

STRATEGIC PLAN 2023-2025



CANADIAN
MARINE
CAREERS
FOUNDATION

FONDATION
DES CARRIÈRES
MARITIMES
CANADIENNES

Imagine Marine

VISION

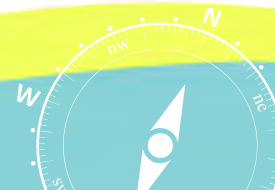
Marine careers by choice,
not by chance.

MISSION

Bringing together marine stakeholders to develop dynamic and innovative solutions to build a diverse, inclusive and future-ready workforce for the Canadian marine sector.

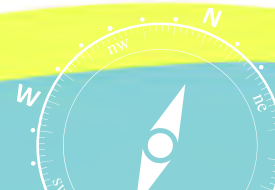
VALUES

Collaboration
Innovation
Diversity, Equity,
Inclusion



CMCF Scope

- **Marine transportation:** Focus on career awareness and workforce development for commercial marine transportation (cargo and passengers) and supporting marine supply and services. Ship management, port operations, shipyards & marine trades, R&D, professional services, infrastructure, government public sector etc.).
 - **Geography:** Partner recruitment and awareness initiatives initially focused on Maritimes, Ontario, Québec, B.C. to maximize current resources.
 - **Inclusive:** All efforts incorporate increasing diversity, inclusion and equity both in content, programs and partner organizations.
 - **Building A Pipeline:** Activities will be balanced between bringing attention to career opportunities available today and the important longer-term goal of helping to build a future workforce.
- **Audiences:**
 - High school students and second career seekers looking for entry-level jobs today.
 - Attracting high school students and second career seekers to marine-related colleges/programs.
 - 11-13-year-olds/parents/teachers planning future career pathways.
 - Media
 - Marine sector stakeholders



2023-2025 Strategic Priorities



AWARENESS

Raise awareness among youth and second career seekers about career opportunities.

- National Youth Awareness Strategy
- Pathways for applicants for entry-level jobs today
- Create content/projects that promote diversity, inclusion and equity



WORKFORCE EXCELLENCE

Bring together key marine industry stakeholders and facilitate the sharing and development of best practices, resources and programs.

- Facilitate communication between marine stakeholders on best practices
- Provide access to DEI tools and experts
- Facilitate engagement between colleges/employers and govt, for future-ready workforce



DECISION-MAKING DATA

Provide access to relevant labour market information so employers, jobseekers and government funders can make informed decisions.

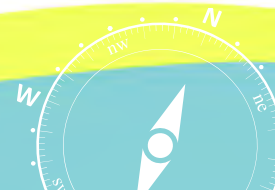
- Build a national, sector-wide labour market data resource
- Evaluate capacity to train Canadian seafarers
- Develop guidance to improve diversity performance



SUSTAINABLE GROWTH

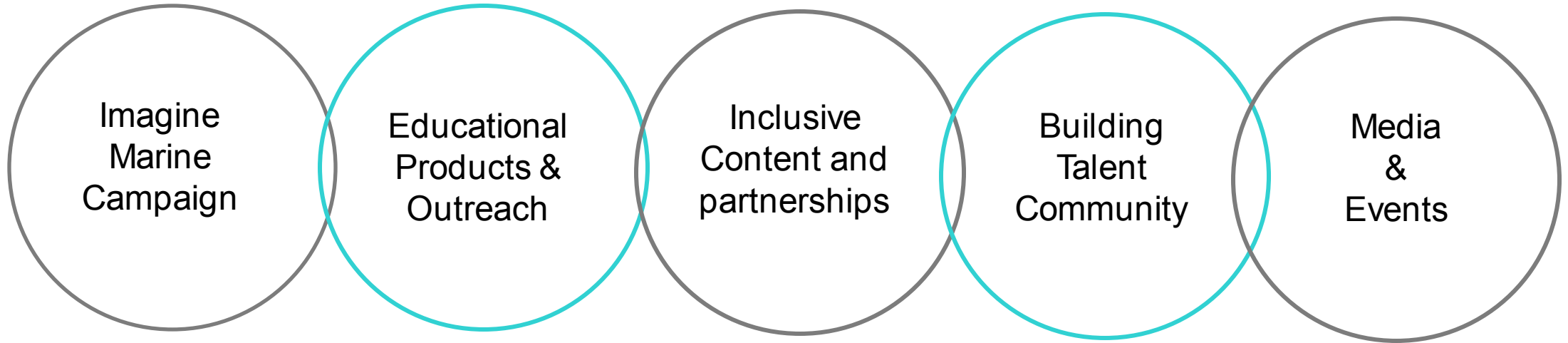
Ensure the Foundation has sufficient financial resources, high-performing staff and organizational structures for sustainable growth.

