

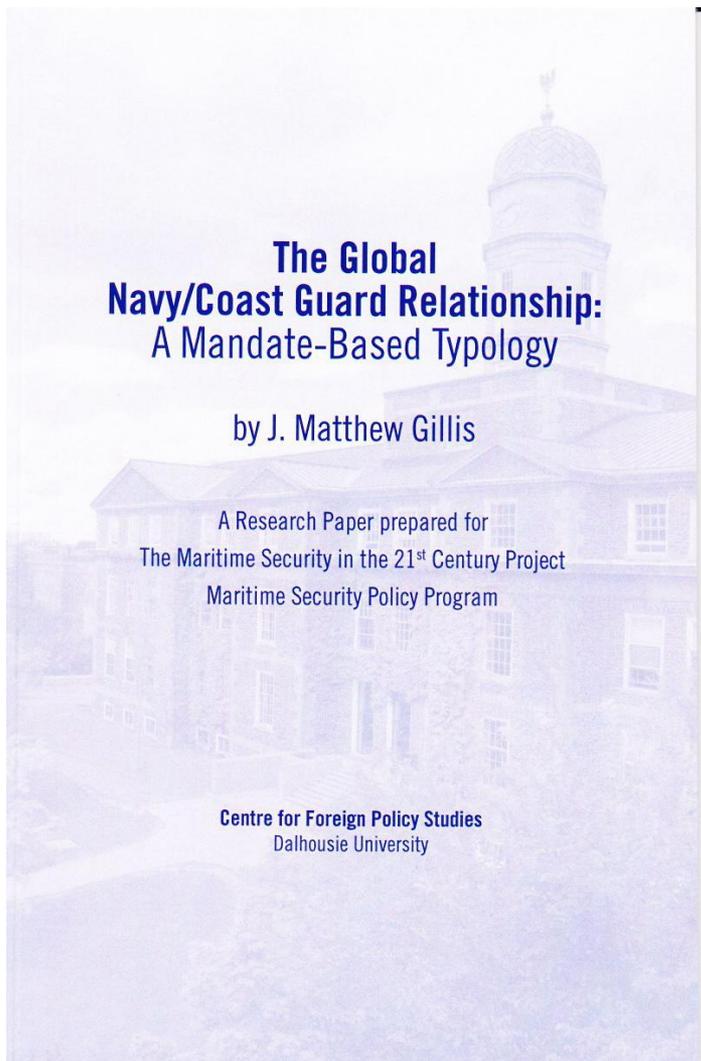
# Institutional Misalignment: A risk issue in Canada-U.S. Maritime Security?

Rutger's Maritime Risk Symposium  
International Perspectives Panel  
7 November 2011

