

Corporate Business Plan

2011-12



Table of Contents

| | |
|--|-----------|
| Deputy Minister’s Message | 1 |
| Departmental Priorities | 2 |
| Modernization of the Fisheries..... | 2 |
| Streamlining and Simplifying Policies, Operations, and Procedures..... | 2 |
| Deepening Engagement and Key Partnerships..... | 2 |
| Ensuring Asset Readiness..... | 3 |
| Responding to Changing Ecosystems..... | 3 |
| Advancing Operational and Management Excellence..... | 3 |
| Program Risks | 4 |
| Strategic Outcomes and Program Activities | 7 |
| 1. Economically Prosperous Maritime Sectors and Fisheries | 7 |
| 2. Sustainable Aquatic Ecosystems | 37 |
| 3. Safe and Secure Waters | 57 |
| 4. Internal Services | 77 |
| DFO’s Regions | 87 |
| Newfoundland and Labrador | 87 |
| Gulf | 90 |
| Maritimes..... | 88 |
| Quebec | 90 |
| Central and Arctic..... | 92 |
| Pacific..... | 94 |
| Annexes | 96 |

Deputy Minister's Message

<text being developed>

Deputy Minister's Message

Fisheries and Oceans Canada Corporate Business Plan 2011-12

\\svbcvanfp01\cohen-comm\Third Review\Email\C&P\Brian Atagi\Cohen - [Brian Atagi2011]\XBrian's C-Dri Arch 1-6 (2011)\IN\

Departmental Priorities

<Intro to priorities, including pointer to priorities – PAs crosswalk>

Modernization of the Fisheries

This is a priority because...:

Fishing in Canada is a multi-billion dollar industry that operates in an extremely competitive global market. To gain and maintain fuller access to this market, the industry must continually modernize to meet evolving international requirements. The current focus is on traceability and ecocertification.

Recent legal decisions, such as the British Columbia Supreme Court decision that finfish aquaculture is a fishery and thus falls within federal jurisdiction, and the *Saulnier* decision that fishing licences are considered property for the purposes of the *Bankruptcy and Insolvency Act* and the *Personal Property Security Act*, have underlined the need to modernize the regulations and legislation governing fishing activity in Canada.

Internationally managed fisheries provide important socio-economic benefits to Canadians, and some of these fisheries face challenges related to unsustainable management practices.

The key plans related to this priority are itemized in the sections on these programs:

- * 1.1 Integrated Fisheries Resource Management;
- * 1.2 Fisheries Strategies and Governance;
- * 1.7 International Affairs;
- * 1.11 Small Craft Harbours; and
- * 2.1 Compliance and Enforcement.

For other plans associated with this priority, see the sections on programs 1.4 Sustainable Aquaculture Program and 1.5 Aquatic Animal Health.

Streamlining and Simplifying Policies, Operations, and Procedures

Why is this a priority?

Because while DFO has streamlined and simplified regulations in individual areas, it has not recently examined policies. Furthermore, operations and procedures need to be further optimized by making better use of risk-based management, partnering, and other such strategies. This cross-cutting approach is needed to simplify what DFO as a whole does for its clients and stakeholders.

The key plans related to this priority are detailed in the sections on programs:

- * 1.3 Aboriginal Strategies and Governance;
- * 1.4 Sustainable Aquaculture Program;
- * 1.5 Aquatic Animal Health;
- * 1.6 Biotechnology and Genomics;
- * 2.3 Habitat Management; and
- * 2.5 Species at Risk Management.

Deepening Engagement and Key Partnerships

This is a priority for several reasons:

Working effectively with provinces, territories, clients, stakeholders, and other key partners at home and abroad is essential to delivering the Department's mandate and vision.

This priority represents a whole-of-Department commitment to partnership; it will build on and extend the work that individual branches and sectors within DFO have already done.

The key plans related to this priority are provided in the sections on the following programs:

- * 1.12 Territorial Delineation;
- * 2.2 Salmonid Enhancement Program; and
- * 3.4 Fleet Operational Readiness.

Other plans associated with this priority appear in the sections on programs 1.1 Integrated Fisheries Resource Management and 1.2 Aboriginal Strategies and Governance.

Fisheries and Oceans Canada Corporate Business Plan 2011-12



Ensuring Asset Readiness

Why is this a priority?

Many of CCG's fleet and shore-based assets now exceed their original design lives. Maintaining and replacing these assets is therefore vital to ensuring that CCG is able to meet current and future service demands.

Recent audits highlighted, among other things, that CCG periodically verify its preparedness to respond to ship-source oil spills and develop a national equipment strategy to ensure that CCG is prepared to respond to reported pollution incidents in a nationally consistent manner.

The key plans related to this priority are set out in the sections on these programs:

- * 1.8 Waterways Management;
- * 1.9 Aids to Navigation;
- * 1.10 Icebreaking Services;
- * 2.6 Environmental Response Services;
- * 3.1 Search and Rescue Services;
- * 3.2 Marine Communications and Traffic Services;
- * 3.3 Maritime Security; and
- * 3.5 Shore-based Asset Readiness.

The other contributor to this priority is program 3.4 Fleet Operational Readiness.

Responding to Changing Ecosystems

This is a priority because...

DFO must be ready from a policy, program, and operational point of view to contribute to the Government of Canada's Northern agenda.

The key plans related to this priority are set out in the sections on programs:

- * 2.7 Integrated Oceans Management;
- * 2.8 Aquatic Invasive Species;
- * 3.7 Hydrographic Products and Services; and
- * 3.8 Ocean Forecasting.

The following programs also contribute to this priority:

- * 1.1 Integrated Fisheries Resource Management;
- * 1.3 Aboriginal Strategies and Governance;
- * 1.4 Sustainable Aquaculture Program; and
- * 2.2 Salmonid Enhancement Program.

Advancing Operational and Management Excellence

This is a priority because...

To maximize DFO's effectiveness and efficiency and to support government-wide administrative priorities, the Department must continually strive for excellence in service delivery and in the management of its financial resources, people, assets, and information.

The main contributors to this priority are these programs:

- * 2.4 Aboriginal Inland Habitat Program;
- * 3.6 Canadian Coast Guard College; and
- * 4.1 Internal Services.

The following programs also contribute to this priority:

- * 2.1 Compliance and Enforcement;
- * 2.2 Salmonid Enhancement Program; and
- * 2.5 Species at Risk Management.

Program Risks

Every DFO program faces risks as it carries out initiatives, performs ongoing tasks, and works to achieve expected results. For instance, program staff may not have the tools needed to do their jobs, or input costs may rise so much that program delivery suffers.

While this business plan presents a lot of information at the program level, it discusses program risks by strategic outcome. Since many of these risks are common to most if not all programs under a strategic outcome, this approach minimizes repetition and keeps the focus firmly on the big picture.

- ▶ For a description of the risks affecting the Economically Prosperous Maritime Sectors and Fisheries strategic outcome, turn to page 7.
- ▶ For a description of the risks affecting the Sustainable Aquatic Ecosystems strategic outcome, turn to page 37.
- ▶ For a description of the risks affecting the Safe and Secure Waters strategic outcome, turn to page 57.
- ▶ For a description of the risks affecting Internal Services, turn to page 77.



Human Resources Plans and Strategies

<2-page summary to be added here>



Fisheries and Oceans Canada Corporate Business Plan 2011-12

\\svbcvanfp01\cohen-comm\Third Review\Email\C&P\Brian Atagi\Cohen - [Brian Atagi2011]\XBrian's C-Dri
Arch 1-6 (2011)\IN\

Strategic Outcomes and Program Activities

1. Economically Prosperous Maritime Sectors and Fisheries

This strategic outcome focuses on two long-term, enduring benefits for Canadians:

- * Improving the economic benefits associated with Canada's maritime sectors and fisheries;¹ and
- * Enhancing the competitiveness of the country's maritime sectors and fisheries.

We measure our progress toward this strategic outcome by comparing the dollar value of Gross Domestic Product (GDP) for the maritime sectors and fisheries with a target value. For the current reporting period, our target value is the 2009 value of the GDP that the maritime sectors and fisheries generate.

DFO takes great care to make sustainable, effective use of Canada's waters as it delivers the 12 programs described on pages 9 through 33.

Risks

The following risks have been identified as affecting this strategic outcome.

Implementation of the Ecosystem Approach

The ecosystem approach has not been very well implemented within DFO. There is a lack of an integrated departmental ecosystem management approach and of a broad ecosystem monitoring strategy. Science lacks a complete model for the ecosystem approach.

Occupational Health and Safety

Some laboratory facilities have occupational health and safety concerns. Costly renovations are needed. Science does not have sufficient laboratory capacity and equipment. Equipment is ageing as well, and is in poor condition.

¹ *Maritime sectors and fisheries* refers to industries in the North American Industry Classification System. We are in the process of specifying which industries to include in our target.

Increased Complexity of the Fisheries Management Environment

The relationship between DFO and its diverse stakeholder community will further deteriorate as the fisheries management environment becomes more complex. (e.g., Land Claims Agreements; multi-stakeholder approaches to consultations; appeal processes)

Confrontation

Confrontations over fishing privileges or practices may arise between Aboriginal and non-Aboriginal fishing groups, between various Aboriginal fishing groups, and between DFO and Aboriginal and non-Aboriginal fishing groups.

Arctic Accessibility

Canada will be taking over the chairmanship of the Arctic Council in 2013 and will be expected to show leadership on a number of Arctic files in a concrete manner. Canada's international commitment to Arctic issues was recently strengthened in the August 2010 Arctic Foreign Policy.

Divestiture of Non-core Harbours

There is a risk that the divestiture of non-core harbours may be delayed or become virtually impossible to carry out.

Burden of Increased Accountability Requirements

There is a risk that the increased focus on government accountability will create process and workload requirements that could significantly hinder the efficient and effective completion of SCH projects and initiatives.

Lack of Familiarity with Submission Expectations

Explicit effort has been made by the UNCLOS Team to consult with other Arctic Ocean coastal states plus other States internationally who are either through the process or in the midst of the process for making submissions to CLCS in order to gain knowledge of internationally accepted best practice.

Rising Demand for Services

There is a rising demand for services affecting Level of Service targets such as for

- * Navigational Aids
- * Ice-breaking
- * Nationally Consistent Levels of Service – SCH

Negotiation and Implementation of Aboriginal Treaty Agreements

DFO treaty or treaty-like agreements with Aboriginal communities will not be concluded or implemented.

Negotiation and Implementation of Program Agreements

DFO program agreements with Aboriginal communities will not be concluded or implemented.



1.1 Integrated Fisheries Resource Management

This program is about delivering the policies, programs, plans, and science needed to manage, protect and conserve Canada's fisheries resources. Without the sustainable resource base these activities and programs support, DFO's goal of an economically viable and diverse fishing industry for Canadians cannot be achieved.

The Director General, Resource Management (Ecosystems and Fisheries Management Sector), and the Director General, Ecosystem Science (Oceans and Science Sector), are responsible for delivering this program.

Our Plans for 2011-12

Departmental Priorities

Modernization of the Fisheries

- ✦ Ensure a co-ordinated approach to modernization of the fisheries.
- ✦ Support global efforts to combat illegal, unreported, and unregulated fishing.

Streamlining and Simplifying Policies, Operations and Procedures

- ✦ Undertake a policy suite review.

Deepening Engagement and Key Partnerships

- ✦ Improve the quality of engagement with the fishing industry, non-governmental organizations, Aboriginal organizations, and recreational fishing groups on DFO resource management processes.

Responding to Changing Ecosystems

- ✦ Support the development of commercial and emerging fishing activities in the North.
- ✦ Use scientific information on climate change to inform decision-making through such documents as Integrated Fisheries Management Plans and Fishery Checklists.

Advancing Operational and Management Excellence

- ✦ Implement Strategic Review.

Initiatives

- ✦ **Canadian Shellfish Sanitation Program:** In conjunction with CSSP partners, develop a risk-based approach to focus CSSP expenditures on the highest risk areas and activities.

- ✦ **Marine Mammal Regulations:** Amend the *Marine Mammal Regulations* to permit the regulation of harmful activities related to human – marine mammal interactions.
- ✦ **Cetacean Conservation Policy:** Develop a comprehensive policy that provides clear national direction on how non-harvest activities (e.g., whale watching, entanglements, live capture) are handled.
- ✦ **Atlantic Marine Recreational Fishing Licence:** Undertake consultations on a marine recreational fishing licence for Atlantic Canada and Quebec.
- ✦ **Fishery Decision-making Framework Incorporating the Precautionary Approach:** Establish science-based reference points to support the Department's Fishery Decision-making Framework incorporating the Precautionary Approach for commercial fish stocks (e.g., groundfish) on a prioritized basis as identified with resource managers.
- ✦ **Cohen Inquiry (Fraser River Sockeye Salmon):** Continue to work with the Commission of Inquiry into the Decline of the Sockeye Salmon in the Fraser River.
- ✦ **COSEWIC Assessment:** Respond to COSEWIC (Committee on the Status of Endangered Wildlife in Canada) recommendations to list cod, redfish, rockfish, and American plaice.

Ongoing Work

- ✦ **Commercial Fisheries:** Develop and implement fishing plans, manage market access, develop Fishery Checklists, integrate consultations with legislated co-management partners, and integrate recreational and Aboriginal food, social, and ceremonial fisheries.
- ✦ **Recreational Fisheries:** Administer the National Recreational Fisheries Awards, conduct the Survey of Recreational Fishing in Canada and the Survey of Great Lakes Recreational Fishing, continue the implementation plan for Wild Atlantic Salmon Conservation Policy, and provide input into the development of Integrated Fisheries Management Plans.
- ✦ **Atlantic Lobster Sustainability Measures Program:** Develop and implement sustainability plans, consider funding proposals, and follow up on the Gulf implementation plan.

- ✦ **Fisheries Science Collaborative Program:** Conduct stock assessments, and review collaborative initiatives with the Atlantic fishing industry to ensure they are aligned with our science priorities and conservation requirements.

Program Sub-activities

- ✦ Commercial Fisheries
- ✦ Recreational Fisheries
- ✦ Atlantic Lobster Sustainability Measures Program
- ✦ Fisheries Science Collaborative Program

- For a more detailed description of this program, see the Main Estimates for 2011-12.
- Marine Mammals Emergency Response Network <http://www.qc.dfo-mpo.gc.ca/signaler-report/urgence-mam-emergencie-eng.asp>
- Fraser Sockeye Salmon Inquiry <http://www.dfo-mpo.gc.ca/media/statement-declarations/2010/20100302-eng.htm>
- Atlantic Lobster Sustainability Measures Program <http://www.dfo-mpo.gc.ca/fm-gp/peches-fisheries/fish-ren-peche/lobster-homard/index-eng.htm>



1.2 Fisheries Strategies and Governance

This program leads the co-ordination and implementation of the plans and policies needed to support a prosperous and competitive fisheries sector.

By improving governance in all fisheries and working to ensure that governance in individual fisheries reflects Fisheries and Ocean's unified governance framework, Fisheries Strategies and Governance increases the transparency and predictability of fisheries management and streamlines decision-making about the resource. These results in turn make it more likely that Canada's fisheries will be prosperous and sustainable.

The Director General, Fisheries and Aboriginal Policy (Program Policy Sector), the Director General, Resource Management (Ecosystems and Fisheries Management Sector), and the Director General, Integrated Business Management (Ecosystems and Fisheries Management), are responsible for delivering this program.

Our Plans for 2011-12

Departmental Priorities

Modernization of the Fisheries

- Bring forward a new *Fisheries Act*.
- Ensure a co-ordinated approach to modernization of the fisheries.

Streamlining and Simplifying Policies, Operations and Procedures

- Renew regulations on paying licence fees in instalments.
- Undertake a policy suite review.

Advancing Operational and Management Excellence

- Implement Strategic Review.
- Develop informal and formal career development programs and tools, including the professional development and apprenticeship program for fishery and aquaculture managers.

Initiatives

- **Fisheries Policy Modernization:** Support the Department's efforts to modernize its fisheries management regime.

- **Access to International Markets:** Support the Department's efforts to increase access to international markets.
- **Sustainable Fisheries Framework:** Develop a national bycatch policy that includes principles, scope, objectives, and a universally accepted definition of bycatch.
- **Sensitive Benthic Area Ecological Risk Assessment Framework:** Apply an ecological risk assessment framework to certain major fisheries.
- **Licensing Policy:** Refine licensing policy in ways that will help harvesters improve the efficiency of their business, reduce input costs, and prosper.
- **National Fish and Seafood Traceability Strategy:** Complete a National Fish and Seafood Traceability Strategy under the auspices of the Canadian Council of Fisheries and Aquaculture Ministers.
- **National Model Work Descriptions (NMWDs):** Develop NMWDs for the sector.
- **National Organizational Structure:** Develop and implement a national organizational structure.
- **EFM-BI Competency Framework:** Develop a competency framework to support career development for BIs in Ecosystem and Fisheries Management.
- **Career Progression Program:** Start to develop a Professional Development and Apprenticeship Program to develop CO-1s into fully qualified CO-2 Senior Fisheries and Aquaculture Resource Managers through a combination of developmental assignments and formal education.
- **Fisheries Certificate System/Catch Certification Office:** Continue application development and undertake feasibility studies to enable the Fisheries Certificate System to interface with legacy departmental systems.
- **Common Language Management System (CLAMS):** Collect, identify, and establish a control mechanism for all fisheries terms and descriptive lists to ensure that fisheries information is collected, stored, and used in a consistent and coherent manner.

Ongoing Work

- **Catch Certification Office:** Continue to issue catch certificates to Canadian companies exporting fish and seafood products to the European Union, and update the Fisheries Certificate System as required.
- **Licensing Policy:** Provide ongoing support to harvesters to secure access to capital, develop a National Licensing Policy and Principles, and

provide ongoing policy advice on licensing flexibilities.

- ♦ **Sustainable Fisheries Framework:** Develop fisheries/stock rebuilding guidelines, and develop an environmental risk framework and guidelines for sensitive benthic areas.
- ♦ **Fishery Checklists:** Update checklist questions and the internal guidance document, and complete a list of major stocks.
- ♦ **Ecocertification and Ecolabelling:** Continue to be DFO's focal point for policy and legal analysis on supporting industry to meet market access requirements for fisheries ecocertification.
- ♦ **Governance and Engagement:** Continue website renewal in support of greater transparency in fisheries management decision-making.
- ♦ **Policy Support:** Co-ordinate intersectoral policy advice on fisheries policy initiatives.
- ♦ **Freshwater Fish Marketing Corporation:** Provide Treasury Board submissions, policy and legal analysis, and recommendations as required.
- ♦ **Integrated Planning and Reporting:** Base analysis, advice, plans, and frameworks for decision-making on an integrated approach to business and human resources planning and reporting.

