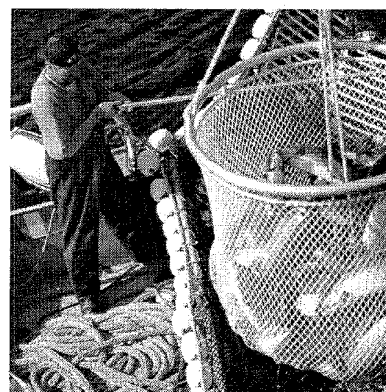
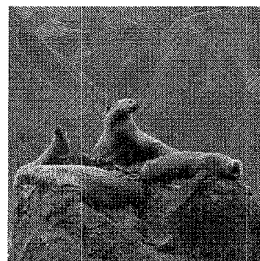




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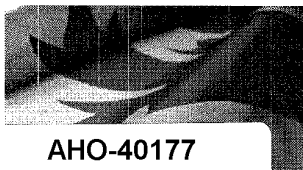
Fisheries and Oceans Canada

Pacific Region Implementation Plan

2006 - 2010



Moving Forward with Our Waters, Our Future



Canada

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August 2006

**Message to all Pacific Region staff from the Regional Director General
and the Assistant Commissioner of Canadian Coast Guard**

We are pleased to provide you with this report, which reflects our realistic appreciation of the challenges we face and provides guidance on how our work will be conducted. It also is a reflection of our confident optimism that, by working as a team to implement this plan, we can make substantial progress toward our vision.

DFO's renewed vision, objectives and priorities described in the national strategic plan *Our Waters, Our Future* set a direction that shapes our service to Canadians. The *Pacific Region Implementation Plan 2006 - 2010* notes how this national agenda can be applied by elaborating on Pacific Region's objectives, priorities, and outcomes, and thereby building upon that direction and guiding its implementation in the Pacific Region. With the many challenges and complexities specific to our Region, we are committed to implementing a plan that utilizes the professionalism and commitment of our staff and strengthens and improves the resiliency of our organization.

Both the national and regional plans provide leadership by clearly articulating priorities and highlighting the importance of us all taking personal responsibility for contributing to a desirable and healthy workplace. This means that staff must take time to understand the breadth and scope of the Region's work and organizational structure, the priorities and how to deliver services in an effective manner. Furthermore, accepting responsibility for a positive, safe and healthy work environment requires that each of us demonstrate our values and ethics through daily decisions and actions. The national and regional plans provide a broad framework for such personal actions. The *Pacific Region Implementation Plan* focuses on looking ahead to the actions that employees will take to implement the regional priorities in order to achieve the national strategic direction.

We encourage you to take the time to familiarize yourself with the *Pacific Region Implementation Plan* and see where your decisions and actions fit. Please take the time to discuss this Plan with your manager and identify its importance in your work. Should you have questions and feedback on the Plan, please use the feedback button on the Intranet site.

The work we do is important and we would like to take this opportunity to thank you for your contribution. We would also like to thank those who participated in the staff focus sessions for their contribution to this Plan.

Paul Sprout
Regional Director General
Fisheries and Oceans Canada
Pacific Region

Terry Tebb
Assistant Commissioner
Canadian Coast Guard
Pacific Region

Executive Summary

The *Pacific Region Implementation Plan 2006-2010* describes what the Pacific Region will do to fulfill Fisheries and Oceans Canada's Strategic Plan, *Our Waters, Our Future*. This Plan places the Departmental strategic direction in the Pacific context and outlines what actions will be taken over the next several years to support that direction. It is meant to help regional staff see the link between their day-to-day work and the goals of the Region and the Department as a whole.

The *Implementation Plan* outlines the challenges facing the Pacific Region in effectively contributing to the Departmental outcomes – ***Safe and Accessible Waters, Healthy and Productive Aquatic Ecosystems, Sustainable Fisheries and Aquaculture*** – as well as those challenges in organizational and human resource functions. This Plan also describes the Region's future direction in each of these areas.

The *Implementation Plan* provides four planning principles that are intended to inform and guide staff in deciding what work to do and how to do it. The use of these principles in both planning and operations will contribute to a more cohesive organization that is capable of responding effectively to emerging challenges.

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

This Plan builds on the objectives and priorities outlined in *Our Waters, Our Future*. The Pacific Region will focus on a set of regionally specific priorities that align with Departmental direction. The *Implementation Plan* includes an Action Table, which describes specific steps that will be taken over the next five years.

By adhering to the *Pacific Region Implementation Plan 2006-2010*, regional staff will support DFO's mandate and fulfill the vision of providing *excellence in service to Canadians to ensure the sustainable development and safe use of Canadian waters*.

I. Introduction

Purpose of Pacific Region Implementation Plan 2006-2010

Fisheries and Oceans Canada (DFO) recently completed a comprehensive 2005-2010 Strategic Plan, *Our Waters, Our Future* to guide the work of the Department over the next five years. The *Pacific Region Implementation Plan* describes what Pacific Region will do to fulfill the national plan and helps staff appreciate how their work contributes to that of the Region and the Department as a whole. In addition, the *Pacific Region Implementation Plan* provides specific guidance by describing the regional context and outlook to 2010; identifying regional planning principles; and identifying regional priorities and actions in support of DFO's mission.

The *Pacific Region Implementation Plan* is designed to assist the Region in achieving the following four goals:

- **Realize conservation and sustainable development.** Within DFO, the Pacific Region has an important role to ensure that Canada's fisheries, and its freshwater and marine areas provide sustainable resources for generations to come. This is done by keeping our oceans and freshwater healthy and our aquatic life productive, by managing fisheries to be sustainable, and by maintaining waterways and harbours making them safe and accessible for mariners and all Canadians. Through the sustainable development of Pacific fishery and aquaculture resources, DFO is helping to keep conservation a priority, while at the same time considering social and economic interests.
- **Improve collaboration and integration.** The sustainable development of Pacific fishery and aquaculture resources depends on effectively working together with others. This means collaborating externally with First Nations and stakeholders, as well as integrating and coordinating within DFO and other government departments and agencies. The Pacific Region recognizes the importance of effective collaborations with the Province of British Columbia (BC) and will continue to find better ways to work with BC, the Yukon Territory, local governments and other partners to implement effective rules and standards to keep Canada's marine and freshwater resources productive and sustainable. Integrated planning processes will be key features of doing business in the Pacific Region, specifically for implementing the Oceans Action Plan, Pacific Fisheries Reform and the Wild Salmon Policy (WSP). Effective integration also requires a clear understanding of roles, responsibilities and capacity to ensure expectations are achievable.



- **Incorporate ecosystem-based approaches.** Implementing the Oceans Action Plan in the Region requires evolving from a fisheries focus to a more global, ecosystem-based approach to managing ocean resources, including fish. Developing scientific ecosystem knowledge and taking advantage of new technologies will support integrated planning and management of fisheries resources in the Pacific Region.
- **Balance commitments with available resources to provide quality services to Canadians.** Throughout the federal government, fiscal restraint, accountability and the strengthening of management functions remain paramount, as demonstrated by action on the Federal Accountability Act. Thus, the need to carefully identify priorities and to align available resources accordingly is an essential element of the *Pacific Region Implementation Plan*. To that end, it incorporates an ongoing planning and management process to monitor performance against priorities and to demonstrate accountability within the departmental framework.

The *Pacific Region Implementation Plan* will help to achieve greater accountability, provide better guidance to all staff, improve governance and enhance regional preparedness.

Integration with the Strategic Plan

Pacific Region's activities will work to fulfill the renewed Departmental vision, namely *excellence in service to Canadians to ensure the sustainable development and safe use of Canadian waters*.

In practical terms, this means the Pacific Region will deliver to Canadians the three outcomes (supported by important enabling functions) stated in the Departmental mission statement:

- **Safe and accessible waterways;**
- **Healthy and productive aquatic ecosystems; and**
- **Sustainable fisheries and aquaculture.**

This Plan shows how the Region, by using sound knowledge and applying effective management, will deliver these outcomes in the Pacific Region over the next five years.

The Departmental Strategic Plan sets forth the strategic context affecting the Region. *The Pacific Region Implementation Plan* is consistent with that context and Government of Canada priorities. The Speech from the Throne (SFT) of April 4, 2006 emphasized four overarching priorities for the Government of Canada: a government that is accountable; a government that delivers real benefits to ordinary working people and their families; a government that works cooperatively with the provinces and territories; and, a government that defends Canada's interests in the world.

DFO's mandate priorities and strategic agenda can contribute to the Government's objectives under a number of its priority themes, including: federal-provincial cooperation; sovereignty and security; advancing Canada's interests with international partners; and, opportunity for Aboriginal peoples. These commitments are consistent with the long-term goals of the Strategic Plan and will enable us to demonstrate progress in the short term.

Departmental actions are similarly guided by key legislation including the *Oceans Act*, which charges the Minister with leading oceans management and providing coast guard and

hydrographic services; the *Fisheries Act*, which assigns management responsibility for fisheries, habitat and aquaculture to the Minister; and the *Species at Risk Act* (SARA), which contains new responsibilities and authorities to protect wildlife species from becoming extinct.

The Departmental Strategic Plan sets forth key priorities to realize Departmental outcomes. These national priorities are grouped under two broad national objectives:

- **Objective 1. Integrated Program Delivery:** Deliver programs that reflect the priorities of Canadians and are part of a fully integrated policy approach.
- **Objective 2. Workforce Enablement:** Support DFO's dedicated, professional workforce by equipping staff with the necessary tools.

The Region's priorities are based on supporting these national objectives. Furthermore, *The Pacific Region Implementation Plan* provides assistance to all staff with guidance on prioritizing activities while conducting core work, whether or not it has been identified as a priority. Guidance on how to undertake regional work and act as effective public servants is also provided.

In summary, the *Pacific Region Implementation Plan* provides guidance on how the Region will contribute to achieving the broad Departmental mandate and direction noted in the national Strategic Plan and how it will respond to the challenging issues that characterize the Pacific Region. In addition, the framework for action outlined herein and detailed in annual priority tables, will help coordinate the many programs and policies delivered by the Pacific Region, and facilitate changes as required.

