



Fisheries and Oceans
Canada

Pêches et Océans
Canada

**OUR WATERS, OUR FUTURE –
STRIKING A BETTER BALANCE**

DFO's Sustainable Development Strategy

2005-2006



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Canada 

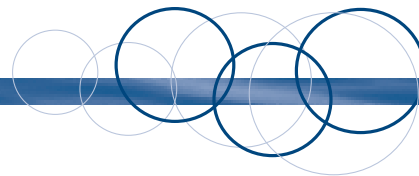


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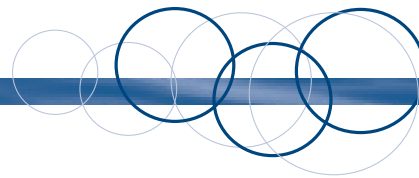
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Minister's Message

As Canada's Minister of Fisheries and Oceans, it gives me great pleasure to present the Sustainable Development Strategy for 2005–2006 for Fisheries and Oceans Canada (DFO). The Department has long been a leader in integrating sustainable development into its programs and policies. The principles of sustainable development are at the heart of everything from managing and protecting our fisheries resources and habitats, to working with Canadians to manage our oceans in an integrated and balanced fashion, to keeping our waterways safe and secure.

As Canada's fisheries and oceans sector expands and becomes busier than ever, Canadians — especially those in coastal communities — will continue to look toward DFO to lead the way in striking the right balance between economic development and preserving clean, safe and productive waters for future generations.

This Strategy is the comprehensive action plan for DFO to continue transforming a commitment to sustainable development into reality. It also responds to a number of recommendations made by the Commissioner for the Environment and Sustainable Development on how to strengthen policies and programs, and supports the government-wide Oceans Action Plan. Highlights of the Strategy include:

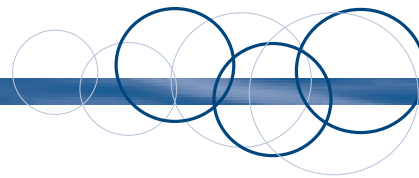
- advancing integrated oceans management;
- establishing a federal Marine Protected Areas strategy;
- implementing a strategy to address foreign overfishing;
- modernizing the governance of fisheries in Canada with an emphasis on conservation frameworks, leading to sustainable use of the resource through such activities as completing the Pacific Wild Salmon Policy;
- supporting greater Aboriginal involvement in managing fisheries;
- strengthening aquaculture governance regimes and regulatory processes through a federal/provincial/territorial framework agreement on aquaculture;
- modernizing marine navigation to support marine safety;
- creating an Environmental Process Modernization Plan to strengthen the administration of DFO's fish-habitat management program; and
- developing a Strategic Environmental Assessment system for policies and programs.

The Strategy also confirms DFO's co-operative approach to sustainable development. We want to work with our partners in other levels of government, with Aboriginal groups, and with industry to ensure the broadest possible representation of Canadians in integrating sustainable development throughout Canada's fisheries and oceans sector.

To learn more about DFO's commitment to sustainable development, I encourage you to read the Strategy and discover the many initiatives underway to protect and conserve Canada's aquatic resources, while supporting the development and use of these resources for the benefit of all Canadians in the years to come.

The Honourable Geoff Regan, PC, MP

Minister of Fisheries and Oceans



Executive Summary

Sustainable development is the lens through which Fisheries and Oceans Canada (DFO) undertakes its business. The Department works in partnership to derive economic and social benefits from Canada's oceans and freshwater resources while conserving the ecological integrity of those resources.

DFO's Sustainable Development Strategy (SDS) is a companion document to the Department's Strategic Plan - *Our Waters, Our Future*. As a sustainable development department, DFO works to protect and conserve Canada's aquatic resources, while supporting the development and use of these resources.

The principles of sustainable development maintain that social, economic and environmental issues are interconnected and must be equally integrated into the decision-making process. Decisions based on sustainable development help Canadians achieve a healthy environment, a prosperous economy, and a vibrant society for current and future generations.

In the preparation of the SDS, DFO developed an approach that clearly links SDS commitments to the Department's Strategic Plan and its outcomes. The Strategy contains an Action Plan which highlights key activities DFO will undertake in support of sustainable development. This Strategy identifies three key sustainable development goals for the Department, around which the Action Plan is built.

- **Sustainable Programs** – Outputs and targeted activities pertain to balancing the protection of aquatic resources with support for the development of economic and social benefits from these resources;
- **Good Governance and Enhanced Partnerships** – In delivering its mandate, DFO works in partnership with various levels of government, industry, Aboriginal groups and non-governmental organizations; and
- **Sustainable Operations** – Commitments denote means of "greening government" to reduce damage to the environment from departmental operations. This includes compliance with regulations (at all levels of government), DFO's Environmental Policy, other relevant federal policies, best practices, industry accepted standards and codes of practice.

Within the three sustainable development goals, DFO will undertake a number of targeted activities with related outputs that result in products for Canadians. Among these are an Environmental Process Modernization Plan, regulatory improvements, integrated management plans, initiatives to engage Aboriginal groups and actions to enhance collaboration between federal, provincial and territorial governments. There are also commitments to further sustainable operations, such as the fleet renewal initiative, and efforts to ensure compliance with recognized environmental management standards to reduce the environmental footprint of departmental operations.

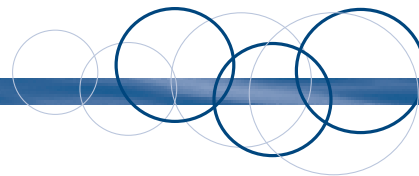
Over the short and medium term, these activities and outputs will enable DFO to deliver on intermediate outcomes such as informed decision making, improved oceans management and compliance with international standards. Taken together, the targeted activities, outputs and outcomes under the three sustainable development goals will ensure the Department continues to

work toward the ultimate outcomes outlined in its mission statement – Safe and Accessible Waterways (SAW), Healthy and Productive Aquatic Ecosystems (HAPAE) and Sustainable Fisheries and Aquaculture (SFA). Delivering on the departmental mission is what sets DFO on course to achieve the vision of sustainable development and safe use of Canadian waters.

In its Sustainable Development Strategy, DFO seeks to address concerns previously raised by the Commissioner of the Environment and Sustainable Development in areas such as strategic environmental assessments, fisheries management, foreign overfishing, regulatory approval processes, and co-ordination between federal and provincial/territorial levels.

Becoming a truly sustainable development department will be an ongoing process, requiring the constant collaboration and commitment of all parties involved. Fisheries and Oceans Canada will strive to be a leader in this area, while advancing sustainable development goals.





Introduction

Canada's fisheries, oceans and internal waterways have long played an important role in Canada's development and growth as a nation. They are central elements of the historical, economic and cultural fabric of Canada's coastal communities, providing a strong and reliable resource base around which Canada's national economy and sense of nationhood grew. Today, they continue to provide employment and opportunity for thousands of Canadians in communities, large and small, throughout the country.

In February 2004, Fisheries and Oceans Canada (DFO) tabled a progress report on its 2001-2003 Sustainable Development Strategy (SDS) commitments. Since the Department was in the middle of its Departmental Assessment and Alignment Project (DAAP) – a major exercise to assess financial resources and policy and program priorities – it elected to table a new SDS in Parliament by March 2005, and submit a progress report in the interim. This allowed the 2005-2006 DFO Sustainable Development Strategy to be fully informed by the results of the DAAP.

The DAAP was completed in April 2004. The final DAAP report articulated three new strategic outcomes for the Department.

- **Safe and Accessible Waterways** (SAW) is about providing access to Canadian waterways, and ensuring the overall safety and integrity of Canada's marine infrastructure for the benefit of all Canadians.
- **Healthy and Productive Aquatic Ecosystems** (HAPAE) denotes the sustainable development and integrated management of resources in or around Canada's aquatic environment through oceans and fish

habitat management, and the critical science activities that support these two programs.

- **Sustainable Fisheries and Aquaculture** (SFA)

refers to an integrated fisheries and aquaculture program that is credible, science based, affordable and effective, and contributes to sustainable wealth for Canadians.

The focus of DFO on sustainable development has been strengthened through the Department's renewed Strategic Plan, *Our Waters, Our Future*, released in February 2005.



What is a Sustainable Development Strategy?

