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## Fisheries and Oceans Canada - Report

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### Minister's Message

I am pleased to present the 2011-12 Report on Plans and Priorities for Fisheries and Oceans Canada.

This year's report is about transformation. We have taken the best of what we were already doing and are making it even better. Our Department has reorganized itself to implement a forward-looking program and policy agenda that puts client service at the heart of everything we do. One of the main changes is a new governance structure that will ensure decision-making is done in a fully integrated way and with a focus on transparency, accountability and achieving results for Canadians.

To this end, in 2011-12, Fisheries and Oceans Canada and its Special Operating Agency, the Canadian Coast Guard, will officially implement its new Management, Resources and Results Structure, which includes three Strategic Outcomes:

- Economically Prosperous Maritime Sectors and Fisheries;
- Sustainable Aquatic Ecosystems; and
- Safe and Secure Waters.

Supporting a prosperous and sustainable fishing and seafood industry and delivering safety on Canada's waters have long been priorities for our Department. These new strategic outcomes clarify our commitment to Canadians and ensure that our decisions and activities are directed toward these priorities at all times and at every level.

Responsible fiscal management also continues to be an important focus for us. This past year Fisheries and Oceans closely examined all its operations as part of the government-wide Strategic Review. The review was an excellent opportunity to find ways to better align our resources to our priorities and ensure our program and service offerings and business practices remain relevant for Canadians.

### Highlights for 2011-12

For 2011-12, we will continue to focus on the following key priorities and initiatives:

- Modernizing fisheries to help ensure Canada's fisheries and marine sectors are more economically prosperous and responsive to changing conditions at home and in the global marketplace, including eco-certification requirements;
- Maintaining and replacing the Canadian Coast Guard's aging assets so that we are able to meet current and future service demands;
- Strengthening the Environmental Response program in the Canadian Coast Guard;
- Working toward sustainable aquatic ecosystems by modernizing our habitat management procedures and providing enhanced environmental response reporting and coordination;
- Supporting the Government's Northern Agenda; and
- Strengthening engagement and key partnerships, including renewal of the departmental consultation framework, especially its Aboriginal dimensions.

Our Department will continue to contribute fully in support of the Cohen Commission of Inquiry into the Decline of Sockeye Salmon in the Fraser River over the coming year. The Commission's interim report, released on October 29, 2010, acknowledges our ongoing efforts and the exceptional resources we have committed to the disclosure of hundreds of thousands of documents relevant to the Commission's mandate. Fisheries and Oceans Canada looks forward to the final report of the Commission, which will likely provide recommendations for the future sustainability of the sockeye salmon fishery in the Fraser River.

### The Way Forward

I invite you to read this report to learn more about our Department's priorities and plans for the coming year. I am looking forward to moving ahead as we work with our colleagues, stakeholders and government partners. Together, we will continue to build strong, sustainable fisheries and marine sectors.

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**The Honourable Keith Ashfield, P.C., M.P.**  
*Minister of Fisheries and Oceans*

## Section I - Departmental Overview

### Raison d'être

Canada's fisheries and oceans have played and continue to play an important historic, economic, and cultural role in Canada's

development and growth as a nation. Fisheries and Oceans Canada (DFO) has the lead federal role in managing Canada's fisheries and safeguarding its waters.

The [Canadian Coast Guard](#) (CCG), a Special Operating Agency within DFO, is responsible for services and programs that contribute to the safety, security, and accessibility of Canada's waterways. CCG supports other government organizations by providing a civilian fleet and a broadly distributed shore-based infrastructure.

The Department's work is guided by three key pieces of legislation:

- The **Oceans Act** entrusts the Minister with leading integrated oceans management and providing coast guard and hydrographic services.
- The **Fisheries Act** gives the Minister responsibility for the management of fisheries, habitat, and aquaculture.
- The **Species at Risk Act** gives the Minister responsibilities associated with the management of aquatic species at risk.

#### Our Mission

Through sound science, forward-looking policy, and operational and service excellence, DFO employees work collaboratively toward the following strategic outcomes:

- Economically Prosperous Maritime Sectors and Fisheries;
- Sustainable Aquatic Ecosystems; and
- Safe and Secure Waters.

#### Our Vision

To advance sustainable aquatic ecosystems and support safe and secure Canadian waters while fostering economic prosperity across maritime sectors and fisheries.

## Organization

More than eight of every ten employees of Fisheries and Oceans Canada work outside national headquarters in one of its six regions. National objectives, policies, procedures, and standards for the Department and CCG are established at national headquarters, in Ottawa. Regions are responsible for delivering programs and activities in accordance with national and regional priorities and within national performance parameters.

Information about DFO's regions and the Canadian Coast Guard is available at <http://www.dfo-mpo.gc.ca/rpp/2011-12/index-eng.htm>. A diagram of DFO's organizational structure is available at <http://www.dfo-mpo.gc.ca/us-nous/organisation-eng.htm>.

## Strategic Review

DFO undertook a Strategic Review in 2010. Although the results of the review have not been finalized, its outcomes will provide an opportunity for the Department to establish new directions in key areas.

## DFO's Contribution to the Federal Sustainable Development Strategy

Fisheries and Oceans Canada is a participant in the Federal Sustainable Development Strategy (FSDS). FSDS represents a major step forward for the Government of Canada by including environmental sustainability and strategic environmental assessment as an integral part of its decision-making processes.

DFO contributes to Themes III and IV of the four FSDS themes:



Theme I: Addressing Climate Change and Air Quality;



Theme II: Maintaining Water Quality and Availability;



Theme III: Protecting Nature; and



Theme IV: Shrinking the Environmental Footprint — Beginning with Government

DFO's activities in support of Theme III are outlined in Section II of this report under the following program activities:

- 1.1 Integrated Fisheries Resource Management;
- 1.4 Sustainable Aquaculture Program;
- 2.5 Species at Risk Management;
- 2.7 Integrated Oceans Management; and
- 2.8 Aquatic Invasive Species.