II. The Pacific Perspective

The Pacific Region's priority planning is driven by two influences within its broader Departmental mandate: local issues demanding resolution, and ongoing adjustments in Departmental priorities and expectations. This chapter describes how both these influences shape the Region's responsibilities and activities.

For clarity and simplicity, this Plan follows the organizational structure of the Departmental Strategic Plan for objectives and outcomes. The "Present Context" section that follows reviews the regional issues in light of Departmental priorities; the "Outlook to 2010" section describes the changes to be realized during the next four years as a regional vision. Later chapters explain how the application of regional planning principles will help secure these changes through key regional priorities and associated actions, and through proactively addressing ongoing core work.

DFO's Pacific Region mandate must be delivered in a fully integrated manner, maximizing horizontal linkages within the Region. Integration promotes efficiency in program delivery and avoids the potential for a narrow focus that may isolate a given program from broader regional outcomes. In addition, the *Pacific Region Implementation Plan* articulates a clearer focus on priorities and direction. It also identifies modern approaches to new and emerging issues, and addresses a number of activities in which needs have outgrown budgeted resources.

Present context

SAFE AND ACCESSIBLE WATERWAYS (SAW)

The Canadian Coast Guard (CCG) is a Special Operating Agency (SOA), with a measure of independence within DFO.

In the Pacific Region, the Coast Guard faces increased costs and, with Pacific waters busier than ever, regional capacity for maintaining effective service delivery is being challenged. This situation has necessitated constant review of services and operations. Funding constraints have required the maintenance and replacement requirements for vessels and equipment to be carefully managed. As well, technologies must be updated. However, with the availability of more sophisticated vessels and advanced technology, it is anticipated that mariners will become more self-reliant and their vessels safer to operate.

The federal government's highlighted security agenda recognizes the need for an enhanced national presence in coastal and offshore areas, and the continued clarification of the Coast Guard contribution. Both CCG and Conservation and Protection (C&P) are engaged in efforts to define and solidify their participation with partner agencies within the Marine Security Operations Centre. Utilization of diverse information sources and strengthened capacity in data fusion and analysis are critical to success.

SUSTAINABLE FISHERIES AND AQUACULTURE (SFA)

Recently, ecosystem productivity has varied considerably with apparent links to climate regime shifts. Further anticipated climate change may contribute to even greater swings in ecosystem and fisheries productivity in the future. Consequently, conservation risk associated with environmental variability may increase and will need to be considered in fisheries and habitat management decisions, and communicated effectively.

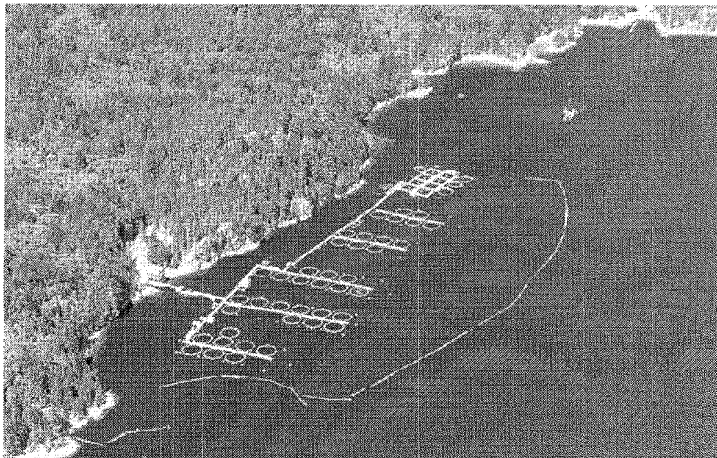
Canada's Policy For Conservation of Wild Pacific Salmon (Wild Salmon Policy or WSP) was recently released as another tool in the management of Pacific salmon. To increase sustainability, this policy outlines ways to safeguard the genetic diversity of wild salmon, maintain habitat and ecosystem integrity, and manage fisheries in a more open, collaborative manner.

SARA (2003) is part of a broad policy agenda for sustainable development. SARA identifies the Minister of Fisheries and Oceans as one of the responsible Ministers, and requires, among other things, protection and recovery strategies for aquatic species assessed as endangered or threatened. SARA places additional demands on DFO.

In recent years, the Pacific salmon fishery has faced many challenges including severe harvesting restrictions to protect weak stocks, unfavourable environmental conditions, and concerns with the timeliness and accuracy of catch monitoring. The commercial salmon fishery has suffered from poor profitability and poor returns on investment. Given variable salmon returns, the recreational fishery has broadened its focus and has continued to generate benefits to the

economy and to the Region's social fabric.

The uncertainty in fisheries, coupled with the interest in First Nations treaty settlements, led to recommendations by a federal/provincial joint task group and a First Nations Panel.



In response, Fisheries and Oceans announced Pacific Fisheries Reform in April 2005, a vision for reformed fisheries, including principles to establish more sustainable, cooperatively managed fisheries.

The Pacific aquaculture industry, which expanded rapidly in the 1980s and early 1990s, has recently stabilized. Now the value of farmed salmon typically exceeds that from commercial salmon fisheries. The industry's development has provided employment and income in coastal communities where economic opportunities have been limited. However, the growth of the aquaculture industry has been controversial.

Since a national 1997-98 program review cut \$5 million from the Salmonid Enhancement Program (SEP), the Pacific Region has been challenged to maintain SEP operations. Additional cost increases have widened the deficit. Proposals to adjust elements of SEP have encountered strong public opposition, so broad Departmental efforts to secure permanent solutions continue.

HEALTHY AND PRODUCTIVE AQUATIC ECOSYSTEMS (HAPAE)

Urban growth and industrial development in many areas of BC, particularly the Lower Mainland, Southern Vancouver Island, the Okanagan Valley, and Kamloops, have put increasing pressure on fish habitat. Given this pressure, public expectations that habitat conservation issues would be addressed and sustainable development fostered have increased.

The Environmental Process Modernization Plan (EPMP) was introduced in 2004 to refocus the way in which responsibilities regarding conserving fish habitat are carried out in Canada. Consistent decision-making is supported by ranking activities by level of risk and measuring them against the sensitivity of habitat and the potential severity of impact. This allows DFO's focus to shift from routine, low-risk proposals with little or no expected impact on fish habitat to those with higher risk. The Modernization Plan will also foster cooperative arrangements and provide fair, efficient habitat protection.

In addition to land-based urban and industrial development, the Pacific Ocean and coastal areas of BC are also experiencing increasing development pressures. Issues include the resolution of the oil and gas exploration moratorium, potential environmental impacts from cruise ships, and the implementation of government marine conservation/protection initiatives. Effective planning is needed to address competing uses including ecotourism, fisheries, aquaculture, the need for conservation zones for inshore species, the impact of pollution, and heightened security demands.

Overlapping governmental interests combined with incompatible data systems have previously limited effective coastal planning and challenged stakeholder participation. The *Oceans Act* and Canada's Oceans Action Plan highlight the leadership role expected of DFO and the importance of developing integrated oceans management.

ORGANIZATIONAL MODERNIZATION

The Pacific Region continues to face a significant financial challenge due to growing public expectations, operational commitments and ongoing need to address financial commitments. As well, DFO, as part of the federal management improvement agenda, contributes to the reallocation of lower priority funds to critical national priorities. As a result, the Region remains challenged to align program costs with allocated funding levels.

In 2003-04, the Departmental Assessment and Alignment Project (DAAP) provided direction to restore financial stability, renew policies and programs, and modernize management practices. In the Pacific Region, we will need to increase our capacity for economic analysis, especially with increased demands from new policies such as the WSP, and new acts such as SARA.

A national Science Review was launched in May 2004. Its purpose was to review all science programs to balance capacity with commitments, match science activities with key government priorities, and to implement a plan to that recognizes the importance of science to Canada.

This review will influence the delivery of science programs across Canada. A national Science Management Board has been established to guide changes, and a new Science Program will support the three Departmental outcomes (SAW, SFA and HAPAE) and address the following:

- Understanding the state of aquatic ecosystems, including identifying sensitive habitats;
- Assessing and mitigating the impacts of human activities;
- Supporting maritime safety, security and sovereignty.

As well, specialized delivery mechanisms, such as centres of expertise, and common and/or centralized service centres will be used.

HUMAN RESOURCES

In 2004, DFO introduced a program to reduce the size of the Department by 400 full-time equivalent positions (FTEs) to bring staff costs in line with allocated funds. Regional targets in 2004-05 were achieved by reducing temporary positions and through attrition.

Meeting the Pacific Region's share of these FTE reductions has left many regional programs with limited ability to make further adjustments. An expected high rate of attrition will help meet planned staffing levels, but the loss of experienced employees will also reduce overall expertise and capability. In the Pacific Region, an estimated 600 staff (including 250 at CCG) are eligible to retire between 2005 and 2010. These staff members represent close to one quarter of the Region's collective corporate knowledge and operational capacity as of 2005.

In 2003, the *Public Services Modernization Act* was passed to facilitate more effective hiring practices, promote collaborative labour/management relations, and enhance staff development. While these changes will improve organizational management, the transition presents its own challenges as staff learn to use these new tools.

Outlook to 2010

SAFE AND ACCESSIBLE WATERWAYS (SAW)

By 2010, the change to SOA status will have given CCG in Pacific Region enhanced authority and increased flexibility. It will also support a more businesslike management style with improved financial stability. A long-term plan for rationalizing CCG facilities will have resulted in improvements to major facilities and more effective use of available funds. Similarly, the CCG regional Asset Revitalization will be well underway.

Clearly identified priorities for service delivery and the realignment of Pacific Region resources will have further strengthened working relationships between the Coast Guard and regional programs. By 2010, CCG will continue to strongly support the needs of the West Coast marine community and collaborate even more effectively with stakeholders. Coast Guard services will

have been interwoven into the Region's programs to support Departmental mandates and changing priorities. As well, the Coast Guard's search and rescue operations will have been improved, positioning CCG to contribute more effectively to national security.