Sustainable development strategies are intended to ensure departments and agencies systematically take environmental, economic and social considerations into account systematically in their decision making. This can lead to changes in policies, programs, and operations that further sustainable development. Sustainable development strategies also provide the benchmarks against which departments measure their progress.

Since 1997, ministers have been required by the Auditor General to table an SDS in Parliament every three years. The third generation of strategies was presented in February 2004, with the next cycle beginning in 2006.

The SDS articulates DFO's vision of sustainable development along with the goals and objectives that outline how the Department will achieve this vision. As a strategic document, DFO's SDS provides direction and guidance to staff and external stakeholders on issues of sustainable development.

Our Waters, Our Future builds on the DAAP findings, and carries out the change agenda resulting from that exercise. It articulates a renewed departmental vision emanating from the DAAP and confirms a revised mission based on the three new strategic outcomes. At the same time, using these three outcomes, the Department developed a new Program and Activity Architecture (PAA), to identify how resources will be spent and priorities reported against. The new Strategic Plan also provides broad direction on how DFO will move forward in the next five years.

The SDS is a companion document to *Our Waters, Our Future*. It reflects the Strategic Plan, and provides additional detail on specific sustainable development initiatives to be met and implemented. The Strategy also provides an update of information on commitments since February 2004 and outlines initiatives for the remainder of the current SDS cycle to December 2006.

Mandate

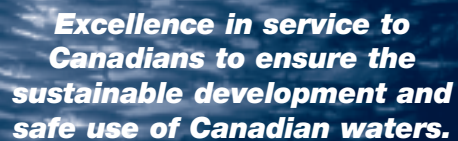
On behalf of the Government of Canada, DFO is responsible for developing and implementing policies and programs in support of Canada's scientific, ecological, social and economic interests in oceans and fresh waters.

DFO is a national and international leader in marine safety and in the management of oceans and freshwater resources. Departmental activities and presence on Canadian waters help to ensure the safe movement of people and goods. As a sustainable development department, DFO will integrate environment, economic and social perspectives to ensure Canada's oceans and freshwater resources benefit this generation and those to come.

The Department's guiding legislation includes the *Oceans Act*, which charges the Minister with leading oceans management and providing coast guard and hydrographic services on behalf of the Government of Canada, and the *Fisheries Act*, which confers responsibility to the Minister for the management of fisheries, habitat and aquaculture. The Department is also one of the three responsible authorities under the *Species at Risk Act* (SARA).

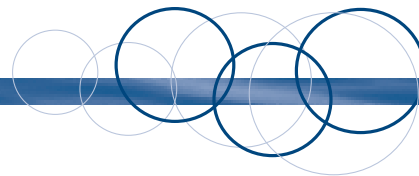
As a sustainable development department, DFO works to protect and conserve Canada's aquatic resources, while supporting the development and use of these resources. To support the delivery of its mandate, DFO has a number of tools and regulatory instruments including integrated management and fish management plans, marine protected areas, SARA recovery plans, habitat referrals, and the Canadian Coast Guard's (CCG) environmental response activities. Through the Coast Guard civilian fleet, DFO also plays a key role as the provider of on-water support to numerous government departments.

Vision



**Excellence in service to
Canadians to ensure the
sustainable development and
safe use of Canadian waters.**

The Strategic Plan articulates DFO's vision and identifies sustainable development as a key component.



The Definition of Sustainable Development for DFO

Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

Internationally, the most well-known and accepted definition of sustainable development, and the one DFO recognizes and adheres to, comes from the 1987 Brundtland Commission Report *Our Common Future*.

The principles of sustainable development maintain that social, economic and environmental issues are interconnected and must be equally integrated into the decision-making process. Decisions based on sustainable development help Canadians achieve a healthy environment, a prosperous economy, and a vibrant society for current and future generations.

Sustainable development is the lens through which Fisheries and Oceans undertakes its business. The Department works in partnership to derive economic and social benefits from Canada's oceans and freshwater resources while conserving the ecological integrity of those resources.

Consultations and Stakeholder Views

Consultations are an integral part of DFO's planning and priority setting processes, and the design of the Sustainable Development Strategy for 2005-2006 is no exception. Meaningful engagement promotes a better understanding of the issues and shared ownership of the future direction among all interested parties.



With this in mind, over the last few years DFO thoroughly reviewed its policies, programs and operations. Through both the DAAP, the more recent renewal of

the Department's five-year Strategic Plan, as well as other program-specific consultations, DFO employees across the country shared their thoughts on the Department's activities and key sustainable development concerns related to them. This document is built on these dialogues.

As the DAAP drew to a close in the Spring of 2004, public opinion research was conducted to help DFO develop a renewed strategic plan. Among the participants were Canadians in

general, Aboriginal people, and stakeholders, including commercial fishers, environmentalists, members of the tourism industry and ocean industrialists.

The research included sustainable development as one of its primary areas of discussion, seeking reaction to the idea of using sustainable development as the underpinning theme for the Department's activities. The importance and complexity of sustainable development as a principle was appreciated by participants, who consistently recognized the challenge of balancing environmental protection and regulation with the social and economic needs of local communities.

The findings also showed that Canadians look to DFO for domestic and international leadership in the sustainable use of oceans and fresh waters, as these issues become increasingly global.

Focus groups, bilateral meetings and other consultative forums discussed sustainable development issues and priorities for the Strategic Plan and the SDS. Earlier consultations on departmental initiatives, such as the Atlantic Fisheries Policy Framework and *Canada's Oceans Strategy*, concluded that conservation and sustainable use of resources and habitats are of paramount importance. The majority of departmental activities now contain a sustainable development component, something that is important to DFO employees, and to stakeholders and Canadians in general.



Achievements Post-Progress Report

Since the release of the 2001-2003 Sustainable Development Strategy and the 2004 Progress Report, several significant policies and directions have evolved. This section provides a cursory outline of this progress. A complete update on the targets set out in the 2004 Progress Report is included in Annex 1. It should be noted that only activities reported on in the 2004 Progress Report, which are still relevant and ongoing, are included in this SDS. These activities have been reframed in the new Action Plan with updated target dates and indicators.

Progress was made under all four themes presented in the 2001-2003 Sustainable Development Strategy.

Under *Theme 1: New Forms of Governance and Shared Stewardship* the Department achieved the majority of its targets, and evolved many of its major policy directives and strategies. For example, *Canada's Oceans Strategy* has moved forward into broader implementation through the Oceans Action Plan (OAP), which has at its core the objectives of sustainable development.

To move toward a more integrated approach to managing marine and freshwater resources, the Oceans Sector was renamed the Oceans and Habitat Sector. Fisheries Management and the Office of Sustainable Aquaculture merged to further streamline the management of wild and farmed fisheries. The new sector, Fisheries and Aquaculture Management, finalized the Atlantic Fisheries Policy Framework in March 2004, and an operational policy framework and guidelines for the aquaculture industry were developed.

Progress on *Theme 2: Knowledge and Technology for Sustainable Development* has also been significant. Navigation and marine communication technologies have been developed and implemented and the use of science, socio-economic analysis and new

technologies have been applied to ensure sustainable use of resources. For example, Canadian Hydrographic Services has effectively converted nearly 600 charts from paper to electronic format.

Efforts toward *Theme 3: Sustainable Operations* also showed results, as the ongoing modernization and rejuvenation of the Canadian Coast Guard allowed for the promotion of the Safety Management System, and for environmental profile data on all vessels to be monitored. As well, environmental audits were conducted on major DFO facilities, and the Department met its greenhouse gas emissions reduction target.

On December 12, 2003, the federal government announced its intention to create the Canadian Coast Guard as a Special Operating Agency (SOA) within the Department. This status recognizes the important role the Coast Guard has in supporting DFO program outcomes, including sustainable development. As an agency focussed on service delivery, the Coast Guard's new status furthers the federal government's objective of serving Canadians better by consolidating common services and strengthening the horizontal integration of policies and programs — a key aspect of sustainable development.

In keeping with *Theme 4: Managing for Progress and Performance*, activities are being streamlined through initiatives such as the Environmental Process Modernization Plan (EPMP), which provides the framework to make the habitat referral process more effective and efficient, and puts into practice the federal government's Smart Regulation agenda.

