



MEMORANDUM NOTE DE SERVICE

To Paul Sprout,
A Regional Director General
Pacific Region

From Jennifer Nener
De A/Regional Director
Policy Branch

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de sécurité**

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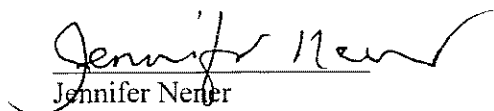
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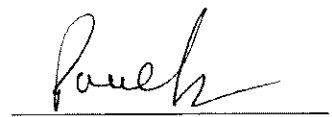
Subject PACIFIC REGION 2008-09 REPORT ON PROGRESS
Object

Please find attached, for your review and approval, the *Pacific Region Report on Progress* as of March 2009.

The attached *Progress Report* documents the Pacific Region's achievements and progress for the 2008-09 fiscal year against the *Pacific Region Implementation Plan 2006-10*. The *Report* demonstrates the links between our activities in the Region, and Departmental strategic outcomes. The report was reviewed by Directors to ensure it accurately reflects highlighted achievements for 2008-09 and is factually correct.

Once approved, the *Report* will be posted on the Region's Intranet site.


Jennifer Nener
A/Regional Director, Policy Branch


I concur,
Paul Sprout,
Regional Director General
Pacific Region

APR 16 2010

**Fisheries and Oceans Canada
Pacific Region Implementation Plan
2006-2010**

**Report on Progress
as of March 2009**

Executive Summary

This *Report on Progress* documents the recent achievements and successes in the Pacific Region for 2008-09 and highlights new issues emerging from shifting departmental and government priorities.

Fisheries and Oceans Canada, Pacific Region continues to provide professional service and commitment to the sustainable management of aquaculture, fisheries, fish habitat and oceans. In terms of Fisheries Renewal, the Region made significant progress through the Pacific Integrated Commercial Fisheries Initiative by engaging in collaborative processes to retire commercial salmon licenses for transfer to First Nations. Work on the Fisheries Monitoring and Catch Reporting Initiative also helped to improve the reliability, accuracy and timeliness of catch data.

The Pacific Region took a leadership role in the 2008 negotiations to renew a number of the Fishing Chapters under the Pacific Salmon Treaty between Canada and the United States. This was a key step in the conservation of Pacific salmon stocks with revisions and ratification of the Treaty taking place in December 2008 and implementation beginning in January 2009. Work was also undertaken in 2008-09 to continue implementation of the Wild Salmon Policy and strategically focus the Salmonid Enhancement Program in an effort to maintain sustainable and diverse salmon populations in the Pacific Region.

On the Oceans front, Bowie Seamount was named Canada's seventh Marine Protected Area and a Memorandum of Understanding was signed by Fisheries and Oceans Canada, Coastal First Nations, and the North Coast-Skeena First Nations Stewardship Society in December 2008. This agreement demonstrates significant progress in support of integrated marine use planning in the Pacific North Coast Integrated Management Area (PNCIMA).

In 2009, the B.C. Supreme Court decision that deemed aquaculture a fishery created new challenges and opportunities for DFO aquaculture in the Pacific Region. Regional staff, in coordination with Ottawa, are now working closely with the Province of BC and other federal agencies to develop a new aquaculture regulatory regime in BC.

The Science Branch in the Pacific Region continues to support key decision making processes by providing timely data and information on elements such as stock assessment, climate change, ecosystem function and hydrographics. Science played an important role in implementation of the *Species at Risk* Act, by completing scientific evaluations of 33 COSEWIC applications for regional SARA permits in 2008-09.

This year the Pacific Region launched the DFO/CCG Employee On-Boarding Webpage, a new orientation tool that is part of DFO's and Canadian Coast Guard's commitment to succession planning and Public Service Renewal in Pacific Region. As well, the Executive Development Component of the Succession (EXDC) Planning Initiative recruited its second cohort in February 2009.

It remains important for the Region to continue to cultivate and draw on relationships with stakeholders at all levels. Efforts are being made to continue engagement through various advisory bodies and engagement sessions. The relationship between DFO and the Province of BC, Yukon Territory Government, municipal governments and other federal partners continues to be an important focus for the Region to facilitate collaboration and achieve results. The Department also continues to strengthen relations with First Nations. There is continued desire by First Nations to be involved in decision-making processes with the department. Various relationship-building initiatives undertaken over the past year are positive steps toward co-management and capacity building.

The Canadian Coast Guard, A Special Operating Agency with Fisheries and Oceans Canada, continues to provide important maritime programs and services to Canadians. Their programs and achievements are highlighted through a separate Coast Guard planning and reporting process.

With a dedicated and committed staff, the Region is steadily building on success in delivering programs and services that support the sustainable use and development of Canada's waterways and aquatic resources.

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Introduction

In February 2005, Fisheries and Oceans Canada (DFO) adopted a Strategic Plan for the period 2005-2010. The Plan, entitled *Our Waters, Our Future*, sets out a clear vision for the Department - "excellence in service to Canadians to ensure the sustainable development and safe use of Canadian waters". The fundamental theme of the Plan was balancing our commitments with available resources to provide quality services to Canadians. Based on this plan, the Pacific Region developed the *Pacific Region Implementation Plan 2006-2010* to translate the national agenda to the regional level and elaborate on Pacific Region objectives, priorities and outcomes.

As we reflect on the 3rd year since the release of the *Pacific Region Implementation Plan 2006-2010* in August 2006, it is clear that the Pacific Region has experienced a number of changes to its operating environment.

Being heavily reliant on global markets, Canada's seafood sector has been directly impacted by the weakened global economy and a decrease in access to capital for individuals and businesses has affected who can participate in fisheries. Market pressures including strong demands from overseas buyers for eco-labeling have also required DFO to adapt quickly to ensure that Canada's fishery remains internationally competitive. These issues, along with new litigation related to the *Species at Risk Act* and Aquaculture, and climate change issues impacting our stock prediction models, are only a few of the drivers affecting progress in the Region. First Nations and other stakeholder groups have also been clear about their increased desire to be involved in co-management and decision making processes.

To meet the needs of its clients, while supporting its employees and managing within available resources, the Plan identifies and coincides with two national overarching strategic objectives:

1. Deliver programs that reflect the priorities of Canadians and are part of a fully integrated policy approach; and
2. Support DFO's dedicated, professional workforce by equipping them with the tools it needs.

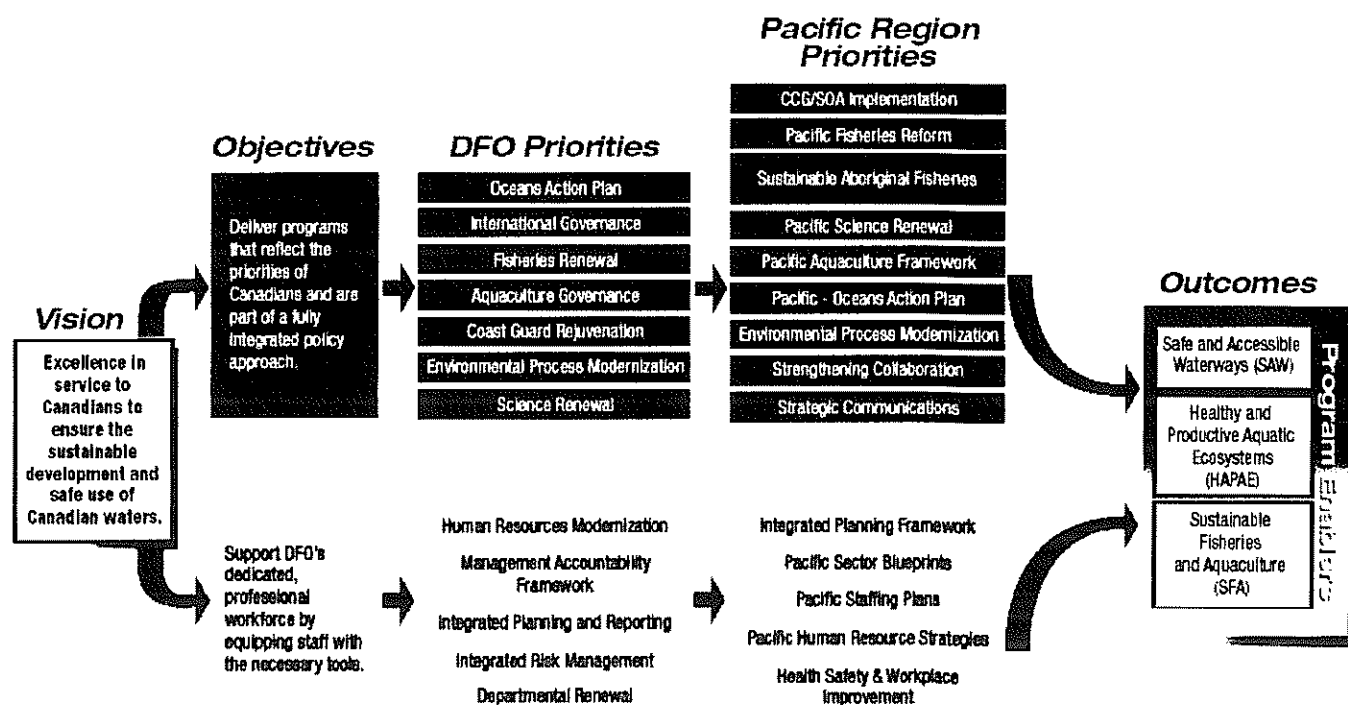
This document reports on the Region's progress in relation to these strategic objectives and highlights emerging priorities. A status update and summary of activities are provided in the Appendix. It should also be noted that Canadian Coast Guard progress is not covered in this *Report on Progress*.

This report demonstrates the dedication and professionalism of Pacific Region staff towards realizing conservation and sustainable development, improving collaboration and integration within DFO and with our partners, incorporating ecosystem-based approaches, and balancing commitments with available resources to provide quality services to Canadians.

For the coming years, DFO Pacific Region will continue to support new government priorities and carry out Ministerial commitments while anticipating and responding to emerging issues in our operating environment. While committed to ensuring safe, healthy and productive waters and aquatic ecosystems, DFO Pacific Region will continue to support departmental priorities such as Fisheries Renewal, Health of the Oceans, Market Access, Science Renewal, Sustainable Aquaculture, and Small Craft Harbours.

In addition to these national priorities, the Region will continue to support regional priorities such as implementation of the *Species at Risk Act*, supporting sustainable Aboriginal fisheries, and strengthening collaboration and communications.