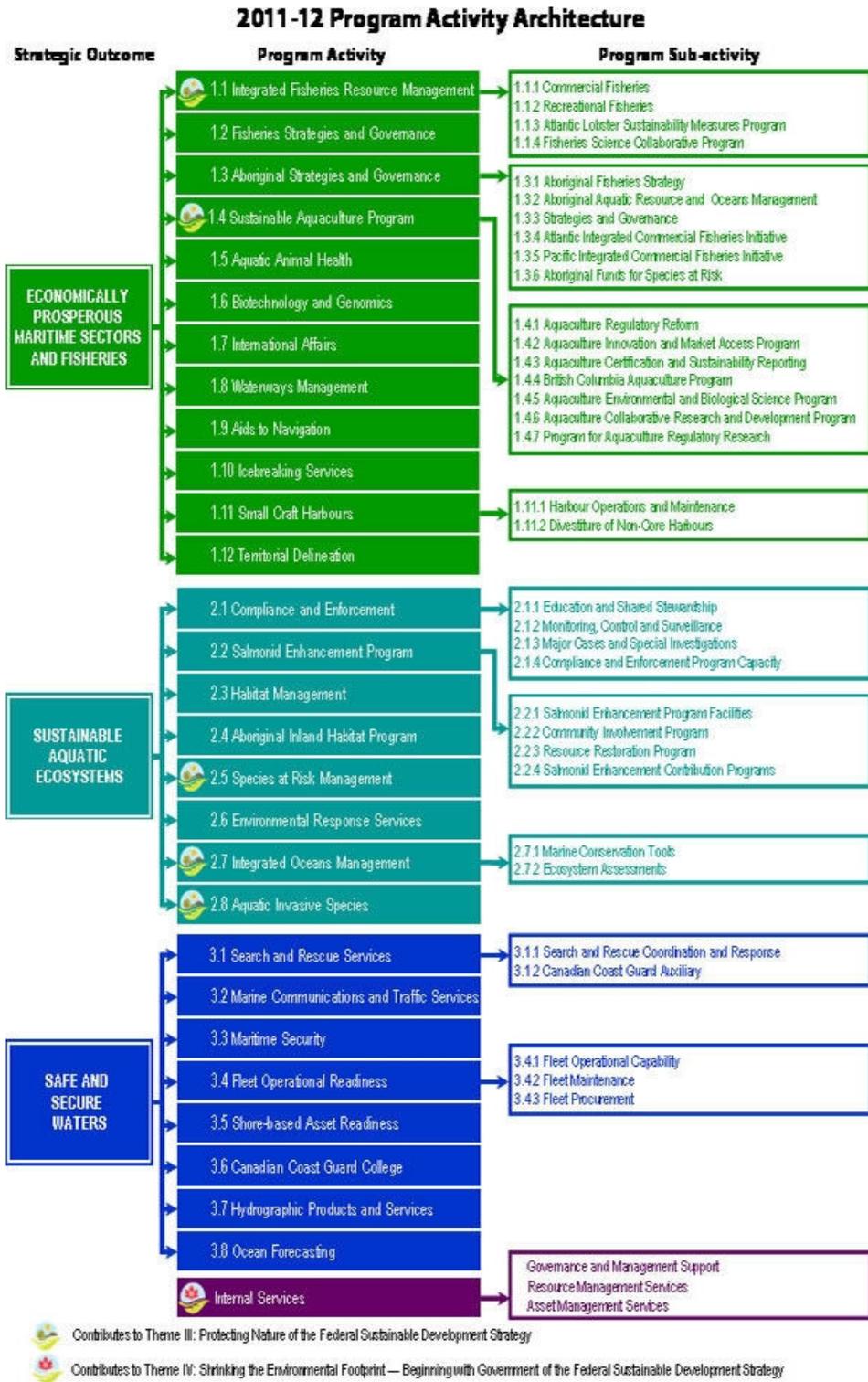
The Department's contributions to Theme IV can be found in the Supplementary Table Greening Government Operations

(<http://www.tbs-sct.gc.ca/rpp/2011-2012/info/info-eng.asp>).

Details on DFO's Sustainable Development Strategy can be found on the DFO website (<http://www.dfo-mpo.gc.ca/sds-sdd/2011-2012/index-eng.htm>). Complete details on FSDS can be found on the Environment Canada website (<http://www.ec.gc.ca/dd-sd/default.asp?lang=En&n=E19EE696-1>).

## Program Activity Architecture

The Government of Canada's Management, Resources and Results Structure (MRRS) is the foundation of a government-wide approach aimed at strengthening the management and accountability of public expenditures and clearly demonstrating results for Canadians. The Program Activity Architecture (PAA) is part of the MRRS. The PAA shows how DFO's programs align with the Department's three strategic outcomes. The PAA also includes a standalone Program Activity called Internal Services, defined as the activities and resources that support an organization's program needs and other corporate obligations.



[Program Activity Architecture]

## Program Activity Architecture Crosswalk

DFO redesigned its Management, Resources and Results Structure (MRRS) for 2011-12 to better reflect the full range of programs it delivers and to improve its Performance Measurement Framework. A revised Strategic Outcome, *Economically Prosperous Maritime Sectors and Fisheries*, was introduced to acknowledge the Department's activities, research, advice and decisions, as well as its direct and indirect economic implications. The two other Strategic Outcomes, *Sustainable Aquatic Ecosystems* and *Safe and Secure Waters*, are essentially carried forward from the 2010-11 MRRS.

