A Strategic Plan for Fleet Maintenance Facility CAPE BRETON
# Table of Contents

Admiral’s Forword ............................. 1
Commanding Officer’s Intent ............... 2
Introduction .................................. 3
History ....................................... 4, 5
Base and Facility Information ............... 7
Evolution of FMF CAPE BRETON .......... 8
Strategy Map ................................ 9, 10
Strategy Map Outline and
Mission, Vision and Motto .................. 11
Project Breakdown Class A .................. 12
Project Breakdown Class B .................. 13
Project Breakdown Class C .................. 14
Strategic Enablers and
Balanced Score Card Quadrant ............. 15, 16
Our Customers, People and Values ........ 17, 18
What’s next ................................ 19
History of HMCS CAPE BRETON .......... 20
FORWARD

The Canada First Defence Strategy reaffirms three enduring roles for National Defence:

- to defend Canada;
- to be a strong and reliable partner in defending North America; and
- project leadership abroad by making meaningful contributions to international security.

As the Commander in the Pacific Region, it is my responsibility to generate, sustain, and prepare the necessary Naval and joint forces. My top priorities are Fleet renewal, with focus on the integration of HMCS VICTORIA as a strategic asset, on progressing HMCS PELEX renewal, and preparing the CF to have the capacity to conduct core missions, simultaneously if necessary.

I am fully aware of the fact that FMF CAPE BRETON has a long history of providing the excellent service and support which has been a mainstay in this Formation since 1865. It heartens me to see that building on this success will continue with the completion of the FMF CAPE BRETON Shop Consolidation Project (64360), and the program of strategic projects identified in this Strategic Plan. Your challenge will be to remain adaptive and to change where necessary, moderated by the realization that perfection may neither be achievable nor always desired.

We strive for the highest levels of professionalism and precision in the execution of tasks, operational exigencies may occasionally require a “sufficient but timely” product and a collective commitment to an “on time, on target” ethic. In achieving this, your hard work and dedicated efforts in ship repair and maintenance will be what sets you apart. You must focus on excellence by providing the required quality at or before the required time.

Your challenge will be to remain adaptive and to change where necessary, moderated by the realization that perfection may neither be achievable nor always desired.

Your task is to understand the objectives and project initiatives from this Strategic Plan, you will prepare our Fleet and the CF for the challenges they will face in the future. I am therefore confident that this Strategic Plan will establish MF CAFE BRETON as a modern, world-class repair and maintenance facility, well into the future.

I am fully aware of the fact that perfection may not always be desired. Neither be achievable nor may occasionally require a “sufficient but timely” product and a collective commitment to an “on time, on target” ethic. In achieving this, your hard work and dedicated efforts in ship repair and maintenance will be what sets you apart. You must focus on excellence by providing the required quality at or before the required time.

Building on our successes, this Strategic Plan lays the groundwork that establishes our vision, which will ensure we remain ready to serve the Fleet today, while continuing to prepare for tomorrow.

Your task is to understand the plan and to know what is required of each and every one of you to make FMF CAPE BRETON a world class repair and maintenance facility, committed to service excellence.

This excellence will be measured in the quality and timeliness in which we meet our mission – SUPPORT THE FLEET.
INTRODUCTION

The Fleet Maintenance Facility CAPE BRETON Strategic Plan is the result of many months of hard work by our employees who have plotted a course for the future. This Strategic Plan will briefly outline the history of HMC Dockyard and FMF CAPE BRETON and describe how we arrived at where we are today and where we are headed for the future. The Plan will outline our recent achievements, describe how we will meet the challenges of the next five years, and assess the strategic planning environment, and state our vision for the future.

The plan also describes how our vision will be achieved through a complementary program of Strategic Projects focussed on improving our internal processes and will show how we will adapt to a changing regulatory, fiscal and operational support environment while strengthening our role as a strategic asset to the Navy and the Department of National Defence. Our employees will learn where we are headed and how this plan will affect them and the decisions they make.

HISTORY
1850 - 1960

Since the mid-1800s, Esquimalt Harbour has been providing shelter, fuel, supplies, servicing and technical support for visiting ships of the Royal Navy, the first being HMS Constance.