[ken.hansen@dal.ca](mailto:ken.hansen@dal.ca), 902-494-6444

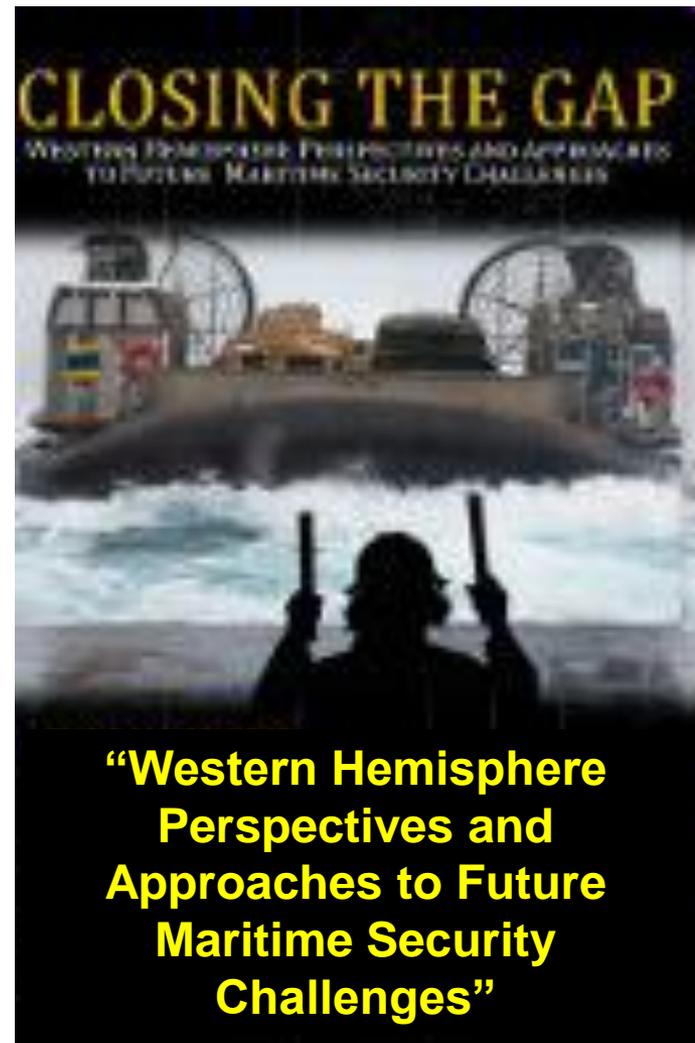


## CFPS Research Project



**Published: 22 June 2010**

## CFPS Research Workshop

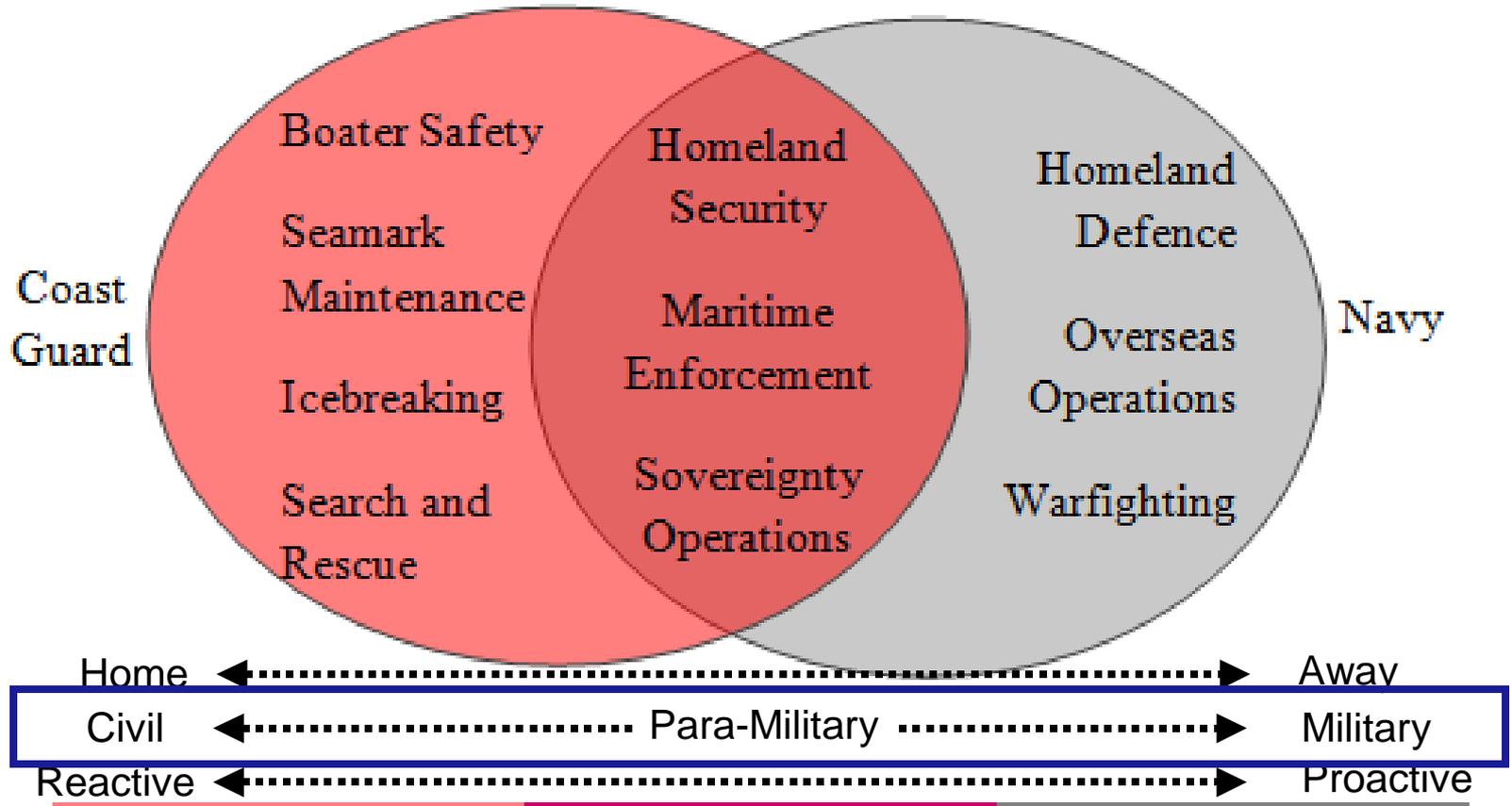


**Conducted: 27-29 October 2011**

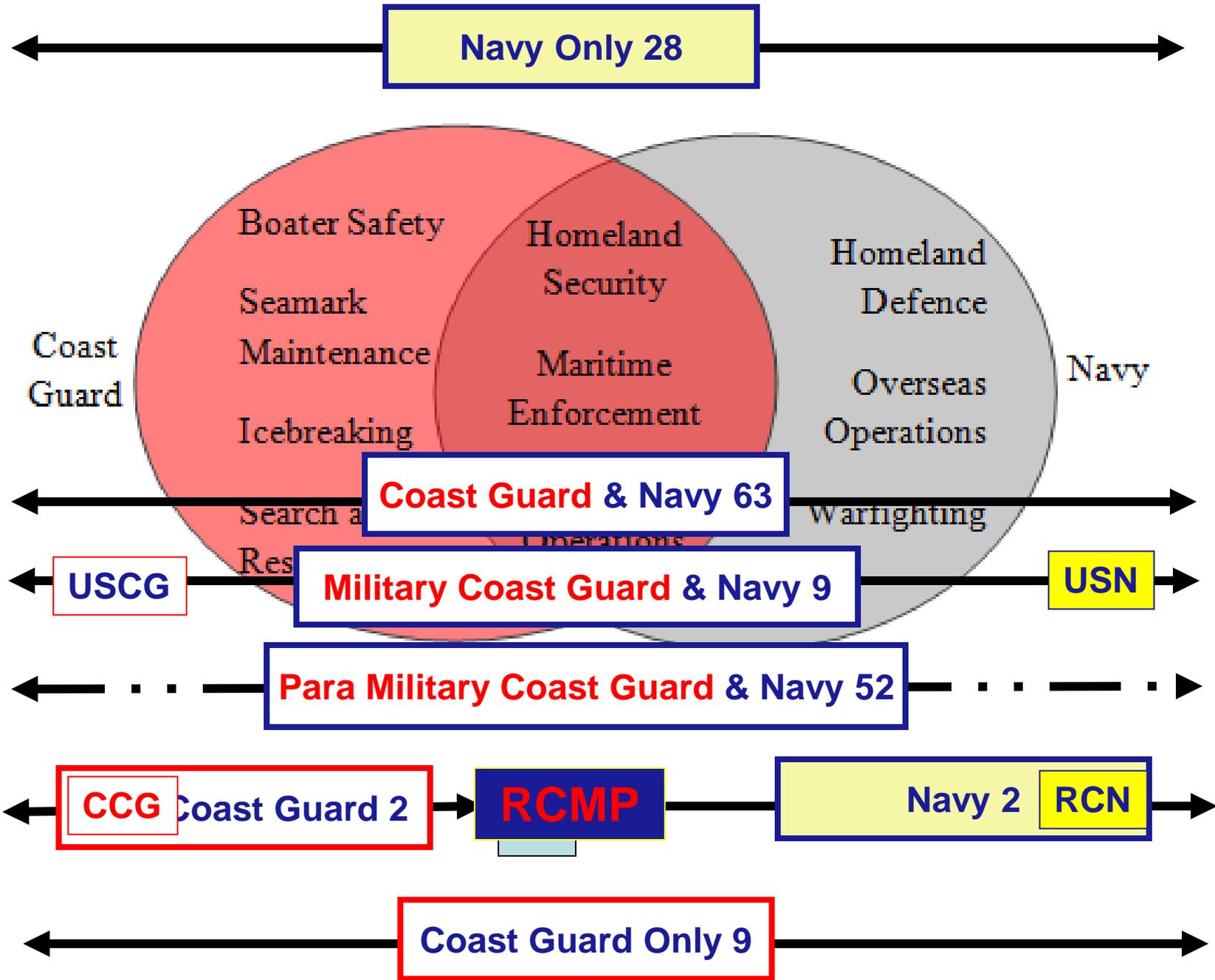