Under the new MRRS, the Program Activity Architecture (PAA) was adjusted to ensure that programs are better aligned to our Strategic Outcomes.

It was also recognized that science is an integral part of most DFO programs and provides an invaluable enabling function. Where science activities meet the definition of a program in the Treasury Board Secretariat's MRRS instructions, these activities are reflected as programs in the PAA diagram.

The table below illustrates the placement of DFO's program activities and strategic outcomes in the 2010-11 PAA versus the 2011-12 PAA as well as the notional distribution of financial resources in terms of planned spending for 2011-12.

## Distribution of Financial Resources

(\$ millions)

2010-11 Program Activity Architecture		2011-12 Program Activity Architecture		
Strategic Outcome	Program Activity	Program Activity	Strategic Outcome	
1. Safe and Accessible Waterways (\$855.4)	1.1 Canadian Coast Guard (\$705.5)	1.8 Waterways Management (\$5.2)	1. Economically Prosperous Maritime Sectors and Fisheries (Strategic Outcome Total \$533.3)	
		1.9 Aids to Navigation (\$22.3)		
		1.10 Icebreaking Services (\$17.0)		
			2.6 Environmental Response Services (\$10.6)	2. Sustainable Aquatic Ecosystems (Strategic Outcome Total \$294.6)
			3.1 Search and Rescue Services (\$34.6)	3. Safe and Secure Waters (Strategic Outcome Total \$688.8)
			3.2 Marine Communications and Traffic Services (\$45.1)	
			3.3 Maritime Security (\$10.1)	
			3.4 Fleet Operational Readiness (\$425.0)	
			3.5 Shore-based Asset Readiness (\$124.2)	
		3.6 Canadian Coast Guard College (\$11.2)		
	1.2 Small Craft Harbours (\$114.6)	1.11 Small Craft Harbours (\$114.6)	1. Economically Prosperous Maritime Sectors and Fisheries (Strategic Outcome Total \$533.3)	
	1.3 Science for Safe and Accessible Waterways (\$35.3)	3.7 Hydrographic Products and Services (\$28.7)	3. Safe and Secure Waters (Strategic Outcome Total \$688.8)	
		1.12 Territorial Delineation (\$6.4)	1. Economically Prosperous Maritime Sectors and Fisheries (Strategic Outcome Total \$533.3)	
2. Sustainable Fisheries and Aquaculture (\$511.8)	2.1 Fisheries and Aquaculture Management (\$361.8)	1.1 Integrated Fisheries Resource Management (\$63.1)	1. Economically Prosperous Maritime Sectors and Fisheries (Strategic Outcome Total \$533.3)	
		1.2 Fisheries Strategies and Governance (\$16.5)		
		1.3 Aboriginal Strategies and Governance (\$111.4)		
		1.4 Sustainable Aquaculture Program (\$23.5)		
		1.7 International Affairs (\$7.3)		
			2.1 Compliance and Enforcement (\$109.9)	2. Sustainable Aquatic Ecosystems (Strategic Outcome Total \$294.6)
			2.2 Salmonid Enhancement Program (\$30.1)	

	2.2 Science for Sustainable Fisheries and Aquaculture (\$150.0)	→	1.1 Integrated Fisheries Resource Management (\$80.8) 1.2 Fisheries Strategies and Governance (\$29.6) 1.4 Sustainable Aquaculture Program (\$18.1) 1.5 Aquatic Animal Health (\$5.9) 1.6 Biotechnology and Genomics (\$3.0) 1.7 International Affairs (\$1.6) 2.8 Aquatic Invasive Species (\$11.0)	→	1. Economically Prosperous Maritime Sectors and Fisheries (Strategic Outcome Total \$533.3)  2. Sustainable Aquatic Ecosystems (Strategic Outcome Total \$294.6)
3. Healthy and Productive Aquatic Ecosystems (\$145.5)	3.1 Oceans Management (\$15.4)	→	2.7 Integrated Oceans Management (\$15.4)	→	2. Sustainable Aquatic Ecosystems (Strategic Outcome Total \$294.6)
	3.2 Habitat Management (\$55.0)	→	2.3 Habitat Management (\$46.4) 2.4 Aboriginal Inland Habitat Program (\$8.7)		
	3.3 Species at Risk Management (\$24.2)	→	2.5 Species At Risk Management (\$24.3)		
	3.4 Science for Healthy and Productive Aquatic Ecosystems (\$50.8)		→	1.1 Integrated Fisheries Resource Management (\$0.1)	→
1.7 International Affairs (\$2.8)					
2.3 Habitat Management (\$12.1)				→	2. Sustainable Aquatic Ecosystems (Strategic Outcome Total \$294.6)
2.5 Species at Risk Management (\$2.7)					
2.7 Integrated Oceans Management (\$23.4)					
		→	3.8 Ocean Forecasting (\$9.8)	→	3. Safe and Secure Waters (Strategic Outcome Total \$688.8)
Internal Services (\$314.6)		→	1.7 International Affairs (\$4.2)	→	1. Economically Prosperous Maritime Sectors and Fisheries (Strategic Outcome Total \$533.3)
			Internal Services (\$310.4)		
<b>2011-12 Total Departmental Planned Spending</b> <b>\$1,827.1</b>					

Note: Because of rounding, figures may not add to the totals shown.