- Grow membership nationally
- Develop multi-source revenue streams
- Develop organizational structure that fosters active participation
- Ensure high-performance team





Awareness - Initiatives

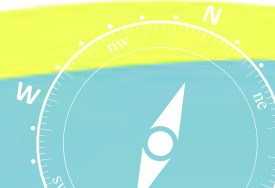


Year 1 Deliverables:

- Expand *Imagine Marine* social media ads campaign to be seen **2.5 million times** (50% aimed at youth; 50% aimed at second-career seekers)
- **Educational materials/outreach and pilot projects** (curriculum-centred content, student-facing partnerships, school ship & shore tours).
- **Expanded Careers Portal content:** National Jobs Board supported by Google ads; more "day in the career" videos, Q&As, Blog articles
- **Media Campaign** highlighting labour shortages, needs and job opportunities
- **Develop partnerships** with employment-focused organizations, including those serving immigrant, second-career seekers and other under-represented groups.

Years 2/3 Deliverables:

- **Expand outreach/marketing partnerships** to create more pathways to marine.
- **Develop an ambassador program** that offers guest speakers for youth-oriented events.
- **Initiate a youth mentoring system** between marine college programs/employers.
- **Repeat the National Youth Survey** - to measure progress in awareness and recommendations.



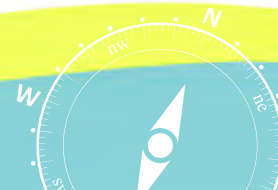
PROJECTS

Educational Outreach Package (Underway)

Following a survey of employers, colleges and teachers/guidance counselors, CMCF has partnered with a design firm to create a **new educational materials outreach package** that targets youth (middle and high school students) to raise awareness about Canada's marine sector and give a taste of the many career opportunities it brings. The package could also be used for adults.

Deliverables:

- Design based on six illustrated personas that show the breadth of opportunities and training pathways, reflect the diversity of Canada, and our key career motivators.
- A combination of digital and print products: Poster, three brochures, digital interactive infographic, digital sector quiz, adaptable PowerPoint Animated 90 second video, 15 second clip.
- All products are in French/English, accessibility compliant
- Featuring Imagine-Marine branding, QR codes leading to Calls to Action, Imagine-Marine portal, contact collection for follow-up
- Available for use by CMCF partners and part of CMCF educational outreach plan.



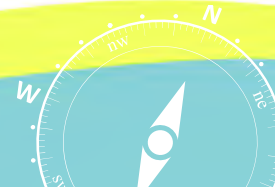
PROJECTS

Great Lakes-Seaway Odyssey (Underway)

Joint-project between the **National Film Board of Canada** and the **University of Dalhousie**, that uses powerful storytelling techniques to create educational experiences that advance environmental awareness and ocean literacy for Grades 5 to 12.

Deliverables:

- An immersive virtual tour of a modern ship, focusing on new technologies to make them safer and more eco-friendly (consumable by virtual reality headset, desktop and mobile)
- 3 short videos featuring marine careers shot on ship
- 1 video animation explaining the lock system and the role the Great Lakes-Seaway system plays in our everyday lives. Additional Seaway career information.
- Paired with educational exercises for teachers to use.



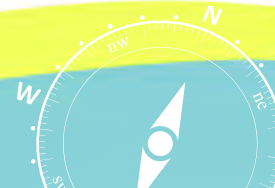
PROJECTS

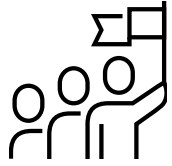
Marine Month in May

A joint-project between the CMCF and Canadian Geographic modeled after the Coast Guard's successful Adopt-A-Ship program but featuring the private marine sector. Can Geo Education has a network of over 25,000 Kindergarten to Grade 12 teacher members that subscribe to their learning resources.

Deliverables:

- A month-long virtual tour of all things marine in Canada (Ports, Vessels, Technology shipbuilding etc.) aimed at Grades 5-7.
- The objective: to open students' minds to the importance of the marine industry through real-life stories and live presentations and to help students see themselves as marine workers and valuable contributors to Canada's marine story.
- Teachers would be invited to register to the program to receive a schedule of live events, a student workbook, and a collection of supplemental educational resources for classroom learning.
- A maximum of eight Live events would be offered via Can Geo Education's virtual learning platform that supports interactive presentations, live question and answer periods, a chat window, and audiovisuals.
- The pilot program would have the ability to expand in future years.





Workforce Excellence — Initiatives

1. Facilitate communication between marine stakeholders on best practices

Year 1:

- Launch a HR & Workforce Development working group/committee focused on providing input, advising/identifying projects and sharing info
- Promote current strategies/programs being undertaken in marine to improve DEI to marine sector/and career seekers.