It was in 1865 that the British Royal Navy relocated the headquarters of its Pacific Fleet from Valparaiso, Chile, to Esquimalt Harbour. It was then that Governor James Douglas had a number of huts and buildings built to support a temporary hospital for the British, as a result of casualties from the Crimean War. These early buildings actually helped trigger the later establishment of a full naval base in Esquimalt.

However, in 1910 the Pacific base for the new Royal Canadian Navy became Esquimalt and, after the introduction of the Naval Service Act in 1910, came the establishment of our Navy. Gradually, naval life and shipbuilding came to dominate the region's sense of identity and on 1 September 1912, Esquimalt was incorporated and after WWI it became one of Canada's major shipbuilding capitals.

It was much later in the 1950s and 1960s, that Canada then developed an envied reputation of designing and building its own naval ships and equipment. Sophisticated shipbuilding and leading edge, electrical and electronic industries to support the vigorous Canadian naval shipbuilding programs were many; the continued evolution to Canada's Navy was bright.
HISTORY after the 50s

The shipbuilding momentum of the 1950s and early 1960s was effectively stalled and as defence funding in general was cut. The ongoing process of upgrading the fleet was then much altered. Four new Tribal class destroyers and two new operational support ships were commissioned in the early 1970s. These became the last new-build programs for more than a decade.

By 1975, the antiquated equipment state of the steam-driven DDES/DDHs and the fiscal circumstances of the Department dictated that a life-extension program be initiated, converting 16 ships to varying extents, and extending their lives beyond the 25-year mark to which they had been designed.

All 16 ships would have their hulls and machinery restored to near-new condition, while 10 would receive extensive new equipment fits – detection, communications and electronic warfare suites. Much of this work was done in-house, at the Dockyards on both coasts, by the Ship Repair Units.

In June 1983, a program to update and modernize the four Tribal Class destroyers was announced and the contract for the first batch of six HALIFAX class Canadian Patrol Frigates (CPFs) was signed. Today, twelve HALIFAX class frigates and the three remaining updated IROQUOIS class destroyers are among the very finest of their class in the world. A class of twelve new Maritime Coastal Defence Vessels (MCVs) and four ex-UP-HOLDER class submarines were also delivered in the 90s, thereby rounding out the modernization of the Canadian Navy.

Landmark Base Development

In parallel to the emergence of a modern Canadian naval fleet, it was in 1975 that a landmark Base Development Plan proposed major upgrades and changes to the Dockyard and, among other things, defined a zoning scheme what is known today as the Ship Repair Zone (SRZ). Included in the upgrades were the deconstruction of major works and buildings that were badly deteriorated and many others that were constructed for other functional purposes. The shops were crowded, had insufficient work areas, layouts were poor, and overall shop utilization suffered due to the duplication of scattered facilities.

By 1985, the SRUIPJ Shop Consolidation Project commenced. The demolition of the old SRUIPJ buildings were planned and construction of C Jetty and the new facility commenced. After the amalgamation of the SRU, NEU and FMG in 1996 into a single Fleet Maintenance Facility, an operational requirement was then added to the project to also deliver a ship repair function to the facility.

The vital maintenance-benching facility – “C” Jetty – was completed in 1991 and a new facility for the Fleet Maintenance Group was delivered, replacing several of the old sheds that had been converted during World War II for use by ship repair shop functions. Today, these new buildings (D250 and D252) are at the “heart” of FMF CAPE BRETON.

Consolidation into Work Centres

Since 1995, the Dockyard has seen numerous changes to the landscape. The Fleet Maintenance Facility Project, “C4360 Project” as it became known, was designed to consolidate the industrial (production) and engineering activities of FMF CAPE BRETON within the designated “Ship Repair Zone.”

By rationalizing and replacing the antiquated and physically dispersed facilities assigned to FMF CAPE BRETON, which comprised some 26 Shops and a haphazard arrangement of tool cribs, storage areas and buildings, it is now reorganized into four “Work Centres” and their associated “Trade Service Centres.”

The industrial engineering principles upon which the construction solution is based fall under the general heading of “Group Technology.” This future industrial workplace philosophy will focus on a teaming environment where the flow of production work and material is made as linear as possible. At the C4360 end-state, the way in which FMF CAPE BRETON operates within the envelope of its new production facility will be markedly different from the more independent and delineated “shop-centric” environment of yesterday.