- ▶ For a more detailed description of this program, see the Main Estimates for 2011-12.
- ▶ Ecocertification/Ecolabelling
<http://www.dfo-mpo.gc.ca/fm-gp/peches-fisheries/fish-ren-peche/lobster-homard/cmalf-evaluation-mcpha-eng.htm>
- ▶ Catch Certification Office
<http://www.dfo-mpo.gc.ca/media/npres-communic/2009/hq-ac47-eng.htm>



1.3 Aboriginal Strategies and Governance

This program delivers programs to support the involvement of Aboriginal groups in the fishery for food, social, and ceremonial purposes, as well as for commercial purposes relating to shared management and capacity building and for conservation purposes. It also provides strategic and treaty policy advice for the ongoing management of Aboriginal rights issues; the renewal of Aboriginal programs and policies; the implementation of treaties; negotiation mandates; allocation policies; and fisheries-related consultation and engagement.

The Director General, Aboriginal Programs and Governance (Ecosystems and Fisheries Management Sector), is responsible for delivering this program.

We contribute to the economically prosperous maritime sectors and fisheries strategic outcome by enabling Aboriginal groups to obtain the capacity to participate in the multi-stakeholder processes related to aquatic resource and oceans management and to take advantage of opportunities in commercial fisheries and aquaculture development. We also support innovation in fisheries management to foster economically sustainable fisheries sectors.

Our Plans for 2011-12

Departmental Priorities

Modernization of the Fisheries

- ✦ Under the Pacific Integrated Commercial Fisheries Initiative, advance development of share-based salmon management in collaboration with First Nations and stakeholders.

Streamlining and Simplifying Policies, Operations and Procedures

- ✦ Group departmental obligations related to signed treaties in a Management Control Framework and develop department-wide approaches to Aboriginal relations.
- ✦ Consult with partners, stakeholders, and Aboriginal groups on ways to streamline program delivery.
- ✦ Undertake a policy suite review.

Deepening Engagements and Key Partnerships

- ✦ Support the renewal of the departmental consultation framework, especially its Aboriginal dimensions.

Fisheries and Oceans Canada Corporate Business Plan 2011-12

- ✦ Conduct treaty negotiations with First Nations.

Responding to Changing Ecosystems

- ✦ Provide expert advice on Aboriginal relations to those developing the departmental framework for the North.

Advancing Operational and Management Excellence

- ✦ Implement Strategic Review.

Initiatives

- ✦ **Fisheries in Treaties:** Develop strategies and approaches for Aboriginal participation in fisheries through treaties.
- ✦ **Management Control Framework for Treaty Implementation:** Develop a Management Control Framework to enhance the operational sustainability of DFO's treaty-related obligations.
- ✦ **Aboriginal Programs Framework:** Continue to develop the framework DFO will use in the long-term management of relationships with Aboriginal groups inside and outside land claims agreements/treaties, and seek approval for revised or revitalized programs.
- ✦ **Integrated Aboriginal Contribution Management Framework (IACMF):** Implement the IACMF, which streamlines administration across all Aboriginal contribution agreement programs and provides for risk-based assessments of recipient performance.
- ✦ **Ahousaht Response Strategy:** Prepare a departmental response to the Ahousaht Case and Appeal and implement the commercial fisheries rights identified by the court.
- ✦ **Commercial Fisheries Initiatives:** Develop strategies to renew the Atlantic Integrated Commercial Fisheries Initiative and the Pacific Integrated Commercial Fisheries Initiative.

Ongoing Work

- ✦ **Aboriginal Fisheries Strategy:** Sign Contribution Agreements or Negotiated Arrangements with Aboriginal groups, and develop Treaty and self-government arrangements under joint funding arrangements with Indian and Northern Affairs Canada.
- ✦ **Aboriginal Aquatic Resources and Oceans Management (AAROM) Program:** Establish AAROM contribution agreements
- ✦ **Atlantic Integrated Commercial Fisheries Initiative (AICFI):** Develop successful Commercial Fishing Enterprises, and establish Aggregate Bodies.
- ✦ **Pacific Integrated Commercial Fisheries Initiative (PICFI):** Sign agreements with First Nations and First

Nation aggregates that increase commercial fishing access; strengthen monitoring, reporting, and traceability strategies; and develop more effective co-management mechanisms.

- ✦ **Aboriginal Funds for Species at Risk (AFSAR):** Sign contribution agreements for approved recipients, and hold a workshop for lower capacity groups.

Program Sub-activities

- ✦ Aboriginal Fisheries Strategy
- ✦ Aboriginal Aquatic Resource and Oceans Management
- ✦ Strategies and Governance
- ✦ Atlantic Integrated Commercial Fisheries Initiative
- ✦ Pacific Integrated Commercial Fisheries Initiative
- ✦ Aboriginal Funds for Species at Risk

- For a more detailed description of this program, see the Main Estimates for 2011-12.
- Atlantic Integrated Commercial Fisheries Initiative (AICFI)
<http://www.dfo-mpo.gc.ca/fm-gp/aboriginal-autochtones/aicfi-ipcfa/index-eng.htm>
- Pacific Integrated Commercial Fisheries Initiative (PICFI)
<http://www.pac.dfo-mpo.gc.ca/fm-gp/picfi-ipcip/index-eng.htm>
- Aboriginal Agreements
<http://www.pac.dfo-mpo.gc.ca/abor-autoc/agreements-ententes-eng.htm>



1.4 Sustainable Aquaculture Program

This program seeks to create the conditions needed to develop an innovative, competitive, and sustainable aquaculture sector in Canada. Doing so involves establishing regulations based on economic, social, and scientific considerations, and collaborating extensively with sector stakeholders.

The Director General, Aquaculture Management (Program Policy Sector), the Executive Director, Aquaculture Operations (Ecosystems and Fisheries Management Sector), and the Director General, Ecosystem Science Directorate (Oceans and Science Sector), are responsible for delivering this program.

By creating the conditions for a more competitive and sustainable aquaculture sector, the Sustainable Aquaculture Program supports the development of the economically prosperous maritime sectors and fisheries that are so important to Canadians.

Our Plans for 2011-12

Departmental Priorities

Modernization of the Fisheries

- ✦ Implement new aquaculture regulations.
- ✦ Develop new federal regulations for fish pathogens.

Streamlining and Simplifying Policies, Operations, and Procedures

- ✦ Modernize the regulations and operational policies used in aquaculture management in British Columbia and in the management of fish health on fish farms across the country.
- ✦ Develop new federal regulations for fish pathogens.
- ✦ Undertake a policy suite review.

Deepening Engagement and Key Partnerships

- ✦ Work with the provinces/territories, industry and other stakeholders to implement the National Aquaculture Strategic Action Plans approved by Ministers in November 2010.
- ✦ Provide a forum for discussing performance indicators for sustainability with key stakeholders by developing and implementing the Sustainability Reporting Initiative.
- ✦ Fund contributions to private-sector innovation and market-access projects.
- ✦ Implement the Sustainable Seafood Movement Engagement Strategy.

Advancing Operational and Management Excellence

- ✦ Implement Strategic Review.

Initiatives

- ✦ **Fish Pathogen and Pest Treatment Regulations:** Develop regulations and management approaches for fish health management, fish pathogen, and pest treatment.
- ✦ **National Aquaculture Strategic Action Plan Initiative** (<http://www.dfo-mpo.gc.ca/aquaculture/lib-bib/nasapi-inpasa/index-eng.htm>): Implement the National Aquaculture Strategic Action Plan Initiative.
- ✦ **Aquaculture Sustainability Reporting Initiative:** Compile annual progress reports on the economic, environmental, and social sustainability of Canadian aquaculture.
- ✦ **Aquaculture Licence Fees under the Pacific Aquaculture Regulation:** Develop a proposal to implement the collection of licence fees for all federally regulated aquaculture operations in British Columbia.
- ✦ **Aquaculture Collaborative Research and Development Program:** Review the Aquaculture Collaborative Research and Development Program, and refine it accordingly.

Ongoing Work

- ✦ **Aquaculture Regulatory Reform:** Streamline federal, provincial, and territorial aquaculture regulations and policies; this will include amending regulations and introducing tools to assist in regulatory decision-making.
- ✦ **Aquaculture Innovation and Market Access Program:** Reallocate funding to innovation and market-access projects, and finalize and manage contribution agreements.
- ✦ **Aquaculture Certification and Sustainability Reporting:** Implement the Canadian Aquaculture Standards Forum, develop certification programs, and provide in-market briefings in the United States.
- ✦ **British Columbia Aquaculture Program:** Develop a national program policy framework for federal responsibilities in aquaculture management and for overseeing program management of the implementation of the BC Aquaculture Regulatory Regime.
- ✦ **Aquaculture Environmental and Biological Science Program:** Provide advice on interactions between aquaculture and the environment to regional aquaculture and habitat managers, and provide advice to the provinces and industry on the management of pathogens.
- ✦ **Program for Aquaculture Regulatory Research:** Develop and implement regulations for sustainable aquaculture, and fund the development of integrated multi-trophic aquaculture.

Program Sub-activities

- ✦ Aquaculture Regulatory Reform
- ✦ Aquaculture Innovation and Market Access Program
- ✦ Aquaculture Certification and Sustainability Reporting
- ✦ British Columbia Aquaculture Program
- ✦ Aquaculture Environmental and Biological Science Program
- ✦ Aquaculture Collaborative Research and Development Program
- ✦ Program for Aquaculture Regulatory Research

- ▶ For a more detailed description of this program, see the Main Estimates for 2011-12.
- ▶ Fish Pathogen and Pest Treatment Regulations
<http://www.dfo-mpo.gc.ca/aquaculture/fpptr-rtpp/background-eng.htm>
- ▶ National Aquaculture Strategic Action Plan Initiative
<http://www.dfo-mpo.gc.ca/aquaculture/lib-bib/nasapi-inpasa/index-eng.htm>
- ▶ British Columbia Aquaculture Regulatory Program
<http://www.dfo-mpo.gc.ca/media/backfiche/2010/np-pr11a-eng.htm>



1.5 Aquatic Animal Health

Working with the Canadian Food Inspection Agency (CFIA), this program co-delivers Canada's National Aquatic Animal Health Program (NAAHP). The NAAHP protects against the introduction and spread of infectious disease in wild and cultured aquatic animals.

By helping prevent or control disease outbreaks, Aquatic Animal Health contributes to the Canadian seafood industry's competitive access to international markets and the protection of aquatic resources.

The Director General, Ecosystem Science Directorate (Oceans and Science Sector), is responsible for delivering this program.

Our Plans for 2011-12

Departmental Priorities

Modernization of the Fisheries

- ♦ Improve access to international markets by ensuring accurate, reliable, and consistent diagnostics for disease detection consistent with the International Organization for Standardization.
- ♦ Upgrade labs to achieve accreditation, and complete validation of protocols for test methods.

Streamlining and Simplifying Policies, Operations and Procedures

- ♦ Work to align DFO's *Fish Health Protection Regulations* with proposed amendments to the *Health of Animals Regulations*.
- ♦ Undertake a policy suite review.

Advancing Operational and Management Excellence

- ♦ Implement Strategic Review.

- ▶ For a more detailed description of this program, see the Main Estimates for 2011-12.
- ▶ Fish Health Protection Regulations
<http://www.pac.dfo-mpo.gc.ca/science/aquaculture/fhprot-eng.htm>
<http://www.dfo-mpo.gc.ca/science/enviro/aah-saa/regulation-reglements-eng.htm>
- ▶ Red Tide
<http://www.pac.dfo-mpo.gc.ca/fm-gp/rec/opportunities-possibilites/contamination-eng.htm>

Initiatives

- ♦ **Fish Health Protection Regulations:** Amend the *Fish Health Protection Regulations* to reflect changes to the *Health of Animals Regulations* and transfer permitting authority from DFO to the Canadian Food Inspection Agency.

Ongoing Work

- ♦ **Research:** Perform targeted research through the Centre for Aquatic Animal Health Research and Development Centre of Expertise on issues of importance to aquatic animal health in Canada.
- ♦ **Diagnostics:** Provide diagnostic capacity in support of the joint DFO-Canadian Food Inspection Agency National Aquatic Animal Health Program.
- ♦ **Advice:** Provide scientific advice to the Canadian Food Inspection Agency for delivery of the National Aquatic Animal Health Program and more broadly in support of departmental needs with respect to the protection of domestic stocks.

Did you know...

<A DFO story here>



Fisheries and Oceans Canada Corporate Business Plan 2011-12

\\svbcvanfp01\cohen-comm\Third Review\Email\C&P\Brian Atagi\Cohen - [Brian Atagi2011]\XBrian's C-Dri
Arch 1-6 (2011)\IN\

1.6 Biotechnology and Genomics

The Biotechnology and Genomics program applies the sciences of biotechnology and genomics to advance the sustainable development of aquatic resources. The federal government uses the research and other knowledge developed by this program to inform its regulation of fish products of biotechnology. Tools and techniques generated by this research are often used to protect endangered species, manage the opening and closing of fisheries, avoid over-exploitation of resources, prosecute poachers, improve aquaculture practices, and control disease outbreaks.

The application of biotechnology and genomics in the management of Canada's aquatic resources benefits Canadians by making available new methods and tools that introduce efficiencies and improve our ability to manage Canada's resources.

The Director General, Ecosystem Science Directorate (Oceans and Science Sector), is responsible for delivering this program.

Our Plans for 2011-12

Departmental Priorities

Modernization of the Fisheries

- Develop and apply the use of genomics-based tools in the management of the wild fishery and aquaculture.

Streamlining and Simplifying Policies, Operations and Procedures

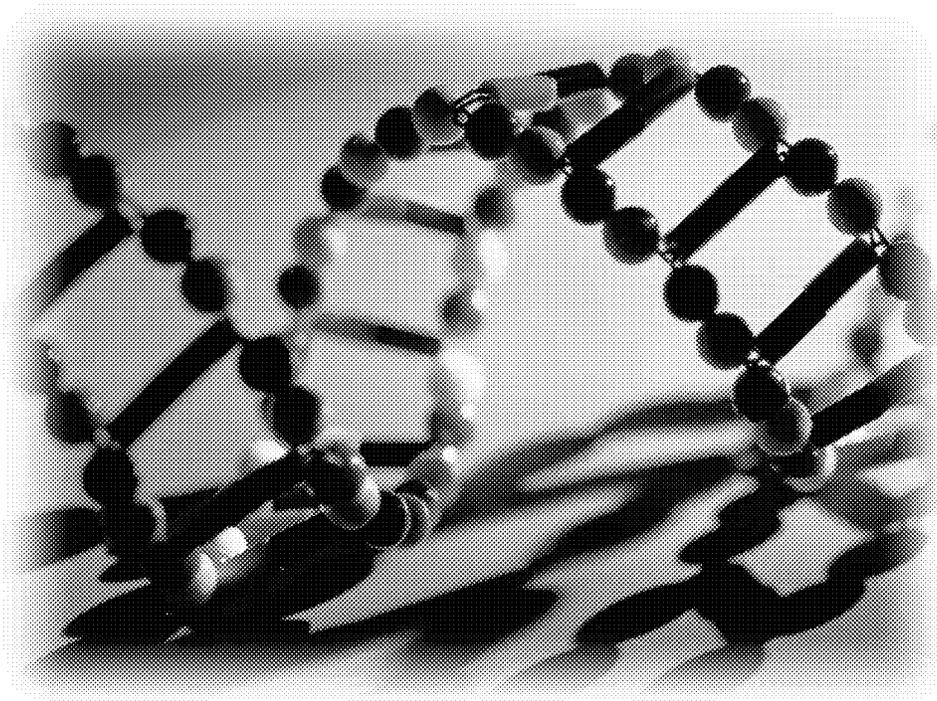
- Work with other federal departments and agencies with responsibilities for biotechnology to harmonize federal regulations.
- Undertake a policy suite review.

Responding to Changing Ecosystems

- Provide scientific knowledge and develop genomics-based tools applicable to the management of aquatic ecosystems.

Advancing Operational and Management Excellence

- Implement Strategic Review.



Initiatives

- **Genomic Research and Development Initiative:** Complete the Initiative's 3-year research projects.
- **Canadian Regulatory System for Biotechnology (CRSB):** Assist in the implementation of the *New Substances Notification Regulations (Organisms)* under the *Canadian Environmental Protection Act* for fish products of biotechnology.

Ongoing Work

Genomics

- **Support for Genomics:** Manage horizontal federal initiatives to develop strategies in seeking support for genomics initiatives.

Biotechnology

- **Environmental/Health Risks:** Assess the environmental and human health risks of fish products of biotechnology.
- **Regulatory and Legislative Amendments:** Contribute to the Environment Canada-led regulatory and legislative amendment process for products of biotechnology to incorporate considerations about fish.
- **Support for Biotechnology:** Contribute to the management of horizontal federal initiatives to develop strategies to seek support for biotechnology initiatives.
- **Experts Groups:** Contribute to international experts groups on biotechnology, including the Cartagena Protocol on Biosafety and the OECD Working Group on the Harmonization of Regulatory Oversight of Biotechnology.

► For a more detailed description of this program, see the Main Estimates for 2011-12.

► Genomics
<http://www.dfo-mpo.gc.ca/science/biotech/abgrds-srdbfa/strategy-strategie/strategy-strategie-eng.pdf>

► Biotechnology and Genomics
<http://www.dfo-mpo.gc.ca/science/biotech/index-eng.htm>
<http://www.bio-iob.gc.ca/research-recherche/biotech/index-eng.htm>



1.7 International Affairs

International Affairs works actively to advance international guidance, standards, agreements, and management decisions that reflect Canadian approaches to fisheries and oceans management and international trade. Among other things, this involves seeking to ensure the sustainable management of transboundary stocks, access to international markets for Canadian fish and seafood products, as well as a stable international trade regime for these products. In addition, considerable effort is expended on supporting international actions against illegal, unreported, and unregulated fishing and seeking continued improvement in international fisheries and oceans management practices, based on science advice and precautionary approaches. Achieving these results required multilateral, regional, and bilateral collaboration.