## Planning Summary by Strategic Outcome

### Strategic Outcome 1: Economically Prosperous Maritime Sectors and Fisheries

Performance Indicator	Targets
Dollar value of Gross Domestic Product generated by maritime sectors and fisheries	2009 value based on specific North American Industry Classification System industries included
Dollar value of net fishing income of self-employed fish harvesters	Average value 2004-08
Dollar value of Canada's exports of fish and seafood products	2009 value based on specific North American Industry Classification System industries included

(\$ millions)

Program Activity	Alignment to Government of Canada <sup>[1]</sup> Outcome Area	Forecast Spending 2010-11	Planned Spending		
			2011-12	2012-13	2013-14
1.1 Integrated Fisheries Resource Management	Strong Economic Growth	141.9	144.0	116.7	113.8
1.2 Fisheries Strategies and Governance	Strong Economic Growth	41.2	46.1	46.1	46.1
1.3 Aboriginal Strategies and Governance	Strong Economic Growth	117.6	111.4	60.9	60.8
1.4 Sustainable Aquaculture Program	Strong Economic Growth	41.6	41.6	39.5	24.4
1.5 Aquatic Animal Health	An Innovative and Knowledge-Based Economy	6.0	5.9	5.9	5.9
1.6 Biotechnology and Genomics	An Innovative and Knowledge-Based Economy	3.9	3.0	3.0	3.0
1.7 International Affairs	A Prosperous Canada Through Global Commerce	11.0	15.9	15.9	15.8
1.8 Waterways Management	Strong Economic Growth	5.9	5.2	5.2	5.2
1.9 Aids to Navigation	Strong Economic Growth	21.6	22.3	21.3	21.3
1.10 Icebreaking Services	Strong Economic Growth	17.2	17.0	17.0	17.0
1.11 Small Craft Harbours	Strong Economic Growth	212.3	114.6	92.6	92.6
1.12 Territorial Delineation	An Innovative and Knowledge-Based Economy	10.5	6.4	0.7	0.8
<b>Total</b>		<b>630.6</b>	<b>533.3</b>	<b>424.8</b>	<b>406.7</b>

Note: Because of rounding, figures may not add to the totals shown.

### Strategic Outcome 2: Sustainable Aquatic Ecosystems

Performance Indicator	Targets
Percentage of all known aquatic species that are rated <i>secure</i>	≥2010 base year by March 31, 2015
Consolidated Index of Aquatic Ecosystem Health assessing population status, trophic structure, and species richness	≥2012 base year by March 31, 2013

(\$ millions)

Program Activity	Alignment to Government of Canada Outcomes	Forecast Spending 2010-11	Planned Spending		
			2011-12	2012-13	2013-14
2.1 Compliance and Enforcement	A Clean and Healthy Environment	111.6	109.9	106.9	106.9
2.2 Salmonid Enhancement Program	A Clean and Healthy Environment	30.4	30.1	30.1	30.1
2.3 Habitat Management	A Clean and Healthy Environment	65.2	58.5	52.7	52.7
2.4 Aboriginal Inland Habitat Program	A Clean and Healthy Environment	8.6	8.7	8.7	8.7
2.5 Species at Risk Management	A Clean and Healthy Environment	26.5	27.0	17.2	17.2
2.6 Environmental Response Services	A Clean and Healthy Environment	11.1	10.6	10.6	10.6
2.7 Integrated Oceans Management	A Clean and Healthy Environment	46.0	38.8	35.4	35.4
2.8 Aquatic Invasive Species	An Innovative and Knowledge-Based Economy	11.6	11.0	11.0	11.0
<b>Total</b>		<b>310.9</b>	<b>294.6</b>	<b>272.7</b>	<b>272.7</b>

Note: Because of rounding, figures may not add to the totals shown.

### Strategic Outcome 3: Safe and Secure Waters

Performance Indicator	Targets
Percentage of Canadian public reporting that the marine transportation system in Canada is <i>safe</i> or <i>very safe</i>	90%
Percentage of Canadian and Foreign shipping incidents (e.g., collision, grounding, striking and ice damage) relative to total Canadian and foreign shipping movements in Canadian waters	<0.2%

(\$ millions)

Program Activity	Alignment to Government of Canada Outcomes	Forecast Spending 2010-11	Planned Spending		
			2011-12	2012-13	2013-14
3.1 Search and Rescue Services	A Safe and Secure Canada	34.7	34.6	34.6	34.6
3.2 Marine Communications and Traffic Services	A Safe and Secure Canada	54.7	45.1	47.1	45.9
3.3 Maritime Security	A Safe and Secure Canada	9.5	10.1	7.5	7.5
3.4 Fleet Operational	A Safe and Secure Canada	459.7	425.0	411.9	352.3
3.5 Shore-based Asset Readiness	A Safe and Secure Canada	128.4	124.2	125.2	114.2
3.6 Canadian Coast Guard College	A Safe and Secure Canada	11.5	11.2	11.2	11.2
3.7 Hydrographic Products and Services	An Innovative and Knowledge-Based Economy	31.9	28.7	28.2	28.2
3.8 Ocean Forecasting	An Innovative and Knowledge-Based Economy	8.2	9.8	9.8	9.8
<b>Total</b>		<b>738.5</b>	<b>688.8</b>	<b>675.6</b>	<b>603.8</b>

Note: Because of rounding, figures may not add to the totals shown.

## Departmental Priorities

The initiatives and activities outlined below are areas where particular focus will be placed to make progress against our strategic outcomes. Section II of this report provides additional information, which is focused on ongoing work.

Operational Priorities	Management Priorities
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<ul style="list-style-type: none"> <li>• Modernization of the Fisheries</li> <li>• Streamlining and Simplifying Policies, Operations, and Procedures</li> <li>• Deepening Engagement and Key Partnerships</li> <li>• Ensuring Asset Readiness</li> <li>• Responding to Changing Ecosystems</li> </ul>	<ul style="list-style-type: none"> <li>• Advancing Operational and Management Excellence</li> </ul>
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For each of the plans outlined below, the associated Program Activity (PA) is identified in parenthesis.