Ongoing initiatives such as group technology, multi-skilling for the workforce, lean manufacturing, implementation of the Universal Classification System (UCS), and the experience of defining a Most Effective Organization (MEO) posture will facilitate the realization and full potential of the modern “Work Centre Concept.”

Effective and Efficient

Now in phase four of a five-phase project, eight of the 20 buildings assigned to FMF CAPE BRETON are located inside the Ship Repair Zone. The development of the SRZ will involve improvements to the road network, outdoor storage areas, material lay-down areas, and underground utilities and will be all fundamental to the operation of the SRZ.

The C4360 concept involves much more than just building construction; it involves the fundamental modernization of FMF CAPE BRETON’s different systems and streamlining its industrial processes. By consolidating the Production, Engineering and Materiel Management functions of FMF CAPE BRETON in close proximity to the client ships, and by employing the latest in proven industrial engineering concepts of Trade Service Centres and Work Cells, the C4360 project will optimize the operation of the future SRZ.

In short, C4360 will facilitate the development of a workplace environment where consolidated teams of skilled FMF CAPE BRETON employees and their integrated work-cells will be able to perform their functions significantly more effectively and efficiently.

Today, more than 124 years after the Esquimalt Drydock opened to its first customer (HMS Cormorant), CF# Esquimalt is now one of Canada’s “Super Bases”, and its HMC Dockyard is home to the well-balanced and modern Pacific Naval Fleet and a soon to be ultra modern Fleet Maintenance Facility.
CFB Esquimalt

CFB Esquimalt, located just west of Victoria on Vancouver Island, is Canada’s West Coast naval base and home to the Pacific Naval Fleet and Fleet Maintenance Facility CAPE BRETON. The base provides services, support, infrastructure and some operational capability to the various organizational units of MARPAC, JTFP and the Canadian Forces and has a broad customer base including numerous DND/CF organizations.

The units within the CFB Esquimalt footprint have a significantly large employee base consisting of more than 6,500 personnel and their families, including 4,700 regular and reserve military personnel and approximately 2,500 civilian personnel.

CFB Esquimalt is the landlord to MARPAC/ JTFP, where there are approximately 1,500 buildings, including 710 Residential Housing Units that are home to many of our personnel, across 23 sites on Vancouver Island. Total land holdings valued at $1.4 billion, are approximately 5,000 hectares.

The economic impact of CFB Esquimalt in the Greater Victoria area including payroll, supplies, services, and construction spending is estimated to be more than one half a billion dollars annually.

Fleet Maintenance Facility CAPE BRETON

Fleet Maintenance Facility CAPE BRETON, located on the base, is a naval asset that exists today to support the operations of the Pacific Fleet. FMF CB is responsible to the Commander Maritime Forces Pacific for the provision of effective and efficient naval engineering repair and maintenance to support the operational capabilities required in the Pacific Fleet and other organizations within Maritime Forces Pacific. In addition to supporting the ADM (Material) Group in the provision of services to the Fleet, FMF CB performs a variety of work for the Air and Land Forces, as well as for other government agencies. It is the most versatile facility of its type on the Canadian west coast, with a highly skilled and versatile workforce with an impressive and broad range of capabilities in supporting the readiness and sustainability of the fleet, including submarine support. FMF CB was formed 1 April 1996, by amalgating the former Ship Repair Unit (Pacific) Naval Engineering Unit (Pacific) and Fleet Maintenance Group into one unit.

FMF CB is led by a Commanding Officer, in the rank of Captain (Navy) and the unit is organized into seven departments.

These seven departments are as follows:

- Production
- Corporate Services
- Quality Management
- Manager Human Resources
- Comptroller
- Business Operations.

The FMF CB Defence Team is comprised of approximately 1,169 civilians and 152 military members in a fully integrated workforce. This large, diversified and integrated workforce comprises civilian tradesmen and military technicians, capable of carrying out repairs and refinements ranging from structural problems to overhauling computer and communication systems.

Specialists are capable of a complete range of engineering services that include naval architecture, marine systems and combat systems engineering. Military personnel come from all sea operations and technical trades including marine and combat systems engineers, maintenance for marine systems, hull, and electrical, as well as boatswain, naval weapons and communication occupations.