Canada's fish and seafood sector depends heavily on international trade. The more successful this program is in achieving the results it seeks, the greater the economic benefits for this sector and for Canadians as a whole.

The following are responsible for delivering this program: the Director General, International Affairs Directorate; the Director General, Ecosystem Science Directorate (Oceans and Science Sector); and the Director General, Conservation and Protection (Ecosystem and Fisheries Management Sector), in consultation with others as appropriate.

Our Plans for 2011-12

Departmental Priorities

Modernization of the Fisheries

- ✦ Ensure a co-ordinated approach to modernization of the fisheries.
- ✦ Support global efforts to combat illegal, unreported, and unregulated fishing.
- ✦ Work with international partners to continue improvements in Regional Fisheries Management Organizations.
- ✦ Canada's World Trade Organization challenge regarding the European Union ban on seal products.

Streamlining and Simplifying Policies, Operations and Procedures

- ✦ Undertake a policy suite review.

Deepening Engagement and Key Partnerships

- ✦ Strengthen relations with Regional Fisheries Management Organizations.
- ✦ Work collaboratively with the United States to address shared threats from Aquatic Invasive Species.
- ✦ Partner with provinces and territories to advance a shared agenda for marketing seals.

Responding to Changing Ecosystems

- ✦ Contribute to circumpolar co-operation for the Arctic marine environment; this will include analyzing regional pressures and trends.

Advancing Operational and Management Excellence

- ✦ Implement Strategic Review.

Initiatives

- ✦ **None provided in BP.**

Ongoing Work

- ✦ **Regional Fisheries Management Organizations:** Work with international partners to continue improvements in Regional Fisheries Management Organizations.
- ✦ **Trade Negotiations:** Ensure trade agreements properly reflect Canada's fish and seafood interests.
- ✦ **Seal Products:** Support Canada's World Trade Organization challenge regarding the European Union ban on seal products, and continue to support efforts to expand exports into new markets such as China.
- ✦ **Circumpolar Co-operation:** Contribute to circumpolar co-operation for the Arctic marine environment, including through analysis of regional pressures and trends.
- ✦ **Aquatic Invasive Species:** Work collaboratively with the United States to address shared threats from aquatic invasive species.
- ✦ **Science Research Projects:** Undertake approximately 20 science research projects to help deliver science advice for policy development and decision-making in international.

- ▶ For a more detailed description of this program, see the Main Estimates for 2011-12.
- ▶ The Role of the Canadian Government in the Ocean Sector
<http://www.dfo-mpo.gc.ca/oceans/publications/cg-gc/index-eng.htm>
- ▶ International Polar Year (IPY)
<http://www.dfo-mpo.gc.ca/science/publications/annualreport-rapportannuel/ar-ra0708/sect1-eng.htm>
<http://www.dfo-mpo.gc.ca/science/oceanography-oceanographie/observations/ipy-eng.html>



1.8 Waterways Management

This program, delivered by the Canadian Coast Guard (CCG), facilitates the efficient movement of maritime commerce and helps ensure that Canadian waterways are safe and accessible. CCG does this by providing mariners with services and information such as channel bottom monitoring (surveys) and water-depth forecasts in certain commercial channels. The program also manages channel dredging in specific areas, maintains marine structures, and provides guidelines on channel design.

By helping to keep channels navigable and reducing the risks associated with marine navigation, Waterways Management helps maritime commerce contribute to Canada's economic prosperity.

The Director General, Maritime Services (Canadian Coast Guard), is responsible for delivering this program.

Our Plans for 2011-12

Departmental Priorities

Streamlining and Simplifying Policies, Operations and Procedures

- ✦ Undertake a policy suite review.

Ensuring Asset Readiness

- ✦ Implement e-Navigation in Canada to enhance berth-to-berth navigation and related marine services.

Responding to Changing Ecosystems

- ✦ Develop an action plan on how to implement CCG and Transport Canada recommendations from the risk assessment report on Post-Panamax vessels in the St. Lawrence Shipping Channel.
- ✦ Work with the international community to update engineering guidelines for the design, maintenance, and use of commercial channels.

Advancing Operational and Management Excellence

- ✦ Implement Strategic Review.

Initiatives

- ✦ ***e-Navigation:*** Initiate a gap analysis assessing readiness for e-Navigation.

Ongoing Work

- ✦ ***Capital Projects:*** Continue investment projects to restore the Canadian portion of the Great Lakes Connecting Channels.
- ✦ ***Examination of Waterways Management:*** Complete a systematic examination of Waterways Management services and update the action plan accordingly.

- ▶ For a more detailed description of this program, see the Main Estimates for 2011-12.
- ▶ e-Navigation
<http://www.ccg-gcc.gc.ca/e0004411>
<http://www.ccg-gcc.gc.ca/folios/00020/docs/ccgenavstrategy-eng.pdf>
- ▶ DFO International Science Strategy
<http://www.dfo-mpo.gc.ca/science/publications/intss-ssint/intssint-eng.pdf>
- ▶ International Fisheries Conservation Evaluation
<http://www.dfo-mpo.gc.ca/ae-ve/evaluations/10-11/6b121-eng.htm>

Did you know...

<A DFO story here>



Fisheries and Oceans Canada Corporate Business Plan 2011-12

\\svbcvanfp01\cohen-comm\Third Review\Email\C&P\Brian Atagi\Cohen - [Brian Atagi2011]\XBrian's C-Dri
Arch 1-6 (2011)\IN\

The North

The Canadian North is defined by a vast and diverse terrestrial and marine geography. It is characterized by sparse population, harsh climate, sensitive and changing environmental conditions. It also has limited but expanding economic activity, the probability of extensive natural resources that will further drive economic growth, and evolving and diverse forms of regional and local governance. The North has always been important as a symbol of Canadian identity and is recognized as a major frontier with concerns regarding Canadian sovereignty and increasingly, security. For Fisheries and Oceans (DFO) and the Canadian Coast Guard (CCG), Canada's North creates significant, and at times unique, pressures for services and support, primarily in the areas of science, ecosystems and aquatic environmental protection, sustainable fisheries and the maritime sector. Operating effectively in the North means confronting complex policy, management and governance challenges that relate to legal, regulatory and policy regimes governing Arctic activities, and basic capacity gaps in many areas. It also must take into consideration the rapid and complex changes occurring in the environment and in the communities and economy and how that will affect diverse Arctic and non-arctic interests in the decades to come.

A strategic approach to the North is a government priority. DFO plays a prominent role in the government's *Northern Strategy* because of its mandate, capabilities and role in key northern activities. DFO and the CCG's mandates apply to the North as for other regions. However their interpretation and application may differ significantly. If DFO is to engage strategically in this region, then it needs to be aware of its obligations, strategic interests and leverage opportunities. It is highly unlikely that traditional approaches and assumptions about policy programs and operations that have evolved in a southern context will work well in the North. In a world of fixed resources, this means taking strategic and innovative approaches so that current and future planning is well-grounded, and investments both mitigate the highest risks and secure needed partnering opportunities.

The development of a more strategic approach to the North thus became a formal strategic priority for both DFO and the CCG in 2010. Activities in the North span all of DFO's sectors, all key programs within the CCG, and involve all regions except Gulf. In order to deliver

on that priority, a special Executive Director for Arctic Strategies was assigned to work with diverse players in DFO and the CCG -- especially those who have deep knowledge and experience regarding the North -- . to create 2 collective Strategic Visions -- one for DFO (including CCG), and one for the CCG at a more detailed level.

The collective work to deliver the Strategic Arctic Visions has achieved a considerably enriched and shared understanding of the implications of the North for the department's policy, programs and operations. An initial phase of the work pulled together information on trend changes and other contextual aspects of the North important to the department's work; undertook an inventory of key programs and spending (about 10% of DFO's operating budget); outlined DFO and CCG's strengths, weakness, challenges and opportunities in the North, and identified some 125 Acts, Agreements, MOUs that create legal and other obligations for the department, both domestically and internationally.

Very important and in-depth work was also undertaken to understand aspects of DFO's approaches, policies, programming, and assumptions about program success that don't apply in the northern context. This helped create a common understanding as a needed base for an internal strategic framework to guide the thinking about the North. Some illustrative challenges include: lack of A-base science funding for the North, combined with high costs and sunseting science funding with the end of International Policy Year, and the lack of ongoing science monitoring -- yet science is a foundation to all other program areas; the lack of northern fisheries regulations and licensing approaches and insufficient compliance monitoring capacity, including for traditional activities; lack of data, information and tools for project assessments or integrated oceans management; the complexity of working in very diverse Land Claims Agreements across the North, which also imply roles and functions that don't fit easily with DFO decision-making mechanisms ; complexity and cost -- yet necessity -- of northern consultations; a shipping season that due to climate change now extends into dangerous shoulder seasons of winter and new waterways, but with an ageing coast guard fleet and need to deploy to current capacities to the south in the winter, alongside insufficient navigational charts, and maritime aids. As well, all programs suffer an inability to increase presence and increase hiring in the North due to costs (minimum \$100, 000 per employee), disincentives built

into government (federal and territorial) allowance systems, educational gaps and cultural complexities. There is also no permanent presence of either DFO or CCG in the North.

Thus the work identified five priority areas to guide thinking about the future -- the need to *increase our understanding of the North, to ensure proper legislative, regulatory and policy foundations, ensure appropriate program development and integrity for the northern context, consider issues related to infrastructure and capital, place a special emphasis on co-management and partnering, and think about building our capacity and northern presence.*

As a result of the learning described above and very determined effort across a very large number of people, key program areas (in DFO and within the CCG) were enabled to think about the outcomes they might wish to aim for over 5, 15, and 30 years in the North, and objectives and initiatives that would support them. These are not commitments -- especially as this remains as yet internal work within the department -- but rather bring internal transparency to internal thinking about the implications of operating in the North. This involves knowing what further internal strategic work is needed (especially in the short run) and how DFO would need to position itself vis-à-vis seeking enhanced capacities and in working with others. The work has created a structure to guide internal and external discussions about the agenda implied by DFO's mandate in the north, and our role in the government's Northern Strategy. It will also allow us to work more strategically with international partners in the Arctic Council and elsewhere to achieve our needs.

Possibly most important legacy of this work however, has been the development of a more transparent and connected community of interest around northern issues and the collective ownership of the contextual work and horizontal framework, resulting from the extraordinary cooperation and sharing of knowledge across DFO and the CCG in the last 16 months.



1.9 Aids to Navigation

CCG delivers this program, which provides Canada's aids to navigation systems. The aids to navigation systems include approximately 17,000 short-range marine aids and one long-range marine aid, the Differential Global Positioning System. The Aids to Navigation program also provides information on navigation systems to mariners.

The aids to navigation systems and services all support safe and efficient navigation in Canadian waters.

Aids to Navigation contributes to Canada's economic prosperity by ensuring that Canada's marine aids to navigation systems are modern and reliable and that mariners have up-to-date information on the systems in use.

The Director General, Maritime Services (Canadian Coast Guard), is responsible for delivering this program.

Our Plans for 2011-12

Departmental Priorities

Streamlining and Simplifying Policies, Operations and Procedures

- ✦ Undertake a policy suite review.

Ensuring Asset Readiness

- ✦ Establish a shore-based infrastructure plan to ensure that the condition of CCG's assets stabilizes over time and that new technologies are successfully integrated into the Aids to Navigation program.
- ✦ Implement e-Navigation in Canada to enhance berth-to-berth navigation and related marine services.

Advancing Operational and Management Excellence

- ✦ Implement Strategic Review.



Initiatives

- * **Pangnirtung Harbour, Nunavut:** Provide an aids to navigation system for Pangnirtung Harbour.
- * **Capital Projects:** Continue the investment projects for refurbishing, modernizing, or replacing shore-based and floating aids to navigation.

Ongoing Work

- * **Aids to Navigation:** Complete a systematic examination of Aids to Navigation services, and update the action plan accordingly.
- * **Service Level Agreement:** Implement the Service Level Agreement between Fleet and the Aids to Navigation program.
- * **Shore-based Infrastructure:** In conjunction with Integrated Technical Services, publish the long-term plan for shore-based infrastructure.

- ▶ For a more detailed description of this program, see the Main Estimates for 2011-12.
- ▶ Pangnirtung Harbour, Nunavut
<http://www.dfo-mpo.gc.ca/dpr-rmr/2009-10/cst-eng.html>
- ▶ Aids to Navigation
http://www.ccg-gcc.gc.ca/eng/ccg/atn_home
http://www.ccg-gcc.gc.ca/eng/Ccg/atn_Publications

1.10 Icebreaking Services

The Canadian Coast Guard delivers Icebreaking Services, which contributes to keeping Canadian ports, harbours, and commercial shipping channels open year-round. This support for efficient and safe navigation involves, among other things, providing ice information, escorting ships through ice-covered waters, and freeing vessels caught in ice. Icebreaking Services also transports goods and supplies to Northern communities and contributes to Canada's sovereignty in the Arctic.

This program's support for maritime commerce and Northern communities benefits Canadians by contributing to the country's economic prosperity.

The Director General, Maritime Services (Canadian Coast Guard), is responsible for delivering this program.

Our Plans for 2011-12

Departmental Priorities

Streamlining and Simplifying Policies, Operations and Procedures

- ◊ Undertake a policy suite review.

Ensuring Asset Readiness

- ◊ In consultation with the marine industry, re-examine the Icebreaking Services Levels of Service and revise them as necessary.
- ◊ Implement e-Navigation in Canada to enhance berth-to-berth navigation and related marine services.
- ◊ Acquire, refit, or replace vessels and equipment as needed.

Advancing Operational and Management Excellence

- ◊ Implement Strategic Review.

Initiatives

- ◊ **None provided in BP.**



CCGS Martha Black

Ongoing Work

- **Icebreaking Services:** Complete a systematic examination of Icebreaking Services, and update the action plan accordingly.
- **Service Level Agreement:** Implement the Service Level Agreement between the Fleet and Icebreaking Services.

- ▶ For a more detailed description of this program, see the Main Estimates for 2011-12.
- ▶ Icebreaking and Ice Conditions
http://www.ccg-gcc.gc.ca/eng/CCG/Ice_home
http://www.ccg-gcc.gc.ca/eng/Ccg/wm_Los_Page6
<http://www.ccg-gcc.gc.ca/e0010973>



1.11 Small Craft Harbours

The Small Craft harbours program, directly or in co-operation with Harbour Authorities, operates and maintains in good working condition a national network of harbours capable of supporting the effective operation of the commercial fishing industry.

Public investment in small craft harbour infrastructure contributes to improving the economic benefits associated with Canada's maritime sectors and fisheries. Where possible, the program transfers the ownership of non-essential fishing harbours and recreational harbours to local communities.

The Director General, Small Craft Harbours (Ecosystem and Fisheries Management Sector), in consultation with the Small Craft Harbours National Management Committee, is responsible for delivering this program.

Our Plans for 2011-12

Departmental Priorities

Modernization of the Fisheries

- Develop a long-term infrastructure strategy for small craft harbours that is aligned with departmental priorities for the fisheries and with the Fisheries of the Future policy.

Streamlining and Simplifying Policies, Operations and Procedures

- Undertake a policy suite review.

Responding to Changing Ecosystems

- Assess DFO/CCG infrastructure against Northern-related and climate-change pressures and needs.

Advancing Operational and Management Excellence

- Implement Strategic Review.

- ▶ For a more detailed description of this program, see the Main Estimates for 2011-12.
- ▶ Small Craft Harbours
<http://www.dfo-mpo.gc.ca/reports-rapports/201004a-eng.htm>
<http://www.dfo-mpo.gc.ca/sch-ppb/maps/maps-home-accueil-eng.htm>
- ▶ Harbour Authorities
<http://www.dfo-mpo.gc.ca/sch-ppb/aboutha-aproposap-eng.htm>

- Implement the organizational changes approved to date, and assess the applicability of the classification and human resource strategies of other organizations.

Initiatives

- **Core Commercial Fishing Harbours:** Develop a strategy to align harbour infrastructure with departmental directions and evolving relationships with clients and stakeholders and move forward on an approach to rationalizing the SCH asset base. In addition, begin implementation of the government's response to the recommendations of the Report of the Standing Committee on Fisheries and Oceans.
- **Harbour Divestitures:** Implement year four of the Divestiture of Non-core Harbours Program, and begin to develop a longer term strategy for divestiture of the remaining non-core harbours following the end of the Divestiture of Non-care harbours Program in 2011-12.
- **Harbour Authorities:** Provide tools and training modules to assist harbour operations and management activities by Harbour Authorities to enhance their sustainability.

Ongoing Work

- **Harbour Operations and Maintenance:** Repair and maintain small craft harbours and related facilities, and support Harbour Authorities.
- **Divestiture of Non-Core Harbours:** Following harbour repairs and environmental clean-up, continue to offer recreational and non-core commercial harbours at a nominal cost first to other federal departments, then to provinces, municipalities, local non-profits, or First Nations.

Program Sub-activities

- Harbour Operations and Maintenance
- Divestiture of Non-Core Harbours

Did you know...

<A DFO story here>



Fisheries and Oceans Canada Corporate Business Plan 2011-12

\\svbcvanfp01\cohen-comm\Third Review\Email\C&P\Brian Atagi\Cohen - [Brian Atagi2011]\XBrian's C-Dri
Arch 1-6 (2011)\IN\

1.12 Territorial Delineation

This program is about defining and describing Canada's offshore boundaries. The primary focus in this regard is establishing the outer limits of Canada's continental shelf. The Territorial Delineation program is helping establish these limits by collecting bathymetric data and helping to prepare the scientific evidence to support Canada's submission to the United Nations Commission on the Limits of the Continental Shelf.

Knowing the outer limit of Canada's continental shelf beyond the current Exclusive Economic Zone will clarify where Canada has the sovereign right to explore the seabed and subsoil resources (the area in question is estimated to be equivalent in size to the three Prairie Provinces). This will create greater certainty for those wanting to exploit resources beyond the Exclusive Economic Zone, leading in turn to more economic activity and greater economic benefits for Canadians.

The Director General, Ocean Sciences, and the Canadian Hydrographic Service (Oceans and Science Sector) are responsible for delivering this program.