**Contribution of Operational Priorities to Strategic Outcomes**

<p><b>Modernization of the Fisheries</b>  <b>Contributing to...</b>          • Economically Prosperous Maritime Sectors and Fisheries          • Sustainable Aquatic Ecosystems</p>	<p><b>Ongoing</b></p>
<p><b>Why is this a priority?</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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 <i>Saulnier</i> decision that fishing licences are considered property for the purposes of the <i>Bankruptcy and Insolvency Act</i> and the <i>Personal Property Security Act</i>, have underlined the need to modernize the regulations and legislation governing fishing activity in Canada.</li> <li>• Internationally managed fisheries provide important socio-economic benefits to Canadians, and some of these fisheries face challenges related to unsustainable management practices.</li> </ul> <p><b>Plans for meeting the priority:</b></p> <ul style="list-style-type: none"> <li>• Improve access to international markets by ensuring accurate, reliable, and consistent diagnostics for disease detection consistent with the International Organization for Standardization. (PA 1.5)</li> <li>• Develop and apply the use of genomics-based tools in the management of the wild fishery and aquaculture. (PA 1.6)</li> <li>• Bring forward a new Fisheries Act. (PA 1.1)</li> <li>• Implement new aquaculture regulations. (PA 1.4)</li> <li>• Establish a new compliance and enforcement program for aquaculture in British Columbia. (PA 2.1)</li> <li>• Ensure a co-ordinated approach to modernization of the fisheries by doing the following:             <ul style="list-style-type: none"> <li>◦ Working with harvesters to understand their requirements for responding to changing economic conditions, including supporting harvesters' access to capital;</li> <li>◦ Stabilizing allocations;</li> <li>◦ Renewing the licence fee regime;</li> <li>◦ Enabling the Canadian fish and seafood industry to meet market access requirements for ecocertification by providing science and fisheries management information, verifying the proper use of that information, and ensuring that industry has the support it needs to meet third-party conditions associated with ecocertification;</li> <li>◦ Supporting Government of Canada trade negotiations to ensure Canadian fish and seafood interests are properly represented and market access is defended against discriminatory measures;</li> <li>◦ Implementing and further developing the Sustainable Fisheries Framework;</li> <li>◦ Certifying that Canadian fish and seafood exporters comply with international regulations regarding illegal, unreported, and unregulated fishing through the delivery of the Catch Certification Program;</li> <li>◦ Increasing stability, transparency, and predictability in fisheries management through renewed fisheries policies and improved governance; and</li> <li>◦ Working with industry to understand and address market and regulatory requirements that affect traceability by developing a National Fish and Seafood Traceability Strategy with provinces, territories and industry. (PA 1.1, 1.2, 1.7)</li> </ul> </li> <li>• Develop a long-term infrastructure strategy for small craft harbours that is aligned with departmental priorities for the fisheries and with the Fisheries and the Future policy. (PA 1.11)</li> <li>• Support global efforts to combat illegal, unreported, and unregulated fishing. (PA 1.1, 1.7)</li> <li>• 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. (PA 2.1)</li> <li>• Work with international partners to continue improvements in Regional Fisheries Management Organizations. (PA 1.7)</li> <li>• Support Canada's World Trade Organization challenge regarding the European Union ban on seal products. (PA 1.7)</li> <li>• Under the Pacific Integrated Commercial Fisheries Initiative, advance development of share-based salmon management in collaboration with First Nations and stakeholders. (PA 1.3)</li> </ul>	

<p><b>Streamlining and Simplifying Policies, Operations, and Procedures</b>  <b>Contributing to...</b>          • All Strategic Outcomes</p>	<p><b>New</b></p>
<p><b>Why is this a priority?</b></p> <ul style="list-style-type: none"> <li>• 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.</li> </ul> <p><b>Plans for meeting the priority:</b></p> <ul style="list-style-type: none"> <li>• Group departmental obligations related to signed treaties in a Management Control Framework and develop department-wide approaches to Aboriginal relations. (PA 1.3)</li> <li>• 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. (PA 1.4)</li> </ul>	

- Work to align DFO's Fish Health Protection Regulations with proposed amendments to the Health of Animals Regulations. (PA 1.5)
- Work with other federal departments and agencies with responsibilities for biotechnology to harmonize federal regulations. (PA 1.6)
- Undertake a policy suite review. (All PAs)
- 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. (PA 2.3)
- Consult with partners, stakeholders, and Aboriginal groups on ways to streamline program delivery. (PA 1.3, 2.3)
- Develop policies and procedures for streamlining the implementation of the Species at Risk Act for aquatic species. (PA 2.5)
- Renew regulations on paying licence fees in installments to improve licence holders' ability to manage fee payments. (PA 1.2)

**Deepening Engagement and Key Partnerships  
Contributing to...**  
• All Strategic Outcomes

**New**

**Why is this a priority?**

- Working effectively with clients, stakeholders, and other key partners is essential to delivering on 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.

