

## **Departmental Priorities**

### **Extended DMC, September 29-30, 2010**

The following policy, program, operational and management priorities were identified as the outcome of the September 29-30 Extended DMC.

#### ***Fisheries Renewal***

Strategic alignment of policy, programs, operations and science to establish, and maintain, traction on the fisheries renewal agenda was considered to be a key factor for success. There were two specific themes to this item:

- Stability, sustainability and transparency
  - Allocation stabilization
    - multi-year IFMPs, multi-year stock assessment, multi-year TAC
    - long term science plans
  - Sustainable fisheries
    - rebuilding plans
    - by-catch policy
    - grey seal management
    - stepped up compliance and catch monitoring (i.e. e-logs)
  - Transparent decision making
    - Appeal boards
- Economic prosperity and self-reliance
  - remove barriers to accessing capital
  - licencing policy review
  - licence fee review
  - secure access to markets (e.g. eco-certification, catch certification)
  - remove barriers to self-reliance

#### ***Healthy Ecosystems***

Two aspects of achieving healthy ecosystems were raised. First, the need to aggressively advance the renewal of the habitat management program, and secondly, to come to ground on the overall management of Alien Invasive Species, with a focus on putting in place programming to address Asian Carp.

- Habitat
  - develop a renewed habitat policy
  - implement the best-placed right-sized delivery model
  - develop national standards for key attributes
  - develop national standards and a risk-based framework for program delivery

- Invasive Alien Species
  - develop a strategy/program -- focussed on assessment, research, surveillance, rapid response, eradication, and outreach -- to prevent the establishment and spread of Asian Carp in the Great Lakes waterways, and potentially beyond
- Oceans
  - Redefine and better align oceans management program post-HOTO
  - Meet management needs for existing MPAs and complete pilot phase of outstanding LOMAs

### ***Aboriginal***

In light of long-standing issues and more recent flashpoints, it was agreed that Aboriginal issues were becoming increasingly complex and were largely centred around access/allocation and consultation. Priorities identified include:

- establish Aboriginal Fisheries Frameworks and renew treaties and/or treaty-type arrangements
  - adopt a coordinated approach to the renewal of Laroque, AICFI and PICFI
- Understand how court decisions will affect DFO policies, programs and operations
- Aboriginal consultations – duty to consult – need to be better understood vis-à-vis court decisions, DFO obligations and stakeholder expectations. Develop and adopt, across the Department, a coordinated approach to consultations, with best practices being shared across NHQ/regions, and drawing from a whole-of-government approach.

### ***International***

The following were identified as international priorities, with linkages back to the domestic agenda and domestic workplan. Discussion was focused on the need to develop governance and a framework to define and assess where international effort is best placed to benefit the overall DFO/CCG agenda.

- Sustainable international fisheries management
  - strengthen RFMOs to ensure fisheries are managed in a sustainable manner
  - continue to support global efforts to reduce IUU fishing
  - strive for stable or improved allocation and access to internationally managed fisheries for Canadians
  - increase focus on Canada-US transboundary issues (i.e. Great Lakes Water Quality Agreement) and tools (e.g. agreements, treaties, etc)
- Access to international markets
  - increase market access and market development efforts for certain fish/seafood products (e.g. seal products)

- develop traceability and ecocertification guidelines
- clearly define fish and seafood marketing strategies
- Sustainable international marine ecosystems
  - advance science based approaches to protecting marine biodiversity
  - advance areas-based management and methodologies tools for the high seas
  - advance toward consensus on Arctic marine governance
  - advance science to underpin market strategies (e.g. grey seals)

### ***Coast Guard Priorities***

Operating within the broader backdrop of increasing marine traffic in the North, coupled with greater operational risk and fewer tools (e.g. navigational aids, charts), the CCG has identified the following priorities:

- Fleet and infrastructure renewal to address aging equipment and anticipate needs of the future, particularly in light of new demands in the Arctic
- Identify, scale, scope, sequence and deliver obligations in the Arctic
  - Environmental response
  - Emergency response (i.e. on-water platform service)
  - Navigation
  - SAR
- Contribute to government-wide efforts on maritime safety and security through asset support, domain awareness and maritime expertise

### **Cross Cutting Priorities**

A number of key cross-cutting priorities were identified, where advancing in these areas will require significant cross-Sector and cross-Regional efforts, and often, all-of-Government alignment:

#### **North**

- Further develop our state of knowledge and science on the North; fill knowledge gaps and understand impacts of northern ecosystems on fisheries and marine environments.
  - develop an integrated national science plan for the Arctic vis-à-vis the High Arctic Research Station
  - Assess, and where feasible, put in place plans and measures to respond to increasing risks, and pressures for increased service for
    - hydrographic charting of Arctic waterways
    - shoulder season ice-breaking
    - navigational aids
    - SAR
    - environmental response

- incident response
- climate change adaptation
- Ongoing efforts to position DFO for success in the North
  - continue work on the Arctic Strategy
  - pursue partnering initiatives, with communities, PTs and OGDs, to increase presence in the North
  - examine Northern specific policy and regulatory frameworks
  - understand the dynamics of environmental response and emergency response in the Arctic, and put in place operational measures

#### **Climate change adaptation**

- Undertake science to respond to gaps in understanding with respect to climate change in the marine environment, and impacts on DFO/CCG policies, programs, operations and infrastructure
- Within the context of the North, where climate change impacts are exacerbated, undertake studies and pilot projects to understand climate change in the Northern environment and impacts on DFO/CCG's programs, policies, operations and infrastructure

#### **Cohen Inquiry**

- Continued and sustained attention will be required; outcomes of Cohen could have implications beyond the Pacific fisheries

#### ***Fisheries Act* renewal**

- Tabling of *Act* and passage through Parliament

#### **Consultation and Engagement**

- bring organization to the Department's consultation approaches
- put in place guidance and oversight to better plan for, and track outcomes of, consultations in an aligned way across regions and headquarters

#### **Policy on Private-Public Goods**

- Establish a DFO-CCG policy on the public-private benefits of services provided by DFO and CCG, and how this factors into which products and services could be considered for full or partial cost recovery.

#### **Integration of Science to underpin economic prosperity**

- Need to define what scientific data is required and how best to use it – explore how economic opportunities can provide a framework to guide science.

## Management Priorities

Within the broader auspices of implementing the administrative services review and strategic review, the following broad management priorities were identified:

- Strategic Alignment
  - implement new governance structure
  - coordinated oversight for implementation of strategic review
  - identify gaps in information management
  - function as a national institution and forge a unified DFO-CCG approach, especially for major files such as the North
  - put in place support for change management
- People Management
  - secure the next generation of human resources
  - develop strategies and tactics for addressing at-risk occupational groups
  - achieve a representative workforce
  - develop leadership programming
- Asset Management
  - manage the portfolio of investment and divestiture (e.g. non-core small craft harbours program)
  - implement *Heritage Lighthouse Protection Act*
  - implement Federal Sustainable Development Act (greening government targets)
  - implement new Contaminated Sites Program
- Managing for Results
  - Strengthen financial management
    - internal controls
    - financial forecasting
    - financial management systems
  - Strengthen results-based management
    - implement one-pass planning
    - integrate risk management into business planning and into governance framework