Figure 1: From Vision to Outcomes in Pacific Region



What we do

- ☐ Realize conservation with sustainable development
- ☐ Improve collaboration and integration
- ☐ Incorporate ecosystem-based approaches
- ☐ Balance commitments with available resources to provide quality services to Canadians

How we do it

- ☐ Focus on priorities
- ☐ Undertake risk management
- ☐ Emphasize collaboration, coordination and integration
- ☐ Strengthen internal communications

Report on Progress

1.1 Pacific Fisheries Reform

Providing Canadians with this...	To achieve these results...	Which leads to the Strategic Outcome...
An integrated Pacific Region fisheries program that is credible, science based, affordable, and effective, to support a diverse regional fisheries sector and contribute to the sustainable prosperity of Canadians	The conservation of Pacific Region fisheries resources to ensure sustainable resource utilization through close collaboration with resource users and stakeholders based on shared stewardship	Sustainable Fisheries and Aquaculture

The benefits:

Pacific Fisheries Reform aims to provide Canadians in the Pacific Region with economic benefits from our aquatic natural resources; by ensuring that these products have access to world markets; by working with domestic and international stakeholders to protect and conserve our resources; and by understanding and managing the complex ecosystems that allow these benefits to occur. The viability of many of the Pacific Region's coastal communities is directly linked to the health of the fisheries.

- ☐ Commercial fishing employs over 8,700¹ people and is an important economic driver for numerous coastal communities in the Pacific Region.
- ☐ The recreational fishing industry in BC is currently valued at \$1.2 billion² (tidal and non-tidal expenditures).
- ☐ Salmon Enhancement Program hatcheries and spawning channels produce 10-15%³ of the BC First Nation, recreational and commercial harvest.

Specific Progress in 2008-09:

Implementing the Wild Salmon Policy

For centuries, wild salmon have been of both cultural and economic significance to the many First Nations people living in the Pacific Region, and continue to be an important resource for them today. Salmon are major species in the North Pacific and are often the most abundant species of fish in freshwater systems. This makes them ecologically very important. They provide sustenance to a myriad of other species, including bears and eagles at the top of the food chain.

¹ *Person years.

A GSGislason & Associates Ltd., 2007, Economic Contribution of BC Seafood & Tidal Recreational Fishing in 2005: Prepared for the BC Seafood Alliance: <http://www.env.gov.bc.ca/omfd/reports/SWOT/swot-update.pdf>

² Fisheries and Oceans Canada, 2007, Survey of Recreational Fishing in Canada 2005. Ottawa: DFO, Economic Analysis and Statistics Policy Sector.
http://www.dfo-mpo.gc.ca/communic/statistics/recreational/canada/2005/REC2005_EN_20070727.pdf

³ Fisheries and Oceans Canada, 2009, Estimates Part III 2008-2009 DFO Departmental Performance Report as of March 31, 2009. p. 33

A number of steps have been taken to continue implementing the Wild Salmon Policy (WSP) this year. In 2008-09 the Region successfully finalized the conservation units (CUs) for BC and began identifying the CUs for the Yukon Territory. In January of 2009 scientific peer review workshops were held on the benchmark methodology paper to assess the biological status of CUs, as well as the methodology and outcomes paper for habitat indicators. Work also continued on the WSP pilot projects, with the development of a workplan under the Barkley Sound pilot and the testing of a five-step integrated planning procedure for prioritizing watersheds in relation to Fraser sockeye fisheries. A web-mapping application was also launched in March 2009 to provide simple and transparent access to current WSP spatial information and products for both DFO staff and external users. Mapping the CU's and developing assessment methodologies is a key part of laying the groundwork to implement the policy.

Tools and guidelines are now under development by the Science Branch to assist staff in identification of benchmarks and indicators and habitat status reports will be undertaken in five key areas this year to include Barkley Sound and the Skeena. A draft ecosystem indicator paper based on sector feedback will also be submitted for peer review in the Fall of 2009.

Implementing Fisheries Reform

Pacific Fisheries Reform was initiated in April 2005, in response to recommendations for reform in two reports received by the Minister in 2004, and subsequent consultations with First Nations and fisheries stakeholders. Implementation aims to address many of the chronic challenges faced by the fishing sector, adapting to an increasingly fast pace of industrial change, technological advances, environmental degradation, climate change, global market pressures, as well as the particular challenges resulting from use of a common-property natural resource. The modernization and streamlining of fisheries management processes is also of significant importance to the Department.

Progress was made in year 2 of the Pacific Integrated Commercial Fisheries Initiative (PICFI) to support these objectives. PICFI focuses on increasing First Nations' participation in commercial fisheries, implementing enhanced monitoring and reporting measures, as well as strengthening collaboration among fishing groups to maximize the benefits of maintaining sustainable fisheries. This year focused on the retirement of commercial licenses for transfer to First Nations, support for First Nation business planning capacity and the establishment of a Collaborative Traceability working group with ENGOS, industry and the province. In 2008-09 DFO also made considerable progress in partnership with the Commercial Salmon Advisory Board and other groups in the development of a share-based approach for commercial salmon fisheries. This investment will ultimately lead to a system that will see all fishing interests, commercial, First Nation and recreational, come together with DFO at one table to manage their respective shares in the fishery.

A significant aspect of Fisheries Reform is the Fisheries Monitoring and Catch Reporting Initiative that was developed with the goal of improving the reliability, accuracy and timeliness of catch data. This information is provided to decision-makers to inform decisions on sustainable harvest levels and management of stocks. The initiative seeks to implement common and transparent rules for all harvesters. DFO has taken a collaborative approach across all fisheries to develop a common set of fisheries standards that will be linked to the integrated processes under development through PICFI. With respect to catch monitoring in the recreational sector, DFO supported the Sports Fish Institute of B.C. in development of a certification program for recreational fishing guides this year. Improvements in Monitoring and Catch Reporting for the Commercial salmon fishery were limited in 2008-09 due to poor returns, however considerable progress was made in the demonstration fisheries. Initial consultations were conducted on interim standards for all commercial salmon fisheries and test application and implementation is underway, which has led to common understanding of the need for improved monitoring.

To support Fisheries Reform, DFO also continued to implement the integrated groundfish management initiative as well as operate and maintain a network of harbours, critical to the fishing

sector, via the Small Craft Harbours Program. The Pacific Region also acted as a facilitator bringing together stakeholders and partners to develop a common traceability standard for seafood products with the goal of creating a single standard that supports and validates monitoring and reporting requirements, and that meets the needs of industry for eco-labeling and international food safety requirements. The Region continues to coordinate efforts with national headquarters on this issue and participated in the development of a response to EU catch certificate requirements over the past year.

Renewal of the Pacific Salmon Treaty

The Pacific Salmon Treaty (PST) was originally signed between Canada and the United States in 1985 and continues to provide the framework through which the two countries work to ensure the conservation and sustainable use of Pacific salmon. With a number of chapters set to expire at the end of 2008 DFO in the Pacific Region engaged in extensive negotiations within the Pacific Salmon Commission, to reach an agreement with the United States on new provisions for five of the "fishing chapters" contained in Annex IV of the PST: Northern Boundary (sockeye, pink and chum); Chinook (coast wide); Coho (Southern BC and Washington State); and Chum (Southern BC and Washington State). These chapters of the treaty were revised and ratified by both the Canadian and U.S. governments in December 2008, and came into effect January 1, 2009.

DFO is now working through the Pacific Salmon Commission process to implement the five new chapters, which outline new bilateral conservation, management and harvest sharing arrangements for several key salmon fisheries covered under the treaty.

Chapter 4 of Annex IV, which covers Fraser River sockeye and pink salmon, is set to expire at the end of 2010 and will be renewed using a similar process through the Pacific Salmon Commission.

Conservation and Protection

Conservation and Protection in the Pacific Region has worked over the past 5 years to support the national departmental Compliance Review and Modernization (CRM) Initiative, which officially concluded this year. This initiative was a concentrated effort to make regulatory compliance management processes more effective throughout the Region and consistent with the new National Compliance Framework. Resources, priorities and results are now linked, monitored, and communicated through Integrated Risk-based Workplanning and Reporting processes, resulting in improved program efficiency and accountability.

Program modernization consistent with the vision of public service renewal was also key under CRM. Internal capacity building and regional fishery officer recruitment continues to be a priority as retirements present the need to recruit annually for the next several years. In 2008-09 Conservation and Protection recruited 8 new trainees in Pacific Region through their successful completion of the Fishery Officer training program.

The Conservation and Protection Program in the Pacific Region continues to promote and maintain regulatory compliance through a balanced approach that includes: education and shared stewardship, as well as extensive patrols by land, water and air for monitoring, control and surveillance activities. In 2008-09 strategic investment in a new Intelligence Services Unit, with expertise in computer records analysis, forensic auditing techniques, and major case management, which will focus on the large-scale movement of fish through processing and storage facilities, was developed as an additional tool to help DFO maintain peaceful and orderly fisheries.

Sustainable Fisheries Framework

The Sustainable Fisheries Framework (SFF) is a toolbox of existing and new policies and measures for Fisheries and Oceans Canada (DFO) to sustainably manage Canadian fisheries in order to conserve fish stocks and support economically viable fisheries.

Fisheries worldwide are under increasing pressure, creating challenges for policymakers, resource managers and industry leaders to make informed decisions regarding the conservation, recovery and wise management of these resources. DFO held consultations throughout Canada in 2007-08 to develop strategies to ease ecosystem pressures and enhance the capacity of the resource to sustain growing industry needs. New conservation policies were finalized in early 2009 and were developed to implement the ecosystem and precautionary approaches to fisheries management. New policies included; the policy for managing the impacts of fishing on sensitive benthic areas; the policy on new fisheries for forage species; and a fishery decision-making framework incorporating the precautionary approach. These new policies, in addition to revised Integrated Fisheries Management Plan (IFMP) templates, will join existing policies and tools in a new framework to promote sustainable fisheries. The SFF provides planning and operational tools that allow policy goals of long-term sustainability and economic prosperity to be achieved in a clear and predictable way, and within transparent and effective governance structures.

During 2008-09, the Pacific Region contributed to the development of the national policies under SFF and the creation of the new IFMP template and fisheries checklists. The Region also held a workshop to prepare work plans for the long-term implementation of the new policies and identify key priorities, and management and science gaps in our fisheries. Fisheries checklists were completed on many of the Region's fisheries to help identify priority areas for future changes. Implementation of the SFF policies into regional fisheries management will begin in 2009 and will be phased-in through the normal IFMP processes based on regional priorities.

Salmonid Enhancement Program (SEP) Revitalization

As part of Pacific Fisheries Reform, DFO Pacific Region is in the process of updating and revitalizing the 30 year old Salmonid Enhancement Program (SEP) to ensure the program remains relevant and effective and adapts to new challenges and priorities such as the Wild Salmon Policy (WSP), climate change, the *Species at Risk Act* (SARA) and SEP's aging infrastructure. To help preserve and rebuild salmon populations to sustain fisheries, revitalization should ensure SEP has the right program emphasis and balance in its activities, to make the best use of its resources and respond to new demands within a context of high fixed infrastructure costs, increasing operational costs and client concerns regarding program adjustments.

With a stable annual operating budget since the release of the *Pacific Region Implementation Plan 2006-2010* SEP is no longer dealing with the uncertainty of past large long-term funding deficits. The program in 2008-09 focused on the implementation of the SEP Revitalization work plan with

emphasis on improved integrated fish production planning and decision-making processes, development of long-term infrastructure strategies, program effectiveness reviews and strengthened cooperative assessment capacity with the Science Branch and the Fisheries and Aquaculture Management Branch (FAM). A renewed infrastructure recapitalization approach was also developed in conjunction with Real Property Technical Services (RPTS).