# CFPS Research Project

## Coast Guard-Navy Functions and Organizational Overlaps

150 states have coastlines – 72 have coast guards

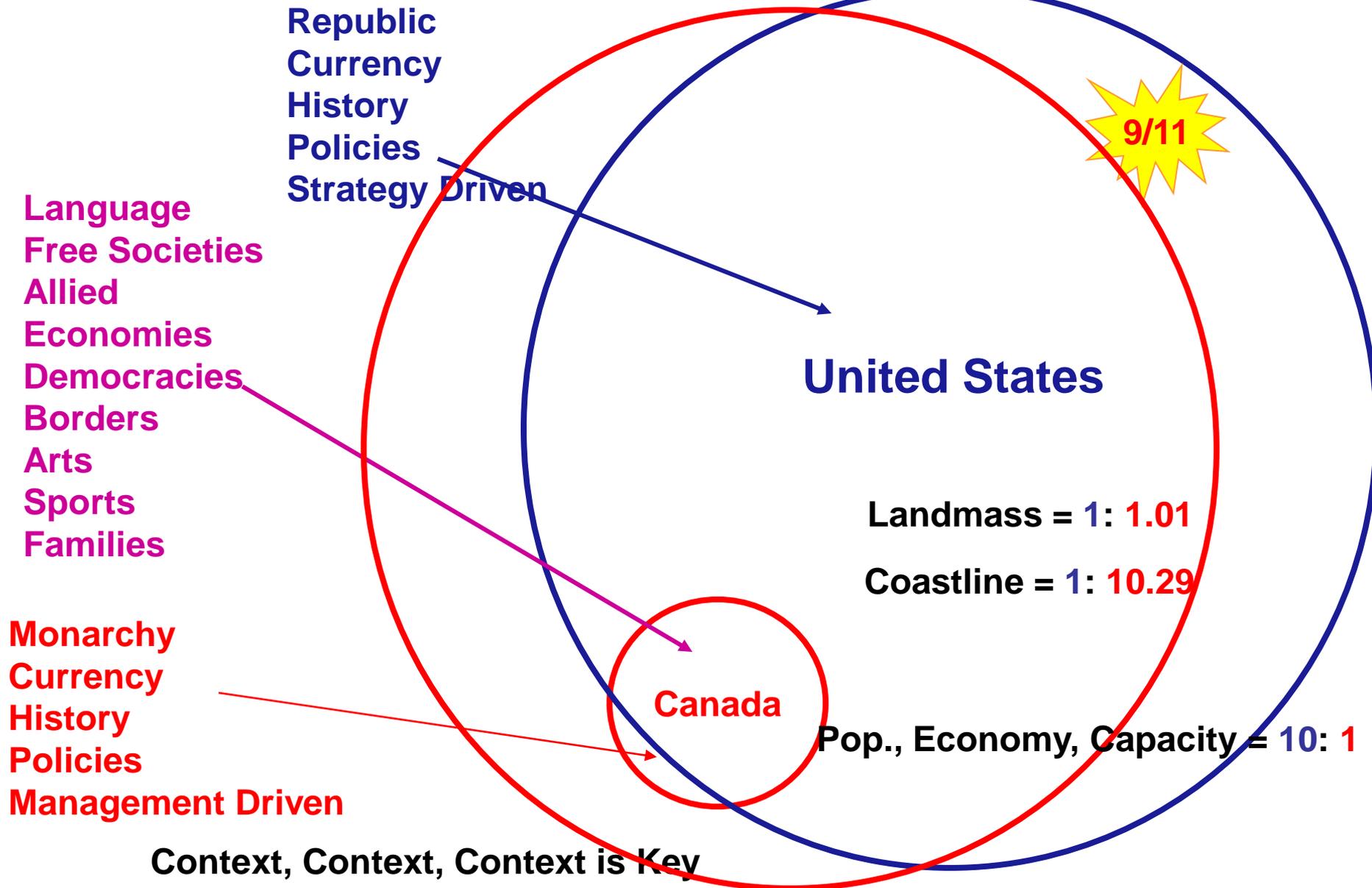


Source: J Matthew Gillis, *The Global Navy/Coast Guard Relationship*, CFPS, 2010



# CFPS Research Workshop

## Strategy Begins with Awareness – Similarities & Differences



# Cross-Border Crime

- Two-way problem
- Criminal organizations seek vulnerabilities in geography and enforcement
- Organized crime is the most prevalent threat encountered
- Over 100 crime groups and 90 criminal entrepreneurs involved in cross-border crime



Link: <http://www.rcmp-grc.gc.ca/ibet-eipf/reports-rapports/2010-threat-menace-eng.htm>