▶ <Graphic here>

Our Plans for 2011-12

Departmental Priorities

Streamlining and Simplifying Policies, Operations and Procedures

- ♦ Undertake a policy suite review.

Deepening Engagement and Key Partnerships

- ♦ Work with Russia, Denmark, and the United States to collect, integrate, and interpret bathymetric data in support of Canada's evidence submission to the United Nations Commission on the Limits of the Continental Shelf.

Advancing Operational and Management Excellence

- ♦ Implement Strategic Review.
-

Initiatives

- ♦ **United Nations Convention on the Law of the Sea (UNCLOS) Data Collection:** Conduct bathymetric surveys in the Arctic in 2011-12. The data collected will support Canada's scientific submission to the Commission on the Limits of the Continental Shelf.
- ♦ **UNCLOS Data Analysis:** Analyze the data collected for Canada's scientific submission to the Commission on the limits of the Continental Shelf, and prepare a peer-reviewed scientific paper that supports Canada's extended jurisdiction over the continental shelf.

Ongoing Work

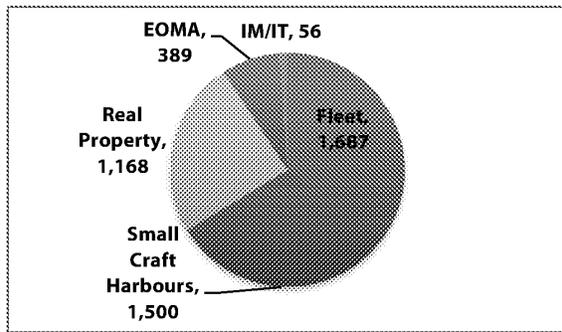
- ✦ **Delineation Expertise:** Provide support to the Government of Canada in all aspects of offshore boundary delineation.
 - ▶ For a more detailed description of this program, see the Main Estimates for 2011-12.
 - ▶ Canadian Hydrographic Service
 - ✦ <http://www.charts.gc.ca/about-apropos/fs-fd/001-eng.asp>
 - <http://www.charts.gc.ca/>
 - ✦ <http://www.dfo-mpo.gc.ca/regions/central/science/chs-shc/index-eng.htm>
 - ✦ <http://www.charts.gc.ca/twl-mne/resources-ressources/glossary-glossaire-eng.asp>
 - ▶ United National Convention on the Law of the Sea (UNCLOS)
 - ✦ http://www.dfo-mpo.gc.ca/international/media/bk_unclos-eng.htm
 - ✦ <http://www.dfo-mpo.gc.ca/oceans/canadasoceans-oceansducanada/marinezones-zonesmarines-eng.htm>



DFO's Asset Base

With approximately 25,000 assets worth \$19 B (replacement cost), DFO is a heavily asset-reliant and capital-intensive department. It has the second largest capital asset base of any federal department, next to the Department of National Defence. DFO's asset base includes its fleet, small craft harbours, real property, equipment and other moveable assets, and information management and information technology assets.

DFO is facing significant challenges with respect to all its assets. The average age of assets is high, and their physical condition is deteriorating. As a result, many assets are underperforming or unreliable, and the rising cost of maintaining older assets is affecting the Department's ability to manage costs effectively.



DFO Asset Profile (Historical cost in millions of dollars)

Fleet Assets

The Fleet asset base includes large vessels (39, icebreakers, inshore multi-tasked vessels, air cushion vessels) with an operational life of 25-45 years, small vessels (77, vessels under 33 meters in length) with an operational life of 15-20 years, small craft (1,000) with an operational life of 5-10 years and helicopters (23) with an operational life of 25 years.

The fleet asset base has a replacement value of \$XXX million.

The CCG fleet supports operations in a number of DFO programs, as well as the programs of other government departments, e.g., Transport Canada's XXX program.

Small Craft Harbours Assets

The Small Craft Harbours asset base is made up of 7,200 structures located at 1,157 different harbours throughout the country. Of these, 6,042, located at 754 core fishing harbours, are deemed essential, and DFO must both keep and maintain these harbours. The remaining 1,158, at 403 non-core (recreational and inactive fishing) harbours, are deemed non-essential, and DFO is free to divest these harbours to local communities. The total historic cost of all structures (essential and non-essential) amounts to \$1.5 B.

SCH is mandated to keep commercial fishing harbours open and in good repair. This has been a challenge for the Department, because YYY.

Real Property Assets

DFO's Real Property asset base ranges from very large sites — major science labs and Coast Guard bases to very small sites — sites that support smaller structures, such as fish ladders. The Real Property portfolio is divided among Small Craft Harbours, Canadian Coast Guard, and Real Property.

With over 5,800 assets within its inventory, the historical cost is over \$1.1 B with a net book value of over \$500 M.

Real Property assets support many DFO programs and regulatory requirements. Fulfilling the Department's mandate requires that Real Property assets be in good enough condition to support program delivery. This has been a challenge for some time, given the chronic shortfall in operating and maintenance (O&M) funding, and will continue as program requirements evolve over the next five to ten years unless solutions are found.

Equipment and Other Moveable Assets

This asset category consists mainly of the shore-based assets required to support the Aids to Navigation, Marine Communications and Traffic Services, and Life-Cycle Asset Management programs, as well as the CCGC. These assets include fixed and floating aids to navigation, communication towers, cranes, vehicles, and program-specific systems in addition to the facilities used in support of training needs of the Agency.

The total historical cost of these assets is \$389 M; their replacement cost in 2010 was estimated at \$1,516 M.

IM/IT Assets

The IM/IT asset base consists of hardware and software assets. These assets make possible reliable electronic communication, ensure DFO's information holdings and transactions are protected, and support the cost-effective delivery of DFO programs.

There are 1,049 hardware and 34 software items, each with a value in excess of \$10,000, in the IM/IT capital asset base. These assets are distributed widely throughout DFO's regions and CCG facilities nationwide. The three major Class A data centres in Vancouver, NCR, and Halifax host the bulk of the IT servers and network equipment, as well as the most significant IM systems assets. Most software assets are located in the NCR.

In addition to its capital assets, IM/IT assets include a large number of items that cost under \$10,000, including servers, workstations, laptops, printers, and software.



2. Sustainable Aquatic Ecosystems

This strategic outcome focuses on the conservation, protection, and sustainability of Canada's aquatic ecosystems. Achieving this long-term benefit for Canadians involves managing the risks that affect species, oceans, and fish habitats.

We use two measures of our progress toward this strategic outcome:

- * We compare the percentage of all known aquatic species that are ranked as *secure* with a target percentage value.²
- * We compare the value for a consolidated index of aquatic ecosystem health with a target value for the index.

Our target for the first measure is to have a higher percentage of *secure* aquatic species than in 2010. The second target is to exceed, in 2013, the 2012 index of aquatic ecosystem health.

DFO delivers the eight program activities described on pages 39 to 54 to ensure that our aquatic ecosystems are sustainable.

Risks

The following risks have the potential to affect DFO's ability to achieve Strategic Outcome 2: Sustainable Aquatic Ecosystems.



An aquaculture pen in Limekiln Bay, New Brunswick

² *Secure* refers to one of the status ranks in *Wild Species 2005*, available at <http://www.wildspecies.ca/wildspecies2005/index.cfm?lang=e>.

Cumulative Impacts

The current program policy, design and capabilities will not adequately address cumulative impacts.

Service Standards

There is a risk that unclear service standards, lack of appropriate risk models and insufficient resources in HQ will prevent the Environmental Response program from meeting the new national levels of service.

Program Integrity for Species at Risk

The program may not be consistently delivered across the country or may not be delivered in a coherent manner.

Civil Disobedience

Increased civil disobedience may divert resources from the core mandate of Conservation and Protection.

Freshwater Program Gap

The program may not satisfy specific obligations of the *Fisheries Act* and the *Species at Risk Act* for freshwater habitat.

Did you know...

<A DFO story here>



Fisheries and Oceans Canada Corporate Business Plan 2011-12

\\svbcvanfp01\cohen-comm\Third Review\Email\C&P\Brian Atagi\Cohen - [Brian Atagi2011]\XBrian's C-Dri
Arch 1-6 (2011)\IN\

2.1 Compliance and Enforcement

This program promotes, regulates, and enforces compliance with legislation, regulations, and measures designed to conserve and sustain Canada's aquatic resources and to protect species at risk.

We contribute to the Sustainable Aquatic Ecosystems strategic outcome by enforcing compliance with the legislation and regulations designed to protect those ecosystems.

The Director General, Conservation and Protection (Ecosystem and Fisheries Management Sector), is responsible for delivering this program.

Our Plans for 2011-12

DFO Priorities

Modernization of the Fisheries

- Establish a new compliance and enforcement program for aquaculture in British Columbia.
- Deliver the first official audits of the Catch Certification Audit Office, and use the information from these and other audits to advance market access for Canadian fish and seafood products.
- Conduct aerial surveillance and provide remote satellite imagery in support of the United Nations ban on high seas driftnet fishing.

Streamlining and Simplifying Policies, Operations and Procedures

- Undertake a policy suite review.

Advancing Operational and Management Excellence

- Complete a comprehensive review of the national Compliance and Enforcement Program with a focus on improving efficiency, effectiveness, and national consistency in program delivery.
- Continue to implement the recommendations of the Compliance Review and Modernization initiative.

- Carry out a national review of expenditures and workload, and start to make the required program changes.
- Develop and implement a Management Action Plan in response to the evaluation of the Conservation and Protection Program that will be completed in Spring 2011.
- Participate in the 2011-2012 evaluation of the Habitat Conservation and Protection Program.
- Carry out regional reviews of expenditures and workload.
- Provide support to the Cohen Inquiry through staff participation and document preparation.
- Implement Strategic Review.

Initiatives

- **Canadian Shellfish Sanitation Program:** Develop a new compliance and enforcement strategy for the Conservation and Protection Program.
- **Strengthen Internal Partnerships:** Implement the revised National Habitat Compliance Protocol, which strengthens the partnership with Habitat Management.
- **Internal Review:** Complete a comprehensive review of the National Compliance and Enforcement Program with a focus on improving efficiency, effectiveness, and national consistency in program delivery.
- **Strengthen Compliance:** Implement the new Catch Certification Audit Office, including the development of an audit process Standard Operating Procedure that meets European Union requirements.
- **Aquaculture in British Columbia:** Implement the B.C. aquaculture enforcement program.



Fisheries and Oceans Canada Corporate Business Plan 2011-12

\\svbcvanfp01\cohen-comm\Third Review\Email\C&P\Brian Atagi\Cohen - [Brian Atagi2011]\XBrian's C-Dri Arch 1-6 (2011)\IN\

Ongoing Work

- * **Education and Shared Stewardship:** Carry out activities — education, promotional campaigns, and engagement of partners and stakeholders, for example — that promote compliance.
- * **Monitoring, Control, and Surveillance:** Perform traditional compliance and enforcement activities aimed at detecting and deterring illegal activities.
- * **Major Cases and Special Investigations:** Use special investigative techniques to solve high-risk, complex compliance issues that pose significant threat to the sustainability of Canada's aquatic resources.
- * **Compliance and Enforcement Program Capacity:** Develop and support a skilled, well equipped, well-informed, safe and effective workforce
- * **Focus on Modernization:** Focus on intelligence gathering and analysis and completion of the Compliance Systems Refresh initiative as part of Compliance Review and Modernization implementation.

Program Sub-activities

- * Education and Shared Stewardship
- * Monitoring, Control and Surveillance
- * Major Cases and Special Investigations
- * Compliance and Enforcement Program Capacity

- ▶ For a more detailed description of this program, see the Main Estimates for 2011-12.
- ▶ Canadian Shellfish Sanitation Program
<http://www.dfo-mpo.gc.ca/fm-gp/sustainable-durable/aquaculture/safety-shellfish-eng.htm>
- ▶ Catch Certification Audit Office
<http://www.dfo-mpo.gc.ca/fm-gp/peches-fisheries/fish-ren-peche/sff-cpd/eu-regulation-reglement-ue-faq-eng.htm>

2.2 Salmonid Enhancement Program

This program focuses on the production of Pacific salmon in British Columbia and the Yukon from hatcheries and spawning channels, as well as habitat restoration and enhancement. The Salmonid Enhancement Program (SEP) also encourages the participation of First Nations, local communities, and others in co-operative fisheries and watershed stewardship in British Columbia and the Yukon.

We contribute to the Sustainable Aquatic Ecosystems strategic outcome by helping to protect and sustain Pacific salmon. This contributes to the broader goal of protecting and sustaining Canada's aquatic ecosystems.

The Regional Director, Salmonid Enhancement Program (Pacific Region), is responsible for delivering this program.

Our Plans for 2011-12

Departmental Priorities

Modernization of the Fisheries

- Implement the federal aquaculture regime by developing and executing a licensing procedure for all SEP facilities under the Pacific aquaculture regulations.
- Advance market access through stock recovery activities that address specific conditions for Marine Stewardship Certification.

Streamlining and Simplifying Policies, Operations and Procedures

- Undertake a policy suite review.

Deepening Engagement and Key Partnerships

- Develop and reframe consultative relationships with stakeholders, advisory bodies, and external parties with respect to advice on resource management and stewardship issues.

Responding to Changing Ecosystems

- Use Salmonid Enhancement Program facilities as required to support the recovery of salmon stocks affected by climate-change pressures.

Advancing Operational and Management Excellence

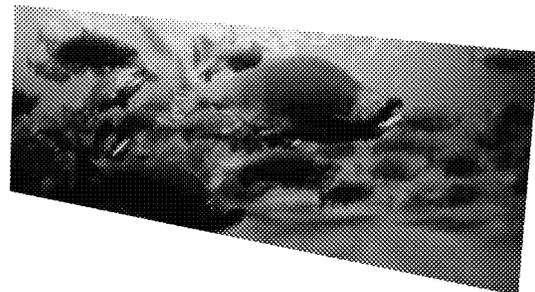
- Implement a new area-based Salmonid Enhancement Program organization that has

been developed to maximize efficiency and effectiveness.

- Advance Results Based Management by incorporating risk management and performance measurement in integrated business planning.
- Implement Strategic Review
- Support the Cohen Inquiry, and consider recommendations that apply to the program.

Initiatives

- **SEP Infrastructure Strategy:** Use the SEP Infrastructure Strategy to guide major capital planning, prioritization, and decision-making about infrastructure.
- **Organization Review:** Implement the SEP area-based organizational review and develop a plan for reorganizing SEP areas.
- **Production Planning Strategy:** Develop and implement a strategy that defines the process, governance, and decision-making for production planning for SEP enhancement facilities and for inclusion in the Pacific Salmon Integrated Management Plans. This strategy will be used to implement a standard, documented production planning process.
- **Biological Assessment Framework:** Develop and implement a framework that will guide both the assessment of biological programs and projects and decision-making about assessment requirements and priorities. This framework will be used to develop annual project assessment plans that support program performance measurement and regional science stock assessment requirements.



Ongoing Work

- ✦ **SEP Facilities:** Produce salmon at SEP facilities to support vulnerable stocks and to provide harvest opportunities to First Nations and commercial and recreational fisheries.
- ✦ **Community Involvement Program:** Encourage citizen participation in fisheries and watershed stewardship activities through education and awareness, small-scale fish production, and partnerships with First Nations, communities, and external parties..
- ✦ **Resource Restoration Program:** Undertake projects with community, corporate, and First Nation partners to restore and enhance fish habitat.
- ✦ **Salmonid Enhancement Contribution Programs:** Continue contribution arrangements with the Pacific Salmon Foundation and the T. Buck Suzuki Environmental Foundation.

Program Sub-activities

- ✦ Salmonid Enhancement Program Facilities
- ✦ Community Involvement Program
- ✦ Resource Restoration Program
- ✦ Salmonid Enhancement Contribution Programs

- ▶ For a more detailed description of this program, see the Main Estimates for 2011-12.
- ▶ Salmonid Enhancement Program
<http://www.pac.dfo-mpo.gc.ca/sep-pmvs/about-sujet-eng.htm>
<http://www.dfo-mpo.gc.ca/ae-ve/evaluations/09-10/6b122-eng.htm>



2.3 Habitat Management

Through this program, the federal government is a major regulator responsible for helping to manage the impacts of non-fishing activities on fish and fish habitat. In this capacity, Habitat Management develops regulations and policies, undertakes science, provides formal advice and direction, and manages compliance.

We contribute to the Sustainable Aquatic Ecosystems strategic outcome by conserving and protecting fish habitat that sustain fisheries resources that Canadians value. We also help Canadians sustainably manage the impacts of non-fishing activities on fish habitat.

The Director General, Ecosystem Management (Ecosystem and Fisheries Management Sector), and the Director General, Ecosystem Science Directorate (Oceans and Science Sector), are responsible for delivering this program.

Our Plans for 2011-12

Departmental Priorities

Streamlining and Simplifying Policies, Operations, and Procedures

- Renew the Policy for the Management of Fish Habitat (1986) with a view to streamlining and simplifying the policy, and develop policy tools to ensure efficient and effective regulatory reviews.
- Consult with partners, stakeholders, and Aboriginal groups on ways to streamline program delivery.
- Undertake a policy suite review.

Deepening Engagement and Key Partnerships

- Participate in meetings of CCFAM Inland Fisheries Committee.
- Participate in meetings and workshops with partners and stakeholders.



Fisheries and Oceans Canada Corporate Business Plan 2011-12

Advancing Operational and Management Excellence

- Communicate and consult with partners and stakeholders to advance awareness and understanding of the mandate of the Habitat Management Program and seek feedback on ways to improve program delivery.
- Contribute to managing for results by, for example, preparing various reporting documents, acting as the custodian of habitat data, and coordinating input to the Canadian Environmental Assessment Registry Internet site on behalf of DFO.
- Advance Habitat Management's logic model and performance measurement strategy.
- Implement Strategic Review.

Initiatives

- **Policy Renewal:** Renew the Policy for the Management of Fish Habitat (1986) with a view to streamline and simplify the policy, and develop policy tools to ensure efficient and effective regulatory reviews.
- **Continuous Improvement:** Develop an evergreen Quality Management Plan that will enable the monitoring of operations with the objective of improving program delivery and ensuring consistent and coherent program delivery nationally.
- **Focus on Human Resources:** Renew the Habitat Training Program to reflect the changing learning needs of program staff to better support operational requirements and succession planning.
- **Streamline Program Delivery:** Consult with partners, stakeholders, and Aboriginal groups to seek feedback on ways to streamline program delivery.
- **Compliance with the Fisheries Act and SARA:** Develop a Strategic Monitoring Framework to guide the development of regional monitoring plans, and update the training course on monitoring to include a Habitat Guardian Training Module.