By 2010, the Marine Security Operations centres will be at full operational capability. C&P data analysts will be integrating aerial surveillance information with other Departmental data sources, producing a fused and interpreted data component into the recognized maritime picture. Standard operating procedures will be in place to direct the role of CCG and C&P in routine, heightened, and contingency operations relating to marine security to ensure safe and accessible waters.

SUSTAINABLE FISHERIES AND AQUACULTURE (SFA)

Despite challenges of environmental variability, management reforms will have resulted in steady progress toward the following vision for Pacific fisheries:

- The full economic and social potential of the resource will be achieved.
- First Nations' fishing rights will be defined and reconciled with the rights of all Canadians.
- Public confidence will be restored in the sustainability of fisheries.
- Fishery participants will be self-reliant and adaptable, and will be treated fairly and equitably. They will be involved in decision-making, and will share in accountability.
- Management costs will be shared by those benefiting from the harvest.
- Fishery participants will enjoy the stability necessary for business planning.

By 2010, the initial focus of Fisheries Renewal will have resulted in substantial improvements to salmon fishery management. For the commercial salmon industry, more clearly defined allocations, an improved capacity to self-adjust and a supportive regulatory environment will enhance the industry outlook. In addition, improvements to other Pacific fisheries will have been made. Enhanced co-management arrangements will have helped achieve conservation and resource use objectives, in part by improving catch and assessment data, and regulatory compliance. The importance of the recreational fishery will have continued to grow, consistent with a collaboratively developed vision. Enhanced relations with First Nations will have been established throughout the region as a result of measures to build aboriginal capacity to pursue fisheries-oriented economic development, new co-management initiatives and by accommodating, where feasible, First Nation aspirations.

An improved salmon assessment framework will address prioritized conservation units, as defined in the WSP. In addition, better technical and management capacity of First Nations and other partners will allow Science assessment staff for all fisheries to provide increased emphasis on supporting partners by monitoring standards and analyzing data supplied by those partners. Increasingly, stakeholders who are the direct beneficiaries will be supporting incremental management costs with direct (financial) and indirect (volunteer and in-kind) contributions.

As well, the Pacific Region's C&P program will have resolved the outstanding staffing issues (a series of staffing appeals) and will further improve efficiency due to informed responses to updated priorities. Improved enforcement and compliance strategies will use risk management to identify priorities and incorporate new technologies into an appropriate blend to achieve the required compliance levels.

With the changes to salmon management, SEP will have been realigned to support integrated management and salmon reform measures. In addition, the program will be supporting

conservation-based fish production and public stewardship, as well as related community involvement and habitat conservation.

The aquaculture industry, managed with the provincial government in an environmentally sound manner and as part of the national aquaculture governance renewal program, will continue to generate economic and social benefits. Industry growth will continue in an efficient regulatory environment, and industry issues and uncertainty will be addressed with greater science-based understanding.

As well, rejuvenated scientific capacity will be supporting renewed fisheries, the aquaculture industry and integrated oceans management with more information and services. Better assessment methods will have been established to guide data collection critical to conservation and sustainability, and linked to a nationally integrated data and information management system. Improved monitoring of freshwater and oceans ecosystems will both enhance understanding and improve early warning of critical changes and potentially significant events, such as tsunamis. Enhanced ecosystem knowledge and focused scientific support to fisheries, aquaculture and ocean management will have contributed greatly to increased public confidence in DFO.



By 2010, program delivery will have been improved by further integrating management functions. Integrated Fisheries Management Plans developed collaboratively will be streamlined using common

sections and multi-year time frames. These will better organize the roles and priorities of Stock Assessment, C&P, and Fisheries and Aquaculture Management Programs. As well, each Regional Area will have integrated program delivery teams that focus on specific geographical, watershed and coastal eco-zone configurations.

Regional cohesion will be enhanced by jointly established priorities and strategies, and by clear Service Level Agreements among Regional Directors and Area Directors that identify key expectations, performance measures, and allocated resources. These agreements would be consistent with Regional agreements with National headquarters (sectors) to ensure programs and priorities are synchronized.

HEALTHY AND PRODUCTIVE AQUATIC ECOSYSTEMS (HAPAE)

Implementation of the EPMP by 2010 will have streamlined internal review procedures and responded to public criticism about delays. The EPMP will have become a successful demonstration of the Government of Canada's emphasis on regulatory efficiency, which foresees governments, citizens and businesses working together to build an effective national regulatory system.

The threats of urban growth and industrial development to aquatic ecosystems will be better addressed by a habitat management system in the Pacific Region. A combination of streamlined practices, application of standards, customized risk management, and trained staff will effectively meet conservation objectives and respond to economic opportunities in a fair and predictable manner. Partnerships and harmonized approaches with provincial and local governments will be key to the transformed system.

By 2010, integrated oceans planning will be a reality in several areas. The planning process will be supported by scientific ecosystem knowledge. Important, sensitive sites will have been identified and sheltered by well-supported management tools, such as Marine Protected Areas (MPAs). In addition, more effective partnerships will have been developed with stakeholders, provincial and local governments, and First Nations.

Strategies to extend these new processes and expertise to the rest of the Pacific Region will have been developed jointly with partners by 2010. Throughout coastal BC, key federal and provincial management initiatives – such as the Southern Gulf Islands National Marine Conservation Area, the Georgia Basin Ecosystem Initiative, MPA development, and others – will have become more strategically coordinated. Effective collaboration will lead to better use of government and stakeholder resources. Using mutual priorities, these collaborative initiatives will have demonstrated tangible results and generated growing public support. Overall, DFO's leadership in ocean management will be strengthened on the Pacific Coast.

ORGANIZATIONAL MODERNIZATION

By 2010, the Integrated Planning Framework together with stable funding and effective partnerships will have ensured a transition to a financially sustainable organization. Regional priorities consistent with national direction will be identified annually. As well, annual reviews and adjustments will ensure that resources are allocated to priorities.

The Departmental Science Renewal initiative will have ensured the continued relevance and sustainability of the Science programs by regional and national review processes to match activities with departmental and government priorities and by balancing commitments with allocated resources. Realigned and integrated science functions will more directly support DFO's strategic outcomes.

Every regional program and sector will have developed and continue to use integrated plans that consider human resource requirements and allocated funds. The iterative planning process will have enabled regional leaders to proactively address new pressures while understanding options and impacts. Changes to regional management structure and operations will have helped the Pacific Region respond to emerging issues in a stable, measured way based on agreed priorities.

Given annual updating of priorities, the *Pacific Region Implementation Plan* will have been actively used as a basis for business planning by 2010. As well, the evolving Plan will be supported by enhanced business modeling that contributes to informed decision-making.

In this way, Pacific Region policy development will be aligned and coordinated with program delivery and supportive information systems. The successful application of this improved approach will have been demonstrated by the implementation of a cohesive regional fishery monitoring and catch reporting system.

HUMAN RESOURCES

By the end of this *Pacific Region Implementation Plan*, all sectors and programs in the Region will maintain updated plans, known as “blueprints.” These “blueprints” will describe the specific structure of each sector and relevant processes to ensure operations are conducted within allocated resources, as well as any further adjustments required. This forward-looking planning will have enabled the Pacific Region to meet identified staffing caps and to continue working to ensure financial sustainability while focusing on priorities.

In 2010, an important change will be well underway in the composition of Pacific Region staff. While challenged to maintain corporate knowledge as hundreds of experienced employees retire and new recruits are hired, the organization will be alive with opportunities for advancement and energized by new thinking.

Organizational capacity will also be improved by the effective development of staff. Respect for others should be enhanced with the increased diversity of the workforce.

Over the course of this *Implementation Plan*, the culture and work environment of the Pacific Region will increasingly stress proactive leadership, professional development, and effective two-way communication between managers and staff. Throughout the organization, staff will routinely participate in training and the development of skills, team building and performance monitoring.

In the improved work environment, an atmosphere of open dialogue will encourage sharing ideas and knowledge, and foster a strong team-based workplace. Workforce transitions will routinely include effective debriefing and recruitment to eliminate capacity gaps. In addition, recently developed operational service standards will have made service levels consistent throughout the Pacific Region.

III. Regional Planning Principles

The following principles are to guide the planning and implementation of the complex and diverse activities undertaken by staff.

Focus on priorities

Limited resources are concentrated on the most important priorities. This refocusing will be done through the following actions:

- Identifying and ranking tasks and responsibilities;
- Shifting financial and staff resources to concentrate on top priorities;
- Reducing emphasis on lower priorities.

For all staff, the identification of key priorities is based on making clear choices, together with their supervisors’ support and direction. These decisions will be informed by an awareness of Departmental strategic direction and requirements, and an assessment of risks and constraints. In making these deliberate choices, it is important to recognize that priorities can change with circumstances, and adjustments may be required. Adjusted priorities should always be appropriately documented and communicated.

Undertake risk management

As a central part of DFO business, a systematic approach is taken to identifying, analyzing and responding to the risks inherent in the Department's objectives. Managers will endeavor to integrate risk management into decision-making and integrated planning and budgeting processes. In this way, risk management effectively informs all levels of decision-making and minimizes unnecessary risk.

The common key phases of risk management (identification, assessment-likelihood, assessment-impact, response, communication and reporting) collectively foster a risk-smart organization.

Emphasize collaboration, coordination and integration

Decisions reflect First Nations, stakeholders, DFO and other governments (especially the provincial government) working together to the greatest extent possible within the Departmental mandate, and all staff members recognize links and associated contributions to common outcomes and act accordingly.

The Pacific Region fully recognizes the critical importance of broad support and partnership in achieving its objectives. Co-management arrangements will be enhanced, whereby First Nations and stakeholders assume a greater role in supporting operational decision-making and program delivery regarding issues that affect them. Co-management also includes DFO maintaining responsibility for enforcing certain legislative statutes and regulations.