**“Crime moves swiftly to exploit ‘gap’ areas”**

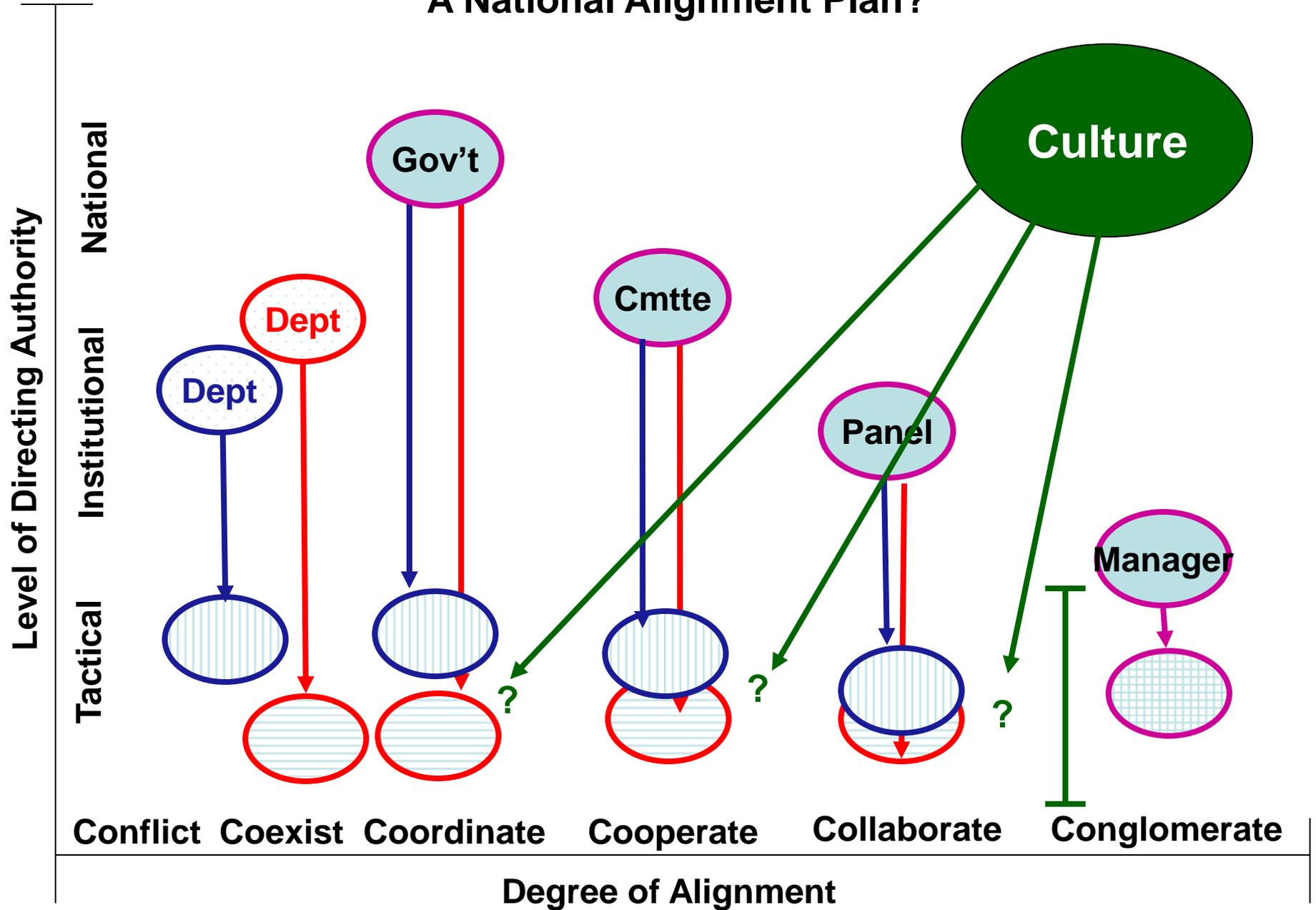
# National Shipbuilding Strategy

## 28 Large Vessels

- Combat Ships:
  - Arctic & Offshore Patrol Ships (6+2)
  - Canadian Surface Combatants (15)
- Non-Combat Ships:
  - CCG Science Vessels (4)
  - DND Joint Support Ships (2+1)
  - CCG Polar Icebreaker (1)