THE FMF CB Evolution

FMF CAPE BRETON stood up in 1996 as mostly a second-line maintenance facility. That changed with the 2005 HMCS VICTORIA Extended Docking Work Period (VIC EDWP), which, by early 2010, stood at over 1.4 million labour hours. The VICTORIA EDWP has driven improvements in our ship repair, document management, quality management, planning, organization and critical project management skills.

As well, FMF CB and her sister facility, FMF CAPE SCOTT, provided the necessary production and engineering resources to provide urgent modifications to armoured vehicles deployed to Afghanistan, in fact, FMF CB has continuously supplied the armour since then. These and other Third line projects have been leveraged in support of the Fleet, such as the almost over-night preparations for HMCS PROTECTEUR’s humanitarian relief missions and the ability to generate up to four ships for other operational taskings.

The FMF CB Shop Consolidation Project (C4260), will deliver a combination of new and modern buildings and improved work processes, which are anticipated to result in 20% higher productivity. Since 2009, when construction re-commenced on phase Four, FMF CB has achieved some process improvements particularly in the area of material management.

Workforce Renewal

FMF CB is continuing work force renewal activities such as Apprentice and Co-op student programs, as well as innovative initiatives including Outreach to target diverse employment groups, the Employment Equity Trades Orientation Program, the Secondary School Apprentice program and women in trades.

We have laid the groundwork for future work as a service provider to the Halifax Class Modernization/ Fleet Life Extension (HCM/FELEX) project, and have collaborated with industry in strategic partnering.

The tempo at FMF CB is high and will remain so into the future. The commitment of all FMF CB employees to provide top quality work and maintain a strong alliance between management and labour allows us to continue to meet the Pacific Fleet’s operational needs.
Mission, Vision and Motto

A mission statement answers the question "What do we do?" FMF CB’s job – unchanged since the Dockyard opened in 1865 – is found in the unit motto: "We Serve the Fleet." Recognizing our significance to DND, this plan has adopted a broader mission statement.

Mission Statement

As a strategic asset, provide timely and effective engineering and maintenance services to the Navy and Canadian Forces.

A vision statement should answer the question “Where are we going?” We understand many of the factors that determine the environment in which we will operate and should plan accordingly. Experience also tells us that the pace of naval operations can change quickly, so we cannot set specific targets for FMF CB’s size, budget or work streams five years from now. The Strategic Plan can only aim for a future state that will meet the needs of FMF CB customers and stakeholders under any conditions. We can best position ourselves for the future by focusing on the fundamentals.

Vision

Deliver Engineering & Maintenance Services to Customer-agreed Quality, Scope, Schedule & Cost.

FMF CB’s job – unchanged since the Dockyard opened in 1865 – is found in our Motto:

Motto

We Serve the Fleet

Strategy Plan - Project Breakdown

<table>
<thead>
<tr>
<th>Colour Code Legend</th>
<th>A. Current Projects</th>
<th>B. Immediate Projects</th>
<th>C. Developmental Projects</th>
</tr>
</thead>
</table>

Class A - Current Strategic projects

HCM/FELEX Project Management – The VICTORIA EDWP demonstrated the value of project management to FMF CB and its customers. In May 2010, a FELEX Program Manager was appointed. He heads a Program Office, which is currently staffed and up and running that will manage FMF CB’s contribution to HCM/FELEX between now and 2018. It is proving successful.

ISO Review & Triage – The Quality Management System (QMS) has served us well for many years, but there are concerns about overlap and inconsistency between the large number of Standard Operating Procedures (SOPs) and Work Instructions (WIs). A committee of the Management Systems Working Group has articulated FMF CB’s Quality Objectives and are now reviewing the QMS to determine which processes contribute to the quality objectives, how those processes are performance managed, and how the system can be improved through a greater role for process owners.

Preventative Maintenance – The Maritime Capability Planning Group (MCPG) directed Formations to set 65% as the preventative maintenance completion rate goal for FY 10/11. The Preventative Management Project began in FY 09/10 and will improve FMF CB’s ability to manage this work in cooperation with MARPAC and the Fleet.