Issue Scan

Fisheries and Oceans Canada seeks to maintain the productivity of Canada's fisheries and oceans; protect marine and freshwater resources; support sustainable seafood production, including both wild fisheries and aquaculture; ensure public safety and efficient vessel traffic along Canadian waterways; and provide the scientific knowledge that policy makers need to make informed decisions about Canada's oceans and their resources. Meeting these goals means striking a delicate balance between the need for oceans and freshwater-related industries to grow and remain competitive, and the need to ensure this growth never comes at the expense of Canada's fisheries and oceans. The evolving operating environment has significant implications for the sustainable development issues the Department must address.

Each year, DFO undergoes an environmental scanning process to provide an overview of the current context of the Department. The most recent DFO Environmental Scan revealed the operating environment as increasingly complex and challenging. It highlighted several key opportunities for, and challenges to, the advancement of sustainable development by DFO.

First, there is an emerging government-wide focus on integrating environment and economy. As well, a number of policy and program issues cut across the priorities and are integral to the overall success of the Department. These issues include Aboriginal policy and governance, science, climate change, the federal Northern Strategy, DFO's response to the *Species at Risk Act*, fleet renewal and the establishment of the Coast Guard as a Special Operating Agency (SOA).

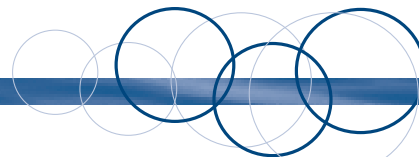
What Is an Issue Scan?

Scanning is an important part of any government department's effort to formulate plans, policies and strategies – in short, to plan its future course of action. An understanding of the environment is gained from a scan of internal and external factors and trends that have the potential to influence the department.

The Guide to Green Government issued by the Commissioner of the Environment and Sustainable Development (CESD), states that "it is at this stage that departments would identify the key sustainable development issues from a departmental standpoint. The issue scan would be aimed at helping the department and the Commissioner understand the implications of the department's activities for sustainable development ... the scan information could conclude with the identification of opportunities for, and constraints to, the advancement of sustainable development by the department."

Integrating Environment and Economy

Increasingly Canadians are unwilling to see environment and the economy as separate issues with trade-offs between them. Rather, they believe the economy can only prosper if the environment is looked after. Conversely, the environment can only be protected if the economy generates the resources to do so. Industry stakeholders increasingly argue that the environment must be attended to in a manner that supports competitiveness and innovation rather than putting Canadian industry at a disadvantage in international markets. As much of the government's approach to environmental protection is based on regulation, external advisers have been urging a "smart" approach to regulation with faster decision-making and clearer rules. This "Smart Regulation" agenda is not and cannot be about reducing



environmental protection; rather, it must be about protection that is more effective and efficient.

In supporting the federal government's commitment to sustainable development, and the emerging focus on integrating how we manage environmental and economic issues, Ministers have endorsed a policy framework with five pillars: decision-making, information, science and technology, performance promotion and enforcement, and education and engagement. The targeted activities in the SDS align well with this national framework, in particular, with the decision-making, information, science and technology, and enforcement pillars.



management of oceans, species at risk, fish habitat management, scientific analysis and aquaculture.

To respond to these challenges, DFO needs to better address commercial access issues and more actively involve Aboriginal groups in decision-making. Building on existing relationships with Aboriginal groups, DFO will work to improve decision-making processes and management decisions while increasing certainty and stability for all groups around fishery access.

Aboriginal Policy and Governance

The federal government is committed to making Aboriginal issues an overarching priority for all federal departments. Supreme Court of Canada decisions, such as *Sparrow* and *Marshall*, have provided guidance on the nature and scope of Aboriginal and treaty rights. These decisions have led to Aboriginal people seeking greater access to fisheries resources and a greater role in the management of those resources. For example, the Pearse-McRae Joint Task Group on Post-Treaty Fisheries and the First Nations Panel Report on the West Coast Fishery moved the process forward in finding solutions to post-Treaty fisheries management issues on the West Coast. In addition, Aboriginal groups also seek greater involvement in other areas, such as integrated

Science

In recent years, there has been a growing demand for scientific advice to address increasingly complex marine and freshwater issues. To respond to this challenge and continue providing sound advice, DFO's Science program needs to become more innovative and flexible by adopting a multidisciplinary ecosystem approach and promoting collaborative partnerships with the national and international science and technology areas.

The Science program undertakes a wide range of activities in support of decision-making, ranging from research studies on aquatic resources, the implications of climate change, and the impacts of human activities on fish habitat and aquatic resources, to ocean mapping and the preparation of up-to-date charts for safe navigation.

The Department's outcomes, SAW, HAPAE and SFA, can only be realized through a better understanding of Canada's waters and the factors that influence the sustainable development of aquatic resources. Key policy-program priorities, such as the Oceans Action Plan, International Governance, Fisheries

Renewal, Aquaculture Governance, and Environmental Process Modernization, rely on strong scientific research, information and analysis.

Climate Change

Climate change has been identified as an important sustainability challenge, and is already having significant impacts on Canada's waterways and aquatic resources. The Department's ability to understand and adapt to a changing climate will affect the long term sustainability of our fisheries and oceans. The Department participates in the Federal House in Order Initiative, intended to reduce greenhouse gas emissions from government operations. Fisheries and Oceans is also involved in interdepartmental efforts on climate change impacts, adaptation and science, and will continue to work with other federal departments to develop a long-term climate change plan for

Canada. Given that its impacts will affect nearly all aspects of DFO's activities, the integration of climate change considerations into DFO business planning will contribute to all three strategic outcomes.

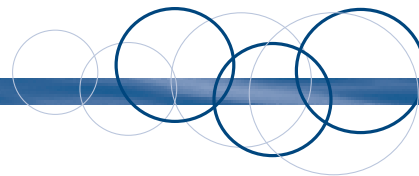
Northern Strategy

Canada's North is a priority for the Government of Canada. Federal activities, as articulated in the February 2004 *Speech from the Throne*, include investments in northern economic development, off-shore oil and gas, and science and technology. The DFO Northern Strategy will position the Department to play an effective and efficient role in the conservation and sustainable use of northern resources and contribute to the economic and social development of the North. The Northern Strategy will emphasize DFO's commitment to sustainable development and the safe use of Canadian waters. Priorities in the North related to DFO's mandate include: environmental response; devolution; fisheries allocation; infrastructure; search and rescue; science; the United Nations Convention on the Law of the Sea (UNCLOS); marine protected areas; and long-term research and monitoring to understand the structure and functioning of the northern (Arctic) ecosystems.



Response to the *Species at Risk Act*

With the approval of the *Species at Risk Act*, the federal government signalled its support for the protection of endangered species. The Act is an important impetus as the Department moves to implement SARA provisions for aquatic species and determine the implications of departmental activities on endangered or threatened species. Prohibitions in SARA may require activities, such as fishing,



aquaculture, oil and gas development, navigation, ecotourism, agriculture, forestry and urban development to be modified or curtailed.

Coast Guard Fleet Renewal

The Coast Guard Fleet enables DFO to deliver on its mandated objectives of managing and protecting the marine and freshwater environments, maintaining maritime safety, facilitating maritime commerce and ocean development, managing and protecting fisheries resources and understanding oceans and aquatic resources. In addition to providing a sovereignty presence during the course of normal duties, the Coast Guard provides ship support, marine operational expertise, and communications and co-ordination capabilities in support of other government departments. New Coast Guard vessel design takes full advantage of new technologies to ensure the "greening" of the Canadian civilian fleet.



Approach to Sustainable Development

Recent reviews by the CESD assessed the Department's management of issues such as Strategic Environmental Assessments, foreign overfishing, Pacific Wild Salmon, regulatory approval processes and federal-provincial co-ordination. In its assessment the CESD identified a number of areas for improvement. In response, DFO initiated further training and guidance for employees and will take steps to improve management accountability for conducting Strategic Environmental Assessments. The Department is also investing considerable time and resources to reverse the trend of overfishing by international fleets off Canada's East Coast. As a result of this work, DFO enjoys improved international co-operation, and the number of international vessels fishing in the North Atlantic Fisheries Organization (NAFO) regulatory area has decreased considerably. In addition, the Action Plan includes the Pacific Wild Salmon Policy consultation plan announced in December 2004. Furthermore, DFO's EPMP includes developing a science-based risk management framework, streamlining regulatory processes, policy and organizational changes relating to the management of major economic projects, and enhancing partnerships with provinces and stakeholders.