**Plans for meeting the priority:**

- Improve the quality of engagement with the fishing industry, non-governmental organizations, Aboriginal organizations, and recreational fishing groups on DFO resource management processes. (PA 1.1)
- Support the renewal of the departmental consultation framework, especially its Aboriginal dimensions. (PA 1.3)
- Work with the provinces/territories, industry and other stakeholders to implement the National Aquaculture Strategic Action Plans approved by Ministers in November 2010. (PA 1.4)
- Provide a forum for discussing performance indicators for sustainability with key stakeholders by developing and implementing the Sustainability Reporting Initiative. (PA 1.4)
- Conduct treaty negotiations with First Nations. (PA 1.3)
- Strengthen relations with Regional Fisheries Management Organizations. (PA 1.7)
- 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. (PA 3.4)
- Develop and re-frame consultative relationships with stakeholders, advisory bodies and external parties with respect to advice on resource management and stewardship issues. (PA 2.2)
- Work collaboratively with the United States to address shared threats from Aquatic Invasive Species. (PA 1.7)
- Partner with provinces and territories to advance a shared agenda for marketing seals. (PA 1.7)
- Work with the United States to develop a binational risk assessment for Asian Carp in the Great Lakes. (PA 2.8)
- Engage other federal science-based departments and agencies and international organizations in the surveying and monitoring of Canada's marine environments. (PA 3.7, 2.8)
- Implement the Marine Protected Areas Network Framework and Technical Document for the establishment of Marine Protected Areas Bioregional Networks (PA 2.7)
- 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. (PA 1.12)

**Ensuring Asset Readiness  
Contributing to...**  
• All Strategic Outcomes

**Ongoing**

**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.

**Plans for meeting the priority:**

- 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. (PA 1.9, 3.2)
- Acquire, refit, or replace vessels and equipment as needed. (PA 1.10)
- 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. (PA 2.6)
- Advance CCG's Fleet Renewal Plan in line with government direction. (PA 3.4)
- 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. (PA 3.5)
- 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. (PA 3.5)

**Responding to Changing Ecosystems  
Contributing to...**  
• All Strategic Outcomes

**Ongoing**

**Why is this a priority?**

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

**Plans for meeting the priority:**

- Support the development of commercial and emerging fishing activities in the North (PA 1.1)
- Use Salmonid Enhancement Program facilities as required to support the recovery of salmon stocks affected by climate-change pressures. (PA 2.2)
- Contribute to circumpolar co-operation for the Arctic marine environment; this will include analyzing regional pressures and trends. (PA 1.7)
- Develop and implement a Northern Vision and framework for DFO that contributes to the government's Northern agenda and climate-change requirements. (Internal Services)
- Develop the regulatory policy and a regulatory proposal for the control and management of aquatic invasive species (AIS) under the *Fisheries Act*. (PA 2.8)
- Conduct a gap analysis of nautical charts and publications in the Arctic in collaboration with the Arctic Regional Hydrographic Commission. (PA 3.7)
- Use scientific information on climate change to inform decision-making through such documents as Integrated Fisheries Management Plans and Fishery Checklists. (PA 1.1)
- Assess DFO/CCG infrastructure against Northern-related and climate-change pressures and needs. (PA 1.11, 3.4, 3.5)
- Provide expert advice and leadership on the implementation of the Arctic Council's Arctic Marine Biodiversity Monitoring Plan in Canada. (PA 2.7)
- 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. (PA 2.7)
- Advance a science agenda for climate change. (PA 2.7)
- 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. (PA 2.7)
- Develop Pathways of Effects models for renewable energy industries. (PA 2.7)
- Develop guidance to support the environmental review of renewable energy projects. (PA 2.7)
- Develop a strategic research plan for renewable energy. (PA 2.7).

**Contribution of Management Priorities to Strategic Outcomes****Advancing Operational and Management Excellence****Contributing to...**

- All Strategic Outcomes

**New****Why is this a priority?**

- 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.

**Plans for meeting the priority:**

- Implement Strategic Review. (All PAs)
- Complete a comprehensive review of the national Compliance and Enforcement Program with a focus on improving efficiency, effectiveness, and national consistency in program delivery. (PA 2.1)
- Implement a new area-based Salmonid Enhancement Program organization that has been developed to maximize efficiency and effectiveness. (PA 2.2)
- Contribute to multi-departmental processes aimed at improving the integration and delivery of species at risk responsibilities. (PA 2.5)
- Advance the development of a centralized IM/IT infrastructure to streamline business processes. (PA 2.5)
- Implement the organizational changes approved to date, and assess the applicability of the classification and human resource strategies of other organizations. (PA 1.11)
- Develop informal and formal career development programs and tools including the professional development and apprenticeship program for fishery and aquaculture managers. (PA 1.2)
- Implement the new governance structure. (Internal Services)
- Advance results-based management. (Internal Services)
- Implement a legal risk management framework. (Internal Services)
- Develop a departmental policy on private benefit-public good across DFO/CCG programs and services. (Internal Services)
- Continue to support the Commission of Inquiry into the Decline of Sockeye Salmon in the Fraser River (Cohen Inquiry). (PA 1.1)
- Continue the implementation of the Information Management Strategy. (Internal Services)

**Risk Analysis**

DFO's Corporate Risk Profile is based on an analysis of the organization's internal and external operating environments. The Profile identifies key internal and external risks, as well as intermediate outcomes at risk, that could interfere with the Department's ability to achieve its strategic outcomes.

Now approved annually by the Departmental Management Committee, the Corporate Risk Profile supports decision-making in key functional areas such as business and operational planning, program delivery, performance measurement, and personal accountability accords. It specifies senior management accountabilities for risk management, provides strategic direction on risk mitigation, and establishes a formal process for tracking and reporting mitigation progress.

Important foundational work has been completed to set risk management on solid ground for 2011-12 and beyond:

- Sectors, the Canadian Coast Guard, and regions have developed their own risk profiles, and risk management is a core part of program delivery in all the regions.
- Ongoing monitoring of DFO's operating environment allows the Department to identify new risks and opportunities and the related response strategies.
- DFO has formalized a corporate risk management process that ensures risk profile updates are available to help management determine priorities for the coming fiscal year.

DFO intends to continue to meet its responsibilities for risk management as prescribed by central agencies such as those under the Management Accountability Framework of Treasury Board Secretariat.