FMF CB Consolidation Project (C4360) – C4360 will provide FMF CB with the most modern shipyard facility in Canada. Phase IV of construction is presently underway with Phase V in detailed design and could be implemented by 2016. FMF CB will continue to work closely with the Director of Maritime Infrastructure (DMI) and Project Management Office (PMO) C4360 to facilitate design and construction work, and to prepare the Treasury Board submission for authority to implement Phase V. The FMF CB Transition Project, initiated at the same time as C4360, consisted of 39 sub-projects to implement work processes that would capitalize on the new facilities. Productivity improvements of 20% are expected (10% from infrastructure and 10% from process improvement). Key and timely transition sub-projects have been incorporated into this plan.

Material Processes – In April 2010, MAGIS and FMAS were integrated to create DRMIS. The CF Supply System’s MIMS is to be integrated with DRMIS in the future.

Strategic or military purposes (i.e. Controlled Goods). A draft Maritime Command Controlled Goods Master Implementation Plan (MIF) released in January 2011 is awaiting finalization, so the end-date of this project is unknown. FMF CB will continue to implement improved training, physical security and data management procedures to meet new Controlled Goods requirements.

On the following pages you will find these areas of the strategy map explained in broader detail. The plan focuses on the essentials and, simply put, strives to make the FMF CB a better shipyard. It is a “back to basics” plan.
**Class B - Immediate Projects**

These projects address known issues and begin process improvements that will benefit FMF CB customers.

- **B-1 Chief Information Officer (CIO)** – FMF CB employs a number of corporate and (see Project A-5) internal software tools. The new CIO capabilities will be a business specialist who manages the integration of IT tools, integration and business processes inside FMF CB, and advocates for corporate tools that best meets the needs of our business. This position will be distinct from the Information Systems Manager who will continue to provide technical support and develop local IT solutions, and will be a shared resource between both FMFs.

- **B-2 Review & Align Work Order (WO) Processes** – Work Order management is fundamental to an organization’s ability to plan capacity, develop capabilities, respond to customers and manage performance. FMF CB will need enhanced tools to fully capitalize on project management (Projects A-1 and C-1) and maximize return from the C4360 project (Project A-4). This project will provide the backbone to the ISO renewal process (Project A-2). Its goals will be to align and standardize WO processes across the two FMFs; clean up existing DRMIS data; ensure WO data are entered accurately; and use DRMIS to implement a fully visible and performance managed capacity management system. Lean manufacturing principles will be applied to optimize work flow by eliminating duplication and delays in the process.

- **B-3 Support to Project Management Culture** – This project will develop and reinforce a project management culture in FMF through seminars, formal training, on-the-job experience, change management, and awards and recognition. It will include development of standardized project management and risk management techniques for use within FMF CB.

- **B-4 FMF Supplier Partnering – Material Management** – The focus of this Strategic Plan may be on internal processes but FMF CB does not operate in a vacuum. We cannot expect to improve our ability to meet customer expectations without the support of our suppliers. In this project, FMF CB will first ensure that internal material management processes are optimized, then partner with Base Supply to optimize external processes. Lean manufacturing principles will be applied to eliminate duplication and delays. This is the first stage of a larger effort to improve partnering with key suppliers.

- **B-5 Multi-Level Customer Communications** – The Strategic Outcome commits FMF CB to providing customers with the customer-agreed Quality, Scope, Schedule and Cost. To do this, FMF CB will have to reach agreements that are fully understood by both parties, something that has not always happened in the past. A capacity management system (Project B-2) will allow us to define what, when and how much can be delivered to a customer, and improved performance management (Projects A-2 and B-2) will objectively measure our success. This communications project will define who communicates outside the unit and who negotiates and reports to customers. Also, it will help customers and stakeholders develop an understanding of how FMF CB functions work.

---

**Class C - Developmental Projects**

These projects aim to build on the success of work in the early part of the Strategic Plan.

- **C-1 Project Management for Longer Work Periods** – The HCM/FLEX Program (Project A-1) and support to project management (Project B-3) will standardize project management within FMF CB, providing better control of Quality, Scope, Schedule and Cost. This expertise will be extended to other complex tasks such as an EDWP for HMCS REGINA, EC installations and Army manufacturing programs.

- **C-2 Review and Align Other Processes** – ISO Review and Triage (Project A-2) will improve the QMS. This project will apply the lessons learned to other core and support processes. Lean manufacturing principles will be applied to optimize work flow by eliminating duplication and delays. Effective performance management and continuous improvement will be hallmarks of the QMS.