While making considerable headway, the Department recognizes that there is still room for improvement in a number of areas, and will continue to take steps to ensure the sustainable development and safe use of Canadian waters.

In its reports, the CESD also made recommendations regarding the development of SDSs. In the latest guide released by the CESD, *Making a Difference*, the Commissioner suggested steps to improve strategy



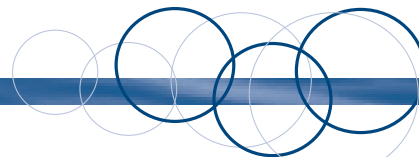
documents.

For instance, the CESD suggested departments and agencies should clearly indicate the role played by their SDS and how it fits with other plans and strategies within the organization. The CESD also recommended that strategies contain a smaller number of significant and essential goals and objectives written in plain language. Finally, departments should link clear, understandable and measurable targets and actions to the goals and objectives.

In the preparation of this Strategy, DFO developed an approach that clearly links SDS commitments to the Department's Strategic Plan and its outcomes. The Department's Report on Plans and Priorities (RPP) also includes a discussion of the SDS in the consolidated reports section. The number of sustainable development outputs has been reduced from 41 to 26. As the Action Plan demonstrates, DFO has also made efforts to identify clearer linkages between the target and actions to achieve the goals and objectives.

This Strategy identifies three key sustainable development (SD) goals for the Department:

- **Sustainable Programs** – Outputs and targeted activities pertain to balancing the protection of aquatic resources with support for the development of economic and social benefits from these resources;



- **Good Governance and Enhanced Partnerships** – In delivering its mandate, DFO works in partnership with various levels of government, industry, Aboriginal groups and non-governmental organizations; and
- **Sustainable Operations** – Commitments denote means of "greening government" to reduce damage to the environment from departmental operations. This includes compliance with regulations (at all levels of government), DFO's Environmental Policy, other relevant federal policies, best practices, industry accepted standards and codes of practice.

The commitments that fall under each of the above goals support the Department's ultimate outcomes outlined in the DAAP and the

Strategic Plan: Safe and Accessible Waterways, Healthy and Productive Aquatic Ecosystems, and Sustainable Fisheries and Aquaculture.

Challenges and Opportunities

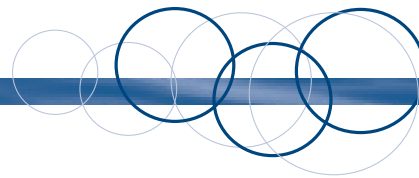
As a sustainable development department, DFO faces many challenges. Identification of key issues, challenges and opportunities under each of the SD goals has helped guide DFO in the creation of an action plan for sustainable development.

Goal A: Sustainable Programs

Challenges	Opportunities
<ul style="list-style-type: none"> • Create conditions that ensure every region of Canada has the opportunity to move forward socially and economically. 	<ul style="list-style-type: none"> • The OAP represents a renewed commitment to realizing the economic, social, technological and cultural benefits of Canada's oceans while ensuring the protection of the health of the oceans and Canada's marine sovereignty and security. • The Department is well positioned to play an active role in the development of a broader federal strategy in the North.
<ul style="list-style-type: none"> • Balance the need to support industry and economic growth while ensuring the protection of the environment. 	<ul style="list-style-type: none"> • Better integration of the aquaculture regulatory regime, increased environmental response capabilities, more effective conservation and protection of fish habitat, policies and practices to support the SARA process and Smart Regulation are all tools, which will aid the Department in finding this balance.

Goal B: Good Governance and Enhanced Partnerships

Challenges	Opportunities
<ul style="list-style-type: none"> • Create mechanisms that facilitate Aboriginal groups having a greater role in the decision-making processes used in aquatic resource and oceans management. 	<ul style="list-style-type: none"> • The Department is often the largest federal presence on the ground for Aboriginal communities in coastal areas. • Through the Fisheries Renewal initiative, Aboriginal Fisheries Strategy (AFS), Aboriginal Aquatic Resource and Oceans Management Program (AAROM) and Aboriginal Inland Habitat Program (AIHP), DFO is well positioned to support Aboriginal involvement in resources management.
<ul style="list-style-type: none"> • Facilitate the interests of First Nations in accessing food, social and ceremonial, and commercial fisheries. 	<ul style="list-style-type: none"> • AFS and the Allocation Transfer Program allow DFO to address this in a manner that does not add to the existing effort on the resource.
<ul style="list-style-type: none"> • Ensure multilateral results as DFO's activities transcend federal, provincial and territorial jurisdictions. 	<ul style="list-style-type: none"> • This allows for the possibility of better integration of results for Canada through effective collaboration in areas of shared interest and responsibility.
<ul style="list-style-type: none"> • Strengthen Canada-US relations. 	<ul style="list-style-type: none"> • The developing partnership between the CCG and the US Coast Guard (USCG) can further augment this relationship.
<ul style="list-style-type: none"> • Generating positive media attention and public engagement, rather than only in times of crisis. 	<ul style="list-style-type: none"> • This provides the opportunities for DFO to reassure Canadians, Aboriginal people and stakeholders, such as industry, non-governmental organizations and community groups that the Department is committed, in charge and protecting resources.
<ul style="list-style-type: none"> • Allow for a sustainable development agenda that continues to be strongly influenced by the broader international agenda: the World Summit on Sustainable Development, UNCLOS, United Nations Fisheries Agreement (UNFA), Kyoto. 	<ul style="list-style-type: none"> • The premium will be on maintaining a coherent, integrated and targeted international strategy, which jointly levers the Department's priority interests across relevant tools and forums, and provides opportunity for Canada to take a leadership role.



Goal C: Sustainable Operations

Challenges	Opportunities
<ul style="list-style-type: none"> Ensure fleet capacity exists to support government objectives of building a strong economy, moving forward the OAP and focussing on sustainable development. 	<ul style="list-style-type: none"> Systematically replace existing vessels through a renewal plan that focuses on adaptability, simplicity of operations and standardization.
<ul style="list-style-type: none"> Ensure that DFO's operations are consistent with recognized Canadian and international environmental management standards. 	<ul style="list-style-type: none"> This priority offers an opportunity for DFO to become a leader in sustainable operations across the federal government by limiting its ecological footprint, through managing and addressing environmental compliance, for example, through risk-based intervention at contaminated sites.

Logic Model Methodology

The logic model provides a road map for the Strategy: it shows the chain from targeted activities to the benefits provided to Canadians.

Within the three sustainable development goals, DFO will undertake a number of targeted activities that result in products for Canadians, such as an Environmental Process Modernization Plan, regulatory improvements, and integrated management plans (IMPs).

Over the short and medium term, these activities and related outputs will enable DFO to deliver on intermediate outcomes such as informed decision making, improved oceans management and compliance with international standards. Taken together, the targeted activities, outputs and outcomes under the three sustainable development goals will ensure the Department continues to work toward the ultimate outcomes outlined in its mission statement – SAW, HAPAE and SFA. Delivering on the departmental mission is what sets DFO on course to achieve the vision of sustainable development and safe use of Canadian waters.

In 2005-2006, DFO will implement a new planning and reporting structure to strengthen the links between programs, resources and expected results. The new reporting structure is referred to as the Program Activity Architecture and will be the basis for public reporting in documents, such as the Report on Plans and Priorities and the Departmental Performance Report. Consistent with this, the SDS continues the direction set by the Strategic Plan, and seeks to report against the same outcomes.

The CESD guide *Making a Difference* recognizes that federal terminology has evolved in the context of results-based management. In keeping with this approach, DFO has used the following terms to develop the logic model for the Strategy.