Key Risk	Risk Mitigation and Management Measures	Link to Departmental Priorities
<b>Internal</b>		
<b>Human Capital</b> There is a risk that DFO will be unable to sustain a sufficient and representative workforce with the appropriate competencies to adequately support, deliver, and manage programs and services.	DFO will equip managers with tools and initiatives to address human capital risks, including the ability to recruit key personnel; to develop, promote, and retain employees; to provide appropriate learning and development opportunities; and to respond to increasing demands from stakeholders.	<ul style="list-style-type: none"> <li>• All Departmental Priorities</li> </ul>
<b>Information for Decision-making</b> There is a risk that sufficient and appropriate information will not be available on a timely basis to support decision-making.	DFO will minimize delays in gathering reliable data and information necessary for decision-making. In particular, the Department will address its increasing reliance on third parties for data-collection activities and implement measures to ensure that the information coming from different sources is reliable.	<ul style="list-style-type: none"> <li>• Streamlining and Simplifying Policies, Operations, and Procedures</li> <li>• Advancing Operational and Management Excellence</li> </ul>
<b>Physical Infrastructure</b> There is a risk that DFO will be unable to invest in or maintain the infrastructure necessary to achieve its objectives.	DFO will increase servicing periods for physical assets, and plan and prioritize maintenance, repairs, replacement, and divestiture activities.	<ul style="list-style-type: none"> <li>• Modernization of the Fisheries</li> <li>• Ensuring Asset Readiness</li> <li>• Responding to Changing Ecosystems</li> </ul>
<b>Strategic Alignment</b> There is a risk that DFO's resources, activities, plans, and strategies will not be sufficiently harmonized with the priorities and expectations of the Government of Canada and other external stakeholders.	DFO will continue to improve integrated planning and reporting to ensure that departmental resources and activities align with the priorities and expectations of the Government of Canada and other external stakeholders.	<ul style="list-style-type: none"> <li>• All Departmental Priorities</li> </ul>
<b>Financial Capacity</b> There is a risk that insufficient resources will be available to support program delivery and maintain service levels for DFO's internal and external client base.	DFO will closely monitor and reallocate its resources to ensure that sufficient finances will be available to support core program delivery and maintain service levels.	<ul style="list-style-type: none"> <li>• Deepening Engagement and Key Partnerships</li> <li>• Advancing Operational and Management Excellence</li> </ul>
<b>Communications Capacity</b> There is a risk that stakeholder awareness, understanding, and acceptance of DFO's mandate, programs, regulations, decisions, roles, and responsibilities will be affected by gaps in communication and consultations.	DFO will allocate resources to employee awareness and training, provide appropriate responses to feedback from targeted stakeholders, and ensure that written policies, protocols, guidelines, and frameworks are accurate and informative and meet accepted departmental standards.	<ul style="list-style-type: none"> <li>• Streamlining and Simplifying Policies, Operations and Procedures</li> <li>• Deepening Engagement and Key Partnerships</li> </ul>
<b>External</b>		
<b>Legal Risk</b> There is a risk that DFO will make decisions that are successfully challenged before the courts and result in either significant financial liability or negative effects on the Department's legislative or regulatory authorities. There is a risk that DFO will be unable to comply with its regulatory obligations or legislation, resulting in additional litigation by parties seeking to have the Department's regulatory mandate enforced or extended.	DFO will manage legal resources in a manner that reflects changes in government policies concerning the funding of judgments/settlements. The Department will also address high stakeholder expectations regarding DFO's mandate and work toward ensuring greater compliance with regulatory legislation, and co-ordinate more effectively on regulations with other government departments (e.g., fish health, safe food supply and trade).	<ul style="list-style-type: none"> <li>• Deepening Engagement and Key Partnerships</li> <li>• Advancing Operational and Management Excellence</li> </ul>
<b>Third Party Reliance</b> There is a risk that third parties, on which DFO relies to deliver many of its programs and services, will not be able to produce the necessary results.	DFO will put multi-year agreements in place, where appropriate, and resolve agreements and relationships with third parties that could compromise DFO's priorities or strategic outcomes.	<ul style="list-style-type: none"> <li>• Streamlining and Simplifying Policies, Operations and Procedures</li> </ul>