2. Provide access to DEI tools and experts

Years 2/3:

- Launch a marine-focused HR event (that can build into a revenue-generating conference over time) featuring experts, seminars, and discussion opportunities on recruitment, DEI, training etc.
- Create a DEI guide specifically tailored for the realities of the marine sector
- Following the results of a diversity survey/recommendations – develop specific projects with sustainable funding resources.

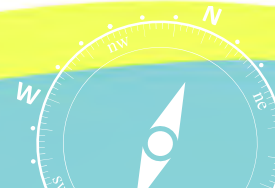
3. Facilitate engagement between colleges/employers for future-ready workforce

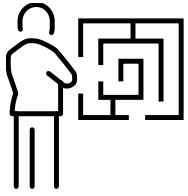
Years 1/2:

- Launch an Education/Training working group/committee focused on improving “needs” sharing and identifying training improvements.
- Work with advocacy associations to better articulate federal/provincial government training and funding asks; immigration improvements.
- Complete Seafarer Pathway study with recommendations.

Years 2/3:

- Identify Seafarer Study recommendations that could be implemented and scope funding requirements.





Decision-making Data — Initiatives

1. Build a national, sector-wide labour market data resource

Year 1:

- Conduct a **scoping exercise** that looks at existing marine labour data, identifies gaps and data required by employers/career seekers and determine best tool(s) for regular collection and reporting.

Year 2/3:

- Raise funding for and implement **National Marine Labour Analysis study**, which includes nationwide employers survey, analyzes trends, provides benchmarking tools and recommendations to ensure future-ready workforce.

2. Evaluate capacity to train Canadian seafarers

Year 1:

- Raise funding for and initiate **Seafarer Pathway study** that evaluates existing capacity to train Canadian seafarers, identifies bottlenecks and makes recommendations for improvement for government and private sector.

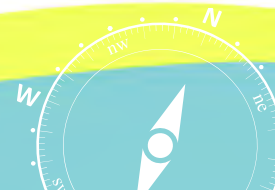
Years 2/3:

- Complete **Seafarer Pathway study** and identify recommendations that the foundation can facilitate in future planning.

3. Develop guidance to improve diversity performance

Year 2/3

- Using benchmark data from Marine Labour Analysis study and further research – develop a **Diversity, Inclusion and Equity report** that provides guidance to improvement and recommendations on further projects.

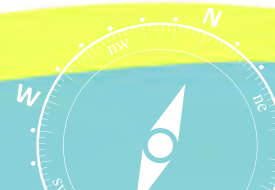


Seafarer Pathway Study

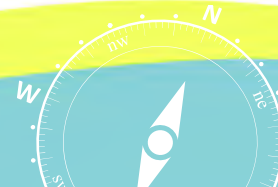
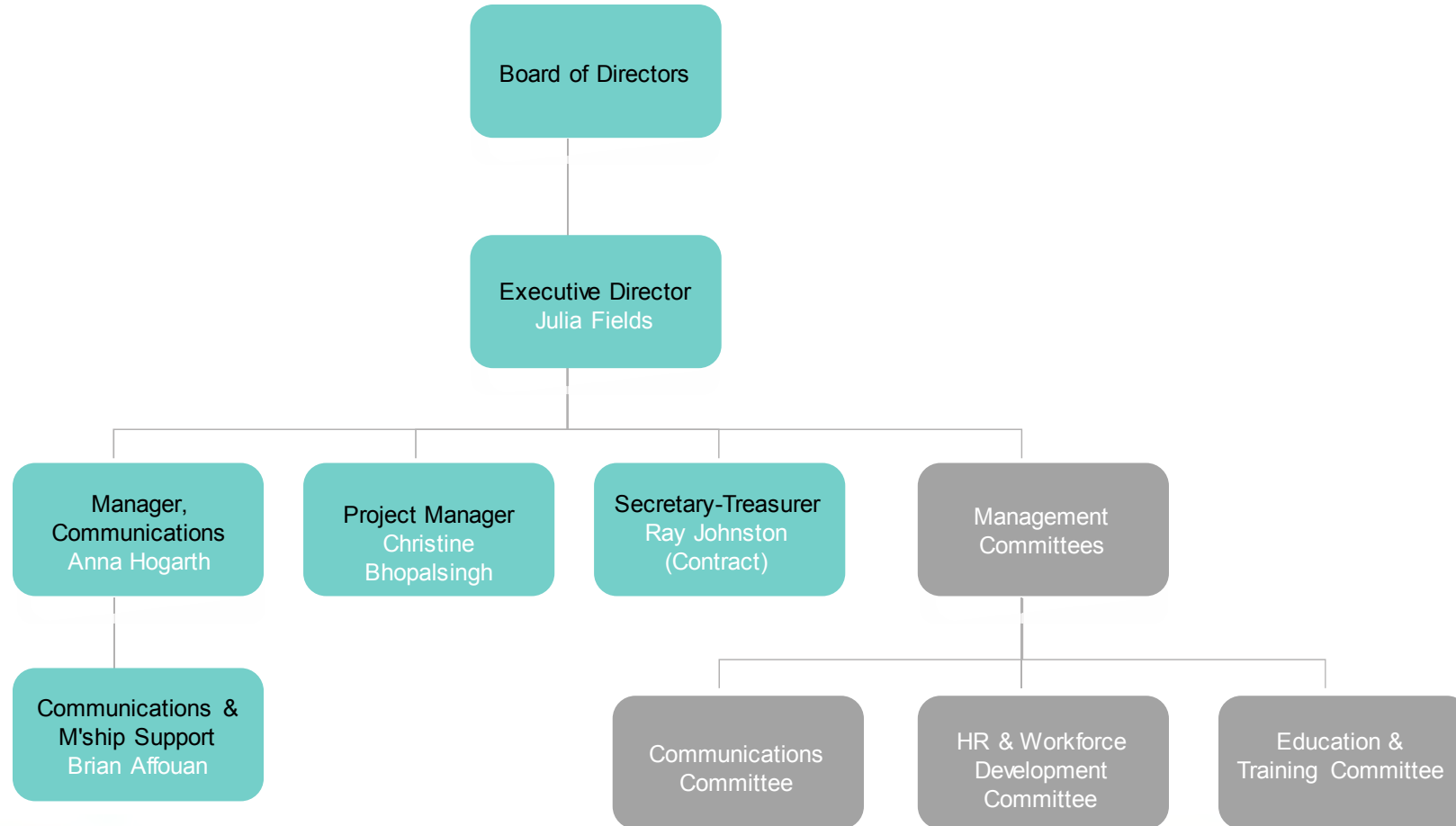
A research project that evaluates existing capacity to train Canadian seafarers, identifies bottlenecks and makes recommendations for improvement for government and private sector.