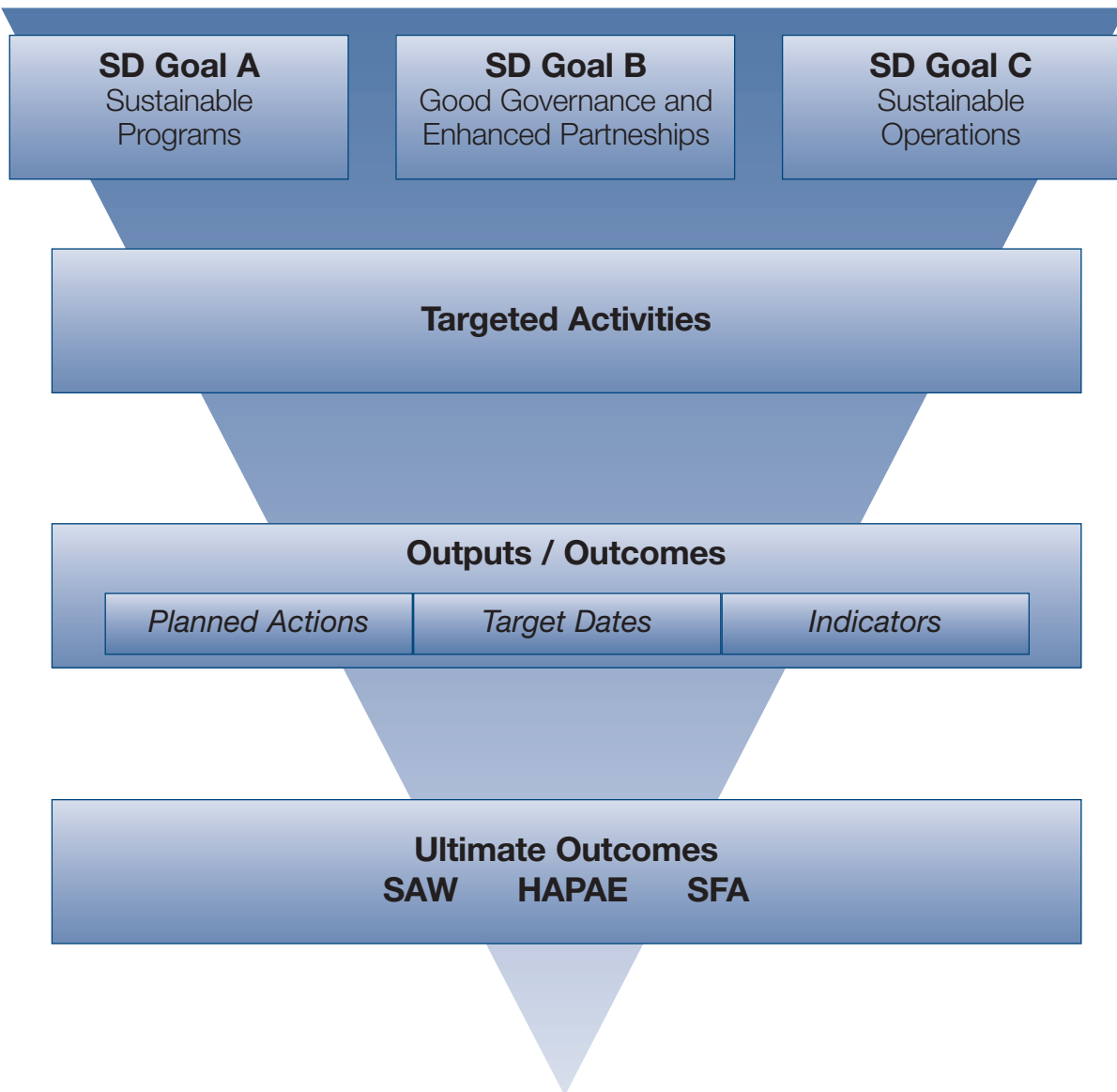
Targeted Activities: operations or processes conducted by an organization, which are intended to produce specific products or services.

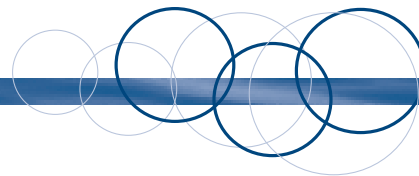
Outputs: direct products or services produced from an organization's activities.

Outcomes: external consequences attributed to an organization or program that is considered to be significant in relation to its commitments. Outcomes may be described as immediate, intermediate or ultimate.

Vision

Excellence in service to Canadians to ensure the sustainable development and safe use of Canadian waters.





ACTION PLAN

The Action Plan illustrates DFO's three key SD Goals and the corresponding Targeted Activities, Outputs and Outcomes. The Outputs and Outcomes are further broken down into Planned Actions, Target Dates and measurable Indicators.

Sustainable Development Goal A – Sustainable Programs

This goal reflects DFO's efforts toward balancing the protection of aquatic resources while supporting the development of economic and social benefits from these resources. The Department's policies and processes endeavour to ensure the integration and sustainability of fisheries and aquaculture, while addressing issues pertaining to climate change and the North.

Three targeted activities have been identified:

- Developing policies, frameworks, regulations and responses to ensure the integration and sustainability of fisheries and aquaculture;
- Promoting an ecosystem-based approach for Canada's three oceans; and
- Examining issues pertaining to climate change.

Outputs under the first targeted activity include the Pacific Wild Salmon Policy, the EPMP, Fisheries Renewal, the *Species at Risk Act* (SARA), and Aquaculture regulatory improvements.



Fisheries Renewal encompasses a number of initiatives, such as business modernization, conservation and compliance renewal, that will work to ensure a sustainable resource that provides for an economically viable and diverse industry, supported by a modern fisheries governance system. The Pacific Wild Salmon Policy and the Announcement of Fishing Plans and management measures on the East coast are key examples of initiatives under this agenda. In addition, the EPMP is a comprehensive action plan for more efficient and effective delivery of DFO's regulatory responsibilities consistent with sustainable development and the federal Smart Regulation agenda.

Aquaculture regulatory improvements will involve an improved regulatory process that is consistent with Smart Regulation by adjusting the authorization process for Introductions and Transfers to integrate social, economic and environmental considerations and improve the process of reviewing site and renewal applications.

Under targeted activity 2, the outputs of ecosystem overview reports (EORs), and the designation of *Oceans Act* Marine Protected Areas represent the Department's commitment to an ecosystem-based approach to oceans management.

Reflecting the most-up-to-date science and knowledge available EORs will include the status of the ecosystem, an assessment of impacts and recommendations to management. These EORs will be provided to integrated oceans management partners to

support integrated management priority setting and decision-making.

Marine Protected Areas are intended to conserve and protect a range of fishery resources, marine mammals and their habitats, endangered species, unique habitats, and areas of high biological productivity or biodiversity. As well, the Department will work in collaboration with other federal government departments including Environment Canada and Parks Canada, to develop a Federal Marine Protected Areas Strategy, which will serve to protect critical aquatic ecosystems.

The Department will also work with stakeholders to develop a departmental

strategy to address climate change. In addition, DFO's participation in the Federal House in Order Working Group, and projects undertaken under this Group, will positively affect climate change.

In the short term, these commitments will result in the increased conservation and economic viability of Canada's waters. Taken together, the activities, outputs and outcomes that fall under Sustainable Programs represent one way the Department is going about achieving its ultimate outcomes of SAW, HAPAE and SFA.

Sustainable Development Goal A: Sustainable Programs

Targeted Activity 1. Developing policies, frameworks, regulations and responses to ensure the integration and sustainability of fisheries and aquaculture.

Outputs/Outcomes	Planned Actions	Target Completion Date	Indicator
Output 1.1 Pacific Wild Salmon Policy Outcome: Healthy and diverse salmon populations and their habitat for the benefit of all Canadians	1) Consult with stakeholders	March 2005	Consultations completed
	2) Release policy	June 2005	Policy released
	3) Preliminary identification of conservation units for wild salmon	March 2006	Complete preliminary identification of conservation units
	4) Development of interim integrated strategic planning process for salmon management	March 2006	Consultations held during 2005. Process to begin phased implementation 2006

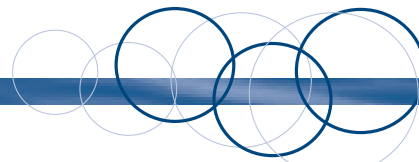


Targeted Activity 1. Developing policies, frameworks, regulations and responses to ensure the integration and sustainability of fisheries and aquaculture.