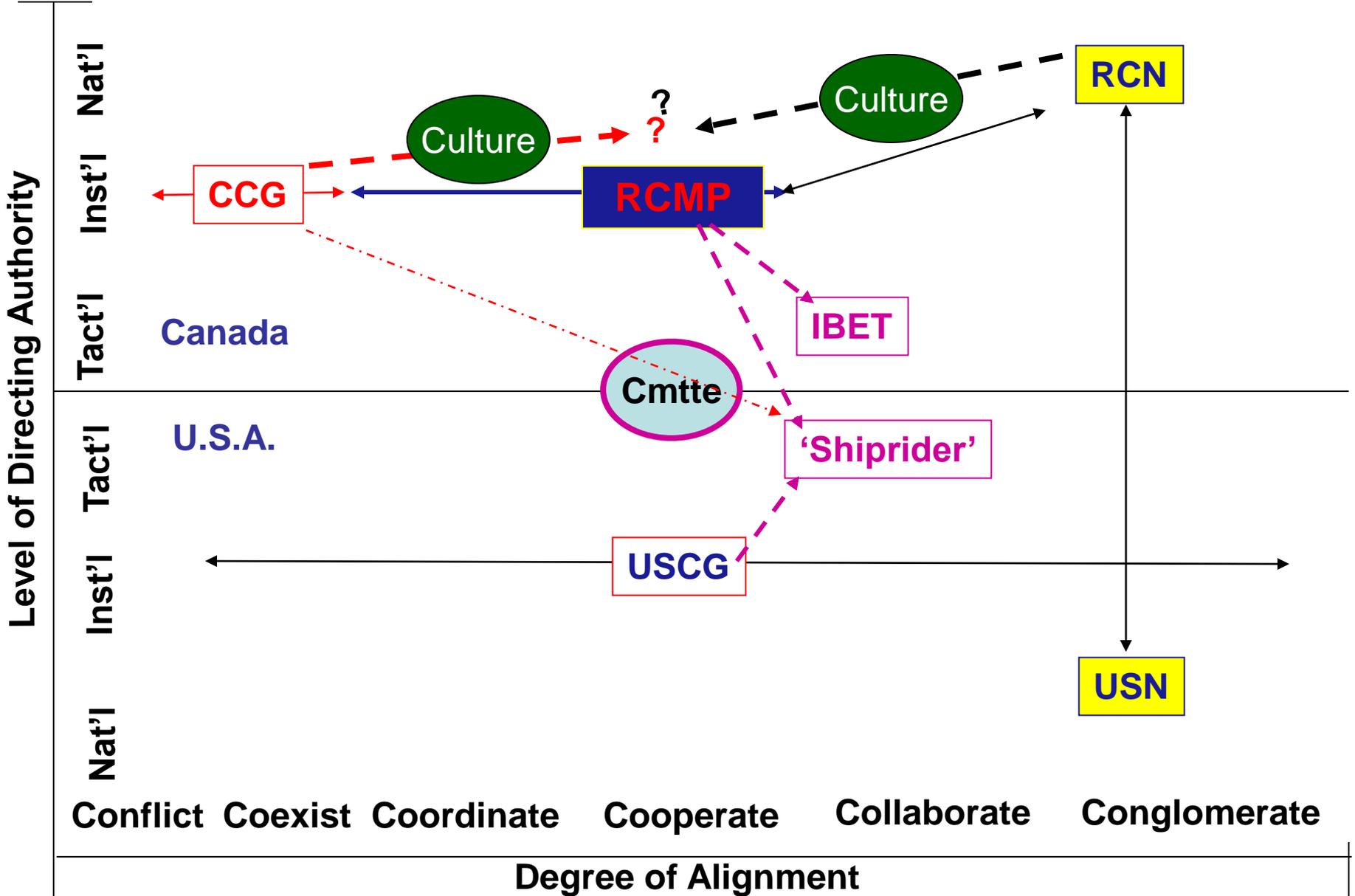


# A National Alignment Plan?



# Can-U.S. Alignment Situation?

← Civil ————— Paramilitary ————— Military →



# Conclusions

- Closing 'gaps' by institutional changes to RCN & CCG are encountering domestic cultural resistance – Government intent is not clear
- Resource limitations mean alignment processes that result in duplication of effort and redundancy are a bad idea (for Canada)
- At some point, international institutional alignment will encounter 'a cultural threshold of resistance', which will be determined by the context of the states in question
- Criminals (and others) will continue to exploit the 'gaps' until the desired degree of alignment is achieved, but risk will always exist