Working with stakeholders should be guided by a spirit of encouraging participation that achieves more commonly desired outcomes in the Pacific Region. Collaborative partnerships will recognize that DFO alone cannot achieve all that is desired to address common objectives, but that the Department will work with others to support common interests.

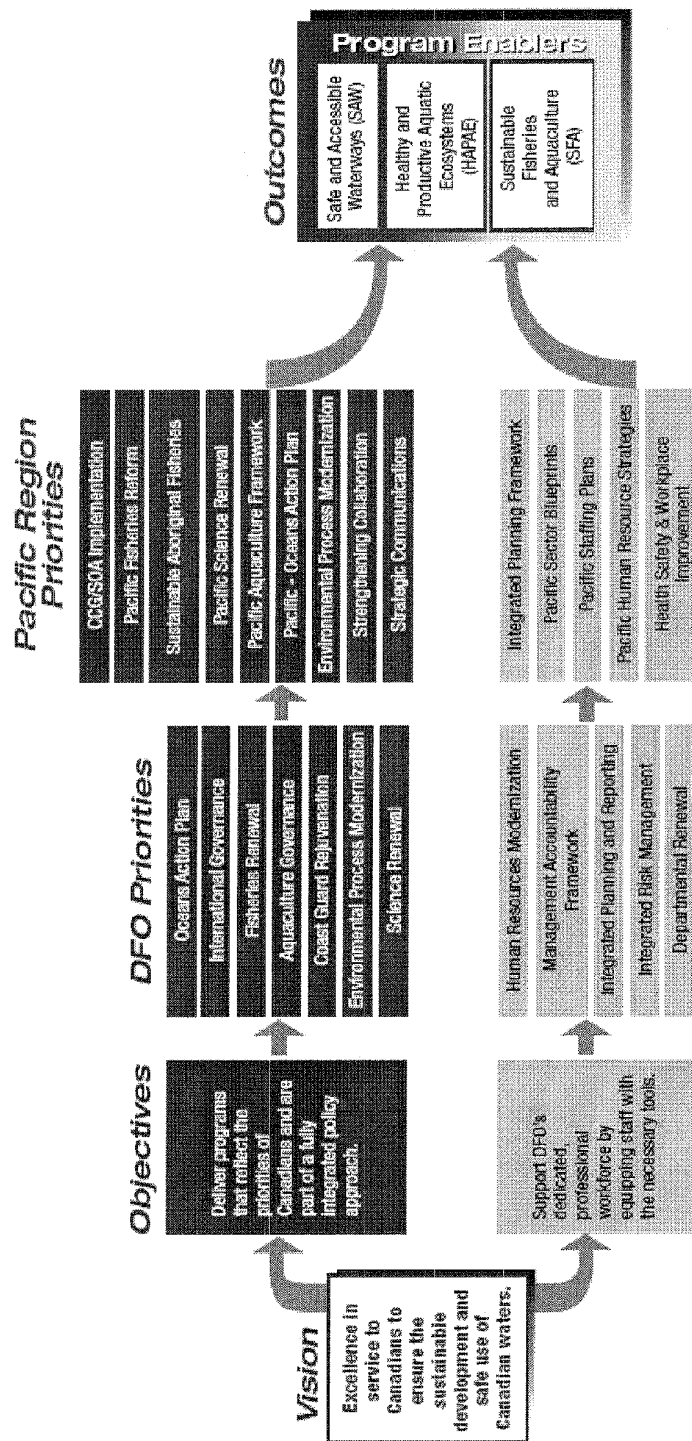
Strengthen internal communications

All staff members understand that effective communication is the foundation of a healthy, collaborative working environment. Communicating priorities and the links between them at the national, regional and operational levels, together with open communication between employees and managers are fundamental to effective internal communications.

After choosing the right communication tool, it is important to follow up and confirm key messages are being received and understood. In addition to established Departmental and regional mechanisms such as *In the Loop*, *Oceans*, *Pacific Currents*, and intranet web sites, staff can expect regular work-unit meetings, periodic updates on key issues, annual performance reviews, and other opportunities for meaningful communication.

Communication is a two-way process, and as emphasized elsewhere in this Implementation Plan, all staff members are responsible for accessing and understanding available information, sharing it with others, and providing related feedback to managers.

FIGURE 1: FROM VISION TO OUTCOMES IN PACIFIC REGION



IV. Regional Priorities, Initiatives and Actions

This chapter identifies regional initiatives to address key priorities and outlines specific actions for achieving them. While these priorities provide a necessary regional focus and collectively involve most regional staff in some way, ongoing work in support of the Department's outcomes (SAW, SFA, and HAPAE) will also continue.

The schematic on the facing page, based on the Departmental approach in *Our Waters, Our Future*, shows the relationship between the Departmental vision, Departmental priorities, strategic plan objectives, regional priorities, initiatives, and outcomes.

The list of Pacific Region priorities associated with each of the two main objectives is as follows:

Objective 1: Deliver programs that reflect the priorities of Canadians and are part of a fully integrated policy approach.

- 1.1 Canadian Coast Guard/Special Operating Agency Implementation
- 1.2 Pacific Fisheries Reform
- 1.3 Sustainable Aboriginal Fisheries
- 1.4 Pacific Science Renewal
- 1.5 Pacific Aquaculture Framework
- 1.6 Canada's Oceans Action Plan – Pacific Implementation
- 1.7 Environmental Process Modernization Plan – Pacific Implementation
- 1.8 Strengthening Collaboration – First Nations, Stakeholder and Public Engagement
- 1.9 Strategic Communications

Objective 2: Support DFO's dedicated, professional workforce by equipping staff with the necessary tools.

- 2.1 Integrated Planning Framework
- 2.2 Regional Human Resources Planning
- 2.3 Regional Human Resource Strategies
- 2.4 Health, Safety and Workplace Improvements

Objective 1

1.1 CANADIAN COAST GUARD/SPECIAL OPERATING AGENCY – PACIFIC IMPLEMENTATION

Specific Action

- Align actions with funding availability and coordinate them efficiently to implement the Pacific Marine Aids Modernization plan.
- In order to rationalize regional CCG facilities, assess facility costs and operating considerations, and develop a strategic rationalization plan to achieve more efficient and effective operations. Also, the Pacific Region will assist in the development of the Marine Services Fee Strategy and contribute accordingly.
- Fleet renewal and rejuvenation requires developing a replacement plan along with continuous implementation and updating of the existing 25-year National Replacement Plan.

- Develop plan and service protocols to provide consistent maritime support to other government agencies.
- Define and implement the Pacific Region's role in supporting Canada's maritime security agenda.
 - Input to Marine Security Operations Centre (MSOC) Concept of Operations document and other policies and procedures;
 - Placement of CCG and C&P liaison officers within MSOC, subsequently supported by the placement of data analysts by 2007;
 - Participation on interdepartmental working groups to address horizontal issues such as data-sharing agreements and cumulative response capabilities;
 - Capacity building for integrating tools (such as C&P Aerial Surveillance Program), data fusion and analysis, and the employment of new and emerging technologies (such as Mobile Office).
- Develop service protocols that will specify the expectations and standards of CCG's service delivery to regional programs. These protocols will help the Region plan for access to vessels for scientific research, fishery management and other government agencies.

1.2 PACIFIC FISHERIES REFORM

Several linked initiatives will implement the Department of Fisheries and Oceans' plan for reforming Pacific fisheries that was announced in April 2005.

Specific Action

- ***Pacific Salmon Fisheries reforms***

The following salmon management reforms are linked for coordination and strategic integration:

- **Implementing Canada's Policy For Conservation of Wild Pacific Salmon (WSP)**
The WSP establishes a clear policy framework for conservation and sustainable use. It makes conservation the top priority and recognizes the importance of biological, social and economic factors in a transparent decision-making process. In support of the WSP, the following action will be taken in implementing the *Pacific Region Implementation Plan*:
 - A new standardized approach to monitoring fisheries, populations and conservation units;
 - Assessment of salmon habitat associated with priority conservation units;
 - Inclusion of ecosystem values and associated monitoring;
 - Integrated strategic planning linking "harvest management" with "production management."
- **Implementing fishery reforms**
Enhancing First Nations' fishery economic benefits by moving to defined allocations for all harvesting sectors and facilitating the transfer of commercial access (licences) will decrease competition and increase cooperation. Similarly, commercial fishery reforms will be introduced to better define specific allocations and facilitate greater self-reliance. Ongoing collaboration with the recreational sector to develop and work towards a common vision will occur. Additional reforms to foster enhanced co-management arrangements will be introduced along with increased harvester accountability,

opportunities for more operational decision-making, and the ability to contribute to management costs.

- **Realigning SEP**

Once transformed, SEP will concentrate on conserving and rebuilding salmon populations. Program changes will be introduced in a phased manner, and will be consistent with the WSP and its principles. These changes will contribute to improved management of salmon habitat through restoration and community stewardship.

The first phase of realignment will focus on program redesign and developing options to support key objectives within allocated resources. This includes completing a risk framework and implementation plans. Subsequent phases will negotiate partnerships to facilitate delivery of some parts of the refocused program.



- ***Fisheries monitoring and catch reporting initiative***

The purpose of this initiative is to improve fisheries monitoring and catch reporting in order to improve the reliability, accuracy and timeliness of data from all fisheries. This, in turn, will enable better fisheries management and help meet conservation and sustainable use objectives.

- ***DFO compliance review and modernization initiative***

Resolution of some persistent regional C&P staffing issues will support the ongoing modernization of C&P. A risk management approach will be developed for setting priorities and realigning resources accordingly.

Collectively, these processes will assist in defining the appropriate blend of activities, ranging from awareness and education to directed enforcement, to achieve the required levels of compliance in the Pacific Region.

- ***Continued development of the integrated groundfish management framework***

This will include prioritizing short-term action, developing an implementation schedule, and monitoring progress.

- ***Enhanced co-management of Pacific fisheries***

Integrated Fishery Management Plans have been developed for 32 actively managed fisheries and two experimental fisheries. This planning process will be streamlined by using common core information and developing multi-year plans where appropriate. In addition, opportunities to further engage stakeholders in planning and managing fisheries will be identified and implemented to improve the consistency of co-management regimes in all Pacific fisheries.