Outputs/Outcomes	Planned Actions	Target Completion Date	Indicator
<p>Output 1.2 Announcement of Fishing Plans and management measures in Atlantic Fisheries</p> <p>Outcome: Greater stability in the fisheries</p>	<p>1) Develop announcement</p>	<p>Spring 2005</p>	<p>Fishing Plans announced</p>
<p>Output 1.3 Environmental Process Modernization Plan</p> <p>Outcome: Improved service delivery and effectiveness of fish habitat management consistent with principles of sustainable development and smart regulation</p>	<p>1) Implement a science-based, objective risk management framework and supporting tools and management measures</p>	<p>March 2006</p>	<p>Risk management framework implemented</p>
	<p>2) Streamline measures for low-risk activities, including establishing one-window service delivery, where appropriate with provinces and territories</p>	<p>March 2005 and ongoing</p>	<p>Greater number of low-risk projects being carried out under approved operational statements</p>
	<p>3) Develop tools and practices to improve coherency and predictability in decision making</p>	<p>2005</p>	<p>% of habitat management staff completed mandatory training courses</p>
	<p>4) Implement a new management model for addressing environmental assessments and major projects</p>	<p>2005</p>	<p>New management model for environmental assessments and major projects implemented</p>

Targeted Activity 1. Developing policies, frameworks, regulations and responses to ensure the integration and sustainability of fisheries and aquaculture.

Outputs/Outcomes	Planned Actions	Target Completion Date	Indicator
<p>Output 1.4 Species at Risk Act</p> <p>Outcome: Protection and recovery of aquatic species at risk</p>	<p>1) Support Committee on the Status of Endangered Wildlife in Canada (COSEWIC) assessments of the status of species at risk</p>	<p>Ongoing</p>	<p>Meeting proceedings and technical documents</p>
	<p>2) Develop and implement recovery strategies, action and management plans, and enforcement mechanisms</p>	<p>Ongoing</p>	<p>Number of recovery strategies, action plans, management plans in place Increased number of enforcement actions completed</p>
<p>Output 1.5 Aquaculture Regulatory Process Improvements</p> <p>Outcome: An improved regulatory process consistent with Smart Regulation, as well as with DFO's Environmental Process Modernization Plan, which upholds environmental standards, and results in an aquaculture industry that is more environmentally and economically sustainable</p>	<p>1) Adjust the Introduction and Transfer authorization process to integrate social, economic and environmental considerations, and establish effective appeals process</p>	<p>March 2006</p>	<p>Appeals process in place</p>
	<p>2) Implement improvements to the process for reviewing site applications and renewal applications</p>	<p>March 2006</p>	<p>Service standards established for review of site applications.</p>



**Targeted Activity 2.
Promoting ecosystem-based approach for Canada's three oceans.**

Outputs/Outcomes	Planned Actions	Target Completion Date	Indicator
<p>Output 2.1 Ecosystem Overview Reports (EORs)</p> <p>Outcome: Provision of relevant information on marine/coastal ecosystems</p>	<p>1) Conduct ecosystem overviews for priority Large Ocean Management Areas (LOMAs) (Placentia Bay and the Grand Banks, Eastern Scotian Shelf, Gulf of St. Lawrence, Beaufort Sea and Pacific North Coast)</p>	<p>End 2006</p>	<p>Number of reports completed</p>
<p>Output 2.2 Designation of Oceans Act Marine Protected Areas</p> <p>Outcome: Development of a national strategy focused on the establishment of a national network of MPAs in collaboration with Environment Canada and the Parks Canada Agency</p>	<p>1) Designation of priority Marine Protected Areas of interest</p>	<p>Ongoing</p>	<p>Number of designations</p>

**Targeted Activity 3.
Examining issues pertaining to climate change.**

Outputs/Outcomes	Planned Actions	Target Completion Date	Indicator
<p>Output 3.1 Strategy to Address Climate Change</p> <p>Outcome: Increased understanding of the impacts of climate change on DFO's operations and integration of climate change considerations in program development and business planning</p>	1) Comprehensive risk assessment of the potential impact of climate change on DFO's activities	March 2005	Completion of a DFO comprehensive climate change risk assessment
	2) Incorporated results into departmental business planning and program design	March 2007	

Sustainable Development Goal B – Good Governance and Enhanced Partnerships

Canada's waters are a shared responsibility. While DFO has a lead role in the governance of Canadian waters, many other stakeholders also play a large part. Addressing issues of environmental sustainability, calls for collaboration and partnerships with all segments of Canadian society. Fisheries and Oceans Canada currently works in partnership with all levels of government, industry, Aboriginal groups,

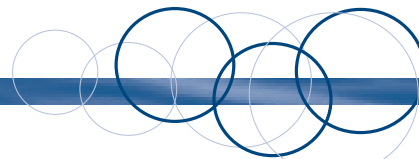


non-governmental organizations and Canadians in general. Commitments under this sustainable development goal demonstrate the ways in which DFO will continue to engage and work with others on upholding the principles of sustainable development.

There are four targeted activities supporting the Good Governance and Enhanced Partnerships goal:

- Strengthening ocean governance by implementing integrated management;
- Strengthening Canada's role in international governance of oceans;
- Engaging Aboriginal Groups; and
- Strengthening federal/provincial/territorial collaboration.

Fisheries and Oceans Canada is leading on an OAP which will position Canada to address the challenges of modern oceans management for the 21st century.



Integrated Management Plans in key geographic areas are an integral component of the OAP. Integrated Management Plans are the product of an open, collaborative process that involves governments, regulators, stakeholders and interested Canadians. IM Plans provide forums and mechanisms for working together to plan and manage human activities, solve problems and address conflicts. The OAP also provides an umbrella framework for DFO oceans priorities, and many of the initiatives across the Department will support its delivery.

In partnership with Foreign Affairs Canada and other government departments, DFO is pursuing a strategy on international fisheries and governance. The strategy is rooted domestically in concerns about overfishing on the continental shelf outside Canada's 200 mile Exclusive Economic Zone, and internationally in alarm over global overfishing and threats to the sustainability of the high seas biodiversity.

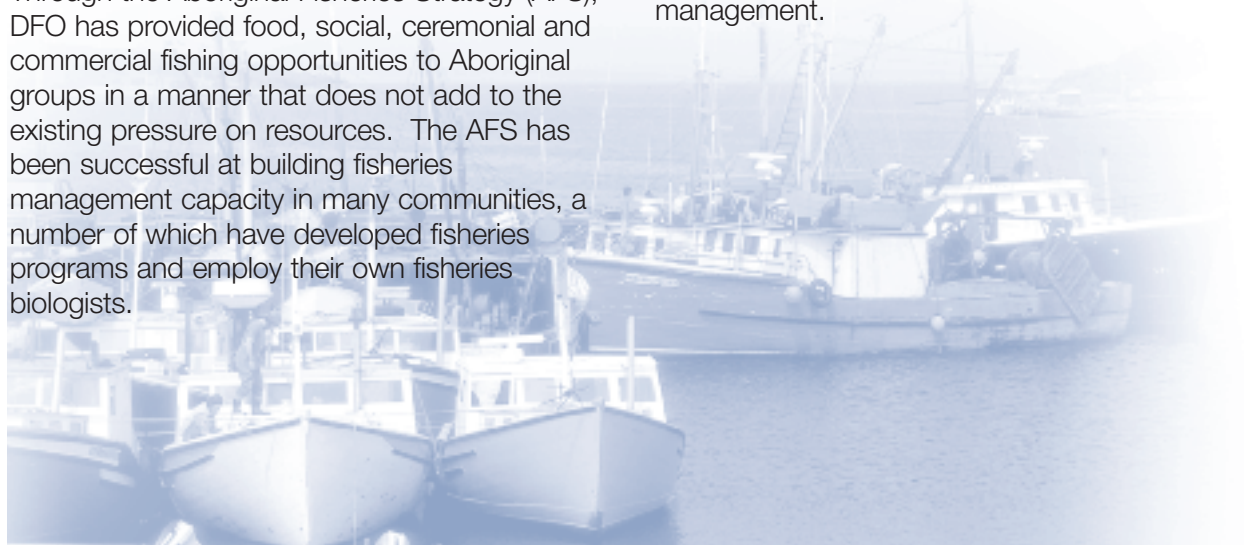
The Department's Aboriginal-specific programs focus, in large part, on Aboriginal capacity building. The At-Sea Mentoring Initiative and the Fisheries Operations Management Initiative (FOMI) help *Marshall*-recipient First Nations develop comprehensive fisheries management frameworks and further develop skills to fish safely and effectively. It also assists them in diversifying the catch in the inshore fishery, improving overall fishing skills in the mid-shore fishery vessel maintenance.