Consistent with the Treasury Board's request that an audit of 2006 SEP contracts be conducted by August 2009, a program evaluation was undertaken by DFO's Audit and Evaluation Directorate. A Results-Based Management and Accountability Framework was also developed to set the foundation for planning and performance evaluation to improve program effectiveness and efficiency.

1.2 Sustainable Aboriginal Fisheries

Providing Canadians with this...	To achieve these results...	Which leads to the Strategic Outcome...
Strengthened relationships with First Nations for effective and efficient regional management of Pacific aquatic resources, as well as support for healthy and prosperous aboriginal communities	The conservation of Pacific Region fisheries resources to ensure sustainable resource utilization through cooperative management and shared understanding with First Nations	Sustainable Fisheries and Aquaculture

The benefits:

We know that fisheries affect approximately 198 First Nations and other Aboriginal groups in areas of the Pacific where DFO manages the fishery. As defined by the courts, national policies, and the desires of First Nations communities themselves, the Pacific Region's priority to support sustainable Aboriginal Fisheries encourages relationship building and capacity building with First Nations communities. This provides Aboriginal groups with an opportunity to participate in the management of the fisheries, thereby improving conservation, management and enhancement of the resource; and contributes to the economic sustainability of Aboriginal communities in the Pacific Region through fisheries-related activities. DFO also seeks to effectively manage aboriginal fisheries to provide Aboriginals with priority access to fish for food, social and ceremonial purposes.

Specific Progress in 2008-09:

Enhanced Aboriginal Relationships, Increased First Nation Participation in Co-Management and Policy Development, and Improved First Nation Fisheries-based Economic Development

Pacific Region continues to foster aboriginal relationships through staff training and relationship-building with its partners. To enhance First Nations engagement on policy development and foster better coordination of First Nations involvement in management at a regional level, DFO continues to work with the B.C. First Nations Fisheries Council on joint priorities. In 2008-09 a new capacity agreement was negotiated with the Council. Departmental staff continue to engage other government departments through a variety of mechanisms, including treaty negotiations, an inter-departmental working group on economic development, collaboration on new program design (e.g. PICFI), and other specific joint initiatives.

Co-management processes involving First Nations, including catch monitoring and advisory systems, through the PICFI program and other initiatives such as the Aboriginal Aquatic Resource and Ocean Management (AAROM) program and the Aboriginal Fishing Strategy (AFS) were a priority in 2008-09. Area based workshops, on food, social and ceremonial monitoring, led to

strategies for improved catch reporting and monitoring of First Nations fisheries in all areas and it was agreed that a multi-sector Monitoring and Compliance Panel will be put in place to further the development of a coordinated co-management model with First Nations.

With regards to First Nations' economic development, DFO has met its commitment to continue to transfer approximately \$5M in allocations per year to First Nations in support of economic opportunities. A coordinated process to retire commercial licenses for transfer to First Nations for PICFI, ATP and Treaty mitigation was developed. This year, 19 licences and 60,000 lbs of quota was retired for the Allocation Transfer Program (ATP) and subsequently allocated to First Nations for commercial access in BC totaling \$5.35M this year. Through PICFI, DFO oversaw the transfer of \$30M for licences and quota in 2008-09 and a review of the ATP policies and programs was undertaken to ensure consistency with PICFI implementation. This program is showing promise as we work towards meeting First Nations aspirations for fisheries-related economic development.

Respect for Aboriginal and Treaty Rights and Effective Support for the Treaty Process

Comprehensive land and resources treaties define First Nations' rights as well as the scope and extent of those rights. They are also a major step in building new relationships with First Nations leaders, achieving certainty over ownership and use of land and resources, as well as enhancing economic opportunities for First Nations communities. Fisheries and fish habitat are often an important component in the negotiation of these treaties.

Pacific Region supports the Treaty Process on an ongoing basis working with the Federal Treaty Negotiation Office, providing guidance on matters related to fisheries, fish habitat, and aquatic ecosystems for more than 50 treaty negotiations in B.C. In 2008-09, the Region began developing a regional vision and strategy to increase success of treaty negotiation and to achieve more effective and efficient management of aquatic resources.

On April 3, 2009, the Tsawwassen Treaty came into effect. DFO supported development of plans in preparation for implementation of the fisheries elements of the treaty. In addition, the Maa-nulth Treaty was finalized and ratified.

Improve Regional Coordination, Capacity and Accountability of Programs Directed at First Nations

The Region continues to improve regional coordination of aboriginal programs including AAROM, AFS, and components of PICFI and Aboriginal Funds for Species at Risk (AFSAR.) This work involved developing and improving programming guidelines, templates and processes to achieve greater efficiencies and consistency in program delivery. The Region continues to support improvements in program design and delivery at the National level by participating in Policy and Operations Committees.

The AAROM program in 2008-09 helped build capacity for First Nation involvement in watershed processes and marine use planning by establishing planners and technical teams within First Nation communities. Marine use plans, for example, help identify important areas for food, social and ceremonial fisheries and help build information databases so that First Nations can fully participate in integrated management planning processes like PNCIMA. In 2008-09, 16 AAROM agreements were signed. This is a significant step in fostering resource management capacity development and increased First Nations involvement processes at the watershed or ecosystem level.

1.3 Pacific Science Renewal

Providing Canadians with this...	To achieve these results...	Which leads to the Strategic Outcome...
Enhanced delivery of scientific research, monitoring, advice, data management, products and services, to inform departmental and federal policies, programs, decisions, and regulations associated with Canada's oceans, fish habitat, fisheries management and waterway safety	<ul style="list-style-type: none"> ■ Comprehensive understanding of Pacific Region aquatic resources ■ Comprehensive understanding of aquatic ecosystem function in the Pacific Region ■ Accessible hydrographic information for navigational products and services ■ Accessible tidal and water level information about Canada's waterways ■ Advance notice of hazardous tsunami/storm surge events 	<ul style="list-style-type: none"> ■ Sustainable Fisheries and Aquaculture ■ Healthy and Aquatic Ecosystems ■ Safe and Accessible Waterways

The benefits:

Scientific understanding of our waters directs decisions on how they can best be used to benefit Canadians. Pacific Science Renewal provides the Department with the research capacity and the scientific understanding of aquatic species, habitats, and ecosystems needed to respond to existing and new challenges. Hydrographic monitoring and data management, ocean and ice condition forecasts, prediction of sea-level hazards, and assessments of the potential impact of climate change are all necessary components of safe and accessible waterways and harbours. Scientific knowledge is also needed to support innovation, consumer acceptance, market access, and environmental responsibility in a strong aquaculture industry.

Pacific Science renewal works to deliver more comprehensive information that reflects the diverse demand for knowledge by decision and policy-makers in support of the integrated management of Canada's oceans and inland waterways and the conservation and sustainable use of aquatic resources.

Specific Progress in 2008-09:

Pacific Region Science continues to undertake activities in support of the Departmental Science Renewal. As the Region with the largest science sector, science staff in the Pacific Region contribute not only to regional priorities but provide much needed science-based products and services to DFO programs and sectors right across the country.

Over the past year, the Science Branch has played an important role in the implementation of the *Species at Risk Act*. In 2008-09 the Pacific Region did scientific evaluations of 33 COSEWIC applications for regional SARA permits. Science was also successful in developing recovery potential assessments and science advisory reports for freshwater fish species that were designated endangered or threatened.

This year target and limit reference points or proxies were developed for 10 groundfish fisheries and all future stock assessments will require that both target and limit reference points be identified. The target and limit reference point approach is new for the department and will help support resource management to ensure that fisheries are sustainable. Progress was made on the implementation of the Wild Salmon Policy. Conservation Units were identified which will be the basic unit of salmon biodiversity to protect under the policy. As well indicators of the status of salmon habitat were developed.

Strategic investments in areas such as ecosystem monitoring and hydrographic charting in high-risk areas, have continued to move the Science Program in a direction that improves its relevance, effectiveness, and affordability. This year the Department acquired new hydrographic equipment which brings the Canadian Hydrographic Service, located at the Institute of Ocean Sciences in Sidney B.C., to the highest world standards and provides unique national capacity for near shore surveying in Pacific Region.

Oceanography and productivity research provides the foundation for assessing the effect of changes in ocean conditions on fish stocks, fish habitat and marine activities. With climate change having an increasing effect on the operating context of our department, the oceanography program was adjusted this year to align with the Arctic and the International Polar Year. The Pacific Region Science Branch specifically plays a significant leadership role in the development of National oceanography and arctic strategic plans. Ecosystem research related to the productivity in the Strait of Georgia is also progressing well, with 27 individual projects looking to identify properties and characteristics that provide resilience against major disruptions and collapse of the system.

Also in 2008-09, with the support from the Oceans Habitat and Enhancement Branch, a National Centre of Expertise on state of the ocean reporting for Large Ocean Management Areas was established in the Pacific Region. Intended to improve the national application of aquatic scientific knowledge, the Pacific Region now contributes to 7 out of the 12 National Centres of Expertise. Through this new Center, the Region will lead and coordinate a consistent and coherent approach to reporting on the status of all large ocean management areas in Canada.

1.4 Pacific Aquaculture Framework

Providing Canadians with this...	To achieve these results...	Which leads to the Strategic Outcome ...
Conditions needed to support a vibrant and innovative aquaculture industry in the Pacific Region that is environmentally and socially responsible, economically viable and internationally competitive.	A growing, competitive, market-focused industry in the Pacific Region with good sustainable environmental and social performance that is supported by the public	Sustainable Fisheries and Aquaculture

The benefits:

Unlike fishing, aquaculture implies the cultivation of freshwater and saltwater organisms including fish, molluscs, crustaceans and aquatic plants, under controlled conditions. Aquaculture has been part of the Canadian Economy since the nineteenth century. It increases the availability of Canadian aquatic products and provides economic benefits such as jobs, income stability, and economic opportunities in communities throughout the region.

As the lead federal organization for aquaculture, in collaboration with other federal departments, provincial and territorial governments, industry, the private sector, non-government organizations, and other stakeholders, DFO delivers a horizontally managed and integrated approach aimed at stimulating substantial growth in the Canadian aquaculture industry's value.

- ☐ Aquaculture is the fastest growing food sector in the world and currently accounts for 50% of all seafood and fish products consumed by humans.⁴
- ☐ Aquaculture in the Pacific Region accounts for almost half of the value of Canada's aquaculture industry total.⁵
- ☐ The Aquaculture industry in the Pacific Region is currently valued at \$428.9 M and employs approximately 4,125 people.⁶

Specific Progress in 2008-09

DFO has undertaken a number of actions to deliver the new Sustainable Aquaculture Program, based on the 2008 Budget. This program element include improved governance, supporting innovation in the sector, increased resources for regulatory research and addressing issues of market access and certification.