- **Fisheries Act *modernization***

Support will be provided to the (multi-year) national initiative to develop proposed changes for modernizing the *Fisheries Act*.

1.3 SUSTAINABLE ABORIGINAL FISHERIES

The evolving nature of Departmental responsibilities towards, and our relationship with Aboriginal people, as defined by the courts, national policies, and the desires of the communities themselves compel us to move forward as a Region to proactively achieve a broad-reaching goal of supporting healthy and prosperous aboriginal communities.

First Nations' desire for long-term certainty regarding access and management of their fisheries is an important factor. Finding better ways to work with Aboriginal communities would also contribute to sustainable resource management by enabling cooperative management and by allowing a shared understanding and appreciation for the issues and decisions taken.

Specific Action

- ***Enhancing aboriginal relationships***

This can be accomplished by fostering a culture of respect and understanding within the Region. Cultural training and awareness will be enhanced together with clear guidelines on how to communicate information and receive feedback. Opportunities to collaborate with other government departments, Government of BC and agencies will be utilized to seek ways to share resources and collectively develop integrated approaches (such as an integrated strategy for supporting First Nation capacity building). Better connections and cooperation among other fishery industry groups and First Nations will also be encouraged.

- ***Respect for aboriginal and treaty rights***

The need to conduct ourselves in an honourable way transcends all activities within the Region. The courts are clearly showing the need for improved consultation. New and existing aboriginal programs must be developed to accommodate this higher standard for consultation. The Aboriginal Fishing Policy must be updated to respond to requests for increases in food, social and ceremonial allocations. Regional watershed processes under the *Oceans Act* and aggregates formed under the Aboriginal Aquatic Resources and Oceans Management (AAROM) program must be fostered so that ultimately they form a network across the Region.

- ***Effective support for the BC Treaty process***

The Region has a key role in providing support to the BC Treaty process. Success at treaty negotiations typically requires creativity and flexibility, to avoid impacting others in a negative or disruptive manner. Collaborating and coordinating with the Federal Treaty Negotiation Office is also key to successfully concluding treaties. A regional vision and strategy will be developed to ensure that treaty negotiation in BC results in an effective and efficient province-wide management system of our aquatic resources. Timely policy development on treaty-related issues is also required.

- ***Increased participation in co-management, policy development and improved fisheries-based economic development***

Co-management models that effectively involve Aboriginal groups in the management of the fisheries resource must be developed at local, regional and the watershed/ecosystem level.

Catch monitoring and reporting must be a fundamental part of any effective co-management process. First Nations' connections to existing and evolving advisory systems must also be clarified. Work on the Joint Policy Dialogue Forum process must evolve to provide meaningful and early First Nations input into Regional policy development processes. Economic development opportunities will be enhanced primarily through the retirement of commercial licences and transfer of this capacity to First Nations.

- ***Improve Regional coordination, capacity and accountability of DFO programs directed at First Nations.***

Provide staff with the resources, tools and training to more effectively deliver aboriginal programs. Training programs must be developed and delivered, and policies and standards must be established so that staff clearly understand their deliverables. Similarly for First Nations, capacity development must be supported. The AAROM program must be implemented to support this.

Area staff will develop local plans for enhancing relationships and fishery co-management, improving consultation processes, and helping resolve contentious issues to improve the understanding and operational success of Aboriginal fishing. These plans, developed at the Area level in conjunction with regional headquarters, will facilitate the strategic deployment of staff and improve management efficiency.

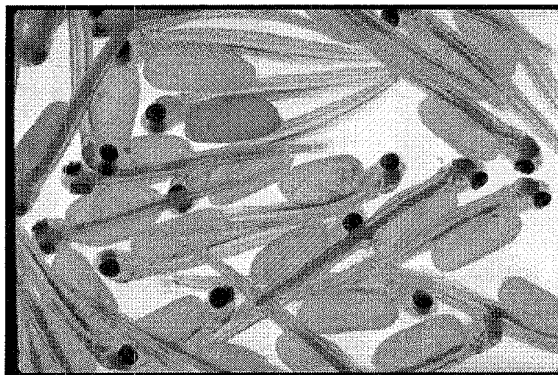
1.4 PACIFIC SCIENCE RENEWAL

In support of the Departmental Science Renewal, Pacific Region Science will ensure that staffing will be consistent with the National Science Human Resource Plan and will conduct activities under the following five realigned functions:

Specific Action

- ***Science advice and information***

- Develop and phase in improved assessment frameworks for salmon and other species. These frameworks will improve collaboration with First Nations and stakeholders in collecting standardized information so Science staff can better focus on establishing standards, and providing analysis and advice.
- Provide scientific information in support of new regulatory functions for fish health under the National Aquatic Animal Health program.
- As required under SARA, provide reviews of the Committee on Status of Endangered Wildlife in Canada (COSEWIC) assessments, and support decision-making regarding incidental harm permits, recovery planning, and listing decisions.
- Support the aquaculture site selection and screening process by providing scientific advice to help guide decision-making and risk assessment processes.
- Provide advice on the management of invasive aquatic species.



- **Monitoring**
 - Provide regional assessment of broad environmental and ecosystem changes in the Pacific Northwest enabling high-level advice for managers and stakeholders regarding issues like early-warning capacity for tsunamis and ocean productivity changes.
 - Develop and implement monitoring of ecosystems in support of integrated oceans planning on the North Coast and elsewhere.
- **Data and information management**
 - Develop and implement regional priority actions to enhance management of and access to scientific data in support of the National Science Data Management initiative.
- **Research**
 - Establish and maintain the Pacific Centre of Expertise for Toxic Chemical Analysis at the Institute of Ocean Science and the Pacific Centre of Expertise for Fish Health at Pacific Biological Station.
 - Conduct regulatory analysis for Canadian Food Inspection Agency's (CFIA's) fish disease monitoring, develop a laboratory quality management system and, provide laboratory emergency operations as required.
 - Oceanography program priorities will be considered and incorporated into an updated Pacific Region program.
- **Products and services**
 - Develop a regional implementation plan for the realigned Canadian Hydrographic Service that supports the collection of data, the production of base charts, and the transfer of specifically identified products and services.

1.5 PACIFIC AQUACULTURE FRAMEWORK

The Pacific Region will undertake comprehensive action to ensure the safety and sustainability of the aquaculture industry, and respond to public interest in this area.

Specific Action

- ***Completion of the Canada/BC Letter of Understanding***
The Region's role in further strengthening and harmonizing regulations and management functions will be clarified through bi-lateral consultations that are part of a national aquaculture governance renewal program. These consultations will form the basis for clarifying the roles and responsibilities of aquaculture programs and establishing consistent cost-sharing arrangements with the industry and the provincial government.
- ***Further streamlining of application and review processes***
Additional improvements to approval processes will be implemented to eliminate backlog and avoid any future accumulation of aquaculture applications. Mutually acceptable standards and processes to monitor progress will be utilized, with direction provided by the Fisheries and Aquaculture Management sector.
- ***Identification of knowledge gaps and DFO's scientific role in addressing these gaps***
Continued collaboration with industry and provincial partners will assist in identifying knowledge gaps and the scientific advice needed to fill them. This will include looking for

opportunities to strengthen scientific knowledge and to address environmental sustainability concerns and will be supported by a Pacific Science Task-group on Salmon Aquaculture.

- ***Improved communication***

An improved framework will enable more effective communication with all aquaculture interests – governments, industry, First Nations, coastal communities, and environmental groups – to collaboratively address environmental issues and industry sustainability.

1.6 CANADA'S OCEANS ACTION PLAN – PACIFIC IMPLEMENTATION

The Pacific focus for the Oceans Action Plan is integrated management of the Queen Charlotte Basin, known as the Pacific North Coast Integrated Management Area (PNCIMA). PNCIMA's challenge will be to lead the development of inclusive marine, coastal and watershed planning processes, then enhance the ability of these processes to foster sustainable development and link them to Departmental operations.

Specific Action

- ***Completion of sub-agreements under the Canada/BC MOU***

The Canada/British Columbia Memorandum of Understanding Respecting the Implementation of Canada's Oceans Strategy on the Pacific Coast (Can/BC MOU), signed September 18, 2004, provides a new governance model for integrated oceans management. Watershed, coastal and oceans planning activities will be coordinated through the development of internal links as well as interdepartmental and intergovernmental relationships, as follows:

- An MPA strategy;
- Integrated oceans/coastal management and planning;
- Integrated oceans information management system;
- Oil and gas information sharing;
- Streamlining and harmonizing the regulatory regime and decision-making processes for shellfish and finfish aquaculture;
- Indicators for oceans management, state of the oceans environment, and associated oceanic economic values.

- ***Initiation of PNCIMA processes***

- Develop integrated management processes to address user conflicts, ensure a healthy environment, and take advantage of economic opportunities;
- Support decision-making with integrated planning at all levels: oceans, area, coastal, and watershed;
- Address the cooperative development of an integrated ocean information system to support science-based decision-making and sustainable development through the Canada/BC subsidiary agreement on information sharing;
- Develop agreements with First Nations organizations within PNCIMA to facilitate effective First Nations involvement in evolving processes;
- Conduct ecosystem overviews;
- Collaborate on sensitive area mapping (e.g. MPAs and species-at-risk critical habitat);
- Develop guidelines and standards for marine environmental quality, as well as a set of indicators and associated monitoring systems;

- Prioritize and complete seabed mapping and associated oceanographic information gathering, and develop monitoring systems.