Through the Aboriginal Fisheries Strategy (AFS), DFO has provided food, social, ceremonial and commercial fishing opportunities to Aboriginal groups in a manner that does not add to the existing pressure on resources. The AFS has been successful at building fisheries management capacity in many communities, a number of which have developed fisheries programs and employ their own fisheries biologists.

The Aboriginal Aquatic Resource and Oceans Management (AAROM) and the Aboriginal Inland Habitat (AIH) programs are designed to help Aboriginal groups build capacity and equip them with the scientific and technical knowledge to play a greater role in the broader decision-making process related to fisheries and fish habitat management, and other areas of the Department's responsibility, such as integrated oceans/watershed/ecosystem planning and management.

Finally, DFO will also work through the Canadian Council of Fisheries and Aquaculture Ministers (CCFAM) to address oceans management and fisheries and aquaculture issues, including those issues related to aquatic species at risk, freshwater fisheries, and aquatic invasive species. The CCFAM is the ministerial body through which federal, provincial and territorial ministers responsible for fisheries and aquaculture co-operate on inter-jurisdictional issues. Enhanced partnering on Environmental Process Modernization also remains an essential aspect of better protecting fish habitat across the country.

The outputs that support the Good Governance and Enhanced Partnerships goal contribute to DFO's ultimate outcomes, SAW, HAPAE and SFA. In the short term, these collaborative efforts will serve to maintain Canada's enhanced presence at sea, increase Aboriginal capacity in management of fishery enterprises and increase Aboriginal involvement in oceans and habitat management.



Sustainable Development Goal B: Good Governance and Enhanced Partnerships

Targeted Activity 1. Strengthening ocean governance by implementing integrated management.

Outputs/Outcomes	Planned Actions	Target Completion Date	Indicator
<p>Output 1.1 Integrated Oceans Management Plans</p> <p>Outcome: Conservation and sustainable use of marine resources and the shared utilization of ocean spaces in a defined area</p>	1) IM Plans in place for priority LOMAs (Placentia Bay and the Grand Banks, Eastern Scotian Shelf, Gulf of St. Lawrence, Beaufort Sea and Pacific North Coast)	2007	Number of planning processes and plans in place

Targeted Activity 2. Strengthening Canada's role in international governance of oceans.

Outputs/Outcomes	Planned Actions	Target Completion Date	Indicator
<p>Output 2.1 Strategy on International Fisheries and Governance</p> <p>Outcome: Compliance and strengthened governance on the continental shelf outside the 200-mile Exclusive Economic Zone</p>	1) Develop options and a strategy to address overfishing outside the 200-mile limit by working with international partners to strengthen the international governance regime	2005 ongoing	Documented decrease in overfishing, change in fleet behaviour and increased public understanding of and international support for issues related to overfishing
	2) Establish an Advisory Panel on the Sustainable Management of Straddling Fish Stocks in the Northwest Atlantic	2005	Advisory panel report received by Ministers



**Targeted Activity 2.
Strengthening Canada's role in international governance of oceans.**

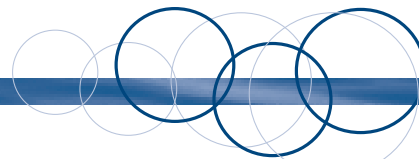
Outputs/Outcomes	Planned Actions	Target Completion Date	Indicator
	3) Strategy to combat Illegal Unreported, and Unregulated (IUU) Fishing	2005	Plan tabled FAO Committee on Fisheries

**Targeted Activity 3.
Engaging Aboriginal Groups.**

Outputs/Outcomes	Planned Actions	Target Completion Date	Indicator
<p>Output 3.1 Aboriginal At Sea Mentoring Initiative</p> <p>Outcome: Marshall-recipient First Nations able to further develop skills to fish safely and effectively</p>	1) Establish multi-year training plans	April 2005	Number of Bands with long-term training plan
	2) Negotiate contribution agreements with respective First Nations	May 2005	Number of Bands with signed contribution agreements Evaluation of trainee performance by service
	3) Monitor and evaluate progress of at-sea mentoring deployment		

**Targeted Activity 3.
Engaging Aboriginal Groups.**

Outputs/Outcomes	Planned Actions	Target Completion Date	Indicator
<p>Output 3.2 Fisheries Operations Management Initiative (FOMI)</p> <p>Outcome: Assistance to Marshall-impacted First Nations implementation of comprehensive fisheries management frameworks and in learning more advanced skills to manage their communal fisheries assets with the objective of maximizing benefits for fishers and communities</p>	1) Finalise consultations for FOMI program design	February 2005	Finalized program design document
	2) Conduct workshop in partnership with the Atlantic Policy Congress, Human Resources and Skills Development Canada, Indian and Northern Affairs Canada, and the Atlantic Canada Opportunities Agency		Workshop final report
	3) Implement program in First Nation communities	March 2005	Program implemented
	4) Pre-qualify professional facilitators/co-ordinators to assist First Nations through use of an expression of interest process	May 2005	Number of qualified service providers
	5) Negotiate contribution agreements with respective First Nations for funding for community-based workshops	Ongoing to March 2008	Number of Bands with signed contribution agreements

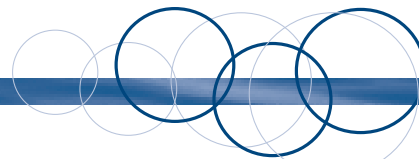


**Targeted Activity 3.
Engaging Aboriginal Groups.**

Outputs/Outcomes	Planned Actions	Target Completion Date	Indicator
<p>Output 3.3 Aboriginal Fisheries Strategy</p> <p>Outcome: Increased capacity and better management of Aboriginal fisheries</p>	<p>1) Establish co-operative management projects for the improvement of the management of fisheries</p>	<p>Ongoing</p>	<p>% of eligible Aboriginal Groups with AFS agreements</p>
<p>Output 3.4 Aboriginal Aquatic Resource and Oceans Management Program and Aboriginal Inland Habitat Program</p> <p>Outcome: Aboriginal groups with the capacity to play a more active role in fisheries and oceans management</p>	<p>1) Establish AAROM and AIH program resource management bodies</p>	<p>2006-2007</p>	<p>% of eligible Aboriginal groups with AAROM agreements</p>

**Targeted Activity 4.
Strengthening Federal/Provincial/Territorial collaboration.**

Outputs/Outcomes	Planned Actions	Target Completion Date	Indicator
<p>Output 4.1 Canadian Council on Fisheries and Aquaculture Ministers Initiatives</p> <p>Outcome: Provincial and territorial support for resource management decisions</p>	1) Collaborate with P/Ts on implementation of OAP	2006	Number of collaborative arrangements signed with P/Ts
	2) Consult with P/Ts to develop a national Framework Agreement on Aquaculture (FAA) that will include governance modernization and programming components	2007	FAA development plan approved by CCFAM
	3) Work with P/Ts to develop an implementation plan, with costed options, for a National Strategy on Aquatic Invasive Species	2005	Implementation Plan approved by CCFAM
	4) Continue implementation of the Freshwater Fishery Strategy (FFS) and development of a long-term inter-jurisdictional approach to F/P/T cooperation on freshwater fisheries	2005	F/P/T approval by CCFAM
	5) Develop joint implementation plan for the Canadian Action Plan to Address the Threat of Aquatic Species at Risk	2006	Implementation Plan presented to CCFAM



**Targeted Activity 4.
Strengthening Federal/Provincial/Territorial collaboration.**

Outputs/Outcomes	Planned Actions	Target Completion Date	Indicator
<p>Output 4.2 Enhanced Partnering on Environmental Process Modernization</p> <p>Outcome: Renewed emphasis on partnership arrangements to better protect fish habitat across the country</p>	<p>1) Complete the development of bilateral fish habitat F/P/T/ Memorandums of Understanding</p>	<p>2005</p>	<p>Number of MOUs signed</p>
	<p>2) Advance implementation of MOU with Canadian Electricity Association on protecting fish habitat near hydro development</p>	<p>2005</p>	<p>Degree of implementation</p>
	<p>3) Advance partnership with seven national resource industry associations on streamlining practices in forestry, electricity, mining, oil and gas</p>	<p>2005</p>	<p>Degree of implementation</p>
	<p>4) Move forward on initial discussions with non-governmental organizations, Aboriginal groups, municipalities on habitat protection</p>	<p>2005</p>	<p>Number of discussions held</p>

Sustainable Development Goal C – Sustainable Operations

Many DFO activities and programs across Canada require the use of buildings, vehicles and a large fleet of ships. This has an environmental impact. As a result, there continues to be great emphasis on minimizing the Department's ecological footprint. The Sustainable Operations goal signifies a way of doing business that diminishes the negative environmental impacts of departmental undertakings.