On aquaculture governance, the B.C. Supreme Court decision of February 2009 has necessitated a complete review of the aquaculture governance program in BC. DFO is working closely with the province and other federal agencies to develop a new aquaculture regulatory regime in BC to address the courts decision and continue proper management of this sector. Additionally, the transfer of management responsibilities for the Introduction and Transfers Committee has been agreed to and Aquaculture Management Division will assume that mandate in 2009.

⁴ FAO, Fisheries and Aquaculture Department, 2006, *State of World Aquaculture 2006*. FAO Fisheries Technical Paper, No. 500. Rome: FAO: <ftp://ftp.fao.org/docrep/fao/009/a0874e/a0874e01.pdf>

⁵ Fisheries and Oceans Canada, 2008, *Canadian Fisheries Statistics 2006*. Ottawa: DFO, Statistical Services, Economic Analysis and Statistics Policy Sector: http://www.dfo-mpo.gc.ca/communic/statistics/recreational/canada/2005/REC2005_EN_20070727.pdf

⁶ *Person years.

A GSGislason & Associates Ltd., 2007, Economic Contribution of BC Seafood & Tidal Recreational Fishing in 2005: Prepared for the BC Seafood Alliance: <http://www.env.gov.bc.ca/omfd/reports/SWOT/swot-update.pdf>

The Aquaculture Innovation and Market Access Program which support innovation in the sector was launched in 2008-09. In Pacific Region, 43 innovation proposals were advanced for national review and funding was secured for 10 projects valued at \$2,593,381 with AIMAP funding commitments of \$1,302,525.

To improve collaboration and communication, Pacific Region has continued to hold regular meetings of its two Industry Advisory Panels that provide a channel for formal communications between DFO and the aquaculture industry. It has also entered into regular dialogue with representatives of the ENGO community to address their concerns on the environmental sustainability of aquaculture.

A regional communication strategy has been developed to enable more effective communications on all aquaculture interests. Communications Branch is working with NHQ Communications on a national aquaculture communications strategy, in collaboration with the Region's aquaculture directorate. It is also developing a regional sea lice communications strategy. The regional Communications Advisor responsible for the aquaculture communications file is participating in a national working group of DFO aquaculture communicators that is leading the development of the national communications strategy, and working to develop strong working relationships with both aquaculture industry communicators and provincial government communicators.

1.5 Pacific Implementation of the Oceans Action Plan

Providing Canadians with this...	To achieve these results...	Which leads to the Strategic Outcome ...
Implementation of an integrated and inclusive approach to sustainable use and conservation of the Pacific Ocean and the offshore and coastal areas in the Pacific Region	Sustainable development and integrated management of resources and habitat in or around the Pacific Ocean.	Health and Aquatic Ecosystems

The benefits:

The scale and diversity of ocean-related activities are growing dramatically and it is evident that commercial fishing fleets, fish farmers, recreational boaters, ecotourists, cruise ship operators, offshore oil and gas developers, and marine transport companies can all contribute to economic benefits in coastal communities. Since healthy and productive ocean ecosystems are the foundation of ocean-related activities and development projects that occur in and around marine and freshwater ecosystems across Canada can have an impact on fish and fish habitat, regional staff play an active role in mitigating the potential risks associated with the continuing surge in economic development activities taking place in the Pacific Region.

To continue to benefit from the oceans DFO supports an approach to ocean management that aims to collaboratively limit ecosystem imbalances, degradation of the marine environment, and introduction of potentially harmful species.

Specific Progress in 2008-09

Marine Protected Areas (MPAs) are an important conservation and protection tool for Canada's oceans and ocean resources. Spring of 2008 marked the designation of Bowie Seamount as Canada's seventh MPA. MPAs support the sustainable management of the ocean resources by providing options to secure critical aspects of the ecosystem from harm. DFO in the Pacific Region worked in concert with the Haida First Nation, World Wildlife Fund, the Province of B.C., the Sablefish Association and other stakeholders over almost a decade to bring about the designation of Bowie Seamount. DFO will continue to work with the Haida Nation and a multi-stakeholder advisory team to effectively manage the Bowie Seamount MPA, to preserve this exceptional part of Canada for future generations.

Another key area of progress with respect to implementation of the Oceans Action Plan was the Memorandum of Understanding signed by Fisheries and Oceans Canada, Coastal First Nations, and the North Coast-Skeena First Nations Stewardship Society in December 2008. This document confirmed the commitment of all three parties to integrated marine use planning in the Pacific North Coast Integrated management Area (PNCIMA) to achieve the shared goals of maintaining healthy ocean ecosystems and sustaining local marine economies. PNCIMA will focus on addressing management needs and priorities related to multiple ocean uses, be a collaborative planning and management process and augment and consolidate decision making processes in the Queen Charlotte Basin.

Also this year, the first PNCIMA Forum took place in March 2009. This was a significant step in the collaborative development of an integrated management plan for PNCIMA and was designed to encourage dialogue on identifying issues and challenges facing PNCIMA. The forum also facilitated the discussions about establishing mechanisms for stakeholder engagement and the development of a vision and anticipated results for an integrated management plan.

1.6 Pacific Implementation of Environmental Process Modernization Plan (EPMP)

Providing Canadians with this...	To achieve these results...	Which leads to the Strategic Outcome...
A proactive, cohesive and strategic approach to the delivery of habitat conservation and protection services	Healthy and productive fish habitat in the Pacific Region available to sustain the production of fish species and populations that Canadians value	Healthy and Aquatic Ecosystems

The benefits:

To respond to a high volume of projects for review due to economic development in B.C. the EPMP was implemented as a comprehensive and continuous improvement plan aimed at: improved predictability and timeliness in decision making; improved harmonization of processes with others, particularly in the area of federal-provincial environmental assessments for major projects. Strengthened accountability measures at senior levels and improved interdepartmental co-ordination and communication with others, be it other levels of government, the industry sector, non-government organizations and Aboriginals is another key benefit of EPMP implementation which helps DFO maximize opportunities to conserve and protect fish habitat. Regulatory review and decisions pursuant to the habitat protection provisions of the *Fisheries Act* are becoming more transparent, predictable and timely under EPMP resulting in better relations with stakeholders and a more efficient process.

Specific progress in 2008-09

Pacific Region is continuing to implement EPMP following discussions with staff and external stakeholders, including industry representatives and environmental and stewardship groups. The Region is working on improving communication issues, developing new processes to engage stakeholders on habitat issues, and developing tools to streamline project reviews.

DFO continues to engage with the Province of BC, Yukon Territorial Government and partners to improve coordination and integration of federal and provincial regulatory requirements in regards to fish habitat. In particular, DFO and BC staff have been engaged on agriculture, forestry, and water issues, as well as provincial legislation and regulations such as the *BC Water Act* and the *Riparian Areas Regulations*. DFO has proposed a new federal-provincial governance structure to facilitate the coordination of federal and provincial regulations affecting fish habitat in BC through a Canada-BC Fish Habitat Management Task Group. This is in follow up to a commitment made by the CCFAM to improve federal-provincial coordination of habitat regulatory processes.

In 2008-09, the Pacific Region continued to participate in collaborative arrangements at the national level, with groups such as the Canadian Electrical Association, Federation of Canadian Municipalities, National Resource Industry Association, Conservation Non-Government Organizations and Environmental Non-Government Organizations. The Region is considering establishing a regional industry committee to facilitate discussion of regional habitat issues between industry and the federal government with the goal of streamlining habitat project reviews. Additional habitat monitoring staff were hired in several area offices and compliance monitoring activities were initiated on strategic areas of concern. In the fifth year of EPMP implementation, regional staff are now spending less time reviewing routine project regulatory reviews and environmental assessments, leaving more time available to focus on monitoring habitat status on projects posing a higher risk to fish habitat.

1.7 Implementing Species at Risk Program

Providing Canadians with this...	To achieve these results...	Which leads to the Strategic Outcome...
Development and implementation of consistent recovery strategies, action plans and management plans for the recovery of wildlife species that are at risk as a result of human activity	Prevention of wildlife species from being extirpated or becoming extinct and management of species of special concern to prevent them from becoming endangered or threatened	Healthy and Aquatic Ecosystems

The benefits:

Continued work on the identification, protection, and recovery of species at risk in the Pacific Region helps maintain the integrity and biodiversity of our aquatic ecosystems and the future sustainability of our resources. Wildlife, in all its forms, also has value in and of itself and is valued by Canadians for aesthetic, cultural, spiritual, recreational, educational, historical, economic, medical, ecological and scientific reasons. DFO in partnership with Parks Canada and Environment Canada under the *Species at Risk Act* has committed to conserving biological diversity and to the principle that, if there are threats of serious or irreversible damage to a wildlife species, cost-effective measures to prevent the reduction or loss of the species should not be postponed for a lack of full scientific certainty.

Specific Progress in 2008-09

Pacific Region continued to implement the Species at Risk Program, providing reviews and analysis of the Committee on the Status of Endangered Wildlife in Canada (COSEWIC) assessments, issuing 73 permits, making recommendations on listing decisions, and developing and implementing recovery strategies and management plans. The Region also conducted consultations on species that are candidates for listing, including basking shark, lentic and lotic Misty Lake sticklebacks, bocaccio rockfish, canary rockfish, and Westslope cutthroat trout.

In 2008-09, two new Pacific Region species were assessed by COSEWIC as Special Concern and six listed species were re-assessed, with one being re-assessed at a higher category of risk. In 2009-10, six new species are expected to be assessed and one listed species, Northern abalone, has already been re-assessed by COSEWIC as Endangered, up from its previous designation of Threatened. Also in 2008-09, DFO finalized the recovery strategy for Nooksack dace and issued the first Order in Canada protecting the critical habitat of Northern and Southern resident killer whales. In the same time period, five new species were added to the Schedule 1 List of Wildlife Species at Risk, while the sea otter was down-listed in the lower category of Special Concern.

1.8 Strengthening Collaboration

Providing Canadians with this...	To achieve these results...	Which leads to the Strategic Outcome...
Opportunities to obtain information and provide input into decision-making on DFO's policies and initiatives as well as partnerships that support working together to achieve common objectives	Decisions about sustainable development within DFO's mandate that reflect the priorities of First Nations, stakeholders and governments in the Pacific Region	Sustainable Fisheries and Aquaculture Healthy and Aquatic Ecosystems Safe and Accessible Waterways

The benefits:

Pacific Region stakeholder groups want more say and collaboration on policy and regulatory development, environmental assessments, protection of species at risk, and aboriginal participation in habitat management and other aspects of fisheries management. There is particular interest in co-management and an increase in provincial and community based involvement in partnerships for integrated management and marine protected area designation. Collaborative partnerships recognize that DFO alone cannot achieve all that is desired to address common objectives, but that the Department will work with others to support common interests.

DFO's relationship with Aboriginal groups is increasingly defined by the legal Duty to Consult. Strengthened collaboration with and engagement of the First Nations in the Pacific Region helps foster positive relationships to decrease departmental exposure to litigation and helps the Department make decisions that reflect aboriginal aspirations. To help ensure that the Department's policies and programs are aligned with its vision and effectively address the interests and preferences of Canadians, Fisheries and Oceans Canada, Pacific Region, puts particular emphasis on consultations with First Nations and other stakeholder groups.