Ongoing Work

- ✦ Increase awareness and promote consideration of fish and fish habitat.
 - ✦ Improve understanding of legal obligations and habitat management practices.
 - ✦ Provide direction on the legal requirement to conserve and protect fish and fish habitat.
 - ✦ Ensure that environmental effects are considered in Environmental Assessments.
- ✦ Ensure that actions carried out under the Program are effective and conform with legislation, advice, and regulatory direction.
 - ✦ Develop regulations and policies aimed at clarifying Canadians' roles and responsibilities with regard to the conservation and protection of fish and fish habitat.
 - ✦ Advance operational and management excellence.

- For a more detailed description of this program, see the Main Estimates for 2011-12.
- Policy for the Management of Fish Habitat
<http://www.dfo-mpo.gc.ca/habitat/role/141/1415/14155/fhm-policy/index-eng.asp>
<http://www.nfl.dfo-mpo.gc.ca/e0011105>
- National Habitat Training Program
<http://www.dfo-mpo.gc.ca/habitat/role/141/reports-rapports/2001-2002/page10-eng.asp>



2.4 Aboriginal Inland Habitat Program

This program operates in the inland provinces: Alberta, Saskatchewan, Manitoba, Ontario, and Quebec. A contribution program, the Aboriginal Inland Habitat Program (AIHP) helps build the capacity of Aboriginal organizations in the inland provinces to participate more effectively in the collaborative management of fish habitat.

We contribute to the Sustainable Aquatic Ecosystems strategic outcome by seeking to improve the decisions that are made about fish habitat — and therefore the sustainability of that habitat and the resources that depend on it. We do this by increasing Aboriginal groups' involvement in the management of fish habitat.

The Director General, Ecosystem Management (Ecosystem and Fisheries Management Sector), is responsible for delivering this program.

Our Plans for 2011-12

Departmental Priorities

Streamlining and Simplifying Policies, Operations and Procedures

- Undertake a policy suite review.

Deepening Engagement and Key Partnerships

- Sign Contribution Agreements with Aboriginal organizations, with supporting management provisions and elements.
- Improve the capacity of Aboriginal groups to engage in the management of fish habitat.
- Engage Aboriginals in the assessment of and co-management of fish habitat resources.

- ▶ For a more detailed description of this program, see the Main Estimates for 2011-12.
- ▶ Aboriginal Inland Habitat Program
<http://www.dfo-mpo.gc.ca/fm-gp/aboriginal-autochtones/aihp-paghri-eng.htm>
- ▶ Aboriginal Fisheries Strategy
<http://www.dfo-mpo.gc.ca/fm-gp/aboriginal-autochtones/afs-srapa-eng.htm>

Advancing Operational and Management Excellence

- Implement the Performance Measurement Strategy.
- Deliver quarterly performance reports and an Annual Performance Story.
- Adhere to the Program Implementation Guide.
- Implement Strategic Review.

Initiatives

- **Enhance Aboriginal Community Participation:** Help Aboriginal communities collaborate and participate in activities aimed at the sustainable management and conservation of fish habitat.
- **Focus on Sustainability:** Enhance measures and controls to ensure proper management and accountability in delivering the Aboriginal Inland Habitat Program.

Ongoing Work

- Base AIHP priorities on regional Habitat Management priorities.
- Assess funding proposals submitted by Aboriginal groups.
- Assess results achieved in terms of approved/funded workplans.

Did you know...

<A DFO story here>



Fisheries and Oceans Canada Corporate Business Plan 2011-12

\\svbcvanfp01\cohen-comm\Third Review\Email\C&P\Brian Atagi\Cohen - [Brian Atagi2011]\XBrian's C-Dri
Arch 1-6 (2011)\IN\

2.5 Species at Risk Management

The Species at Risk Management program is responsible for carrying out DFO's mandate, under the *Species at Risk Act*, to protect and recover all listed aquatic species at risk in Canada. This involves, for instance, monitoring, assessing, and listing species; identifying species' critical habitat; developing action plans; and implementing actions to protect and recover species.

We contribute to the Sustainable Aquatic Ecosystems strategic outcome by preventing extinction and ensuring recovery of aquatic species at risk. This helps improve the ecological integrity of aquatic ecosystems so that they remain healthy and productive for future generations of Canadians.

The following are responsible for delivering this program: the Director General, Ecosystem Management (Ecosystem and Fisheries Management Sector); the Director, Species at Risk (Ecosystem and Fisheries Management Sector); the Director General, Ecosystem Science Directorate (Oceans and Science Sector); and the Director General, Resource Management (Ecosystem and Fisheries Management Sector).

Our Plans for 2011-12

Departmental Priorities

Streamlining and Simplifying Policies, Operations, and Procedures

- Develop policies and procedures for streamlining the implementation of the *Species at Risk Act* for aquatic species.
- Undertake a policy suite review.

► Graphic here

Deepening Engagement and Key Partnerships

- Consult with partners, stakeholders, and Aboriginal peoples to advance awareness and understanding of the SAR program.

Advancing Operational and Management Excellence

- Contribute to multi-departmental processes aimed at improving the integration and delivery of species at risk responsibilities.
- Advance the development of a centralized IM/IT infrastructure to streamline business processes.
- Develop a logic model and performance measurement strategy for the SAR program.
- Implement Strategic Review.

Initiatives

- **Keep Canadians Informed:** Develop and implement guidelines and policies to ensure that Canadians are aware of their legal obligations to protect aquatic species at risk and their critical habitat.
- **Streamline Processes:** Improve the efficiency and effectiveness of processes to support SARA decision-making.
- **Focus on Information Technology:** Develop an improved Information Management System to more effectively collect data and manage resources in a manner that supports performance measurement and continuous improvement in program delivery.
- **Develop a Prioritization Framework:** Develop a prioritization framework for implementing science activities in support of species recovery efforts.

Ongoing Work

- ✦ Provide Canadians with information and support to manage species at risk and their critical habitat.
 - ✦ Ensure that Canadians and their institutions comply with regulatory requirements.
 - ✦ Ensure that aquatic Species at Risk are legally protected.
 - ✦ Perform quality control and quality assurance on recovery strategies, management plans, and action plans.
 - ✦ Provide peer-review information and conduct pre-COSEWIC meetings for species managed by DFO that will be assessed within the next few years.
 - ✦ Provide science advice to support the production of recovery strategies, action plans, and management plans.
- ✦ Provide a Recovery Potential Assessment for all aquatic species at risk before a listing recommendation is made.
 - ✦ Review the scientific content of all recovery strategies, action plans, and management plans for aquatic species before submission for Ministerial approval.
 - ✦ Implement, as capacity permits, the science actions identified in the schedule of studies for critical habitat.
 - ✦ Monitor and survey species populations, as capacity permits, to measure progress against species specific recovery objectives to detect any change in status.
 - ✦ Contribute to the development of inter-departmental and departmental SARA policies and guidelines.

- For a more detailed description of this program, see the Main Estimates for 2011-12.
- Species at Risk Management
<http://www.dfo-mpo.gc.ca/species-especies/faq/faq-eng.htm>
<http://www.dfo-mpo.gc.ca/habitat/role/141/1415/14153-eng.htm>
http://www.sararegistry.gc.ca/approach/strategy/default_e.cfm

2.6 Environmental Response Services

The objective of this program, delivered by the Canadian Coast Guard, is to minimize the environmental, economic, and public-safety impacts of marine pollution incidents. This involves, for example, establishing an appropriate and nationally consistent level of preparedness and response for the Canadian Coast Guard, as well as monitoring and investigating all reports of marine pollution in Canada.

By working to minimize the impacts of marine pollution incidents, Environmental Response Services plays a role in keeping Canada's aquatic ecosystems healthy. These ecosystems can then support prosperous industries and fisheries.

The Director General, Maritime Services (Canadian Coast Guard), is responsible for delivering this program.

Our Plans for 2011-12

Departmental Priorities

Streamlining and Simplifying Policies, Operations, and Procedures

- Undertake a policy suite review.

Ensuring Asset Readiness

- Develop an Environmental Response national equipment strategy that will include life-cycle and materiel management processes, to assess the appropriateness of CCG's current asset base and identify future reinvestment requirements related to ensuring CCG is prepared to respond to ship-source oil spills.

Advancing Operational and Management Excellence

- Implement Strategic Review.

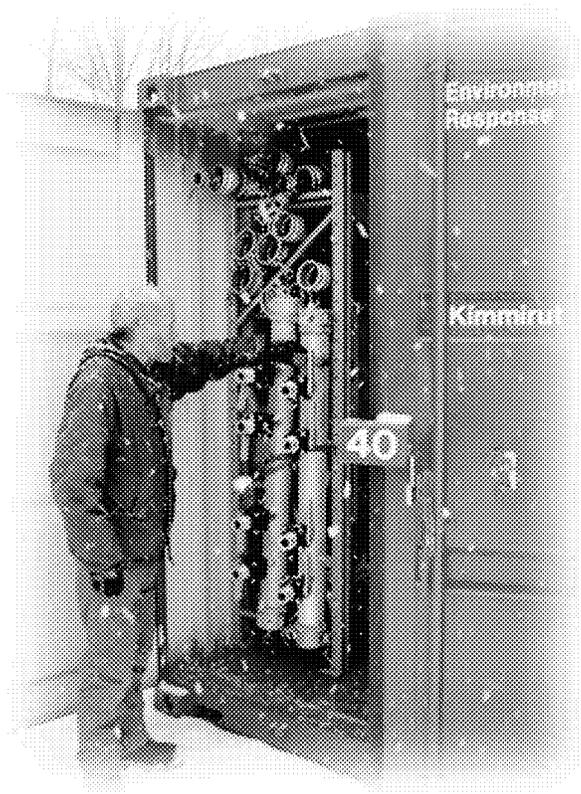
Initiatives

- **Environmental Response Renewal:** Ensure Canada's preparedness and response capacity through addressing the evolving marine pollution risk profile.
- **Arctic Environmental Response:** Ensure training for Arctic environmental response to appropriately strengthen the Canadian Coast Guard's Arctic services.

Ongoing Work

- **Equipment Strategy:** Develop a National Equipment Strategy which will include Life Cycle and Material Management Processes.
- **Training:** Finalize the National Training Plan.
- **Environmental Response Services:** Complete the Strategic Program Framework-based systematic examination of Environmental Response Services and update the action plan.
- **Service Level Agreement:** Implement the Service Level Agreement between CCG Fleet and Environmental Response.

- ▶ For a more detailed description of this program, see the Main Estimates for 2011-12.
- ▶ Ship Source Environmental Pollution
http://www.ccg-gcc.gc.ca/eng/Ccg/wm_Los_Page5
<http://www.dfo-mpo.gc.ca/oceans/management-gestion/healthyoceans-santedesoceans/initiatives-eng.htm>
<http://www.ccg-gcc.gc.ca/folios/00025/docs/environmental-response-eng.pdf>
- ▶ Arctic Environmental Response
<http://www.dfo-mpo.gc.ca/media/npress-communique/2010/ca07-eng.htm>
<http://www.ccg-gcc.gc.ca/e0006679>



Checking the contents of an Arctic Community Kit destined for Kimmirut, Nunavut.

2.7 Integrated Oceans Management

This program provides federal, provincial/territorial government authorities, Aboriginals, industry and other ocean users with the tools and information to incorporate social, economic and environmental considerations into decision-making in support of the ecosystem-based sustainable development of Large Ocean Management Areas (LOMAs) in Canada's oceans.

The Department's scientific expertise supports the development of tools and provides guidance to inform management decisions, policies, positions on international ocean governance issues, relevant knowledge, and legal commitments.

The Director General, Oceans, and the Director General, Ecosystem Science Directorate (Oceans and Science Sector), are responsible for delivering this program.

Our Plans for 2011-12

Departmental Priorities

Streamlining and Simplifying Policies, Operations, and Procedures

- Undertake a policy suite review.

Deepening Engagement and Key Partnerships

- Implement the Marine Protected Areas Network Framework and Technical Document for the establishment of Marine Protected Areas Bioregional Networks.

Responding to Changing Ecosystems

- Provide expert advice and leadership on the implementation of the Arctic Council's Arctic Marine Biodiversity Monitoring Plan in Canada.

- Advance our understanding of the increasing acidification of Canada's oceans as a result of climate change, and study the effects of this acidification on aquatic ecosystems; efforts will include contributing to the Arctic Monitoring and Assessment Programme's assessment of ocean acidification in the Arctic.
- Advance a science agenda for climate change.
- In collaboration with the Commission for Environmental Cooperation and the International Council for Exploration of the Sea, develop the draft guidance for incorporating climate-change considerations into the North American Marine Protected Area Network.
- Develop Pathways of Effects models for renewable energy industries.
- Develop guidance to support the environmental review of renewable energy projects.
- Develop a strategic research plan for renewable energy.

Advancing Operational and Management Excellence

- Implement Strategic Review.

Initiatives

- **Health of the Oceans:** Complete work on the Government's commitments under Health of the Oceans, including the designation of eight new Marine Protected Areas and the development of the North American Marine Protected Area Network.
- **Integrated Management:** Develop Integrated Management tools to aid development and dissemination of information to support decision making for ocean spaces.

▶ <Graphic here>

- **Performance Results:** Using the established Performance Measurement Strategy, complete the Oceans Program evaluation and further develop performance indicators. The indicators will be used to report and track performance of Integrated Oceans Management through established departmental performance reporting mechanisms.
- **Oceans Program Renewal Initiative:** Initiate a comprehensive review of current and future Oceans programming with a view towards improved and more tangible delivery of objectives under Canada's Oceans Strategy.
- **Marine Protected Areas (MPAs):** With Environment Canada and Parks Canada, Fisheries and Oceans Canada develop conservation objectives, risk based decision support tools, environmental guidance in the establishment and designation of MPAs and advance the national network of MPAs.
- **Large Ocean Management Areas (LOMAs):** Plans are in development for five LOMAs on conservation and an Integrated Oceans Management plan for each LOMA.
- **Ecosystem Assessments:** Research and monitor ecosystem attributes and characteristics with space-based, aerial, autonomous vehicles and vessel-based platforms.

Ongoing Work

- **Marine Conservation Tools:** The tools program provides options to secure ocean resources by protecting and managing unique and sensitive ecosystems.

Program Sub-activities

- Marine Conservation Tools
- Ecosystem Assessments

- ▶ For a more detailed description of this program, see the Main Estimates for 2011-12.
- ▶ Marine Protected Areas
<http://www.dfo-mpo.gc.ca/oceans/marineareas-zonesmarines/mpa-zpm/index-eng.htm>
<http://www.dfo-mpo.gc.ca/oceans/publications/fedmpa-zpmfed/pdf/mpa-eng.pdf>
<http://www.pac.dfo-mpo.gc.ca/oceans/protection/mpa-zpm/endeavour/index-eng.htm>
- ▶ Large Ocean Management Areas
<http://www.pac.dfo-mpo.gc.ca/oceans/management/docs/pac-rcom-tor-eng.pdf>
<http://www.dfo-mpo.gc.ca/oceans/marineareas-zonesmarines/loma-zego/atlantic-atlantique/index-eng.htm>



2.8 Aquatic Invasive Species

Preventing the introduction of new aquatic invasive species is the main focus of this program, and it does this by identifying high-risk species, understanding pathways of invasion, and managing risk. Secondary objectives include the early detection of, and rapid response to, new invaders, and management of established and spreading invaders.

We contribute to the Sustainable Aquatic Ecosystems strategic outcome by reducing the risks to Canada's aquatic ecosystems.

The Director General, Ecosystem Science Directorate (Oceans and Science Sector), is responsible for delivering this program.

Plans for 2011-12

Departmental Priorities

Streamlining and Simplifying Policies, Operations, and Procedures

- * Undertake a policy suite review.

Deepening Engagement and Key Partnerships

- * Work with the United States to develop a binational risk assessment for Asian carp in the Great Lakes.
- * Engage other federal science-based departments and agencies and international organizations in the surveying and monitoring of Canada's marine environments.

▶ <Graphic here>

Responding to Changing Ecosystems

- * Develop the regulatory policy and a regulatory proposal for the control and management of aquatic invasive species (AIS) under the *Fisheries Act*.

Advancing Operational and Management Excellence

- * Implement Strategic Review.

Initiatives

- * ***Develop Regulatory Policy and a Regulation:*** Develop a regulatory policy and a regulation for the control and management of aquatic invasive species that will improve our ability to rapidly respond to new invasions. This will include consultations, a cost-benefit analysis, the development of regulatory documents and publication in the *Canada Gazette*, Part I.
- * ***Socio-economic Risk Assessments:*** Develop a framework for integrating socio-economic factors into the risk-assessment process, and start implementing the integrated risk assessment process. This will include a literature review and scoping exercise, the development of a draft risk framework, the carrying out of one test case, and the estimation of the socio-economic impacts of existing invasions.
- * ***Develop a Binational Risk Assessment for Asian Carp:*** Complement work the United States has done to assess the threat that Asian carp pose to the Great Lakes ecosystem.

Ongoing Work

- * **Sea Lamprey Control Program:** Continue to develop techniques to control and reduce the incidence and impacts of sea lamprey.
- * **Biological Risk Assessment:** Continue to conduct biological risk assessments, building on existing assessments of species and pathways.
- * **Research:** Continue research on the impacts of priority aquatic invasive species, as well as on key pathways.

▶ For a more detailed description of this program, see the Main Estimates for 2011-12.