1.7 ENVIRONMENTAL PROCESS MODERNIZATION – PACIFIC IMPLEMENTATION

Specific Action

- ***Develop and implement the required risk-management framework***
Habitat Management staff will spend less time reviewing routine projects and more on monitoring habitat status and on projects posing a higher risk to fish habitat. These activities will be informed by, and complement, regional integrated planning. For the Pacific Region, a risk management framework must apply to common regional habitat challenges.
- ***Work with the provincial government to review habitat-regulatory processes and integrate these with Fisheries Act requirements***
In fisheries managed by the Province, the Pacific Region will seek provincial advice on habitat priorities. The new governance model for major projects and environmental assessments will also closely link the Region with support and direction from DFO headquarters.
- ***Increase collaboration with a range of partners***
Through a renewed emphasis on partnerships, compliance monitoring and regulatory responsibilities will be shared among all levels of government – federal, provincial and local – and with citizens, proponents, competing habitat users, and others.

Habitat priorities will be established on the basis of sensitivity and risk, as determined by biological and physical indicators, and on importance, which will reflect fisheries values and population risks. These guiding factors will determine the most effective approaches and avoid neglect of habitats at risk.
- ***Foster and support key integrated planning initiatives***
Integrated planning processes are extremely important for identifying the status of habitat and critical fisheries habitat. They are also important for addressing limiting factors and planning objectives for watersheds or coastal zones. Requirements for integrated planning processes will be identified and prioritized by consulting with salmon and habitat management staff. The resulting integrated plans will also identify the most important habitat restoration and salmon enhancement opportunities.

1.8 STRENGTHENING COLLABORATION – FIRST NATIONS, STAKEHOLDERS AND PUBLIC ENGAGEMENT

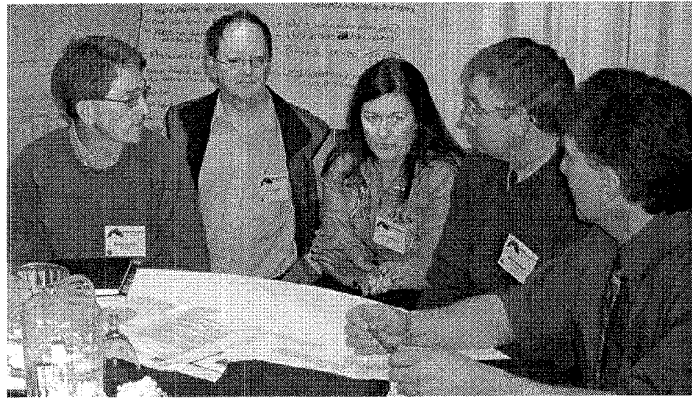
To build on improvements made to the way the Pacific Region has approached citizen engagement over the past five years, the Consultation Secretariat in Policy Branch will provide staff with the tools they need to carry out collaborative engagement activities with First Nations, stakeholders and the public.

Specific Action

- ***Evaluate regional advisory and planning processes***
Existing processes will be evaluated to clarify the scope of these processes and the Department's specific role in them, and to ensure consistency, establish links, and eliminate duplication.

- ***Identify and prioritize opportunities for more collaboration and plan for this shift***

By applying specific criteria, the degree of regional engagement for each process and the best opportunities for collaboration will be identified. Key steps and an implementation schedule will also be developed.



- ***Coordinate regional consultation and engagement***

Planning and coordinating consultation and engagement activities will all be done consistently. When working with other federal departments or government agencies, a coordinated approach will be more efficient for all. Providing examples of best practices for improved engagement of First Nations is an important element of this planning work.

- ***Develop internal capacity for engagement activities***

A training program to enhance staff skills in consultation, facilitation, and conflict resolution will be offered. This may also include cross-cultural training to improve understanding of First Nations and other cultures.

1.9 PACIFIC REGION STRATEGIC COMMUNICATIONS

The Region will develop and implement a Pacific Region Strategic Communications Plan, building on the national Corporate Communications Strategy. A reorganized and strengthened Communications team will use the strategy to place issues faced by the Department in a broad context.

Specific Action:

- ***Develop a Pacific Region Strategic Communications Plan.***

Recent policies, such as the WSP and Pacific Fisheries Reform, supported by sound science as basis for Departmental decision-making, will be used to provide context for the strategic direction of the Region and an associated regional Strategic Communications Plan. This annually updated plan will feature proactive communication and consistent responses to emerging issues.

- Strategic and proactive media relations capacity will be augmented by establishing a position devoted to this function. Communication among sectors, regions and headquarters will be strengthened.
- Using current national Communications policies, messaging will be consistent and coordinated. As well, the Department will be pre-positioned on major issues, and internal communications will be enhanced.
- Working closely with national headquarters, the Communications Branch's function will be strengthened by clarifying roles and responsibilities, maximizing capacity, capitalizing on strengths, and improving efficiency.

Objective 2: Workforce enablement

2.1 PACIFIC INTEGRATED PLANNING FRAMEWORK

In 2004, the Department introduced an Integrated Planning Framework to ensure that strategic, business, financial and human resource plans are aligned and effective, and are based on accountability and performance. This integrated planning, both nationally and regionally, will determine budget allocations to support the Department's programs.

The Integrated Planning Framework will create a dynamic system for monitoring progress in achieving clearly identified goals. Annual progress reviews will further enable alignment with strategic priorities and opportunities for assessing new requirements.

Specific Action

- ***Develop a Pacific Region Integrated Planning Framework as a guide to achieve predictable, consistent regional planning***

The Regional Management Committee (RMC) will use the Departmental Integrated Planning Framework as a guide for conducting planning activities in a predictable and consistent manner, aligned with the national process. Within this framework, the priority of Pacific Region initiatives and associated action will be updated annually and communicated to staff.

- ***Strengthening of comptrollership functions***

Comptrollership functions will be strengthened by incorporating better systems and controls throughout the Region, and by enhancing audit and evaluation capacities in the corporate sector. Up-to-date comptrollership training will be key to support the Management Accountability Framework, which provides broad criteria for evaluating management effectiveness.

2.2 REGIONAL HUMAN RESOURCES PLANNING

Specific Action

- ***Annual update of sector HR Plans***

As previously noted, the annual update to HR Plans requires each sector to undertake risk management analyses of work processes to ensure that the most effective practices are being used. Each HR plan will be a tool to identify human resource management issues and opportunities, and will also be used to improve the efficiency and consistency of program delivery, and coordination among sectors. Through HR planning efforts sectors will outline "blueprints" that describe the organization – its scope, structure and critical processes – at a financially stable, affordable level. All staffing actions will be consistent with staffing plans approved by the RMC.

2.3 REGIONAL HUMAN RESOURCE STRATEGIES

This initiative covers a range of actions to improve the Pacific Region's management of staff, and ensure the availability of capable personnel. The initiative is based on the premise that staff members are the Department's most important resource and must be valued and supported above all else. The values embraced by the Department and the Pacific Region (see *Our Waters, Our Future*) exemplify what DFO stands for and clarify how staff members expect to be treated and how they will treat others. Increasingly, these values will also inform staffing decisions.

Specific Action

- ***Implementation of values-based staffing processes***

The *Public Service Modernization Act* (2003) helps to address the pending loss through retirement of a significant portion of the Region's management and operational capacity. It specifically provides new tools to fill critical vacancies in a timely manner. The Act redefines merit, moving away from the rules-based concept of "best-qualified" candidates and toward a values-based concept that allows managers to hire qualified, competent individuals more quickly. The new staffing process also provides an effective means to achieve improved employment equity. To implement these changes, all managers and supervisors will receive appropriate human resources training.

- ***Succession planning***

Annual sector blueprints and their associated staffing plans will identify attrition issues and specific employment equity objectives, and will assist in the development of progressive succession plans. These will be reviewed by regional human resource staff and become an important element of an annually updated plan to identify links and coordinated measures.

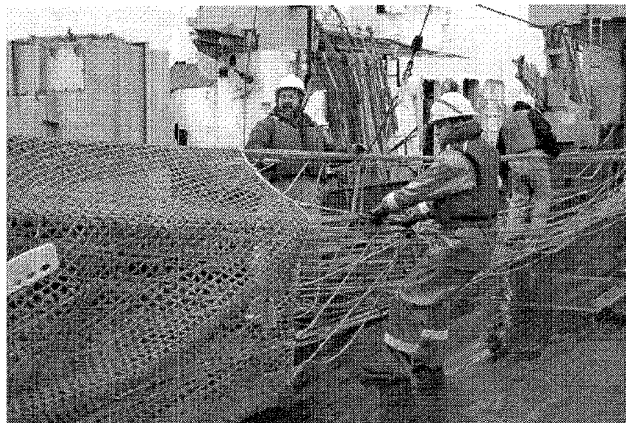
- ***Employment Equity (EE) Action Plan***

A team will be established to review the EE Action Plan, identifying the EE gap in the Pacific Region, and the means of obtaining management assistance to address this gap now and over time.

- ***Support for staff development and career planning***

As part of the transition to a learning organization, all staff must be proactively supported in developing their full capabilities. Staff members will learn to work more effectively in teams, collaborate with others, foster proactive partnerships, and emphasize common objectives. At all levels DFO, as a learning organization, will emphasize and reward strategic and critical thinking, new ideas, and comprehensive familiarity with the organization.

While staff members are responsible for their own development and career planning, management will actively support this pursuit. An integrated regional action plan will be



developed to help employees improve service to clients and enhance their own career prospects. The strategic development of leadership capacity will also be a priority.

Levels of training and support to staff development will be monitored and reported to the RMC to ensure a serious commitment to staff development is maintained.

- ***Improved labour/management relations***

Part 1 of the *Public Service Modernization Act* provides several measures to support continued improvement of labour/management relations. The Pacific Region will strive to translate these measures into fostering a collaborative spirit, through co-development of improvements in the workplace and constructive resolution of issues. Throughout the Region, communication and interaction with local union/management consultation committees (UMCCs) will be improved and regularized. In conjunction with managers, the UMCCs will promote extensive access to and use of Early Conflict Resolution resources. To further enhance a positive workplace environment, managers will openly and systematically apply performance standards with clear expectations and priorities.