- ☐ More than 3,000 stakeholders, including commercial licence holders and fishing organizations, recreational fishing and conservation organizations, local governments and stewardship groups were invited to attend the Fall Dialogues this year.
- ☐ There are approximately 18 community advisors and 170 fishery officers located throughout the Pacific Region in contact with the public on a daily basis.

Specific Progress in 2008-09

Pacific Region continues to strengthen its collaboration with First Nations, stakeholders and the public through various programs and initiatives. From October to December 2008, DFO held 20 days of community dialogue meetings across BC to engage interested parties in discussions about key issues facing the fisheries. The Fall Dialogues not only provides an important opportunity for stakeholders First Nations, ENGOs and the public to engage with DFO, but also is an invaluable opportunity for the groups to engage one another and build understanding through dialogue.

Five of the Fall Dialogue sessions this year were with First Nations participants only, three were multi-interest sessions, and in two cases, Prince Rupert and Port Alberni, the meeting was combined. This was a new approach based on feedback from previous years and was very well received by both the First Nations participants and other stakeholders in attendance. Separate First Nations sessions in part helped to recognized the special relationship we have with First Nations, but also allowed for exclusive discussion of aboriginal fisheries issues which could then be brought forward at the multi-interest forum in a more streamlined and consolidated way.

While the Consultations Secretariat in Policy Branch continues to coordinate more targeted regional consultation and support regional staff by building internal capacity for engagement through best

practices and training on facilitation and engagement, the Fall Dialogues is a unique forum where stakeholders can learn and participate in a broader spectrum of discussions related to key issues in the region. This year's topics focused on climate change, Pacific Integrated Commercial Fisheries Initiative and the Recreational Fisheries Vision. Updates were also provided about Species at Risk, the Wild Salmon Policy and the Pacific Salmon Treaty. These facilitated sessions provide an opportunity to raise awareness, exchange information, and gather feedback from First Nations, stakeholders and the public.

Discussion concerning the draft document, 'A Vision for Recreational Fisheries in British Columbia 2008-2012' was by far the 'hottest' topic at the 2008 Community Dialogue. The topic was introduced as a result of feedback at the 2007 Fall Community Dialogues, where participants expressed concerns about the quality of monitoring, reliability of the catch data and the impact of the recreational fishery on the health of the overall fishery. The resulting draft document entitled "A Vision for Recreational Fisheries in British Columbia 2008-2012" prepared collaboratively by the Sport Fishing Advisory Board, the BC Ministry of the Environment and DFO is a significant accomplishment in that the parties were able to work together to present one view. Many of the follow-up actions for the next year are aimed at continuing to build a more collaborative working relationship among the fisheries for the benefit of all, and for the interests of conservation.

1.9 Pacific Region Strategic Communications

Providing Canadians with this...	To achieve these results...	Which leads to the Strategic Outcome...
Proactive and consistent responses to emerging departmental issues in the Pacific Region as well as access to accurate and up to date information about regional activities and strategic direction	A better understanding by internal and external audiences of the issues facing DFO in the Pacific Region situated with the broader context	Sustainable Fisheries and Aquaculture Healthy and Aquatic Ecosystems Safe and Accessible Waterways

The benefits:

DFO is facing increasing pressure to make government science and decision-making more accessible through traditional and new communications channels. A strategic and coordinated response to the ways people seek, share and use information allows DFO to effectively communicate with the public, engaging stakeholders and manage expectations. Strategic communication of our priorities raises the profile of our Department and increases our ability to support the DFO mandate. Strong internal communications contributes to the effectiveness and efficiency of our programs and is the foundation of a healthy and collaborative working environment.

Specific Progress in 2008-09

A key focus for DFO Communications, Pacific Region has been to ensure that NHQ and the Minister's Office are informed when DFO-related issues in B.C. and Yukon have the potential to generate media coverage, and that media lines are developed in response to these issues in a timely manner. This has continued in 2008-09. Communications Branch has also continued to inform NHQ and the Minister's Office of interview requests made by national media, and of anticipated media coverage resulting from media interviews. The intent is to avoid surprises for NHQ and the Minister, her office and the government, and to ensure that DFO is well positioned to respond to media interview requests.

Communications Branch has drafted a Pacific Region Strategic Communications Plan to identify new and upcoming communications priorities. A final draft will be presented to the Regional Management Committee early in the 2009-10 fiscal year. This plan will be updated on an annual basis as part of the communications planning process.

An internal communications strategy is also being developed to provide general guidelines to DFO Pacific Region staff on the use and timing of internal communications, as well as on various approaches for undertaking internal communications. It will help to ensure that internal communications are consistent with external communications, and outline the role of Communications Branch in supporting internal communication activities within the Region. This strategy is expected to be finalized early in the 2009-10 fiscal year. In addition, a Communications Advisor in the Branch has been given the responsibility for the internal communications file.

In 2007-08, an online discussion forum and bi-weekly message entitled "RDG Exchange" was created to promote dialogue between the RDG and staff on major developments arising in the Region. Regular messages from the RDG to all regional employees have been posted on the region's intranet site since the RDG Exchange page was created. To date, however, use of the online discussion forum element of the RDG Exchange page by employees in the Region has been limited. Communications Branch is working with Human Resources and the RDG's office to consider and develop other online discussion forums in support of internal communications.

DFO Communications, Pacific Region has strengthened its team and enhanced its capacity by adding a new Communications Advisor position to manage the aquaculture communications file in the region. The Branch has also undertaken a comprehensive review of its structure and operations to ensure that it offers the highest possible level of communications service and advice to its program and sector clients in the region, as well as to NHQ and the Minister's Office. Drawing on the recommendations that resulted from the review, the Branch has developed and is implementing a new organizational model, and has staffed a new Team Leader, Strategic Communications position. This employee will strengthen the issues management and media relations capacities of the Branch, as well as enhance the level of service we provide to the Minister's Office and NHQ.

2.1 Pacific Integrated Planning Framework & 2.2 Regional Human Resources Plans

Since the release of the *Pacific Region Implementation Plan* in 2006, the Integrated Planning Framework and Regional Human Resources Plans have been rolled into one document referred to as the Integrated Business and Human Resources Plan. The Integrated Business and Human Resources Plan aims to establish a link between program activities and allocated resources. The Plan demonstrates the Region's priorities and explains how human and financial resources are used to achieve the Department's strategic outcomes. In keeping with national planning processes, by consolidating our planning efforts, this document will aid managers and staff in the Pacific Region to better understand the Department's operating context and the risks that the organization faces.

2.3 Regional Human Resources Strategies

To achieve our desired results, the Department must be able to count on a work environment that is well organized, fair, safe, healthy and enabling, and a workforce that is productive, principled, sustainable and flexible. To support this, several HR initiatives are in place and can be highlighted in this report.

HR management activities are assessed through the People Component of the Management Accountability Framework (PCMAF). DMC reviews of the "Health of HR" indicators each Fall have highlighted a need for proactive and ongoing attention by all regional managers. Regular monitoring and reporting is conducted on measurable indicators. These are presented to RMC every 6 weeks.

The Human Resources Sub-Committee of the Regional Management Committee continued to meet this past year and discussed several human resource related initiatives. One of the successful initiatives was completion of a Pacific Region Orientation Manual for new staff which will help with employee on-boarding. The DFO/CCG Employee On-Boarding Webpage is a portal that provides employees and their managers with access to information and tools designed to make orientation to the Department and the Region as smooth as possible. The Employee On-Boarding Page is part of DFO's and CCG's commitment to succession planning and Public Service Renewal in Pacific Region. The HR Sub-Committee continues to be the main point of contact for addressing macro-level HR related initiatives across Pacific Region.

The Succession Planning Initiative launched in February 2007 continued to advance this past year with emphasis on completion of personal learning plans and performance reviews for all staff. As well, the Executive Development Component of the Succession (EXDC) Planning Initiative recruited its second cohort in February 2009. This program has been well received and of the first in-take participants, four members have been promoted to EX positions this year. The program will continue to be refined based on feedback from its participants.

The Employment Equity Action Plan continued to be front and centre and considered in staffing actions. The Diversity Committee also met regularly to ensure diversity is a part of a respectful

workplace. As well, middle managers have been supported through participation in several meetings, workshops and forums that have taken place in Pacific Region.

2.4 Regional Health, Safety and Workplace Improvement Strategy

DFO Pacific Region continues to deliver health and safety programming on a regular basis. Occupational Safety and Health advisors have provided health and safety training on a scheduled basis. Management is strongly committed to ensuring that employees attend these training sessions. As of March 2009, an 83% training rate was attained for supervisors and managers.

In addition to training, workplace inspections are conducted regularly and reported to RMC on an annual basis. This year, a workplace inspection standard was developed to promote safe and healthy work practices across the region. The Pacific Region also supported development of the national 'Occupational Health and Safety Way Forward' initiative, expected to harmonize work completed on the Health, Safety and Environment Management Systems initiative within the context of the current departmental program.

This year, DFO began implementing the new Helicopter Safety Policy, created to enhance safety in the field. Another significant safety policy launched in 2008-09 is the Firearm Policy for Non-Enforcement Personnel. This policy applies to all DFO Pacific Region non-enforcement staff and other non-DFO personnel who may be required to use a firearm in the performance of their duties on DFO's behalf and are not covered by other departmental policies or regulations. The policy outlines responsibilities of DFO managers and supervisors as well as non-enforcement staff and guidelines or procedures respecting the acquisition, issuance, use, maintenance, storage, transportation, servicing and disposal of firearms.