▶ Aquatic Invasive Species

- * <http://www.dfo-mpo.gc.ca/science/enviro/ais-eae/index-eng.htm>
- * <http://www.dfo-mpo.gc.ca/ae-ve/evaluations/08-09/6b080-eng.htm>
- * <http://www.pac.dfo-mpo.gc.ca/publications/pdfs/invasives-envahissantes-eng.pdf>

▶ Asian Carp

- * <http://www.dfo-mpo.gc.ca/science/publications/article/2010/11-15-10-eng.html>
- * <http://www.dfo-mpo.gc.ca/media/npress-communique/2010/ca03-eng.htm>



The Role of Science at DFO

<2 pages to be inserted here>



Fisheries and Oceans Canada Corporate Business Plan 2011-12

\\svbcvanfp01\cohen-comm\Third Review\Email\C&P\Brian Atagi\Cohen - [Brian Atagi2011]\XBrian's C-Dri
Arch 1-6 (2011)\IN\

3. Safe and Secure Waters

This strategic outcome is about maintaining and improving maritime safety and security in Canada. To achieve this long-term benefit for Canadians, we provide the maritime infrastructure, information, products, and services necessary to ensure safe navigation and to protect life and property.

We measure our progress toward this strategic outcome in two ways:

- * We compare the percentage of the Canadian public rating the marine transportation system in Canada as *safe* or *very safe* to a target value.
- * We compare the percentage of total shipping movements in Canadian waters that result in shipping incidents³ to a target value.

For the current reporting period, our targets are 90% for *safe* or *very safe* ratings and less than 0.2% for shipping incidents as a percentage of shipping movements.

DFO delivers the eight program activities described on pages 59 through 75 to ensure that Canada's waters are safe and secure:

Risks

The risks listed below have been identified as potentially affecting the Department's ability to achieve Strategic Outcome 3: Safe and Secure Waters.

Level of Service Standards

There is a risk that the current policies surrounding Levels of Service) / Service Standards for the CCG component of the Search and Rescue (SAR) system will cause a degradation of the current SAR service

Arctic Accessibility

With the opening up of the Arctic, DFO has a significant increase in its mandate without additional A-base funding. DFO Science will be required to undertake all of its ongoing responsibilities, such as ocean monitoring, charting, monitoring and data collection on aquatic invasive species and species at risk, in the North. The increased accessibility of the Arctic is increasing demands on Science, given northern pressures for fishery and energy resource development by local, national and international communities. Accessibility is increasing the risk of oil spills. Science may not be able to deliver on the required evidence-based advice, information and services related to the Arctic if resources continue to be inadequate. DFO Science will be required to undertake all of its ongoing responsibilities, such as ocean monitoring, charting, monitoring and data collection on aquatic invasive species and species at risk, in the North without additional A-base funding.

Canada's credibility is at risk if it does not show leadership on a number of Arctic files notably as it takes over the chairmanship of the Arctic Council in 2013.

³ Shipping incidents include collisions, groundings, strikings, and ice damage.

Did you know...

<A DFO story here>



Fisheries and Oceans Canada Corporate Business Plan 2011-12

\\svbcvanfp01\cohen-comm\Third Review\Email\C&P\Brian Atagi\Cohen - [Brian Atagi2011]\XBrian's C-Dri
Arch 1-6 (2011)\IN\

3.1 Search and Rescue Services

This program, delivered by the Canadian Coast Guard, leads, delivers, and maintains preparedness for the maritime component of the federal search and rescue system. Search and Rescue Services carries out these tasks with the support of numerous stakeholders and partners, including the Canadian Coast Guard Auxiliary and Department of National Defence.

By increasing the chances of rescue for people caught in dangerous on-water situations, Search and Rescue Services benefits Canadians by contributing directly to the safety of Canadian waters.

The Director General, Maritime Services (Canadian Coast Guard), is responsible for delivering this program.

Our Plans for 2011-12

Departmental Priorities

Streamlining and Simplifying Policies, Operations and Procedures

- Undertake a policy suite review.

Ensuring Asset Readiness

- Acquire, refit, and replace vessels and equipment used for SAR services.

Advancing Operational and Management Excellence

- Implement Strategic Review.

Initiatives

- **Canadian Coast Guard Auxiliary:** Start the renewal process to update the formal Contribution Agreements with the six Canadian Coast Guard Auxiliary corporations.
- **Northern Search and Rescue Services:** Explore and develop options for Search and Rescue service delivery in the North.

Ongoing Work

- **Search and Rescue Services:** Complete a systematic examination of SAR services and update the action plan accordingly.
- **SAR Needs Analysis:** Implement the approved 2011-12 recommendations of the Search and Rescue Needs Analysis.
- **SAR Capability:** Implement the approved recommendations from the review of workload in the program.
- **Service Level Agreement:** Implement the Service Level Agreement between Fleet and Search and Rescue Services.

Program Sub-activities

- Marine Conservation Tools
- Ecosystem Assessments



- ▶ For a more detailed description of this program, see the Main Estimates for 2011-12.
- ▶ Search and Rescue
<http://www.ccg-gcc.gc.ca/e0003867>
http://www.ccg-gcc.gc.ca/eng/CCG/SAR_Maritime_Sar

The Canadian Coast Guard Auxiliary (CCGA), organized into six federally incorporated, not-for-profit volunteer organizations, work in close partnership with the Canadian Coast Guard. The six are separate legal entities but the Minister of Fisheries and Oceans maintains a formal Contribution Agreement with each of the CCGA corporations for related costs. Comprised of commercial fishers, pleasure boaters and volunteers, the CCGA has approximately 4,200 members with access to about 1,100 vessels. Their local knowledge, maritime experience, seafaring talents, professionalism and dedicated 24/7 service makes them one of Canada's greatest maritime assets.



3.2 Marine Communications and Traffic Services

This program, delivered by the Canadian Coast Guard, provides a number of communications services that contribute to the safety of life at sea, to the protection of the marine environment and to safe and efficient navigation of shipping. The services include, among other, providing marine distress and general radio communications, screening vessels entering Canadian waters, regulation of vessel traffic and broadcasting maritime safety information.

The services delivered by this program are key factors in ensuring Canadian waters are safe and secure.

The Director General, Maritime Services (Canadian Coast Guard), is responsible for delivering this program.

Our Plans for 2011-12

Departmental Priorities

Ensuring Asset Readiness

- * Establish a shore-based infrastructure plan to ensure that the condition of CCG's assets stabilizes over time and that new technologies are successfully integrated into the Aids to Navigation program.
- ♦ Implement e-Navigation in Canada to enhance berth-to-berth navigation and related marine services.

Streamlining and Simplifying Policies, Operations and Procedures

- * Undertake a policy suite review.

Advancing Operational and Management Excellence

- * Implement Strategic Review.

Initiatives

- * **Succession Planning:** Continue to recruit new Marine Communications and Traffic Services Officers.
- ♦ **Workload Review:** Develop an action plan to address recommendations from the workload review.

- * **NAVAREAs:** Launch the NAVAREA satellite transmission service.⁴
- ♦ **Capital Projects:** Continue investment projects to upgrade communication equipment at Marine Communications and Traffic Services Centres and remote sites.

Ongoing Work

- * **Development Programs:** Review the MCTS Ab-Initio development program.
- * **Marine Communications and Traffic Services:** Complete a systematic examination of MCTS services and update the action plan accordingly.
- ♦ **Shore-based Infrastructure:** Publish the long-term plan for shore-based infrastructure in conjunction with Integrated Technical Services.

⁴ NAVAREAs are geographical sea areas established by the International Maritime Organization (IMO) to co-ordinate the transmission of navigational warnings to mariners.

- ▶ For a more detailed description of this program, see the Main Estimates for 2011-12.
- ▶ Marine Communications and Traffic Services
http://www.ccg-gcc.gc.ca/eng/College/mcts_Officers
http://www.nfl.dfo-mpo.gc.ca/folios/00090/docs/MCTS_Officer_agent_des_SCTM_VD-Eng.pdf



3.3 Maritime Security

This program supports federal departments and agencies with responsibilities for maritime and national security. The Canadian Coast Guard provides value-added support to federal security and intelligence agencies and partners through the provision of maritime information, vessel tracking information, maritime expertise, and platforms to support federal departments and agencies as required.

CCG's role in Maritime Security, with respect to both its work with other federal departments and agencies and its role in the Marine Security Operations Centres, contributes to making Canadian waters more secure.

The Deputy Commissioner, Canadian Coast Guard, is responsible for delivering this program.

Our Plans for 2011-12

Departmental Priorities

Streamlining and Simplifying Policies, Operations and Procedures

- * Undertake a policy suite review.

Advancing Operational and Management Excellence

- * Implement Strategic Review.

Initiatives

- * **Great Lakes Marine Security Operations Centre:** Continue development of the Interagency Great Lakes Marine Security Operations Centre (MSOC). The MSOC focuses on data fusion, intelligence analysis, and an early-warning system for the Great Lakes and St. Lawrence Seaway area.
- * **Coastal Marine Security Operations Centre:** Continue development of the two coastal interagency MSOCs, in Halifax and Victoria. Both MSOCs focus on data fusion, intelligence analysis, and early-warning system for Canada's three coasts.
- * **Capital Projects:** Continue long-term capital investments in vessel tracking and information systems as well as analytical tools to support whole-of-government maritime domain awareness.

Ongoing Work

- * **Marine and National Security:** Facilitate DFO's support for national security objectives by working with federal partners in established interdepartmental national security fora.
- * **International Maritime Security:** Continue to work in international fora to facilitate Canada's contribution to international maritime security objectives.

- ▶ For a more detailed description of this program, see the Main Estimates for 2011-12.
- ▶ Maritime Security
 - <http://www.ccg-gcc.gc.ca/e0013427>
 - <http://www.dfo-mpo.gc.ca/Library/342662.pdf>
 - <http://www.dfo-mpo.gc.ca/oceans/publications/oap-pao/page02-eng.asp>



3.4 Fleet Operational Readiness

Fleet Operational Readiness provides safe, reliable, available and operationally capable fleet assets (vessels, helicopters, etc.) staffed with competent and professional crews ready to respond to the on-water and maritime related requirements of the Government of Canada. This involves fleet management and operations, fleet maintenance and the procurement of fleet assets.

This program focuses on the provision of on-water assets with competent, professional crews to CCG programs and DFO programs in support of DFO's Strategic Outcomes, and to other government departments in support of Government-wide objectives and priorities, thereby making significant contributions to the safety of Canadian waters.

Through the fleet assets and crews it provides to CCG programs, DFO programs, and other government departments, this program makes significant contributions to the safety of Canadian waters.

The Commissioner, Canadian Coast Guard, is responsible for delivering this program.



Our Plans for 2011-2012

Departmental Priorities

Streamlining and Simplifying Policies, Operations, and Procedures

- Undertake a policy suite review.

Deepening Engagement and Key Partnerships

- Seek opportunities, through Service Level Agreements, to reach out to and work with clients, stakeholders, and other key partners and to consider new and innovative approaches to achieving shared objectives.

Ensuring Asset Readiness

- Advance CCG's Fleet Renewal Plan in line with government direction.

Responding to Changing Ecosystems

- Assess DFO/CCG infrastructure against Northern-related and climate-change pressures and needs.

Advancing Operational and Management Excellence

- Implement Strategic Review.
- Deliver CCG initiatives in the North that will strengthen CCG Arctic services.

Initiatives

- * **Fleet Management:** Continue to improve fleet management through internal efficiencies and information management system improvements to ensure continued, timely access to critical decision making information.
- * **Training and Development:** Implement the Ships' Crew Certification program, and continue to develop the Operational Women's Network.
- * **Ongoing Investments:** Continue development of the Fleet Renewal Plan, continue to invest in the current fleet (through vessel refits), and procure new assets (vessels, helicopters, small craft) in line with government direction to help ensure continued fleet operational readiness.

Ongoing Work

- * **Fleet Operational Capability:** Ensure that certified professionals operate vessels safely and efficiently so that the vessels can respond to the Government of Canada's on-water and marine related needs.

- * **Fleet Maintenance:** Manage and deliver maintenance services during the operational lives of vessels, air cushioned vehicles (ACVs), helicopters, and small craft to ensure the availability and reliability of fleet services.
- * **Fleet Procurement:** Manage the acquisition of new vessels, ACVs, helicopters, and small craft to meet the needs of the CCG as identified in the Fleet Renewal Plan.

Program Sub-activities

- * Fleet Operational Capability
- * Fleet Maintenance
- * Fleet Procurement

- ▶ For a more detailed description of this program, see the Main Estimates for 2011-12.
- ▶ Fleet Procurement
<http://www.dfo-mpo.gc.ca/media/backfiche/2010/hq-ac24a-eng.htm>
<http://www.ccg-gcc.gc.ca/e0004253>



The Role of the Fleet

<2 pages of text to be added here>



Fisheries and Oceans Canada Corporate Business Plan 2011-12

\\svbcvanfp01\cohen-comm\Third Review\Email\C&P\Brian Atagi\Cohen - [Brian Atagi2011]\XBrian's C-Dri
Arch 1-6 (2011)\IN\

3.5 Shore-based Asset Readiness

This program ensures that CCG's non-fleet assets (aids to navigation, radio towers, etc.) are available, reliable, and capable of supporting the delivery of CCG programs. This is achieved through the provision of life-cycle investment planning, engineering, maintenance, and asset disposal services.

The results of the program contribute to achieving safe and secure waters for current and future generations.

The Director General, Integrated Technical Services (Canadian Coast Guard), is responsible for delivering this program.

Our Plans for 2011-2012

Departmental Priorities

Ensuring Asset Readiness

- Develop Asset Class Plans and related Asset Condition Reports for both Aids to Navigation and Marine Communications and Traffic Services. These plans and reports will be the foundation for the Long-term Plan for Shore-based Infrastructure.
- Prepare a Long-term Plan for Shore-based Infrastructure. This is a 15-year plan for the capital investments needed to ensure the reliability and availability of CCG's shore-based assets.

Responding to Changing Ecosystems

- Assess DFO/CCG infrastructure against Northern-related and climate-change pressures and needs.

Streamlining and Simplifying Policies, Operations and Procedures

- Undertake a policy suite review.

Advancing Operational and Management Excellence

- Implement Strategic Review.

Initiatives

- **Shore-based Infrastructure Renewal:** Contribute to the development of the Long-term Plan for Shore-based Infrastructure. This is a 15-year plan for the capital investments needed to ensure the reliability and availability of CCG's shore-based assets.
- **Northern Vision:** Support CCG programs leading the development of the Agency's Northern Vision to strengthen CCG's ability to deliver services in the Arctic by providing ongoing technical and investment advice on Marine Communications and Traffic Services (MCTS) and Aids to Navigation assets located in the North..
- **Maritime Security:** Ensure that the assets supporting maritime security are available in accordance with the targets in CCG's Performance Measurement Framework.

Ongoing Work

- **Maintenance Services:** Conduct preventive and corrective maintenance to preserve, repair, or restore systems and equipment, and manage the disposal of waste materials.
- **Asset Management:** Provide asset management services in support of CCG programs, and plan and maintain inventory information about CCG assets.
- **Partner/Client Projects:** Analyze, design, and develop technical solutions to meet CCG program requirements, including the construction, installation, and commissioning of CCG assets.
- **Organization Sustainability:** Ensure the ongoing viability of the ITS organization and its systems, such as strategic and business planning; system management, and workforce management.

- ▶ For a more detailed description of this program, see the Main Estimates for 2011-12.
- ▶ Long Range Identification and Tracking System/Automatic Identification System
<http://www.ccg-gcc.gc.ca/e0013427>
<http://www.ccg-gcc.gc.ca/e0007868>
<http://www.dfo-mpo.gc.ca/media/back-fiche/2004/hq-ac15a-eng.htm>

3.6 Canadian Coast Guard College

The Canadian Coast Guard College trains the marine professionals needed to deliver programs in support of Coast Guard's mission and mandate in three key areas: marine safety, marine security, and environmental protection.

By training the Coast Guard professionals of tomorrow to work in marine safety and marine security, the Canadian Coast Guard College contributes to the long-term safety and security of Canadian waters.

The Executive Director, Canadian Coast Guard College, is responsible for delivering this program.

Our Plans for 2011-12

Departmental Priorities

Streamlining and Simplifying Policies, Operations and Procedures

- * Undertake a policy suite review.

Advancing Operational and Management Excellence

- * Support the development and training of human resources critical to delivering Coast Guard programs that support DFO and Government of Canada priorities.
- * Implement Strategic Review.

Initiatives

- * **Transformation Plan:** Continue to implement the Transformation Plan developed in 2009-10 to renew the College's organizational structure so that the College can respond more effectively to the growing demand for Coast Guard training.



Ongoing Work

- * None provided in BP.

- ▶ For a more detailed description of this program, see the Main Estimates for 2011-12.
- ▶ Canadian Coast Guard College (CCGC)
<http://www.ccg-gcc.gc.ca/eng/CCG/History>
<http://www.ccg-gcc.gc.ca/e0003829>



3.7 Hydrographic Products and Services

Hydrographic Products and Services contributes to safety on Canadian waterways by measuring, describing, and charting the physical features of Canada's oceans and navigable inland waters. The resulting data is used to produce up-to-date, accurate navigational products.

Use of these products by the commercial shipping industry, the recreational boating community, and the marine industry in general protects lives, property, and the marine environment.

The Canadian Hydrographic Service (CHS) and the Director General, Ocean Sciences (Oceans and Science Sector), are responsible for delivering this program.

Our Plans for 2011-12

Departmental Priorities

Streamlining and Simplifying Policies, Operations and Procedures

- Undertake a policy suite review.

Deepening Engagement and Key Partnerships

- Engage other federal science-based departments and agencies and international organizations in the surveying and monitoring of Canada's marine environments.

Responding to Changing Ecosystems

- Conduct a gap analysis of nautical charts and publications in the Arctic in collaboration with the Arctic Regional Hydrographic Commission.

Advancing Operational and Management Excellence

- Implement Strategic Review.

Initiatives

- **Digital Production and Distribution Model:** Enhance the coverage and provision of services for digital nautical products through the creation of new products to fill gaps in coverage, improved updating services, and the adoption of new technologies.
- **Gaps in Quality and Coverage:** Identify and manage legacy data and coverage areas to better meet mariners' expectations

Ongoing Work

- Advance the survey and charting work necessary to implement the new chart scheme on the Pacific Coast in the Kitimat Region.
- Collaborate with the United States National Oceanographic and Atmospheric Administration on the production of electronic navigational charts in boundary waters.
- Complete and implement CHS-approved national projects.
- Deliver the charts and publication specified in our production plan for 2011-12.

