.
- Be mindful about filling positions that are becoming available in MIAC in 2024 and set an example of a diverse group.

MIAC Roundtable Recommendations

Meeting close and MIAC recommendations

- One-pager on Canada Buys with five questions on National Shipbuilding Strategy (NSS), and how it has evolved; how have we grown as a marine community since its inception?
- Proper onboarding of new MIAC members to reduce disruption; i.e., having a statement on MIAC agenda of what we are meeting to accomplish.
- DEI, Cybersecurity and ISC presentations need to be shared with industry at large and discussed at depth as important, long-term topics. Leverage the associations.
- Co-Chair will put focus on an increase of industry participation and active discussions about agenda development.
- Design within Canada benefits the eco-system, aerospace and shipbuilding design is transferable.



Marine Industry Advisory Committee

Appendix - meeting attendees

Industry Associations:

- Atlantic Canada Aerospace & Defence Association (ACADA) - **Victoria Belbin** - President and CEO (in person)
- 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)
- Canadian Association of Defence and Security Industries (CADSI) - **Nicolas Todd** - Vice President, Government Relations and Communications (virtual)
- Canadian Institute of Marine Engineering (CIMarE) - **Bud Streeter** - Honorary President (virtual)
- Canadian Marine Industries and Shipbuilding Association (CMISA) - **Colin Cooke** - President (in person)
- Nova Scotia Boatbuilders Association (NSBA) - **Jan Fullerton** - Executive Director (in person)
- Council for the Advancement of Native Development Officers (CANDO) - **Paul Macedo** - Director of Communications (in person)

Marine industry market segment representatives:

- In-service support
 - ✓ General Dynamics Mission Systems Canada - **Mark Thibodeau** - Director of Air and Naval Support Programs (virtual)
 - ✓ Thales Canada - **Travis Dowd** - Director of Maritime Sales and Strategy (virtual)
 - ✓ Secunda Canada LP - **Darrell Sheppard** - President and CEO (virtual)
- Repair, refit and maintenance
 - ✓ Groupe Océan - **Philippe Filion** - Director Corporate and Public Affairs (virtual)
 - ✓ Newdock, St. John's Dockyard - **Richard Eddy** - Operations Manager (virtual)
- Small vessel construction
 - ✓ Chantier Naval Forillon Inc. - **Jean-David Samuel** - Président-directeur général (virtual)
 - ✓ Rosborough Boats - **Heaton Rosborough** - President (in person)
- Supply chain
 - ✓ Wartsila Canada Ltd. - **Mark Keneford** - Managing Director (in person)
 - ✓ Wartsila Canada - **Alan Novotny** - West Coast Senior Manager for Marine Industry (virtual)
- Naval Architecture and Engineering
 - ✓ Genoa Design International Ltd. - **Gina Pecore**, CEO (in person)
- Musqueam Capital Corporation - **Jay Mearns** - Director of Business Development (in person)

Government department representatives:

- Canadian Centre for Cybersecurity (CSE) - **Rita Cooper** - Sr. Cyber Engagement Analyst (virtual)
- Canadian Coast Guard (CCG) - **Neil O'Rourke** - Director General, ITS (in person)
- Canadian Coast Guard (CCG) - **Adam Wettges** - Regional Director, ITS (in person)
- Department of National Defence (DND) - **Capt(N) Frédéric Pierre** - Director, Maritime Equipment Program Management (Non-Combatants), DMEPM(NC) (in person)
- Indigenous Services Canada (ISC) - **Danielle Aubin** - Sr. Director, Transformative Indigenous Procurement Strategy (in person)



Marine Industry Advisory Committee

- Innovation, Science and Economic Development (ISED) - **Tracy Chatman** - Officer, Aerospace, Defence and Marine Branch (virtual)
- Innovation, Science and Economic Development (ISED) - **Howard Wong** - Director, Operations (Marine), Industrial and Technological Benefits (virtual)
- Public Services and Procurement Canada (PSPC) - **Paula Folkes-Dallaire** - Associate Assistant Deputy Minister, Defence and Marine Procurement Branch (in person)
- Public Services and Procurement Canada (PSPC) - **Marc Baril** - A/Director General Marine Services and Small Vessels Sector (in person)
- Public Service and Procurement Canada (PSPC) - **Clinton Lawrence-Whyte** - Director General, Procurement Assistance Canada (in person)
- Public Service and Procurement Canada (PSPC) - **Randy Roberts** - Director General, Large Ship Construction (in person)
- Public Services and Procurement Canada (PSPC) - **Christine Beeraj** - Director, Defence and Marine Strategic and Program Policy (virtual)
- Public Services and Procurement Canada (PSPC) - **Cindy Soyland** - Director, Refit, Logistics and Small Vessel Construction, PSPC (in person)
- Public Services and Procurement Canada (PSPC) - **Emily Wehbi** - Director, Marine Chartering and Strategic Initiatives (in person)
- Public Services and Procurement Canada (PSPC) - **Tara Hartley** - Pacific Regional Director, Procurement Assistance Canada (in person)
- Public Services and Procurement Canada (PSPC) - **Heather Bartlett** - Manager, Defence and Marine Strategic and Program Policy (virtual)
- Public Services and Procurement Canada (PSPC) - **Leah Jagodics** - Manager, Marine Commodity Management Office (in person)
- Public Services and Procurement Canada (PSPC) - **Élise Côté** - Manager NSS HR Strategy (virtual)
- Public Services and Procurement Canada (PSPC) - **Vanessa Good-Davidson** - Supply Team Leader Marine Commodity Management Office (MCMO) (in person)
- Public Services and Procurement Canada (PSPC) - **Alexe Leduc** - Events Coordinator, Marine Commodity Management Office (MCMO) (in person)
- Public Services and Procurement Canada (PSPC) - **Julia McDonald** - Project Officer, Marine Commodity Management Office (in person)