PRIORITY	ACTIONS PLANNED FOR 2008-09	ACTIONS COMPLETED IN 2008-09	ACTIONS PLANNED FOR 2009-10
Fisheries Renewal 1.1 Pacific Fisheries Reform FAM, C&P, OHEB, Science, Policy accountable for various initiatives	Pacific Salmon Management Forums – Implementing Wild Salmon Policy		
	Complete CU identification for Yukon	Identification of Yukon CU's initiated.	Completion of Conservation Unit identification for the Yukon and consultation with Yukon Salmon Committee
	Assessment and reporting of status of CUs	Provided advice on the Salmon Conservation unit identification to support their development for the Yukon. Completed report and workshop on benchmark methodology and presented to PSARC	Completion of benchmark methodology Development of Stock Assessment Frameworks for 5 species and monitoring frameworks for Areas
	Develop near-shore and marine indicators Implementation of habitat monitoring framework	Provision of advice on terrestrial, near-shore and marine indicators Report completed on identification of WSP salmon habitat indicators	Continue to develop/refine indicators and develop monitoring framework
	Testing of step-wise framework and selection criteria for evaluating proposed ecosystem indicators Completion of framework for incorporating ecosystem values	Ongoing monitoring and research in the North Pacific on the impact of climate change and variation on aquatic ecosystems.	Ecosystem monitoring
	Initiate planning processes for priority CUs	Initiated Barkley Sound Pilot	Continued implementation of Barkley Pilot
	Complete Fraser sockeye plan development Continued participation in development of a regional approach to fisheries and watershed governance	Continued participation in development of a regional approach to fisheries and watershed governance	Participation in planning processes in the Skeena and Fraser Continued participation in development of a regional approach to fisheries and watershed governance

PRIORITY	ACTIONS PLANNED FOR 2008-09	ACTIONS COMPLETED IN 2008-09	ACTIONS PLANNED FOR 2009-10
Fisheries Renewal 1.1 Pacific Fisheries Reform (continued)	Implementing Fisheries Reforms		
	Implement PICFI: - Retirement of commercial licenses for transfer to FNs - Support FNs business planning capacity - Support traceability and accountability initiatives - Work with CSAB and others on share-based approach for salmon	Established Collaborative Traceability Working Group with province, Industry, ENGOs, FNs and other interests Planned integrated fisheries in LFA Implemented enhanced monitoring programs in FN, recreational and commercial fisheries in different locations across the province Continued development of variety of tools to support improved monitoring	Continue implementation of PICFI. Provide Science advice on share-based approach for salmon
	Develop management models for inland commercial salmon fisheries. Continue demonstration fisheries to test feasibility and manageability	Provided scientific input considered during development of management models. Monitored regional commercial, recreational, and First Nations fisheries and compiled fishery and escapement data	Continue to provide science advice to further refine management models.
	Develop management models to accommodate alternative approaches for commercial salmon fisheries. Continue demonstration fisheries to test feasibility and manageability	Implemented 6 commercial salmon demonstration fisheries. Significant success in ITQ approach and management of shares in 2 gear groups	Continue to provide science advice to further refine management models.
	Use PICFI funds to enhance and improve coordination of FNs and multi-sector co-management process	Continued to support multi-sector Integrated Salmon Dialogue Forum Results included major 2 day workshop in last quarter, with broad participation of all interests and constructive dialogue on future collaborative processes Also agreed to develop a multi-sector Monitoring and Compliance Panel	Ongoing
	Realigning SEP		
	Implement SEP Revitalization work plan with focus on improved fish production planning / decision-making processes, long-term infrastructure strategies, program effectiveness reviews and strengthened assessment capacity	Developed performance measurement framework to support production planning, improved decision making processes and assessment of program effectiveness Developed infrastructure renewal approach cooperatively with RPTS Continued work on cooperative assessment approach with Science and FAM	Finalize and begin implementation of performance measurement framework to support program evaluation, decision making and production planning Implement infrastructure renewal projects

PRIORITY	ACTIONS PLANNED FOR 2008-09	ACTIONS COMPLETED IN 2008-09	ACTIONS PLANNED FOR 2009-10
Fisheries Renewal 1.1 Pacific Fisheries Reform (continued)	Support TB-requested program evaluation of SEP	Supported program evaluation by DFO Audit and Evaluation Directorate Draft evaluation report completed	Support AED in finalizing evaluation report. Review and respond to evaluation recommendation
	Fisheries Monitoring and Catch Reporting (FM & CR) – First Nations fisheries and recreational fisheries (all species), and commercial salmon		
	Ongoing development and application of standards	Implemented interim commercial salmon standards with high level consultations Raised awareness of the need for improvement and developed initial area based strategies Drafting of FSC catch monitoring standards underway	Continued implementation of strategies and priorities Complete draft of FSC monitoring standards and conduct full consultation on implementation (in collaboration with First Nations Fisheries Council)
	Develop collaborative strategies to address First Nation, commercial, salmon and recreational monitoring issues	Area based workshops on FSC monitoring conducted leading to strategies for improvement in all areas Progress in demonstration fisheries Implemented recreational creel survey in areas 3 & 4 (North Coast) and extended surveys in lower Fraser	Implement collaborative strategies to address issues
	Consult on interim standards for all commercial salmon fisheries and test application of these	Initial consultation conducted	Implement standards
Fisheries Renewal 1.1 Pacific Fisheries Reform (continued)	Collaborate on strategy for long-term improvements for each recreational fishery and implement	Strategy development delayed however preparation for engagement initiated	Implement strategy
	Adjust collaborative strategies	Supported Sports Fish Institute in development of certification program for recreational fishing guides Continued development and consultation on collaborative strategies Anticipate monitoring and compliance panel will be instrumental	Implement early phases of strategy
	Develop strategies for cost recovery for enhanced monitoring of recreational and commercial salmon	Continued to develop strategies for enhanced monitoring of recreational and commercial salmon	Anticipate development and consultation on strategies in 2010
	Create dedicated commercial inspection and audit team, build capacity to carry out in-depth investigations of facilities	Core C&P inspection working group established; Fishery Officer contacts identified for areas; Intelligence Services unit staffed to two FTEs	Senior Management approval of Intelligence Services concept of operations, commence implementation
		Intelligence Services concept of operations documentation completed for senior management review	Develop Standard Operating Procedures and expand capacity in fishery officer ranks for inspection and audit

PRIORITY	ACTIONS PLANNED FOR 2008-09	ACTIONS COMPLETED IN 2008-09	ACTIONS PLANNED FOR 2009-10
1.1 Fisheries Renewal Pacific Fisheries Reform (continued)	Continue to work with stakeholders and NHQ to establish standard rigorous enough to meet eco-labeling and international food safety requirements	Region participated with NHQ in development of response to EU catch certificate requirements.	Application of traceability standard
	FM & CR – Business Modeling		
	Refine IM/IT plan and implement framework	Initiated planning and development for PACFISH (Regional Fisheries Information Management Framework) Section 52 license consolidation project completed	Ongoing investment of \$½ million per year in PACFISH development of IM/IT upgrade for all fisheries. Sufficient completion of programs to test all components
	Develop coordinated regional strategy for Ministerial announcement	Development of PACFISH, no Ministerial announcement required Established accountabilities working group and initiated evaluation of information management accountabilities	Implement recommendations for IM accountabilities and evaluate accountabilities for catch estimations in all fisheries and implement recommendations
	DFO Compliance Review & Modernization (CRM) Initiative		
	Regional fishery officer recruitment is priority due to retirements	During 2008-09, C&P recruited 8 new trainees in Pacific region through their successful completion of the Fishery Officer training program. Of those, 4 were members of EE groups	Ongoing recruitment to meet program requirements
	Complete Classification review for RHQ SO and SSO; assign position numbers; staff indeterminately	Classification review still underway Work Descriptions were completed and submitted to OCCOE in 2006, still awaiting classification	RHQ C&P SO / SSO indeterminate staffing completed
	Assist Quebec region trial of Operational-level IRM for commercial fisheries activity	IRM fully embedded into business planning and performance reporting processes as C&P Pacific Integrated Risk-based workplanning process Pacific participation in national workshop to review trial results, development of action plan for model implementation; Refinement of risk assessment matrix by Maritimes Region	Tailor model to Pacific requirements, format to Pac commercial fishery activity profiles Implement Operational-level IRM for commercial fisheries and rank priorities for development of models for all other C&P activities
	OPBP implementation to align resources with priorities and results	C&P Pacific RC structure rebuilt to reflect line reporting governance, consistent across region 100% of C&P Pac program units (in all areas and RHQ) completed workplanning using OPBP in 2008-09	Ongoing use and refinement of OPBP

PRIORITY	ACTIONS PLANNED FOR 2008-09	ACTIONS COMPLETED IN 2008-09	ACTIONS PLANNED FOR 2009-10
1.1 Fisheries Renewal Pacific Fisheries Reform (continued)	Development and application of Program-level C&P Performance Measurement Framework	Program-level PMF with suite of indicators completed (some interim indicators were identified for renewal after new data systems with greater functionality are deployed in 2009-10)	Development and application of Operational-level C&P Performance Measurement Framework
	Ongoing support to national CRM	Compliance Review and Modernization Initiative officially concluded by ADM FAM, ongoing implementation of outputs and findings from CRM	Program improvements will continue within C&P as ongoing business practice
	Integrated Groundfish Management		
	Ongoing implementation	Developed Groundfish Strategic Plan for Integrating Advice on Stock Assessment	Ongoing implementation
	Implement Consistent Co-Managed Fisheries		
	National IFMP reform underway; Implement recommended improvements	With cooperation from Salmon IFMP team, C&P Pacific performed national trial of new content format (Compliance Plan sections) within North and South Salmon IFMPs, findings presented to national team for action	C&P to finalize and utilize a guidance document to facilitate consistency and comparability in approach and content to communicate compliance rates and results across IFMPs
	Modernization of Fisheries Act		
	Support NHQ on proposed amendments and regulatory implementation	On hold	Continue to support NHQ
	Collaborative Arrangements		
	Maintain process for review of fish arrangements	Maintained process	Ongoing
	Pacific Salmon Treaty (PST) Renewal		
	Reach bilateral agreement with US on renewed fishing agreements in Annex IV Lead domestic process to approve proposed changes to PST	Five new chapters of the Canada-US Pacific Salmon Treaty were ratified by both the Canadian and U.S. governments in December 2008, and came into effect January 1, 2009	Implement new conservation, management and harvest sharing arrangements under PST (ongoing)
	Continue to undertake discussions with First Nations and domestic stakeholders in support of PST renewal	Consulting with First Nations and stakeholders through an Integrated Advisory Group to explore options for mitigation and the use of the \$30M US available to help mitigate the direct impact of harvest reductions in Canada, required for conservation purposes	Continue to work with First Nations and stakeholders to implement new fishing regimes

PRIORITY	ACTIONS PLANNED FOR 2008-09	ACTIONS COMPLETED IN 2008-09	ACTIONS PLANNED FOR 2009-10
1.2 Sustainable Aboriginal Fisheries TAPD is accountable Areas, FAM, C&P, Science, OHEB contribute	Sustainable Fisheries Framework (SFF)		
	Contribute to completion of key SFF conservation policies	Contributed to completion of key SFF conservation policies (precautionary approach, sensitive benthic area, and forage species policies), new IFMP template, and new fisheries checklists	Begin implementation of the SFF policies into Pacific region fisheries based on regional priorities.
	Development of regional SFF work plans	Held regional workshop to draft SFF work plans	Complete 3 yr SFF regional work plan – revise annually to reflect priorities and on-going work. Annual workshop in fall. Contribute to national SFF workplan.
	Complete fisheries checklists for some of the Pacific region fisheries	Completed fisheries checklists for shellfish and pelagics fisheries.	Completion of fisheries checklists for all major Pacific region fisheries
			Conduct internal and external communications on the SFF through advisory processes.
			Implement new IFMP format for 3 Pacific Region fisheries.
	Enhancing Aboriginal Relationships		
	Implement staff training	Aboriginal Awareness Week activities conducted at RHQ with EC including speakers, traditional canoe display, traditional activities and food for staff. Cultural awareness training also provided through a one day retreat for TAPD staff to FN cultural center	Continue to implement
	Continue to foster collaboration with OGDs	TAPD staff participated in Pulling Together Initiatives and Forums with OGDs eg. Federal Interdepartmental Committee on Aboriginal Issues, Treaty Negotiations, Douglas Treaty Working Group, Historic Treaty Working Group, Interdepartmental Aboriginal Conflict Management Group	Ongoing
	Continue to pursue collaboration with FN and industry through PICFI and other initiatives	Engaged in activities, which promote cooperation between First Nations and Industry eg. PICFI Implementation, AFS agreements, AAROM program to support joint management processes, Treaty agreements SARA – HSP/AFSAR funding programs to encourage partnerships	Ongoing