- **C-3 FMF CB Supplier Partnering – Other Processes** – This will extend the work and methods of FMF CB Supplier Partnering (Project B-4), to other suppliers and partnering stakeholders such as:
  - Base Information Services Officer (BSIO), which provides network and IT services to FMF CB and is a partner in supplying network services to the Fleet;
  - Base Construction Engineering Officer (BCEO), which, as well as being FMF CB’s landlord, is also a partner in developing Project C4360 and a supplier of minor construction projects;
  - the Naval Provost Marshal (NPM), which provides guidance and assistance in developing physical security solutions for current infrastructure and C4360; and
  - other Base, DND and commercial organizations.

- **C-4 Customer Requirements & Methodology** – Today FMF CB plans customer requirements for the coming fiscal year only in terms of total labour hours. This project will build on improved customer communications (Project B-5) and better WO and capacity management (Project B-2). The goal is to match customer requirements to specific Work Centres and capabilities, improving our ability to deliver customer-agreed Quality, Scope, to meet Schedule and Cost.
<table>
<thead>
<tr>
<th>OUR STRATEGIC ENABLERs</th>
</tr>
</thead>
<tbody>
<tr>
<td>FMF CB as an Employer of Choice</td>
</tr>
<tr>
<td>Feedback from our employees indicates that people enjoy working at FMF CAPE BRETON. This is primarily due to three key strengths – stability, people and job satisfaction. Still, there remains a risk of losing key personnel to commercial organizations engaged with VISSC, HCM/FELEX. Mid life Refits and other naval projects. FMF CB will continue progressing workforce renewal, quality of working life, training and development and other programs through a comprehensive Human Resources Plan (HRP).</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Workforce &amp; Management Flexibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>This Strategic Plan demands that we change the way FMF CB does business. As a naval unit staffed mainly by public servants, we operate within a well-defined regulatory and contractual framework. What we can change is how we manage our internal processes, how we organize our work and how we co-operate internally and externally to provide customer-agreed Quality, Scope, Schedule and Cost in order to achieve project goals without delay or disruption to other service providers. Each organization will do its own tasks. Partnering is the norm on large projects.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategic Partnering</th>
</tr>
</thead>
<tbody>
<tr>
<td>Key stakeholders expect that FMF CB will cooperate with commercial organizations to complete projects such as HCM/FELEX. This means that FMF CB employees will be working alongside employees of other shipyards. In these situations, FMF CB will have to deliver custom-agreed Quality, Scope, Schedule and Cost to our customers. This plan will require creativity and initiative from people at all levels.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategy Plan - Balanced Score Card Quadrants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customers and Stakeholders</td>
</tr>
<tr>
<td>The dominant feature of the customer environment during this period will be the Halifax Class Modernization and Fleet Life Extension (HCM/FELEX), where up to three Halifax Class frigates at a time will be in an extended refit. With one operating submarine (HMCS VICTORIA) commencing in late 2011, and a second (HMCS CHICOUTIMI) to operate in early 2012 will require FMF CB to shift from the VICTORIA EDWP to the challenge of supporting the running submarines. The Formation and Fleet Commander will want to maximize the availability of the remaining hulls for operations, thereby reducing maintenance availability while increasing maintenance need, all in a time of fiscal constraint. As well, both PROTECTEUR and ALGONQUIN will require a refit during this five year period. FMF CB will be engaged in HCM/FELEX and will be planning for future classes of ships, which will be unique in FMF’s experience and more challenging for demand management and on-time performance than any other period it has faced previously. An increased need for maintenance during an extended period of refit puts a heavy load on resources. The challenge will be to provide effective demand management and on-time performance over an extended period of time.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Internal Operations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Externally driven, FMF CB will make adjustments to the internal organization in the form of a Functional Review, focused on making the unit more effective and efficient. The FMF CB Shop Consolidation Project (C4360) will continue throughout the period as described later in this plan. Project management skill will take a high profile with HCM/FELEX. This will be part of an overall effort to change the FMF CB culture to better balance quality, scope, schedule and cost in our output. Strategic Partnering will also see significant FMF CB work performed on the ships while they are at the contractor’s site and vice-versa. Effectiveness and efficiency will be the focus for adjustments being made to the internal organization.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Learning &amp; Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>In terms of learning and development, we will focus on reshaping and balancing our workforce from the VICTORIA EDWP profile, to a more flexible yard while supporting the running submarines, HCM/FELEX and the second-line work to the rest of the Fleet. Adaptability and new approaches will be needed to make this transition and to develop processes that can leverage the shop consolidation project (C4360). As a result of current and projected attrition through retirement, FMF CB will need to place continued emphasis on diversity in our hiring practices and knowledge transfer. FMF CAPE BRETON must not only reshape the workforce, but also reshape how we deliver service. With a diverse, well educated and highly motivated workforce we will develop new processes and remain adaptable.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Mandate &amp; Funding (Financial)</th>
</tr>
</thead>
<tbody>
<tr>
<td>The current fiscal environment poses challenges to DND that could affect FMF CB over several years. National procurement funds are being constrained, just as the Navy undertakes several major projects. This will result in less money flowing directly to FMF CB to perform 3rd line work. It may also lower availability of spares from the CF Supply System to support 2nd and 3rd line maintenance. Fiscal constraints also will apply to FMF’s baseline funding from MARPAC. This will affect FMF’s Operating &amp; Maintenance and capital allocations. Managers at all levels will be paying more attention to preparation and management of budgets and identification and mitigation of risks. A number of department reviews in the Canadian Forces that aim at improving efficiencies, will in some manner effect FMF CB over the life of the plan. Given the current fiscal climate, a more detailed functional review of the FMF CB is ongoing and will span the life of this plan. Fiscal constraints require us to remain vigilant when it comes to balancing budgets and improving efficiencies.</td>
</tr>
</tbody>
</table>
OUR CUSTOMER
The Canadian Fleet Pacific

