



**Management Response and Action Plan  
Reports of the Auditor General of Canada  
Report 6 – Arctic Waters Surveillance  
Publication: November 15, 2022**

*The French is located below in the document*

The complete Report 6 – Arctic Waters Surveillance can be found [here](#)

Audit Recommendation	Departmental Response	Planned Actions	Description of Final Expected Outcome	Sector Responsible for Action/Point of Contact	Expected MAP Implementation Date
<p><b>Recommendation 1.</b> National Defence, Transport Canada, Fisheries and Oceans Canada, and the Canadian Coast Guard, working together, should take concrete actions to address the long-standing gaps in Arctic maritime domain awareness, particularly the following:</p> <ul style="list-style-type: none"> <li>• identify to track vessels continuously and to identify non-emitting vessels</li> <li>• the barriers that prevent efficiently sharing and</li> </ul>	<p><b>Agreed.</b> National Defence, Transport Canada, and Fisheries and Oceans Canada and the Canadian Coast Guard will continue taking steps to reduce gaps in Arctic maritime domain awareness and limitations of existing surveillance capabilities, including that of small vessels, and barriers to information sharing. We will take a risk-based approach to maritime domain awareness in the Arctic as we do for the east and west coasts, Great Lakes, and St. Lawrence Seaway. As part of the Marine Security Operation Centre Information Sharing Protocol and third-party review, we will incorporate measures to identify gaps in</p>	<ol style="list-style-type: none"> <li>1. Complete the Maritime Domain Awareness (MDA) Strategy</li> <li>2. Initiate MDA Afloat pilot project</li> <li>3. Complete the Arctic Maritime Security Strategy, an interdepartmental initiative comprising key security partners such as DND, RCMP, CBSA, CCG, and TC as part of the broader IMSWG initiative to reinforce maritime security efforts across Canada</li> </ol>	<ol style="list-style-type: none"> <li>1. The CCG's primary objective in the MSOC is to provide MDA. This Strategy will depict the CCG's role within the MSOC and outlines the CCG's MDA capabilities, tools and technologies.</li> <li>2. The aim of this pilot is to expand the CCG MSOC component and the production of MDA to CCG vessels and MSOCs with a view to enhanced MDA capabilities on the waters.</li> </ol>	<p>Lead Sector:</p> <ul style="list-style-type: none"> <li>• Canadian Coast Guard - Operations</li> </ul>	<ol style="list-style-type: none"> <li>1. Draft CCG MDA Strategy, October 2023</li> <li>2. MDA Afloat Pilot Project, Summer 2023</li> <li>3. A draft Arctic Maritime Security Strategy will be presented January 2023, which will enable broader consultation with non</li> </ol>



<p>integrating relevant information about</p>	<p>monitoring, assessing, and reporting on maritime domain awareness and way forward on operational flexibility, options, and tools. Legislative, regulatory, and other impediments will also be considered in renewal efforts. The Interdepartmental Marine Security Working Group's Maritime Domain Awareness and Arctic Maritime Security implementation strategies will further focus our collective efforts for the development of a risk management approach that defines significant risks and corresponding mitigation measures. We will prepare action plans that clearly identify our respective responsibilities in this regard.</p>	<p>4. Complete the Third Party review, which will concentrate its efforts on analysing current MSOC functions and outputs with the aim of identifying existing and potential gaps that impact MSOCs in providing MDA</p> <p>5. Complete trials of new MDA tools (for example Purple Trac and OCIANA), which have the potential to address long-standing Arctic MDA gaps with a view to revising and refining the MDA requirements</p>	<p>3. The Arctic Maritime Security strategy will provide Arctic Security objectives for the next 15 years. The purpose of the Arctic Maritime Security Strategy is to secure the maritime security interests of Canada against a range of threats in the global maritime domain to guarantee freedom of navigation and that citizens, infrastructure, transport, the environment and marine resources are protected. The sub-committee has been reviewing Canadian capabilities, identifying gaps, and providing solutions which will correlate to objectives that departments will be able to address over the lifespan of this Strategy either through means of their own or through strong interdepartmental</p>		<p>governmental partners</p> <p>4. Request for Proposal for the Third Party Review posted October 19, 2022. Review will begin in November 2022 and be completed by December 2023</p> <p>5. OCIANA trials commenced October 2022, to be completed November 2022. Testing of the P-TRAC platform was completed September 2022</p>
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			<p>collaboration. This will be outlined in a detailed Action Plan.</p> <p>4. The Third Party Review will develop options and provide recommendations that will improve the overall long-term efficacy of the MSOCs, which will be detailed in an Action Plan.</p> <p>Deliverables:</p> <ul style="list-style-type: none"><li>• Marine Security Operations Centres Evaluation Plan</li><li>• Data Collection and Analysis Tools (e.g., interview guides, focus group guides, etc.)</li><li>• PowerPoint Presentation deck outlining preliminary findings and/or conclusions</li><li>• Final Evaluation Report and Recommendations</li></ul>		
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			<p>Optional work may be required following the Review, which will target one or both of the following aspects:</p> <ul style="list-style-type: none"> <li>• Creation of an action plan and steps to implement and operationalise the review recommendations.</li> </ul> <p>Explore in depth one or more of the recommendations or issues identified with a view to further elaborating a path forward for addressing the issue at hand.</p>		
<p><b>Recommendation 2:</b> To address delays in the delivery of equipment to replace and improve the key federal capabilities used for maritime surveillance in the Canadian Arctic and the risk that several types of equipment may cease operating before being replaced, National</p>	<p><b>Agreed.</b> National Defence, Transport Canada, Fisheries and Oceans Canada and the Canadian Coast Guard, and Public Services and Procurement Canada agree that it is important to acquire equipment in a timely manner and manage capability risks associated with Arctic water surveillance.</p> <p><b>Fisheries and Oceans Canada and the Canadian Coast Guard.</b></p>	<p>No MAP is required to address this recommendation as it has already been addressed by the previous OAG NSS audit MAP, that is already in place and being monitored.</p>		<p>Lead Sectors:</p> <ul style="list-style-type: none"> <li>• Canadian Coast Guard -Shipbuilding and Materiel</li> </ul>	



<p>Defence, Transport Canada, Fisheries and Oceans Canada, the Canadian Coast Guard, and Public Services and Procurement Canada should</p> <ul style="list-style-type: none"> <li>• identify options and take action to acquire equipment in a timely manner</li> <li>• develop and approve contingency plans to address the risk of having reduced surveillance capabilities in the event that key satellites, ships, or aircraft cease to operate before they are replaced</li> </ul>	<p>As previously highlighted, the Management Action Plan developed in response to the 2021 audit of the National Shipbuilding Strategy addresses a number of key issues to ensure that future Canadian Coast Guard ships to support maritime surveillance in the Canadian Arctic are delivered in a timely manner. In concert with Public Services and Procurement Canada and under the auspices of the National Shipbuilding Strategy, measures are in place to identify potential equipment capability shortfalls and mitigation measures have been put in place to address these shortfalls such as the Vessel Life Extension program, the procurement of interim icebreaking ships, the chartering of commercial vessels, and the expansion of the National Shipbuilding Strategy to include a third shipyard. These measures are in addition to those measures identified in the National Shipbuilding Strategy Management Action Plan. This collection of proactive measures in conjunction with Canadian Coast Guard new vessel procurement projects form the Canadian Coast Guard Fleet Renewal Plan and are designed to provide a capability-based approach</p>				
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	to its future Arctic-capable fleet rather than a straightforward one for one ship replacement plan.				
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