PRIORITY	ACTIONS PLANNED FOR 2008-09	ACTIONS COMPLETED IN 2008-09	ACTIONS PLANNED FOR 2009-10
1.2 Sustainable Aboriginal Fisheries (continued)	Respect for Aboriginal and Treaty Rights		
	Ongoing work with First Nations on improving consultation processes for programs eg. AFS and AAROM	Resources provided to Yukon and North Coast to implement treaty agreements	Ongoing
	Ongoing implementation of fisheries provisions of Yukon and Nisga'a final agreement	Ongoing Progress to ensure needs allocations are met, consultations to address fisheries restrictions, collect and validate catch information from Yukon First Nations.	Ongoing
	Effective Support for the Treaty Process		
	Continue to develop basic needs allocations with First Nations under Yukon Umbrella Final agreement	Continue work with Yukon First Nations on the resolution of Basic Needs Allocations for Yukon River Salmon. Continue to support the Salmon sub-committee.	
	Ongoing collaboration and coordination with Federal Treaty Negotiation Office to support BC Treaty Process	Active negotiations for Yale and In-SHUCH-dh	Ongoing
	Ongoing advanced negotiations of fisheries chapters of treaty tables	Coordinated implementation planning for Tsawwassen; actively engaged with INAC in planning stages for MNA implementation	Ongoing
	Ongoing development of regional vision and strategy to assure success of treaty negotiation	Analytical Framework Developed	Ongoing
	Increased First Nation Participation in Co-management, Policy Development and Improved Fisheries-based Economic Development		
	Ongoing community dialogue forums to inform and engage FNs on new policies and programs	Engaged FNs on new policies or programs via Fall Dialogues	Ongoing
	Ongoing development of multi-level co-management models that involve aboriginal groups	Co-management models and organizations developed and being developed through AAROM and PICFI	Ongoing
	Continue to improve First Nations participation as part of PICFI	FN's participate in advisory processes as part of AFS, AAROM and PICFI	Ongoing
	Continue to build relationship with BC First Nations Fisheries Council to move forward on policy priorities and foster better coordination of FNs involvement in management at regional level	New capacity agreement negotiated, joint priorities being identified through agreed workplan with FNFC	Ongoing

PRIORITY	ACTIONS PLANNED FOR 2008-09	ACTIONS COMPLETED IN 2008-09	ACTIONS PLANNED FOR 2009-10
1.2 Sustainable Aboriginal Fisheries (continued)	Continue to transfer approximately \$5M in allocations per year	19 licences and 60,000lb quota retired for ATP totaling \$5,35M	Ongoing
	Review ATP policies and practices to ensure consistency with PICFI	\$30M for licences and quota in 08-09 for PICFI	
	Through PICFI, oversee retirement and transfer of licenses to FNs enterprises and involve FNs in commercial fish management		
	Renew Terms and Conditions (Ts&Cs) for renewal of aboriginal programs	Development of the new Ts&Cs submission and integrated logic model taking on a leadership role in several components, TBS submission scheduled for March 10, 4 Training sessions held with DFO staff for Aboriginal Programming, 6 Sessions for Ts&Cs	Implement renewed Ts&Cs for programs
	Improve Regional Coordination, Capacity and Accountability of Programs directed at First Nations		
	Annual training sessions	4 AFS training sessions, 6 T & C training sessions with staff one day in advance of FN sessions, PICFI Implementation Update session and overview/status session	Ongoing
	Ongoing development of policies and standards	Ongoing	Ongoing
	Ongoing participation in national committees	Participation in National Aboriginal Directors Committee, FAMEC, AAROM Steering Committee, APG Operations Committee, APG Policy Committee, Ts&Cs Working Group, National Douglas Treaty Interdepartmental Working Group, Guardian Initiative Working Group, SARA-Aboriginal Liaisons Working Group, National EX conference, National FAM Senior Managers Forum	Ongoing
	Developed strategy for incremental improvement to the accountability for AFS agreements and AFS funding	Ongoing changes through training sessions and correspondence to enhance accountability from FN and DFO Area staff	Ongoing
	Continue to work with AAROM groups to improve FN involvement in resource management	16 AAROM agreements for total value of \$6.5M	Ongoing
	Develop annual strategy to improve regional coordination of programs, including relationship with Areas	A coordinated integrated cycle for planning has been documented Developed planning framework for areas to address major challenges in each of the aboriginal groups over a 5 year timeframe Began coordinated negotiations across programs	Ongoing

PRIORITY	ACTIONS PLANNED FOR 2008-09	ACTIONS COMPLETED IN 2008-09	ACTIONS PLANNED FOR 2009-10
Science Renewal 1.3 Pacific Science Renewal Science is accountable	Science Advice and Information Develop and implement assessment frameworks for other species as per the WSP	Stock assessment framework for Fraser Sockeye was completed and reviewed by PSARC	Development of Stock Assessment Frameworks for 5 species and monitoring frameworks for Area Provide Science advice, conduct surveys, stock assessments
	Ongoing provision of science information to support new fish health regulations	Provided input into CFIA's consultation process regarding transition of regulatory responsibilities under NAAHP Provided advice on the first occurrence in BC of a notifiable disease in Pacific Oysters	Ongoing
	Ongoing review of COSEWIC assessments as required under SARA	Completed science evaluations of 33 applications for SARA permits in the Pacific region Prepared recovery potential assessments and science advisory reports for freshwater fish species that were designated endangered or threatened	Ongoing
	Ongoing provision of scientific advice to aquaculture to guide decision-making and risk assessment	Carried out projects on effects of aquaculture on habitats and marine ecosystems (eg. Ciam gardens, shellfish harvest)	Ongoing
	Ongoing development and implementation of assessment and management strategies for groundfish fisheries	Took a lead role in developing national approaches to implementing the precautionary approach Target and limit reference points or proxies developed for 10 groundfish fisheries and Groundfish science delivered 32 sustainability checklists	All future stock assessments will require that both target and limit reference point be identified
	Ongoing provision of advice in provision of invasive aquatic species	Development of new environmental niche models to assess impacts of AIS Research projects underway examine invasive truncates, green crabs, and invasive phytoplankton	Ongoing

PRIORITY	ACTIONS PLANNED FOR 2008-09	ACTIONS COMPLETED IN 2008-09	ACTIONS PLANNED FOR 2009-10
1.3 Pacific Science Renewal (continued)	Monitoring		
	Provide ongoing assessments of broad environmental and ecosystem changes	Completed annual State of the Oceans report. Completed documents that describe all marine and freshwater monitoring programs	Annual updates Continue to develop and update indicators for monitoring
	Develop and implement conservation objectives for large oceans management areas (LOMAs), with focus on PNCIMA	With support from Oceans (under the HOTO Program) a National CoE on state of the ocean reporting for LOMAs was established. This activity will be led from the Pacific Region	Apply monitoring systems to PNCIMA and other areas Continue to refine monitoring systems
	Data and Information Management		
	Continue implementation and transition to informatics sustainability project (ISP)	Ongoing	Continue implementation and transition to ISP
	Research		
	Maintain Pacific Centres of Expertise	Completed national review of COE workplans	Ensure activities are aligned with regional and national priorities.
	Quality management system is nearing completion – ISO certification anticipated in 2008	Completed most requirements for accreditation of PBS Aquatic Animal Health Laboratories to ISO 17025	Continue to complete requirements and maintain system.
	Ongoing updates on oceanography program	Oceanography program adjusted to align with focus on Arctic (International Polar year) and to support activities in Sustainable Aquaculture National strategic plans in development for oceanography and arctic programs	Ongoing
	Develop research plan for Ecosystem Research Initiative Program in the Strait of Georgia	27 individual projects in progress to address the productivity of the Strait of Georgia (including timing mismatches and characteristics of the ecosystem)	Implement research plan Develop future research plans
	Develop research plan for Climate Change Research Initiative	Development of regional climate scenarios integrated with EC (MoU) and activities in PICES. Continued support to Canada's contribution to IPCC. Provide advice and support to the development of BC's Pacific Institute for Climate Solutions Joint planning for US Canada work on ocean acidification. Review, assess and carry out QC/QA on historical data archive of ocean carbon parameters	Implement research plan Develop future research plans

PRIORITY	ACTIONS PLANNED FOR 2008-09	ACTIONS COMPLETED IN 2008-09	ACTIONS PLANNED FOR 2009-10
1.3 Pacific Science Renewal (continued)	Products and Services		
	Acquire and implement new tools to improve products and services for CHS	Completed procurement and installation of major surveying (\$1.5 M) equipment	Ongoing
	Completion of Canada/BC Letter of Understanding		
	Finalize and implement LOUs	Based on the Morton decision, a new MOU and framework will have to be discussed with the Province.	
	Further Streamline Application & Review Processes		Monitor application & review processes
1.4 Pacific Aquaculture Framework FAM is accountable Science, OHEB, Province of BC, Communications Branch contributes	Check results against standards for shellfish and aquaculture sites	Provided Science Advice	
	Identify Knowledge Gaps		
	Continue collaboration with industry	Ongoing collaboration with industry	Ongoing collaboration with industry
	Improved Communication		
	Participation in Industry Advisory Panels to collaboratively address environmental issues and sustainability	Continued to hold regular meetings of its two Industry Advisory Panels. Regular dialogue with ENGO community reps. Following the Morton decision, DFO is working with Province of BC to develop a new Aquaculture Management.	Ongoing
Oceans Action Plan 1.4 Pacific Implementation Ocean Action Plan OHEB is accountable Science, FAM, Province of BC, federal departments, and others contribute	Implement communications strategy	Community Advisor participating in National working group, building relationships with industry	Ongoing
	Canada/BC Memorandum of Understanding		
	Finalize and implement sub-agreements	The Ocean Coordinating Committee draft ToR was finalized and a draft Workplan and logic model developed	Ongoing implementation
	Initiation of Pacific North Coast Integrated Management Area Processes (PNCIMA)		
	Implement IM framework and engage stakeholders on IM planning	A PNCIMA forum was held with approximately 380 participants. Numerous bi-lateral and community meetings were held outlining the PNCIMA process	Communicate results and revise as appropriate
	Collaborate on sensitive area mapping	Provided science advice input on determination of sensitive area mapping	Ongoing
	Develop marine environmental quality guidelines / standards	Provided science advice to further refine guidelines and standards	Implement guidelines