2.4 REGIONAL HEALTH, SAFETY AND WORKPLACE IMPROVEMENT STRATEGY

In support of Departmental direction, a regional strategy to achieve benefits from improved employee health, safety and work environment includes the following activities:

Specific Action

- ***Health and safety training***

Basic Occupational Health and Safety training (OHS Module 1-6) will be provided to supervisory staff so they can effectively fulfill their legislated mandates, such as employee orientation, accident investigation, and workplace inspection, and to provide progress reports to the RMC.

- ***Workplace inspection***

Managers and supervisors will develop and implement inspection regimens, focusing on known risks and hazards. The RMC will monitor inspections conducted by Workplace Health and Safety Committees.

- ***Workplace Committee meetings***

More effective use of Workplace Committees will be achieved through ongoing performance monitoring by the RMC.

- ***Regional Health, Safety, and Environment Management System (HSEMS)***

Developing and implementing a management system will facilitate more pro-active management of the Pacific Region's workplace health, safety and environment activities.

V. Conclusion: Directing Change within Pacific Region

The *Pacific Region Implementation Plan* specifically describes how the Region will focus its resources and efforts to effectively contribute to the Department's mandated outcomes, and to resolve significant Regional issues by 2010. The *Implementation Plan* also addresses the Pacific

Region's perspective and specific issues associated with implementing Departmental and federal priorities.

Perhaps never before has the need been so pressing to direct change within the Pacific Region – including its focus, organization and culture. Significant challenges face the Region from all quarters, including the following:

- Incorporating Canada's maritime security objectives, providing maritime support to other government agencies, and meeting ongoing DFO requirements;
- Incorporating ongoing financial challenges into annual business plans that align budgets with priorities;
- Achieving conservation and sustainable-use objectives in regional fisheries;
- Conserving fisheries habitat in the face of increasing urban and industrial growth in watersheds and marine areas;
- Ensuring regional managers are provided with sound scientific information to support decision-making today and to facilitate future decision-making by establishing systems for collecting, managing and sharing information;
- Enhancing the Region's organizational capacity while many of its most experienced staff retire.

The *Pacific Region Implementation Plan* must respond to these and many other pressing issues while supporting the Department's priorities and contributing to its mission as described in the Departmental plan, *Our Waters, Our Future*.

Our *Implementation Plan* provides the guidance to lead a cohesive organization with an internally supported collective purpose. The planning principles embedded in the Plan provide direction to all staff as they work toward regional strategic outcomes by clarifying what they should focus on and how they should conduct their work.

Inherent in these principles is the understanding that achieving the Department's vision and the Pacific Region priorities will not be easy or simple. Progressive approaches are required which include strategically involving others in contributing to DFO's mandated outcomes. Furthermore, enabling staff to access developmental and career opportunities will contribute to modernization by enhancing capacity and embracing new technology.

Strategic succession planning together with the broad application of the planning principles and the implementation of priorities and action will contribute to a purposefully directed, responsive organization. The strategic steps to align the Pacific Region's structure, programs and priorities with allocated resources will enable staff to contribute effectively to the regional mission and respond to issues and challenges as they emerge.

Overall, the *Pacific Region Implementation Plan* represents an ongoing process of establishing priorities and specific outcomes, measuring progress and making adjustments to the Plan as required. It is also intended to guide the development of various operational plans at the sector, area and/or work level, such as annual business plans or regional accountability accords. So while the Plan has a multi-year time frame, priorities and actions will be updated annually to ensure it's ongoing relevance in ensuring the Pacific Region delivers quality services to Canadians in support of DFO's mandated outcomes: **Safe and accessible waterways; Healthy and productive aquatic ecosystems; and Sustainable fisheries and aquaculture.**

Appendix A

Abbreviations

AAROM	Aboriginal Aquatic Resources and Oceans Management
BC	British Columbia
Br.	Branch
C&P	Conservation and Protection
Can/BC MOU	Canada/British Columbia Memorandum of Understanding Respecting the Implementation of Canada's Oceans Strategy on the Pacific Coast
CCG	Canadian Coast Guard
Comm Br.	Communications Branch
CS	Corporate Services
DAAP	Departmental Assessment and Alignment Project
COSEWIC	Committee on the Status of Endangered Wildlife in Canada
DFO	Fisheries and Oceans Canada
EE	Employment Equity
EPMP	Environmental Process Modernization Plan
FAM	Fisheries and Aquaculture Management Branch
FTE	full-time equivalent
HAPAE	Healthy and productive aquatic ecosystems
HR	Human Resources
HSEMS	Health, Safety, and Environment Management System
IM	Integrated management
IM/IT	Information Management and Information Technology
IOS	Institute of Ocean Sciences
LOU	Letter of Understanding
MPA	Marine Protected Area
MSOC	Marine Security Operations Centre
NHQ	National Headquarters
OHEB	Oceans, Habitat and Enhancement Branch
OHS	Occupational Health and Safety
PBS	Pacific Biological Station
PNCIMA	Pacific North Coast Integrated Management Area
RMC	Regional Management Committee
RHQ	Regional Headquarters
SARA	<i>Species at Risk Act</i>
SAW	Safe and accessible waterways
SEP	Salmonid Enhancement Program
SFA	Sustainable fisheries and aquaculture
SOA	Special Operating Agency
TAPD	Treaty and Aboriginal Policy Directorate
UMCCs	union/management consultation committees
WSP	Canada's Policy For Conservation of Wild Pacific Salmon (commonly called Wild Salmon Policy)

Appendix B

Pacific Region Priorities and Actions Table

Strategic Objective 1:

Deliver programs that reflect the priorities of Canadians and are part of a fully integrated policy approach.

PRIORITY	YEAR ONE	YEAR THREE	YEAR FOUR AND BEYOND
CCG Rejuvenation 1.1 CCG/SOA Pacific Implementation CCG is accountable CS & HR contribute Science, FAM, C&P contribute	Pacific Marine Aids Modernization plan		
	- draft and confirm priorities	- ongoing implementation	- completed
	Facility Rationalization		
	- cost assessments - collect required information - develop options	- plan approval - ongoing phased implementation	- ongoing implementation
	Fleet Renewal & Rejuvenation		
	- development of replacement plan	- revise priorities - ongoing implementation	- ongoing implementation - update plan
	Development of Service Protocols		
Fisheries Renewal 1.2 Pacific Fisheries Reform FAM is accountable Science, C&P, OHEB, CS, HR, IM/IT contribute	- prepare updated drafts for support to other government agencies - specify revised expectations and standards for regional DFO programs	- revise and prepare; bring forward in May	- ongoing updates
	Role in Canada's Maritime Security		
	- define and plan for implementation	- ongoing implementation	
	Pacific Salmon Management Reforms - Implementing Wild Salmon Policy		
	- standardized monitoring of fisheries and conservation units - assessment of habitat; confirm format - process/format development for monitoring ecosystems - integrated planning; develop new process and prioritize watersheds	- ongoing implementation - support increased stakeholder participation - incorporate updated habitat info - conduct priority planning processes	- ongoing implementation

PRIORITY	YEAR ONE	YEAR THREE	YEAR FOUR AND BEYOND
1.2 Pacific Fisheries Reform continued	Implementing Fisheries Reforms		
	<ul style="list-style-type: none"> - increase FN fishery economic benefits (licence purchase/transfer) - demonstration pilots including commercial salmon reforms - enhanced co-management 	<ul style="list-style-type: none"> - ongoing implementation 	
	Realigning the SEP		
	<ul style="list-style-type: none"> - realigning SEP 	<ul style="list-style-type: none"> - ongoing 	<ul style="list-style-type: none"> - secure contributions for additional production as possible (direct beneficiaries)
	Fisheries Monitoring and Catch Reporting (FM & CR)		
	- First Nations fisheries and recreational fisheries (all species), and commercial salmon		
	<ul style="list-style-type: none"> - improve accountability, foster trust, and capacity for First Nations fisheries - develop collaborative strategies to address First Nation issues - develop draft standards for all commercial salmon fisheries - identify opportunities for short-term improvements for all recreational fisheries - develop long-term strategies - develop collaborative approach for all fisheries based on common standards 	<ul style="list-style-type: none"> - ongoing application of standards - implement collaborative strategies to address First Nation issues - apply standards for all commercial salmon fisheries - implement long-term improvements for each recreational fishery - adjust collaborative strategies - develop strategies for cost recovery for recreational and commercial salmon 	<ul style="list-style-type: none"> - continued implementation of strategies and priorities
	FM & CR - Business Modeling		
	<ul style="list-style-type: none"> - complete accountability framework - RMC to address accountability issues - provide RMC IM/IT options - develop coordinated regional strategy for Ministerial announcement 	<ul style="list-style-type: none"> - refine IM/IT plan and continue implementation 	<ul style="list-style-type: none"> - On-going implementation of IM/IT upgrade for all fisheries
	DFO Compliance Review & Modernization Initiative		
	<ul style="list-style-type: none"> - resolve previous staffing issues - realign resources with priorities 	<ul style="list-style-type: none"> - ongoing implementation of plan 	<ul style="list-style-type: none"> - completed

PRIORITY	YEAR ONE	YEAR THREE	YEAR FOUR AND BEYOND
1.2 Pacific Fisheries Reform continued	by applying risk management - support national review process		
	Integrated Groundfish Management		
	- complete development of strategy - implementation schedule	- implement strategy - monitor progress and adjust plan	- ongoing
	Implement Consistent Co-managed Fisheries		
	- streamline IFMPS	- implement improvements	- ongoing
	Modernization of Fisheries Act		
1.3 Sustainable Aboriginal Fisheries TAPD is accountable Areas, FAM, C&P, Science, OHEB contribute	Enhancing Aboriginal Relationships		
	- enhance cultural-awareness training for staff - collaborate with other government departments - encourage better cooperation between fishery industry groups and First Nations	- implement staff training - continue to foster collaboration	- continue to implement
	Respect for Aboriginal and Treaty Rights		
	- develop aboriginal programs to accommodate higher consultation standard - update Aboriginal Fishing Policy - foster regional watershed processes to form a Regional network	- ongoing	- ongoing
	Effective Support for the BC Treaty Process		
	- collaborate and coordinate with Federal Treaty Negotiation Office - develop Regional vision and strategy to assure success of treaty negotiation in BC	- ongoing	- ongoing
	Increased First Nation Participation in Co-management, Policy Development and Improved Fisheries-based Economic Development		
	- develop multi-level co-management models that involve	- ongoing	- ongoing