- ▶ For a more detailed description of this program, see the Main Estimates for 2011-12.
- ▶ Canadian Hydrographic Service
<http://www.dfo-mpo.gc.ca/regions/central/science/chs-shc/index-eng.htm>
<http://www.dfo-mpo.gc.ca/regions/central/pub/bayfield/03-eng.htm>
<http://www.charts.gc.ca/index-eng.asp>

3.8 Ocean Forecasting

This program involves monitoring key ocean parameters to better predict ocean conditions and undertaking research to understand how our changing oceans influence ecosystems and climate. The data that Ocean Forecasting gathers and manages is used to develop an array of prediction products, services, and information used in everyday navigation, search and rescue, at-sea operations such as offshore oil and gas, and strategies for adapting to the impacts of climate change.

The information on tides and water levels generated by this program plays a core role in keeping Canadians safe on land and at sea.

The Canadian Hydrographic Service and the Director General, Ocean Sciences (Oceans and Science Sector), are responsible for delivering Ocean Forecasting.

Our Plans for 2011-12

Departmental Priorities

Streamlining and Simplifying Policies, Operations and Procedures

- ◊ Undertake a policy suite review.

Advancing Operational and Management Excellence

- ◊ Implement Strategic Review.

Initiatives

- ◊ **Regional Ocean Models:** Further refine regional ocean models, and determine how to use them as mainstream operational tools.
- ◊ **Use of Remote Sensing Infrastructure:** Continue working with the Canadian Space Agency to develop new ways to use remote (satellite) sensing infrastructure to augment the Department's monitoring of Canada's three oceans.
- ◊ **Arctic Ocean Monitoring Plan:** Collaborate with Indian and Northern Affairs, Environment Canada, and Natural Resources Canada about the delivery of an Arctic Ocean monitoring plan.
- ◊ **Ocean Observations:** Complete our annual at-sea vessel-monitoring programs, and fulfil our annual commitments to the international Argo project.
- ◊ **Data Management and Modelling:** Receive and archive new data, and achieve fiscal milestones on current multi-year modelling projects.
- ◊ **Ocean Forecasting Advice:** Provide forecasting advice on storm surges and tsunamis, operational

oceanography advice to clients, and status reports on ocean-ecosystem health to DFO managers.

Ongoing Work

- ◊ **Collaboration with Academia:** Facilitate collaboration on oceans science and technology with academia. Further refine regional ocean models, and determine how to use them as mainstream operational tools.
- ◊ **International Polar Year (IPY):** Transform IPY data into products to assist with Government of Canada decision-making.
- ◊ **Remote Sensing:** Collaborate with the Canadian Space Agency to develop remote-sensing capabilities; such for assessing, monitoring, and managing Canada's aquatic resources.

- ▶ For a more detailed description of this program, see the Main Estimates for 2011-12.
- ▶ Ocean Forecasting
 - <http://www.dfo-mpo.gc.ca/science/Publications/article/2005/01-06-2005-eng.htm>
 - <http://www.nfl.dfo-mpo.gc.ca/e0004499>
 - http://www.c-noofs.gc.ca/docs/comda_e.pdf
- ▶ International Polar Year
 - <http://www.dfo-mpo.gc.ca/science/publications/annualreport-rapportannuel/ar-ra0708/sect1-eng.htm>
- ▶ Arctic Ocean Monitoring Plan
 - <http://www2.mar.dfo-mpo.gc.ca/science/ocean/osd/osd-e.html>
 - <http://www.dfo-mpo.gc.ca/science/oceanography-oceanographie/observations/partners-partenaires-eng.html>
 - <http://www.pac.dfo-mpo.gc.ca/science/oceans/contaminants/index-eng.htm>
- ▶ Physical Oceanography
 - <http://www.glf.dfo-mpo.gc.ca/e0006773>
 - <http://www.dfo-mpo.gc.ca/science/polarYear-AnneePolaire/index-eng.html>
 - <http://www.dfo-mpo.gc.ca/science/publications/multimedia/ipy-api/index-eng.html>
 - <http://www.glf.dfo-mpo.gc.ca/e0006095>

4. Internal Services

The Internal Services are the programs and functions that support the delivery of DFO's Program Activities and contribute to all three Strategic Outcomes.

Internal Services are grouped under three main sub-activities:

- Governance and Management Support
- Resource Management Services
- Asset Management Services

Each of these sub-activities is broken down into further sub-sub-activities, which are delivered by three Sectors and four directorates.

| Sub-activity Sector | Governance and Management Support | Resource Management Services | Asset Management Services |
|---|---|---|---------------------------------|
| Chief Financial Officer Sector | • Management and Oversight | • Financial Management | • Materiel • Acquisition |
| Human Resources and corporate Services Sector | | • HR Management • Information Management • Information Technology | • Real Property |
| Strategic Policy Sector | • Management and Oversight | | |
| Internal Audit | • Management and Oversight | | |
| Communications | • Communications | | |
| Legal Services | • Legal | | |
| Values and Internal Conflict Resolution | • Management and Oversight | | |

Risks

The following risks may affect DFO's ability to deliver Internal Services effectively.

Errors and Omissions

There is a risk that VICR will be unable to maintain high ethical standards required by the function.
4.1.2.3

Compliance Failure

There is a risk that a breach of confidential 'Protected B' documents occurs in the course of providing VICR support to DFO employees (Government Security Policy). 4.1.2.4

DFO Engagement / Immature Business Management Systems

The CFO Sector will not have the conditions necessary to be able to implement and practice effective and mature integrated risk management, project management and integrated planning.

Expanding Requirements

Expanding requirements expectations and complexity faced by:

- Human Resources
- Chief Financial Officer
- Internal Audit

For CFO, Decentralization

The decentralisation of the CFO Sector functions may hinder the delivery of the mandate.

4.1 Governance and Management Oversight

This Internal Services sub-activity delivers three key functions:

- Management and Oversight Services involve activities undertaken for determining strategic direction and governance, program planning and design; representing values and ethics; and allocating resources and taking investment decisions; as well as those activities related to analyzing exposure to risk and determining appropriate countermeasures. They ensure that the service operations and programs of the federal government comply with applicable laws, regulations, policies, and/or plans.
- Communications Services involve activities undertaken to ensure that Government of Canada communications are effectively managed, well coordinated and responsive to the diverse information needs of the public. The communications management function ensures that the public – internal or external – receives government information, and that the views and concerns of the public are taken into account in the planning, management and evaluation of policies, programs, services and initiatives.
- Legal Services involve activities undertaken to enable government departments and agencies to pursue policy, program and service delivery priorities and objectives within a legally sound framework. Services include the provision of: policy and program advice, direction in the development and drafting of the legal content of bills, regulations, and guidelines; assistance in the identification, mitigation and management of legal risks; legal support in ensuring compliance and enforcement of standards, regulations and guidelines; and representing the Crown's interests in litigation. Service Groupings for Legal Services include: Legal Advice; Preparation of Legal Documents; Litigation Services; Legislative Drafting; Legal Oversight.

Our Plans for 2011-12

Departmental Priorities

Advancing Operational and Management Excellence

- Implement Strategic Review.
- Implement the new governance structure. (Strategic Policy)

- Advance results-based management. (Chief Financial Officer)
- Implement a legal risk management framework. (Legal Services and Strategic Policy)
- Develop a departmental policy on private benefit-public good across DFO/CCG programs and services. (Strategic Policy)

Initiatives

- **Policy on Internal Audit:** Complete the implementation of Treasury Board's Policy on Internal Audit.
- **Policy on Evaluation:** Implement the 2011-12 Evaluation Plan, one of the steps in ensuring that DFO implements Treasury Board's Policy on Evaluation.
- **Results-based Management:** Implement mature planning and reporting regimes that ensure the availability of information for departmental decision-making and accountability; continue to advance and integrate risk management practices; and improve performance measurement and our ability to report on expected results for Canadians.

Ongoing Work

- **Chief Financial Officer:** Provide advice on performance measurement and evaluate the relevance and performance of programs; lead the annual Management Accountability Framework assessment; lead the development and practice of integrated risk management in DFO; lead the co-ordination and development of the Program Activity Architecture and Performance Measurement Framework; and implement the 5-year investment plan.
- **Strategic Policy:** Support the Minister and Department on obligations to Cabinet and Parliament; lead the annual-priority setting exercise; develop Strategic Environmental Assessments; provide national statistics to data users; conduct economic research on domestic and international fisheries; strengthen the interface between science and policy in the Department; and manage, co-ordinate, and provide advice on the regulatory process
- **Internal Audit:** Continue implementing the Internal Audit Policy, and deliver planned audits.
- **Communications:** Provide communications support and products for DFO priorities and initiatives, manage the departmental website, and

Fisheries and Oceans Canada Corporate Business Plan 2011-12

develop products for the Deputy Minister and Minister.

- **VICR:** Implement the Treasury Board and DFO Values and Ethics codes; implement the Treasury Board policy on conflict of interest and post-employment; provide support to DFO employees on public service values; raise awareness of DFO's employees' rights and obligations concerning political activities; provides conflict resolution services; act as the Senior Officer for the Disclosure of Wrongdoing.
- **Legal Services:** Provide strategic, high-quality legal advice and services in support of DFO's initiatives.

4.2 Resource Management

This Internal Services sub-activity delivers four sub-activities:

- Human Resources Management Services involve activities undertaken to determine strategic direction and allocate resources among services and processes, as well as activities relating to analyzing exposure to risk and determining appropriate countermeasures. They ensure that the service operations and programs of the federal government comply with applicable laws, regulations, policies, or plans.
- Financial Management Services involve activities undertaken to ensure the prudent use of public resources, including planning, budgeting, accounting, reporting, control and oversight, analysis, decision support and advice, and financial systems.
- Information Management Services involve activities undertaken to achieve efficient and effective information management to support program and service delivery; foster informed decision-making; facilitate accountability, transparency, and collaboration; and preserve and ensure access to information and records for the benefit of present and future generations. Information management is the discipline that directs and supports effective and efficient management of information in an organization, from planning and systems development to disposal or long-term preservation.
- Information Technology Services involve activities undertaken to achieve efficient and effective use of information technology to support government priorities and program delivery, to increase productivity, and to enhance services to the public. The management of information technology includes planning, building (or procuring), operating, and measuring performance.

Our Plans for 2011-12

Departmental Priorities

Advancing Operational and Management Excellence

- Continue the implementation of the Information Management Strategy. (Human Resources and Corporate Services).
- Implement Strategic Review.

Initiatives

- **Sound Financial Management:** Strengthen DFO's frameworks for controlling procurement and managing materiel, and pursue rigorous budgeting and allocation exercises. These initiatives will contribute to supporting auditable financial statements and implementing new Treasury Board policies in these areas.
- **National Human Resources Structure:** Complete the implementation of the National Human Resources Structure, which has been designed to ensure the best use of limited resources by aligning DFO's human resources priorities with available funding.
- **Staffing Time:** Continue to implement, establish, and refine DFO's staffing processes so that the time it takes to staff positions in the Department is reduced.
- **Employment Equity:** Take steps to increase the workforce representation of women, visible minorities, Aboriginals, and persons with disabilities by at least 5% by March 31, 2012.
- **Data Management Policy:** Develop, secure approval of, and implement a departmental policy on data management in support of the mitigation of the departmental risk related to information for decision-making.
- **Policy on Enterprise Architecture:** Develop, secure approval of, and implement a departmental policy on enterprise architecture to assist in the management and selection of investments for departmental software and hardware assets, targeting a decrease in duplication and an optimization of the architecture to meet business needs.

Ongoing Work

- **Human Resources and Corporate Services:** Continue to provide human resources management support to DFO, provide and maintain the information technology infrastructure for DFO, and manage DFO libraries, records and databases.
- **Chief Financial Officer:** Implement the CFO model, strengthen the financial and material control framework, and support DFO managers in financial management.

Did you know...

<A DFO story here>



Fisheries and Oceans Canada Corporate Business Plan 2011-12

\\svbcvanfp01\cohen-comm\Third Review\Email\C&P\Brian Atagi\Cohen - [Brian Atagi2011]\XBrian's C-Dri
Arch 1-6 (2011)\IN\

Information Technology at DFO

<2 pages of material in development>

4.3 Asset Management

Real Property Services involve activities undertaken to ensure real property is managed in a sustainable and financially responsible manner, throughout its life cycle, to support the cost-effective and efficient delivery of government programs. Real property is defined as any right, interest or benefit in land, which includes mines, minerals and improvements on, above or below the surface of the land.

Materiel Services involve activities undertaken to ensure that materiel can be managed by departments in a sustainable and financially responsible manner that supports the cost-effective and efficient delivery of government programs. Materiel is defined as all movable assets, excluding money and records, acquired by Her Majesty in right of Canada. Materiel management entails all activities necessary to acquire, hold, use and dispose of materiel, including the notion of achieving the greatest possible efficiency throughout the life cycle of materiel assets.

Acquisition Services involve activities undertaken to acquire a good or service to fulfil a properly completed request (including a complete and accurate definition of requirements and certification that funds are available) until entering into or amending a contract.

Our Plans for 2011-12

Departmental Priorities

Advancing Operational and Management Excellence

- Implement Strategic Review.

Initiatives

- **Real Property:** Develop a real property management system that will adequately support departmental programs.
- **Environmental Co-ordination:** Develop a strategy for departmental compliance with environmental regulations, policies, and best practices, building on existing environmental management programs.
- **Safety and Security:** Update and implement security and safety programs to ensure a safe and secure workplace, emergency management, and business continuity.

Ongoing Work

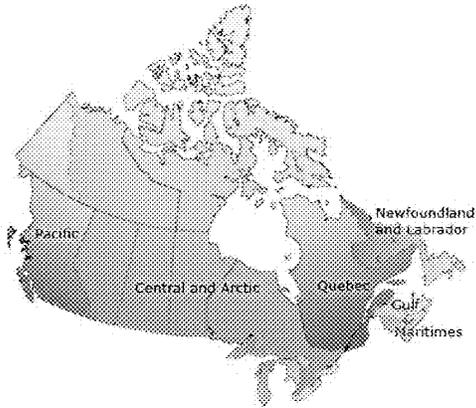
- **Human Resources and Corporate Services:** Manage DFO's real property portfolio throughout its life cycle (acquisition, operation, and disposal), assess and remediate DFO's contaminated sites, and provide a safety and security program for the department.
- **Chief Financial Officer:** Deliver contracting services and procurement strategies for DFO, and manage and maintain DFO's assets and inventory.

Did you know...

<A DFO story here>

DFO's Regions

The National Capital Region serves as the Department's national headquarters. In addition, DFO has six regions, each headed by a Regional Director General (RDG). The six regions, shown in the accompanying map of Canada, are: Maritimes, Newfoundland and Labrador, Gulf, Quebec, Central and Arctic, and Pacific.



Regional Directors General are responsible for delivering programs and activities in their respective regions in accordance with national and regional priorities and within national performance parameters. The Department operates fifteen regional science institutes, laboratories, and experimental centres across the country. Five DFO regions are home to Canadian Coast Guard (CCG) regional headquarters. Each CCG regional headquarters is headed by an Assistant Commissioner responsible for the day-to-day delivery of Coast Guard services.

Newfoundland and Labrador

The Newfoundland and Labrador Region covers more than 28,900 km of coastline, 2.5m km² of continental shelf, and three international boundaries (the United States of America, France and Denmark). Almost 1,600 individuals, including 950 CCG personnel and over 180 Science personnel, deliver programs from regional headquarters in St. John's, three area offices, and about 40 detachment and satellite offices.

There are over 375 DFO-owned core fishing harbours in the region operated by Harbour Authorities. Regional CCG facilities and assets include five Marine Communications and Traffic Services Centres, more than 1,700 fixed and floating aids to navigation, 55 lighthouses, and a fleet of 16 ships, 75 small craft, and three helicopters. Every year, the Maritime Rescue Sub-Centre in St. John's responds to about 500 incidents involving a total of 2,900 people.

Newfoundland and Labrador Region has the most severe sea conditions in Canada, and its ice conditions are second in severity to those in the Canadian Arctic.

Key Initiatives

Modernization of the Fisheries

- ♦ Self-rationalize the fishing industry through 'combining' of enterprises
- ♦ Enable fish harvesters to gain access to capital to facilitate rationalization

Deepening Engagement and Key Partnerships

- * Develop Precautionary Approach Frameworks to ensure a rebuilding of cod stocks
- ♦ Implement recovery plans for cod stocks
- * Prepare for 2011 NAFO Annual General Meeting
- * Provide scientific advice as NAFO Designated Experts on 10 fish stocks
- ♦ Provide support on other NAFO files, including Vulnerable Marine Ecosystems
- ♦ Coordinate and provide enforcement presence in the NAFO Regulatory Area
- * Serve as Canadian Representative on the NAFO Performance Review Committee

Responding to Changing Ecosystems

- ♦ Advance the Laurentian Channel Area of Interest towards establishment of a new Marine Protected Area

Advancing Operational and Management Excellence

- ✦ Implement Strategic Review decisions
- ✦ Align regional governance with departmental reorganization and governance
- ✦ Support people and asset management
- ✦ Continue implementation of Regional Public Service Employee Survey Action Plan
- ✦ Ensure fiscal responsibility through expenditure reduction

Maritimes

The Maritimes Region is DFO's second largest administrative region (after Central and Arctic), including a coastline and adjacent marine areas extending 8,600 kilometres from the Canada-U.S. border in southwest New Brunswick (NB) to the northern tip of Cape Breton Island. Regional headquarters is in Dartmouth, Nova Scotia, and regional staff are located at over 40 sites organized into three areas: Eastern Nova Scotia,, Southwest Nova Scotia,, and Southwest New Brunswick.

The regional headquarters for Small Craft Harbours is in Moncton, New Brunswick. This office works with Harbour Authorities and the three area offices to operate the 283 DFO-owned core fishing harbours in the Gulf and Maritimes regions.

Maritimes Region operates and maintains many properties, including offices, labs, lighthouses, wharves, and jettys. It is home to two major research facilities: the Bedford Institute of Oceanography, in Dartmouth, Nova Scotia, and the St. Andrews Biological Station, in New Brunswick. There are three biodiversity facilities in the region: two in Nova Scotia (Mersey and Coldbrook) and one in New Brunswick (Mactaquac).