PRIORITY	ACTIONS PLANNED FOR 2008-09	ACTIONS COMPLETED IN 2008-09	ACTIONS PLANNED FOR 2009-10
Environmental Process Modernization 1.5 Pacific Implementation of Environmental Process Modernization OHEB is accountable Science, C&P, Prov. of BC, other government agencies contribute	Oceans Strategic Plan		
	Establish regional priorities for Oceans Program	Bowie Seamount Marine Protected Area was established	Implement strategic plan
	Oceans Governance Framework		
	Develop governance structure for oceans issues between DFO, OGDs, BC, partners, stakeholders and First Nations	A Memorandum of Understanding with First Nations on the PNCIMA process was signed. Federal Interdepartmental Coordinating Committee met regularly	Implement governance structure
	Habitat Risk Management Framework		
	Utilize framework to focus on high priority projects	Initiated development of a referral prioritization framework	Pilot implementation of referral prioritization framework
	Refine implementation of EPMP	Assisted in the development of industry lead approved work practices with BC Hydro and Coastal Log Industry	Continue development and refinement of tools to streamline project review
	Habitat Regulatory Processes		
	Enhance monitoring of habitat status and priority developments	New staff were hired in Area offices and habitat compliance monitoring was initiated.	Hiring of habitat monitoring staff will be completed, initiate follow-up monitoring of Major Projects and Area strategic issues.
	Increase Collaboration with Range of Partners		
Species at Risk 1.6 Implementing Species at Risk Program Policy is accountable; Science, FAM, OHEB, C&P contribute	Identify opportunities for improvements and implement	Continued discussions with BC in establishing Habitat Task Group under PFAM	Establish Canada-BC Habitat Task Group, and consider regional industry group.
	Protecting Species at Risk		
	Analysis on five new COSEWIC assessments	Reviewed drafts, provided data, information and advice on COSEWIC listings for all species as required	Ongoing
	Develop and implement recovery strategies and management plans	Reviewed strategies and management plans, provided science advice	Ongoing
	Develop and implement action plans for listed species	Reviewed strategies and action plans, provided science advice	Ongoing

PRIORITY	ACTIONS PLANNED FOR 2008-09	ACTIONS COMPLETED IN 2008-09	ACTIONS PLANNED FOR 2009-10
1.7 Strengthening Collaboration Policy Branch is Accountable All areas and sectors contribute	Regional Advisory and Planning Processes		
	Continue to support advisory processes; Update databases	Updated databases Support provided for FAM advisory processes, PICFI consultations, Recreational Fisheries Vision, PST, SARA, WSP, Oceans	Review processes; conduct inventory and evaluation; provide tools; provide support to processes
	Finalize and implement funding guidelines	Assessment of procedures completed; speaking points for species coordinators drafted	Ongoing
	Pacific implementation of SCH plan, incl. review of advisory processes and initiatives to strengthen capacity and self-sufficiency	Draft national SCH strategic project plan completed. Review of regional and national Harbour Authority (HA) Advisory processes completed with implementation underway Multi-year contribution agreement signed with HAABC to improve HA viability	Continue Pacific implementation of 5 year SCH strategic plan
	Opportunities for Shift to Collaborative Relationships		
	Ongoing identification of opportunities for improvement followed by implementation	Engaged First Nations in Fall Community Dialogues planning	Support for PICFI Co-management
	Plan & Coordinate Regional Consultation and Engagement Activities		
	Coordinate Fall Dialogues	Completed Fall Community Dialogue sessions; finalized report; posted documents on website	Plan and implement Community Dialogues with an effort to reduce costs; evaluate process
	Create linkages with other regions and departments regarding documentation and distribution of "best practices"	Participant in Pacific Interdepartmental Aboriginal Consultations network and DFO national Aboriginal consultations network	Develop templates and toolbox
	Implement federal Action Plan on First Nations Consultation and Accommodation	Training provided for regional staff on duty to consult and accommodate	Ongoing
	Develop Internal Capacity for Engagement Activities		
	Update priorities for training as required	Assessed needs; Coordinated training on duty to consult and accommodate	Focus training for regional staff on consultations; assess needs
	Delivery of facilitation and presentation training, First Nations consultation and accommodation training	Coordinated training provided for regional staff on duty to consult and accommodate; facilitation and presentation training provided	Focus training for regional staff on consultations

PRIORITY	ACTIONS PLANNED FOR 2008-09	ACTIONS COMPLETED IN 2008-09	ACTIONS PLANNED FOR 2009-10
1.8 Pacific Region Strategic Communications Communications Branch is accountable RMC contributes	Pacific Region Strategic Communications Plan		
	Finalize, implement and update	Worked with CMC (Communications Management Committee) on a new DFO Strategic Communications Plan	Update: Messages and story line from DFO national Strategic Communications Plan to be incorporated into regional plan.
	Update Strategic Communications Plan annually	Plan was brought to next stage of development, and is close to being ready for consideration and approval by RMC	Update annually
	Develop issue-specific communications plans, and liaise with programs/sectors	This work continued	Develop issue-specific communications plans, and liaise with programs/sectors
	Finalize and update internal communications strategy	Plan was brought to next stage of development, and is close to being ready for consideration and approval by RMC	Update internal communications strategy
	Implement recommendations of structural and organizational review	New Team leader, Strategic Communications position was created	Monitor performance/ capabilities and adjust roles and responsibilities as needed
	Regular updates to MO on anticipated or potential media coverage of issues of interest to DFO	Ongoing	Ongoing
Integrated Planning & Reporting 2.1 Pacific Integrated Planning Framework CS & HR accountable RMC members contribute	Pacific Integrated Planning Framework		
	Develop framework	HR Management activities are now assessed through PCMAF and Integrated Business and HR Plan	Utilize framework
	Identify annual priorities and assign resources accordingly (HR business plan and accountability accords)	Integrated Business and HR Planning process in place Accountability accords in place for all EX level staff	
	Strengthen Controllership Functions		
	Ongoing enhanced audit and evaluation capacity within corporate sector	Specific program audits continued at the national and regional level	Ongoing

PRIORITY	ACTIONS PLANNED FOR 2008-09	ACTIONS COMPLETED IN 2008-09	ACTIONS PLANNED FOR 2009-10
Departmental Renewal 2.2 Regional Human Resources Plans All sectors are accountable All sectors and RMC contribute	Annual Update of Regional Sector HR Plans		
	Ongoing update to Regional Sector HR Plans	Completed training for regional managers on new Integrated Operational & HR Planning tool - delivered 15 sessions to 70 Responsibility Centre Managers	Launch Integrated Operational HR Planning Tool and utilize for development of Regional and areas/program HR plans
	Ongoing monitoring towards "blueprint"	Programs continued to work with national DG's to develop and implement National Organization Structures and associated National Model Work Descriptions Regional Model Work descriptions established for the cross-sectoral positions of Business Manager (Sector, Area, and Science), and Finance & Admin Team Leader	Ongoing
	Ongoing RMC review and identification of opportunities for integration and cooperation	RMC continued to meet to review and identify opportunities for integration and cooperation	Ongoing
Human Resources Modernization 2.3 Regional Human Resources Strategies CS & HR accountable All sectors and RMC contribute	Implementation of "Values-based" Staffing Processes		
	Monitor and randomly audit staffing processes and implement improvements	Continued delivery of DFO one day staffing course to support educating Responsibility Centre Managers in the exercising of sub-delegated staffing authority Internal monitoring of Non-Advertised Appointment Processes with resulting recommendations implemented PSC audit of Student hiring conducted, with recommendations and new tools implemented as a result	Ongoing
	Succession Planning		
	Ongoing identification of anticipated attrition and implementation of succession planning initiative	RMC presentation to share best practices on succession planning activities occurring across the programs/areas. Developed Pacific Region Employee On-Boarding Intranet Page and Employee Handbook	Ongoing
	Ongoing utilization of "blueprints" to determine need for staffing	"Blueprints" now aligned with work lead by national DG's to determine national organization structures, NMWDs, and the resulting funding	Ongoing
	Ongoing planning for generic staffing processes and for strategic recruitment	Continued work by HR to shift emphasis towards collective staffing processes	Ongoing

PRIORITY	ACTIONS PLANNED FOR 2008-09	ACTIONS COMPLETED IN 2008-09	ACTIONS PLANNED FOR 2009-10
2.3 Regional Human Resources Strategies (continued)	Employment Equity (EE) Action Plan		
	Ongoing implementation and monitoring results	Rejuvenated the Regional Diversity Advisory Committee Attendance by HR staff at national EE meeting to develop strategies and share best practices All staffing advertisements now contain EE requirements in Organizational Needs criteria	National Diversity Conference aimed at managers in April to share best practices from across regions
	Support Staff Development and Career Planning		
	Integrated career development needs into Succession Planning Initiative.	Delivered multiple training sessions across region - "Individual Learning Plan workshops"; "How to Action your Learning Plans: Introduction to CampusDirect"; "Preparing for EX Processes"; and "How to Apply for a Job in the Federal Public Service"	Roll-out tools for supervisors and managers on how to help staff develop meaningful learning and career plans
	Integrate training plan into HR Plan	Learning requirements were not captured regionally in 08/09 due to abbreviated HR planning exercise	Learning requirements captured in IOHRP tool will be reviewed for development of regional plan
	Ongoing implementation of executive development component of Succession Planning Initiative to develop leadership capacity	Recruited the 2 nd cohort of the Executive Development Component Continued work with the 1 st learning cohort, including completing an on-line and focus group feedback on experiences to date 4 members of first cohort promoted into EX-01 positions	Integrate cohort 1 & 2. Program of core and recommended learning events to be coordinated
	Supervisors and managers to systematically apply performance standards and provide constructive feedback to clarify priorities on an ongoing basis	Delivered "Managing Performance at DFO" workshops across the region	Roll out of new appraisal forms for use by supervisors
	Improve Labour / Management Relations		
	Ongoing collaborative work with union reps to discuss improvements in the workplace and resolution of identified issues	Union Management Symposium with RUMCC in Dec 2008 to discuss identified issues.	Ongoing
	Ongoing dialogues with local UMCs through regular meetings	Regular meeting with local UMC's throughout the year.	Ongoing
	Continue to foster the use of Early Conflict Resolution resources	Action ongoing. Reports presented by Conflict Resolution Office at RMC	Ongoing

PRIORITY	ACTIONS PLANNED FOR 2008-09	ACTIONS COMPLETED IN 2008-09	ACTIONS PLANNED FOR 2009-10
Human Resources Modernization 2.4 Regional Health, Safety and Workplace Improvement Strategy CS & HR accountable Sectors, Areas, and RMC contribute	Pacific Health and Safety Strategy		
	Ongoing provision of health and safety training	83% training rate attained for supervisors/ managers	Ongoing
	Ongoing development and implementation of workplace inspections	Developed workplace inspection standard	Increased focus on inspections planned. Implementation of standard
	Ongoing effective use of workplace committee meetings	Developed process efficiencies for RHSC	Ongoing
	Implement new initiative to support development of national Regional Health, Safety and Environment Management Systems Initiative	Supported development of national 'OHS Way Forward' Initiative.	Ongoing
	Implement helicopter safety policy	Developed Implementation plan	Ongoing implementation and review
	Ongoing development of firearm policy for non-enforcement staff	Policy developed and communicated to non-enforcement staff	