PRIORITY	YEAR ONE	YEAR THREE	YEAR FOUR AND BEYOND
1.3 Sustainable Aboriginal Fisheries	aboriginal groups - clarify First Nations' participation in advisory processes - enhance First Nations' policy input via Joint Policy Dialogue Forum - retire commercial licences and transfer allocation to First Nations to support economic opportunities		
	Improve Regional Coordination, Capacity and Accountability of Programs Directed at First Nations		
	- develop and deliver training programs, policies and standards for staff - support capacity development using AAROM - develop Area strategies in conjunction with RHQ to enhance relationship and co-management	- ongoing	- ongoing
Science Renewal 1.4 Pacific Science Renewal Science is accountable	Science Advice and Information		
	- develop new assessment frameworks for salmon and other species - provide science information to support new fish health regulations - review COSEWIC assessments as required under SARA - provide scientific advice to aquaculture to guide decision-making and risk assessments - provide advice in management of invasive aquatic species	- implement	- review progress and revise
	Monitoring		
	- provide regional assessment of broad environmental and ecosystem changes	- provide ongoing assessments - continued focus on PNCIMA	- annual updates - apply monitoring systems in other areas

PRIORITY	YEAR ONE	YEAR THREE	YEAR FOUR AND BEYOND
1.4 Pacific Science Renewal continued	- develop and implement monitoring of ecosystems in support of integrated oceans planning		
	Data and Information Management		
	- develop and implement regional priorities for enhancing access to scientific data for the National Science Data Management initiative	- continued implementation	- revise and implement
	Research		
	- Establish Pacific Centres of Expertise at the following locations: Toxic Chemical Analysis (at IOS) and Fish Health (at PBS) - Conduct regulatory analysis for CFIA's fish disease monitoring, develop a laboratory quality management system and provide laboratory emergency operations as required - update oceanography priorities and realign program.	- maintain Pacific Centres of Expertise - ongoing updates on oceanography program	- update as required
	Products and Services		
Aquaculture Governance 1.5 Pacific Aquaculture Framework FAM has accountability. Science, OHEB, Province of BC Comm. Br. contributes	- develop and implement plan to realign Canadian Hydrographic Service	- continue to transfer specifically identified products and services	
	Completion of Can/BC Letter of Understanding		
	- identify issues and policy gaps	- implementation	- ongoing implementation
	- design new approaches and clarify roles and responsibilities		
	Further Streamline Application & Review Processes		
	- apply risk management - establish acceptable standards	- check results against standards - make further adjustments as required	- monitor application & review processes - make further adjustments as required
	Identify Knowledge Gaps		
	- identify knowledge gaps and plan DFO Science contribution	- continue collaboration with industry	- ongoing collaboration with industry
	Improved Communication		

PRIORITY	YEAR ONE	YEAR THREE	YEAR FOUR AND BEYOND
	<ul style="list-style-type: none"> - engage all interests to collaboratively address environmental issues and sustainability - develop communication strategy 	<ul style="list-style-type: none"> - ongoing 	<ul style="list-style-type: none"> - ongoing
Oceans Action Plan 1.6 Pacific Implementation Ocean Action Plan OHEB is accountable. Science, FAM, Province of BC, federal departments, and others contribute	Can/BC Letter of Understanding		
	<ul style="list-style-type: none"> - completion of sub-agreements 	<ul style="list-style-type: none"> - implement 	<ul style="list-style-type: none"> - ongoing
	Initiation of Pacific North Coast Integrated Management Area Processes (PNCIMA)		
	<ul style="list-style-type: none"> - develop processes - establish IM framework - develop agreements with First Nations for participation 	<ul style="list-style-type: none"> - IM Planning - conduct ecosystem overviews/environmental assessments - collaborate on sensitive area mapping - develop marine environmental quality guidelines/standards 	<ul style="list-style-type: none"> - ongoing - communicate results and revise as appropriate
Environmental Process Modernization 1.7 Pacific Implementation of Environmental Process Modernization OHEB is accountable. Science, C&P, Province of BC, other government agencies contribute	Risk Management Framework		
	<ul style="list-style-type: none"> - develop & implement framework 	<ul style="list-style-type: none"> - utilize framework to focus on high priority projects 	<ul style="list-style-type: none"> - ongoing
	Habitat Regulatory Processes		
	<ul style="list-style-type: none"> - integrate habitat regulatory processes with BC and evolving Fisheries Act requirements. 	<ul style="list-style-type: none"> - enhance monitoring of habitat status and priority developments 	<ul style="list-style-type: none"> - ongoing monitoring
1.8 Strengthening Collaboration Policy Br. is accountable. All Areas and sectors contribute	Increase Collaboration with Range of Partners		
	<ul style="list-style-type: none"> - identify opportunities for improvements and implement 	<ul style="list-style-type: none"> - identify opportunities for improvements and implement 	<ul style="list-style-type: none"> - ongoing
	Regional Advisory and Planning Processes		
	<ul style="list-style-type: none"> - evaluate - document, establish linkages - eliminate duplications, gain efficiencies 	<ul style="list-style-type: none"> - update lists 	<ul style="list-style-type: none"> - ongoing
	Opportunities for Shift to Collaborative Relationships		
	<ul style="list-style-type: none"> - identify opportunities - establish criteria, develop list, prioritize, schedule 	<ul style="list-style-type: none"> - identify annual priorities for improvements - monitor progress 	<ul style="list-style-type: none"> - ongoing

PRIORITY	YEAR ONE	YEAR THREE	YEAR FOUR AND BEYOND
1.8 Strengthening Collaboration continued	Plan & Coordinate Regional Consultation and Engagement Activities		
	- apply consistent approach - document and distribute "best practices"	- monitor progress and adjust as required	- ongoing
	Develop Internal Capacity for "Engagement" Activities		
	- identify priorities for training - delivery of a variety of cross-cultural training	- update as required	
1.9 Pacific Region Strategic Communications Comm Br. is accountable. Policy and RMC contribute	Pacific Region Strategic Communications Plan		
	- develop and implement - establish position focused on proactive media relations - link Strategic Communications with annually updated Regional Strategic Plan - pre-position consistent Regional responses to strategy - enhance internal communications - strengthen team, clarify roles and responsibilities, establish performance measures	- update and implement - update Strategic Communications Plan annually - monitor enhanced internal communications - monitor performance measures and adjust accordingly	- ongoing - update Strategic Communications Plan annually - monitor enhanced internal communications - monitor performance measures and adjust accordingly

Strategic Objective 2:

Support DFO's dedicated, professional workforce by equipping staff with the necessary tools.

PRIORITY	YEAR ONE	YEAR THREE	YEAR FOUR AND BEYOND
Integrated Planning & Reporting 2.1 Pacific Integrated Planning Framework CS & HR are accountable RMC members contribute	Pacific Integrated Planning Framework		
	- develop framework - use national format to link HR and business planning - schedule milestones and deliverables	- utilize framework - identify annual priorities and assign resources accordingly - monitor progress and make adjustments as necessary - evaluate management effectiveness on rotational basis and make improvements	- ongoing

PRIORITY	YEAR ONE	YEAR THREE	YEAR FOUR AND BEYOND
	Strengthen Comptrollership Functions		
	<ul style="list-style-type: none"> - enhance audit and evaluation capacity within corporate sector - provide targeted training to support MAF 	- ongoing	- ongoing
Departmental Renewal 2.2 Regional HR Plans All sectors are accountable All sectors and RMC contribute	Annual Update of Regional Sector HR Plans		
	<ul style="list-style-type: none"> - update with anticipated HR changes - monitor progress toward "blueprint" - RMC to review and identify opportunities for integration & cooperation 	- ongoing	- ongoing
Human Resources Modernization 2.3 Regional Human Resources Strategies CS & HR are accountable All sectors and RMC contribute	Implementation of "Values-based" Staffing Processes		
	<ul style="list-style-type: none"> - provide training to all managers and supervisors 	<ul style="list-style-type: none"> - monitor and randomly audit staffing processes and implement improvements 	<ul style="list-style-type: none"> - ongoing - provide training to new managers and supervisors
	Succession Planning		
	<ul style="list-style-type: none"> - identify anticipated attrition - utilize "blueprints" to determine need for staffing - plan for generic staffing processes and for strategic recruitment 	- annual update	- annual update
	Employment Equity (EE) Action Plan		
	<ul style="list-style-type: none"> - team to establish and monitor plan 	<ul style="list-style-type: none"> - ongoing implementation and monitoring results 	- ongoing
	Support Staff Development and Career Planning		
	<ul style="list-style-type: none"> - encourage all staff to develop career plans and to review them with supervisors - develop Regional training plan to incorporate priority organizational needs. - develop & implement strategy to develop leadership capacity - supervisors and managers to systematically apply performance standards & provide constructive 	- ongoing	- ongoing

PRIORITY	YEAR ONE	YEAR THREE	YEAR FOUR AND BEYOND
2.3 Regional Human Resources Strategies continued	feedback and clarify priorities		
	Improve Labour/Management Relations		
	<ul style="list-style-type: none"> - collaboratively develop plan with union reps for improvements in the workplace and resolution of identified issues - improve the effectiveness of local UMCs through regular meetings and improved communication - jointly foster the use of Early Conflict Resolution resources 	- ongoing	- ongoing
Human Resources Modernization	Pacific Health and Safety Strategy		
	<ul style="list-style-type: none"> - provide health and safety training - develop and implement workplace inspections - use workplace committee meetings effectively - develop and implement Regional Health, Safety and Environment Management Systems 	- ongoing	- ongoing
2.4 Regional Health, Safety and Workplace Improvement Strategy			
CS & HR are accountable Sectors, Areas, and RMC contribute			