Outline:

- Incorporates TC Seafarer study data that estimates 19,000 seafarers will need to be hired over the next 10 years.
- Surveys marine colleges, ship operators, and stakeholders to determine:
 - a) Capacity of existing marine colleges; current student intakes, annual graduation rates and opportunities and barriers to expand training to meet future demands.
 - b) Current annual internships accommodated by ship operators for sea time for college students, unlicensed trainees and crew progression; maximum capacity and costs associated.
 - c) Ship operator attrition rates/factors and pilotage requirements that may impact building domestic pipeline.
- Recommends actions to maximize domestic pipeline; maps out supplementary alternatives needed to keep vessels sailing if required. (i.e./immigration etc.)



Staffing and Committee Structure



Committees Roles/Participation (created in Q1 2023)



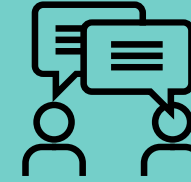
HR and Workforce Development

- Provides input and feedback on content, research (LMI, Diversity)
- Shares best practices
- Helps identify projects/programs that can be developed or expanded by CMCF
- Participants are members with HR/Workforce experience
- Meets 3-4 times a year



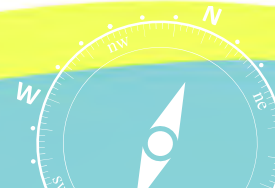
Education and Training

- Provides input into research (Seafarers Pathway study)
- Facilitates communication between employers/training institutions on internship requirements; skills
- Helps to identify training/funding gaps and potential projects
- Participants are members (colleges, employers, govt.)
- Meets 3-4 times a year



Communications

- Provides input into Communications strategy
- Amplifies CMCF content and web resources
- Provides information and interviewees for media
- Collaborates on nation-wide events or project/research launches
- Shares content/photos/videos
- Participants are members with comms/public engagement roles
- Meets 3-4 times per year



Our Partners

(January 2023)



GOVERNMENT

- Transport Canada
- Canadian Coast Guard
- Transportation Safety Board



SHIPOWNERS

- Algoma Central Corporation
- The CSL Group Inc.
- Groupe Desgagnés
- Lower Lakes Towing
- McAsphalt Marine
- McKeil Marine
- Sterling Fuels



UNIONS & LABOUR ORGANIZATIONS

- Canadian Merchant Service Guild
- Seafarers International Union



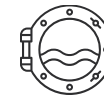
PORTS, TERMINALS & SEAWAY

- Hamilton-Oshawa Port Authority
- Montreal Gateway Terminals Partnership
- QSL
- St. Lawrence Seaway Management Corporation



ACADEMIC AND TRAINING ORGANIZATIONS

- Canadian Association of Marine Training Institutes
- Georgian College – CMTR
- Institut maritime de Québec



INDUSTRY ASSOCIATIONS AND MARINE RELATED ORGANIZATIONS

- Canadian Marine Pilots Association
- Canadian Institute of Marine Engineering (CIMarE)
- Chamber of Marine Commerce
- Master Mariners of Canada