The Canadian Fleet Pacific’s (CAnFLTPAC) mission is to generate, operate and maintain combat-capable, multipurpose maritime forces, on order from the Commander of Maritime Forces Pacific/Joint Task Force Pacific, in order to meet its mission and tasks emanating from Canada’s defence objectives. CAnFLTPAC provides capable ships and highly trained personnel in support of joint maritime and multilateral operations and exercises with other government departments and allied forces.

OUR PEOPLE
Highly Skilled, Flexible and Motivated

In order to achieve our mission, Fleet Maintenance Facility CAPE BRETON must have a highly skilled, flexible and motivated workforce. Attracting, recruiting and retaining talented people, ready to respond to the increasingly complex needs of our customers, is at the top of our priority list. We understand the traditional recruiting sources and methods alone will not entirely meet our future needs. Therefore, we must reach out to the academic institutions and targeted groups to attract bright workers with diverse cultures and backgrounds in order to bring a broad range of talent, to overcome the engineering, repair and maintenance challenges we will face in the years to come. Competition for talent is challenging in today’s labour market and this is expected intensity over the coming years. Today’s workforce is not enticed by job security alone; they seek careers that offer interesting, meaningful, challenging and rewarding work. Hiring bright employees is only part of the answer. FMF CB welcomes new ideas, thrives on diversity and values the contributions of all employees.

OUR VALUES

Professional Conduct
We will undertake all tasks with competence, dedication and diligence.

Honesty and Integrity
We are truthful, ethical and candid in our decisions, conduct and actions.

Growth
We are committed to setting the highest standards of personal performance and professional growth.

Respect
We respect the dignity of all persons and will treat them with courtesy.

Teamwork
We value the skills, strengths and perspectives of our diverse team.

Achieving Excellence
We are proud of our work, and are committed to quality

Adaptability
The Mission stays the same but our work changes, driven by new technologies, new operational concepts and new strategic realities. Through training, education, self-development and continuous improvement of the FMF, we keep ourselves ready to support the Navy and the Canadian Forces.
WHAT NEXT?

This Strategic Plan has reviewed our past, our recent accomplishments and has assessed the strategic environment. To “Deliver engineering and maintenance services to customer-agreed quality, scope, schedule and cost” was established as the strategic vision.

The plan provides a Strategy Map plus descriptions of three strategic enablers and a program of projects that will move FMF towards that outcome.

Each project is assigned to a Head of Department. The details of who will be involved in each project, resources to be assigned, specific objectives and timelines will be promulgated through annual Capability Plans, project charters or other documents.