Contributing to the Economy

DFO programs in the Maritimes Region make significant contributions to the economic development of the region:

- ✦ Commercial fisheries in the region have the highest landed value of any DFO region — about \$660M in 2008.
- ✦ The Habitat Management program significantly contributes to responsible economic development by providing technical advice and ensuring regulatory compliance for energy, mining, and infrastructure projects valued in the billions of dollars.
- ✦ Navigational products supplied by the Atlantic Region of the Canadian Hydrographic Service support safe and efficient navigation.
- ✦ Aquaculture has transformed Charlotte County, New Brunswick, into a prosperous area, generating new employment and raising personal incomes.



Regional Priorities

In addition to supporting departmental priorities, Maritimes Region has a number of its own priorities. These priorities have driven the Region's change agenda for the past two years and will continue to be the focus in 2011-12:

- ✦ **Ecosystem Approach to Management** - An Ecosystem Approach to Management framework, developed by the Region, is facilitating the integration of aquatic resource management programs.
- ✦ **Bycatch Management** - The region's bycatch management project is advancing ecosystem objectives through the monitoring of selected fisheries, development of management strategies, and contribution to a national bycatch policy.
- ✦ **Consultation and Engagement** - The region is developing a more effective, efficient and integrated engagement and consultation processes responsive to the needs of stakeholders. In this regard, special emphasis has been placed on Aboriginal communities and the fishing industry.
- ✦ **Marine Protected Areas** - As the first step in becoming a Marine Protected Area, the region is continuing its work on designating an Area of Interest.
- ✦ **Public Service Renewal** - The region is continuing its efforts to foster a work environment that is effectively structured and capable of retaining a diverse and representative workforce that is productive, principled, sustainable, and adaptable.

Collaboration

Maritimes Region continues to explore new ways of improving program delivery through internal and external collaborations and partnerships:

- ✦ Fisheries resource managers, Oceans and Habitat managers, and Science representatives are developing a combined Regional Assessment Process aimed at incorporating Ecosystem Research Initiative results into management decisions.
- ✦ In efforts to achieve Marine Stewardship Council eco-certification, the Region is supporting 16 fisheries.
- ✦ The collaborative agreement between DFO Maritimes and the Unama'ki Institute of Natural Resources is being renewed. This agreement

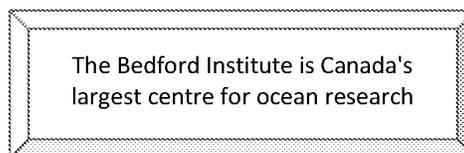
supports the integration of Aboriginal knowledge and participation into the stewardship of aquatic resources.

- ✦ The region is collaborating with DFO Science in the development and implementation of the Halifax Marine Research Institute, a new research partnership with other federal departments and academia.

Research Facilities

The Maritimes Region has several research facilities. They are:

- ✦ The St. Andrews Biological Station (St. Andrews, New Brunswick)
 - ✦ The Huntsman Marine Science Centre
 - ✦ Centre for Marine Biodiversity
 - ✦ Centre for Integrated Aquaculture Science (CIAS)
- ✦ The Bedford Institute of Oceanography (Dartmouth, Nova Scotia), including
- ✦ Mactaquac Fish Culture Station (Mactaquac, New Brunswick), including, on-site, the
 - ✦ Fish Collection Facility
 - ✦ Accelerated Rearing Facility
 - ✦ Main Salmon Hatchery



Gulf

The Gulf Region includes all the waters of the Gulf of St. Lawrence adjacent to the eastern coast of New Brunswick, the Northumberland Strait coast of Nova Scotia and Western Cape Breton Island, and the whole of Prince Edward Island. Over 480 personnel serve Canadians from the regional office in Moncton, three area offices, and 20 field offices.

DFO owns 283 core fishing harbours in the Gulf and Maritimes regions, and Harbour Authorities in the Maritimes Region operate them.

The waters of this region represent about 1% of Canada's exclusive economic zone but account for approximately 20% of the total catch by Canada's fisheries. Gulf also shares responsibility for the management of these fisheries with the Maritimes Region.

Gulf is the only DFO region designated as bilingual. About one-half of the region's staff are bilingual.

Key Initiatives

Modernization of the Fisheries

- * Support National Headquarters to provide licensing flexibility to fish harvesters
- * Implement long-term sustainability approach to snow crab, herring, shrimp, American palice and cod fisheries
- * Develop operational framework to manage the salmon fishery in the Miramichi and Restigouche Rivers
- * Assess and approve a funding proposal for Lobster Fishing Areas under the Atlantic Lobster Sustainability Measures Program

Streamlining and Simplifying Policies, Operations, and Procedures

- * Implement Conservation & Protection Compliance Review and Modernization initiative
- * Streamline and reduce Gulf Region restrictions in support of fish harvesters
- * Assist in implementing the Integrated Aboriginal Contribution Management Framework

Deepening Engagement and Key Partnerships

- * Continue conducting industry roundtables with all client groups

- * Develop a strategy with Aboriginal Liaison Officers for engaging Aboriginal communities
- * Support aquaculture initiatives through three provincial Memoranda of Understanding

Ensuring Fleet Preparedness

- * Strengthen linkages with Coast Guard on vessel usage and requirements
- * Review multi-year standing offers for charter vessel patrol in Eastern New Brunswick

Responding to Changing Ecosystems

- * Plan re-deployment of resources in support of public health and safety (Contaminated Shellfish Sanitation Program)
- * Develop and implement plans to manage shellfish harvesting near waste water treatment plants

Advancing Operational and Management Excellence

- * Implement Strategic Review decisions
- * Develop and implement a regional Workforce Management Strategy
- * Provide for integration of strategic and program policy through improved governance
- * Continue implementation of Regional Public Service Employee Survey Action Plan

Research Facilities

The Gulf Region has one research facility:

- * The Gulf Fisheries Centre (Moncton, New Brunswick), including:
 - * The Mere Juliette Library and
 - * Two laboratories specializing in shellfish health

Quebec

The Quebec Region, located within the borders of the province of Quebec, encompasses 6,000 kilometres of coastline. It consists of the St. Lawrence River, the estuary, and part of the Gulf, as well as the coastal waters of the Magdalen Islands. In Nunavik, it spans the eastern portion of James and Hudson Bay, the southern part of the Hudson Strait, as well as Ungava Bay.

This is the only unilingual French DFO region. It is served by 1,400 employees, including 746 members of the CCG, distributed across 15 cities and communities.

With close to 4,000 commercial fish harvesters, the fishing industry is and remains an important economic engine of the Quebec maritime sector. The region is home to 55 DFO-owned core fishing harbours, which are operated by Harbour Authorities.

The majority of programs and activities, including those of the CCG, are directed by the Québec City regional office. Operating from 7 locations and assisted by a CCG Auxiliary of 656 members, the Canadian Coast Guard operates a regional fleet of 24 vessels and aircraft.

Over 70% of the population of Quebec resides along the St. Lawrence River up to the Gulf area. This waterway, which extends 1,600 kilometres from the Atlantic Ocean to Montreal, has an impressive number of tributaries. Over 100 million tons of merchandise is shipped through the St. Lawrence River system each year.

The Maurice-Lamontagne Institute, a francophone marine science research centre located in Mont-Joli, is one of the most important federal science institutes in Quebec.

Key Initiatives

Modernization of the Fisheries

- Develop and implement the Integrated Fisheries Management Plan for shrimp and Greenland halibut
- Develop a long-term strategy for Small Craft Harbours
- Produce a progress report for shrimp and coastal crab in collaboration with Science

Fisheries and Oceans Canada Corporate Business Plan 2011-12

Streamlining and Simplifying Policies, Operations and Procedures

- Contribute to the renewal of fisheries policies and policies pertaining to fish habitat management
- Contribute to initiatives from the major projects management federal office with respect to the simplification of regulations

Deepening Engagement and Key Partnerships

- Negotiate land claims issues with the Quebec Innu
- Implement DFO obligations with respect to treaties
- Collaborate with the Province of Quebec in partnership on aquaculture, two fisheries fleet streamlining projects and in the conservation and protection of fish habitat
- Develop a 5-year action plan as a follow-up to the St-Lawrence plan

Responding to Changing Ecosystems

- Implement the Gulf of St-Lawrence Integrated Management project
- Consolidate protected marine areas (Sites in the Gulf of St-Lawrence and consultations and documentation for designating Banc des Américains as a Marine Protected Area
- Research climate changes occurring in the St-Lawrence (hypoxia and acidification)
- Implement the regional Species at Risk program

Advancing Operational and Management Excellence

- Implement measure identified in Strategic Review
- Implement leadership programs to ensure a well-equipped and professional workforce
- Consolidate regional result-based management initiatives
- Strengthen regional HR, financial and administrative capacities

Research Facilities

The Quebec Region has one major research facility:

- The Maurice Lamontagne Institute (LMI) (near Mont-Joli, Qc. – south shore) including,
 - Regional Science Branch, DFO, Quebec Region
 - Regional Oceans and Habitat, DFO, Quebec Region

Central and Arctic

The Region's programs are conducted from major facilities in Sarnia, Winnipeg and Burlington and from more than 39 offices and facilities throughout the Region. Approximately half of Central and Arctic employees work in Ontario while the others work in Manitoba, Saskatchewan, Alberta, Northwest Territories and Nunavut.

Context and Analysis

The Central and Arctic Region (C&A) is the largest region of Fisheries and Oceans Canada (DFO). It contains 64 per cent of Canada's land mass, 67 per cent of the country's fresh water (the supply source for over 30 million people in Canada and the United States), 65 per cent of Canada's marine waters, nearly 60 per cent of Canada's population and 71 per cent of our coastline.

The Region contains important fishery resources harvested in commercial, subsistence and sport fisheries (92 per cent of Canada's freshwater commercial fisheries and 63 per cent of Canada's freshwater sports fishing), which provide employment and economic benefits contributing some \$2.5 billion to the Canadian economy annually. Subsistence-based fisheries supply considerable protein for approximately 75 per cent of the population in Northwest Territories and Nunavut where the resource is an important part of individual and community life.

The Region is home to more than 50 per cent of all recreational boaters in Canada and the Great Lakes are a major commercial and recreational waterway; most of Canada's domestic shipping tonnage is registered in and operated out of the Region.

The majority of economic development in Canada is occurring in the C&A Region with unprecedented economic growth in the natural resources sector. Over 82 per cent of capital investments and expenditures on mining, oil and gas extraction for Canada is taking place in the region. The most telling examples are found in the oil and gas sector, particularly Alberta's oil sands.

Others include diamond mining in the Arctic and Ontario, hydro development across the Prairies, metal mining, urban growth and infrastructure investment. In parallel with this rate of growth is the need for the region to engage in regulatory reviews, provide scientific advice and determine impacts on fish and fish habitat.

Politically, C&A is a complicated region, with two distinctive forms of governance separating the southern and northern operations, as well as the additional challenges of managing relationships with four provinces.



Governance over the Arctic is unique given the modern treaties or land claims which provide northerners with legal co-management powers that do not exist in the south. C&A Region co-manages fisheries and marine mammal resources with a number of "institutions of public governance" established under land claims agreements.

Resource Management Boards, including the Nunavut Wildlife Management Board and Fisheries Joint Management Committee, for example, are the main instruments of fish management in the land claims settlement areas. These "institutions of public governance" have decision making authority subject to the ultimate authority of the Minister which must be exercised within very circumscribed criteria.

The Region provides scientific support and advice to co-management boards regarding the overall management of fisheries and marine mammals and implements Board decisions. The Department retains

Fisheries and Oceans Canada Corporate Business Plan 2011-12

overall responsibility for resource conservation and regulatory functions related to fish habitat management and impact authorizations.

South of 60°, the three Prairie provinces and Ontario have been delegated responsibility for fisheries management while DFO continues to be the prime deliverer of fish habitat and species at risk management. To operationalize these arrangements and co-ordinate shared responsibilities with respect to new priorities such as aquatic invasive species (AIS), C&A has developed strong partnerships with provinces, conservation authorities, provincial government agencies and other federal departments.

Key Initiatives

Modernization of the Fisheries – Arctic

- * Develop new and emerging fisheries
- * Complete the Nunavut Fisheries Framework
- * Support discussions on potential arctic high seas fisheries
- * Complete basin dredging, breakwater, marshalling area and sealift ramp for Pangnirtung Harbour
- * Determine stock discrimination in Arctic fisheries and marine mammals
- * Increase knowledge on stock status and productivity
- * **UNCLOS:** Complete one hydrographic field survey in the Canada Basin
- * **Canada-Greenland Joint Commission:** Provide support on Narwahl and Beluga

Modernization of Fisheries – South of 60

- * **Collaborative Management Regime for Aquaculture:** Complete Memoranda of Understanding with the provinces of Ontario and Manitoba
- * **Centre for Integrated Aquaculture Science:** Assess impacts of freshwater cage aquaculture on sediments and benthic communities in Lake Huron and Lake Diefenbaker
- * Deliver the Aquaculture Collaborative Research and Development Program
- * **Small Craft Harbours:** Improve safety, functionality and management of fishing harbours and improve the level of service for fishers

Streamlining and Simplifying Policies, Operations, and Procedures

- * **Renewal of Policy for Management of Fish Habitat:** Develop policy tools for regulatory reviews, environmental assessments and Aboriginal consultations
- * **Species at Risk:** Support Parliamentary review of the SARA act and science support of SARA

Deepening Engagement and Key Partnerships

- * **Great Lakes Water Quality Agreement:** Provide physical and biological data leading negotiations on aquatic invasive species
- * **Joint Strategic Plan for Great Lakes Fisheries Management:** Support the joint plan (the Great Lakes Fishery Commission)
- * Strengthen partner and stakeholder liaison and intergovernmental affairs governance
- * Develop Conservation and Protection protocol with northern governments

Responding to Changing Ecosystems

- * Conduct research on invasive species
- * Complete Great Lakes risk assessment for Asian Carp
- * Conduct research on ship ballast water treatment and management
- * Conduct research and provide advice in support of SARA
- * Integrate fisheries checklists and management plans to address climate change and other ecosystem considerations
- * Evaluate fish habitat with respect to hydropower impacts
- * With Alberta, create a water Management Framework for the Athabasca River for use by the Oil Sands industry

Advancing Operational and Management Excellence

- * Central & Arctic to align with new DFO governance direction
- * Regionalize and implement findings of the Real Property Task Force
- * Provide analysis of fisheries management and harvest information

Research Facilities

The Central and Arctic Region has several research facilities:

- ◊ The Freshwater Institute Science Laboratory (Winnipeg, Manitoba)
- ◊ The Canadian Centre for Inland Waters (Burlington, Ontario), including
 - ◊ The Bayfield Institute, comprising the Canadian Hydrographic Service and the Great Lakes Laboratory for Fisheries and Aquatic Sciences
- ◊ The Sea Lamprey Control Centre (Sault Ste. Marie, Ontario)
- ◊ Experimental Lakes Area (Kenora, Ontario)
- ◊ Resolute Bay Laboratories (Resolute Bay, Northwest Territories)

The region also has offices and laboratories in Iqaluit, Nunavut, and Inuvik, Northwest Territories.

Pacific

The Pacific Region oversees 27,000 km of coastline, the inland fisheries of the Yukon Territory, 105 river systems in British Columbia, the rivers crossing the BC-Yukon border, and habitat in the BC interior; over 1,300 individuals work in the region's 40 offices and stations.

The 78 DFO-owned core fishing harbours in the Pacific Region are all operated by Harbour Authorities.

CCG Pacific Region has its regional and fleet headquarters in Vancouver and Victoria respectively. Pacific Region's more than 1,000 employees maintain and operate many vessels, shore stations, helicopters, and marine aids.

Science institutes include the Pacific Biological Station situated in Nanaimo, the Institute for Ocean Sciences at the University of Victoria, the Center for Aquaculture & Environmental Research in West Vancouver, and the Cultus Lake Salmon Research Laboratory located in the Fraser Valley near Chilliwack, BC. In addition, Pacific Region operates 14 major fish hatcheries.

Key Initiatives

Modernization of the Fisheries

- ◊ Continue development of share-based salmon management
- ◊ Strengthen fisheries monitoring and catch reporting
- ◊ Implement the Federal Aquaculture Regime in British Columbia
- ◊ Advance the Sustainable Fisheries Framework and Wild Salmon Policy
- ◊ Respond to the Ahousaht decision/appeal and other legal challenges
- ◊ Implement the Mitigation Program under Chapter 3 of the Pacific Salmon Treaty
- ◊ Contribute to national initiatives on modernizing and integrating approaches to addressing Section 35 rights and Aboriginal program delivery
- ◊ Contribute to national initiative to renew Larocque funding



Fisheries and Oceans Canada Corporate Business Plan 2011-12

Streamlining and Simplifying Policies, Operations, and Procedures

- ✦ Contribute to renewal of national habitat and fisheries policies
- ✦ Develop and implement regional habitat strategy
- ✦ Develop and advance with fisheries policy implementation plans
- ✦ Implement the Habitat Compliance Monitoring Program

Deepening Engagement and Key Partnerships

- ✦ Engage First Nations and stakeholders on policy and operational issues
- ✦ Seek efficiencies and integration opportunities with respect to consultations
- ✦ Contribute to national policy work on consultations

Ensuring Fleet Readiness

- ✦ Strengthen linkages with CCG, including vessel use and requirements

Responding to Changing Ecosystems

- ✦ Improve the capacity of DFO and stakeholders to respond to climate change through:
 - ✦ South Cost Chinook Management Response
 - ✦ Contributions to the national Northern Strategy
 - ✦ Contributions to the national Climate Change Strategy and Climate Change Science Initiative
 - ✦ Research the impact of climate change and variation on aquatic ecosystems

Research Facilities

The Pacific Region has several research facilities. They are:

- ✦ The Pacific Biological Station (Nanaimo, Vancouver Island, BC)
- ✦ The Molecular Genetics Laboratory
- ✦ The Institute of Ocean Sciences (Sidney, Vancouver Island, BC)
- ✦ Centre for Aquaculture and Environmental Research (West Vancouver, BC)
- ✦ Cultus Lake Salmon Research Laboratory (Cultus Lake, BC – in the Fraser Valley)
- ✦ Co-operative Resource Management Institute in Resource and Environmental Management (Simon Fraser University, Burnaby Campus, Burnaby, BC)

Fisheries and Oceans Canada Corporate Business Plan 2011-12

Annexes

<in development, to include full PAA diagram and financials and other data at a minimum>