		<ul style="list-style-type: none"> <li>• Deepening Engagement and Key Partnerships</li> <li>• Advancing Operational and Management Excellence</li> </ul>
<b>Climate Change</b> There is a risk that DFO will be unable to adapt quickly to the effects of climate change.	DFO will factor climate change into the activities it undertakes to meet departmental priorities and strategic outcomes, including oceans management, fisheries management, environmental response, search and rescue, waterways access, fleet management, and small craft harbour infrastructure.	<ul style="list-style-type: none"> <li>• Ensuring Asset Readiness</li> <li>• Responding to Changing Ecosystems</li> </ul>
<b>Economic and Market Pressures</b> There is a risk that DFO will be unable to contribute to accessing international markets for Canadian commercial fisheries and that Canadian commercial fishers will be unable to remain globally competitive.	DFO will assess the business model developed for the Canadian fish and seafood sector and respond to prevailing economic and market pressures and the global demand for seafood products.	<ul style="list-style-type: none"> <li>• Modernization of the Fisheries</li> </ul>
<b>Overcapacity and Overfishing</b> There is a risk that DFO will be unable to manage, sustain, and protect fisheries resources and foster viability because of commercial fishing fleet overcapacity.	Through Modernization of the Fisheries, DFO will focus on policy solutions to mitigate commercial fishing fleet overcapacity and overfishing, and adjust the regulatory regime accordingly.	<ul style="list-style-type: none"> <li>• Modernization of the Fisheries</li> <li>• Ensuring Asset Readiness</li> </ul>
<b>Higher Input Costs</b> There is a risk that higher input costs are creating challenges for the industry in maintaining economically prosperous fishing and processing enterprises.	Where feasible, DFO will support lower input costs to harvesters, such as licence fees, and support their ability to more effectively manage these costs by paying licence fees in installments.	<ul style="list-style-type: none"> <li>• Modernization of the Fisheries</li> <li>• Ensuring Asset Readiness</li> </ul>
<b>Hazard-type/Crisis-type Risks</b> There is a risk that DFO will be ill-prepared or ill-equipped to respond to major hazards and crises.	DFO will review emergency response plans to manage crises (e.g., oil spills) and address hazards. These plans will be updated regularly to allow for rapid response to new crises and hazard situations.	<ul style="list-style-type: none"> <li>• Ensuring Asset Readiness</li> <li>• Responding to Changing Ecosystems</li> </ul>
<b>Intermediate Outcomes at Risk</b>		
<b>Public Confidence and DFO Reputation</b> There is a risk that DFO will be unable to maintain public confidence.	DFO will develop and update mitigation measures to respond to perceived departmental shortcomings and identify how the external business environment and client demands are changing. As public confidence involves the entire Department, responsibility for risk management will be assigned across all programs and sectors.	<ul style="list-style-type: none"> <li>• All Departmental Priorities</li> </ul>
<b>A Risk-Smart DFO Culture</b> There is a risk that DFO will be unable to ensure effective and efficient program delivery and continuously validate its corporate risk profile.	DFO will lead the development of a risk-smart workforce, linking ground-level staff with top management to establish good risk management practices, equip all managers and staff with learning opportunities that will foster awareness of integrated risk management practices and structures, and link rewards and consequences to the quality of integrated risk management practice.	<ul style="list-style-type: none"> <li>• All Departmental Priorities</li> </ul>
<b>Integrated Risk Management Effectiveness and Relevance</b> There is a risk that DFO will be unable to establish a greater linkage to the planning and reporting process and therefore unable to ensure that risk is taken into account in planning activities as well as in reporting to Canadians through the <i>Departmental Performance Report and the Report on Plans and Priorities</i> .	DFO will connect corporate planning and reporting to its day-to-day core business activities by developing mitigation measures linked to program evaluation, addressing the need for more contingency planning and better definitions of controls, and striking a balance among competing social, economic, environmental, and political objectives.	<ul style="list-style-type: none"> <li>• All Departmental Priorities</li> </ul>
<b>Risk Tolerance</b> There is a risk that DFO will be unable to both ensure that programs effectively deal with risk as well as make this need explicit.	DFO will ensure that all program managers explain and communicate risk mitigation parameters and approaches to managers and staff and foster informed and calculated risk management through performance monitoring, evaluation, and incentives.	<ul style="list-style-type: none"> <li>• All Departmental Priorities</li> </ul>

## Expenditure Profile

### Financial and Human Resources for 2011-14

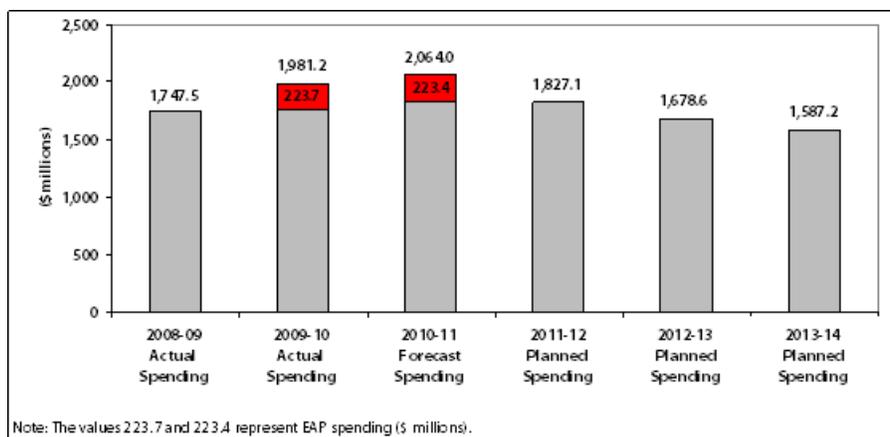
	2011-12	2012-13	2013-14
<b>Financial Resources (\$ millions)</b>	1,827.1	1,678.6	1,587.2

<b>Human Resources (Full-time Equivalents(FTEs))</b>	11,163	11,103	11,081
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### Estimates by Vote

Estimates by vote are presented in the *2011-12 Main Estimates*, on the Treasury Board Secretariat website (<http://www.tbs-sct.gc.ca/est-pre/20112012/me-bpd/toc-tdm-eng.asp>).

### Departmental Spending Trend



[\[Spending Trend Graph\]](#)

### Summary of Departmental Spending

(\$ millions)

	Forecast Spending 2010-11	Planned Spending		
		2011-12	2012-13	2013-14
<b>1. Economically Prosperous Maritime Sectors and Fisheries</b>	630.6	533.3	424.8	406.7
<b>2. Sustainable Aquatic Ecosystems</b>	310.9	294.6	272.7	272.7
<b>3. Safe and Secure Waters</b>	738.5	688.8	675.6	603.8
<b>Internal Services</b>	383.9*	310.4	305.5	304.0
<b>Total Departmental Spending</b>	<b>2,064.0*</b>	<b>1,827.1</b>	<b>1,678.6</b>	<b>1,587.2</b>

Note: Because of rounding, figures may not add to the totals shown.

\* The 2010-11 Forecast Spending for Internal Services includes a \$15.1 million provision set aside centrally to cover Departmental revenue shortfalls and is not available for general spending within Internal Services.

Date Modified: 2011-06-09