The Commanding Officer and Heads of Department will monitor the progress of all Strategic Projects. They will review the Strategic Plan after 12 months to ensure that each activity is contributing to the strategic vision and make appropriate adjustments.

The work of this plan is fundamentally part of our responsibility for providing maintenance and engineering services to the Navy and DND. Success will hinge on how much creativity, initiative and hard work we devote to this effort.

By reading this plan and asking questions, FMF CB employees can develop an appreciation of where the unit is going and how their efforts can contribute to our strategic vision. Any employee who believes they can make a specific contribution to any of the Strategic Projects should make their interest known to their supervisor.

“We will remain ready to serve the Fleet today, while continuing to prepare for tomorrow. Your task is to understand the plan and to know what is required of each and every one of you to make FMF CAPE BRETON a world class repair and maintenance facility, committed to service excellence. This excellence will be measured in the quality and timeliness in which we meet our mission – Support the Fleet.”

D.F. Smith
Captain (Navy)
Commanding Officer
Fleet Maintenance Facility CAPE BRETON

Fleet Maintenance Facility CAPE BRETON

HMCS CAPE BRETON was launched in 1944 at the Burrard Drydock facility in North Vancouver, British Columbia, as HMS Flamborough Head. Flamborough Head was one of a series of ships intended to operate with the British Pacific Fleet in the war against Japan and for the recolonization of Asian territories. While the ships were under construction, the Royal Navy was experiencing a severe manpower shortage. Ultimately, the war ended before the whole class was completed and several were completed as merchant ships. HMS Flamborough Head commissioned into service of the Royal Navy in North Vancouver in 1945. It sailed from Vancouver and remained in active service with the RN until 1952 when she was purchased by the Royal Canadian Navy.

The ship commissioned as HMCS Cape Breton (ARE 100), a Cape-Class escort maintenance ship, at Halifax on January 31, 1953. CAPE BRETON served at Halifax until August 25, 1958, as a repair ship and training establishment for technical apprentices. Converted to escort maintenance ship at Esquimalt, she was commissioned there on November 16, 1959, for service on the West Coast. On February 10, 1964, Cape Breton was paid off into reserve, and in 1972 she has functioned as a towed mobile support facility and accommodation vessel at Esquimalt. She was later designated as the home for repair and maintenance for the fleet and renamed Fleet Maintenance Group (Pacific) (FMG). She was moored at the old “C” Jetty in the Esquimalt dockyard, being known unofficially as “Building 100.”

When the old C Jetty was demolished as part of the base redevelopment of the late 1980s, Cape Breton was berthed across the harbour adjacent to the Public Works Graving Dock at “D” Jetty.

With the completion of the dockyard redevelopment and the advent of superior shore based facilities, Cape Breton was declared surplus and assigned to the reserve fleet in Colwood. In 2001 Cape Breton was sunk in the waters off Nanaimo by the Artificial Reef Society of BC and is Canada’s largest diver-prepared artificial reef.

The Crest design is based on the badge of HMCS CAPE BRETON. The gear wheel, which has been changed from white to gold, refers to the machinery of the engineering branch. The ermine sports are from the arms of Brittany, from which Cape Breton takes its name, and the thistles symbolize the Scottish heritage of Cape Breton.
The Fleet Maintenance Facility CAPE BRETON Strategic Plan is the result of many months of hard work. The plan is crucial to outlining how we will meet the challenges we are faced with over the next five years. The strategic plan will:

1. Clearly define our vision and outline targeted goals and themes that will ultimately support that vision.
2. Provide a tool for which communication of these goals and themes will be consistent and widely understood.
3. Instill a sense of ownership for the plan as we face changes to our internal processes and operational environment.
4. Ensure the most effective use of our resources through timely projects and concurrent adaptation to evolving processes.
5. Provide a foundation from which progress will be measured and become a vehicle for informed change when needed.
6. Ensure that consensus is built through listening to input from all levels as we learn where we are headed and how this plan will affect each person individually.

For further information and/or questions, or your thoughts on improvements regarding the FMF CB Strategic Plan, contact the following:

FMF CB Operations Manager at Richard.Summer@forces.gc.ca or FMF CB Strategy Manager at Thomas.Eustace@forces.gc.ca