There are two targeted activities under the Sustainable Operations goal:

- Ensuring operations consistent with recognized Canadian and international environmental management standards; and
- Renewing the government's civilian fleet.

The outputs and outcomes under this goal are intended to ensure operations consistent with recognized Canadian and international environmental management standards. The commitments include the Fleet Management Renewal Initiative, Marine Aids Modernization, the joint Canada-US Agreement on Environmental Management Systems, Environmental Compliance Awareness, Environmental Management Plans, Small Craft Harbours' environmental regulations and standards, and Strategic Environmental Assessments. These commitments, along with risk-based management of contaminated sites, will ensure that DFO is active in managing and addressing environmental compliance.

As part of the departmental

commitment to modernize maritime services, the Canadian Coast Guard will modernize the aids to navigation services that it provides to its stakeholders in the marine community.

Through the Environmental Compliance Awareness Program, DFO will initiate activities to ensure that all staff are trained in environmental compliance and able to incorporate this awareness into their daily work.

Environmental Management Programs that deal with environmental aspects, such as storage tank systems, hazardous materials and contaminated sites, will also play a major role in the greening of DFO's operations and ensuring environmental protection.

The Agreement on Environment Management Systems is a collaborative effort in conjunction with the United States intended to ensure the greening of both countries' operations.

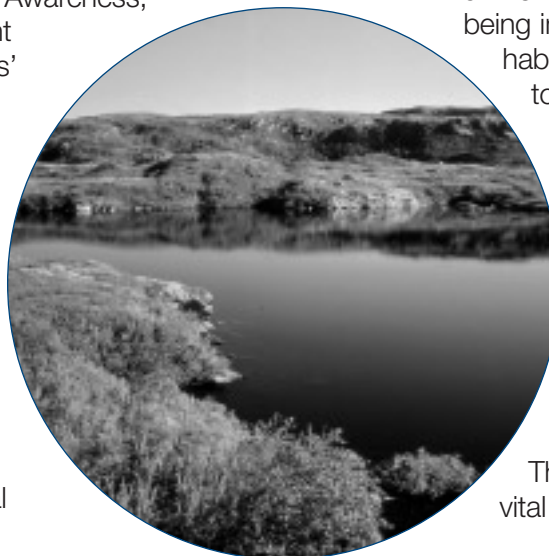
Contaminated sites will be addressed through participation in the Federal Contaminated Sites Accelerated Action Plan (FCSAAP). This program works to ensure accelerated remediation and risk management of federal contaminated sites having the highest human health and ecological risks.

Small Craft Harbours are a key aspect of the Department's operational presence, and the two outputs of compliance with environmental regulations and standards, and the

Environmental Managements Plans being implemented at essential harbours reflect the commitment to SD demonstrated by the SCH program.

Finally, Strategic Environmental Assessments will be developed to ensure that minimal negative environmental impacts stem from DFO's policies and programs.

The Canadian Coast Guard is vital to the delivery of oceans





priorities and programs, including marine science and fisheries management. Activity 2 under the Sustainable Operations goal ensures that the CCG has a sustainable service delivery model that supports the government's maritime priorities and programs, including maritime security. As well, the Coast Guard rejuvenation strategy will examine options to renew the fleet's asset base, to ensure CCG's capacity to support government priorities, such as the OAP is on a sustainable footing.

Sustainable Operations are particularly important to achieving Healthy and Productive Aquatic Ecosystem, Sustainable Fisheries and Aquaculture and Safe and Accessible Waterways. In the short term, these activities, taken together, will minimize damage to the environment from departmental operations.

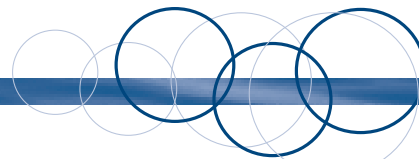
Sustainable Development Goal C: Sustainable Operations

Targeted Activity 1. Ensuring operations are consistent with recognized Canadian and international environmental management standards.

Outputs/Outcomes	Planned Actions	Target Completion Date	Indicator
Output 1.1 Marine Aids Modernisation Project Outcome: A Coast Guard with the right, modern mix of electronic and conventional aids to navigation	1) Update the Canadian Aids to Navigation Design Methodology – eliminate landfall and sound aids	2007	Number of landfall and sound aids eliminated
	2) Use of new technology <ul style="list-style-type: none"> • Convert lighted buoys to light-emitting diode (LED) lanterns • Convert lighted fixed aids to LED lanterns • Replace floating buoys with plastic buoys • Implement synthetic moorings on all floating buoys 	100% by 2007 25% by 2007 80% by 2007 40% by 2007	Number converted Number converted Number replaced Number implemented

Targeted Activity 1. Ensuring operations are consistent with recognized Canadian and international environmental management standards.

Outputs/Outcomes	Planned Actions	Target Completion Date	Indicator
<p>Output 1.2 Agreement on Environment Management Systems</p> <p>Outcome: Reduced environmental footprint of government operations</p>	<p>1) Collaboratively develop and/or share environmental/energy management system practices and procedures</p>	<p>June 2005</p>	<p>Number of collaborative environmental practices/procedures developed/implemented</p>
	<p>2) Hold periodic joint gatherings, such as workshops, training courses and joint environmental promotion activities</p>	<p>June 2006</p>	<p>Number of workshops/training courses/ promotional activities held</p>
	<p>3) Create common environmental training for general awareness and specific processes and procedures</p>	<p>June 2006</p>	<p>Creation of collaborative CCG/USCG environmental training program with positive user feedback</p>
	<p>4) Create a sense of healthy competition with partnering units and bases to become the greenest, and a scoring system to measure our respective environmental progress and incorporating awards for individual and facility incentives for the highest-scoring base</p>	<p>June 2006</p>	<p>Creation of formal environmental twinning project with a base in CCG and one in USCG</p>
	<p>5) Create additional relationships with other units and bases, maritime industry members and federal agencies</p>	<p>June 2006</p>	<p>Creation of similar arrangements with other jurisdictions</p>

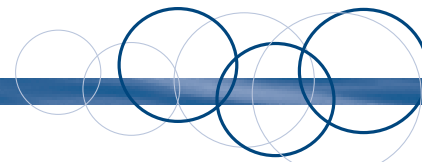


Targeted Activity 1. Ensuring operations are consistent with recognized Canadian and international environmental management standards.

Outputs/Outcomes	Planned Actions	Target Completion Date	Indicator
<p>Output 1.3 Environmental Compliance Awareness Program</p> <p>Outcome: All staff trained in environmental compliance to enable incorporation of this awareness into their daily work</p>	1) Evaluate target audience and specific needs	March 2006	
	2) Develop program		
	3) Delivery of program nationally through various media and in-person training sessions		Number of DFO personnel trained
	4) Tracking of training for quantitative reporting		
<p>Output 1.4 Environment Management Programs (storage tank systems, hazardous materials, contaminated sites)</p> <p>Outcome: Frameworks for action which direct DFO</p>	1) Develop Environmental Management Plans in conjunction with the regions	March 2005	Completion of EMPs for use at a national level
	2) Ensure plans include management model component, standard operating procedures and training components		
	3) Delivery of training in-person and via Intranet training modules		

Targeted Activity 1. Ensuring operations are consistent with recognized Canadian and international environmental management standards.

Outputs/Outcomes	Planned Actions	Target Completion Date	Indicator
<p>Output 1.5 Participation in the Federal Contaminated Sites Accelerated Action Plan (FCSAAP)</p> <p>Outcome: Timely remediation/risk management of contaminated sites</p>	<p>1) Identification of those contaminated sites, which pose a threat to human health and the environment</p> <p>2) Development of remediation and risk management plans for implementation at identified sites</p>	<p>March 2008 (Ongoing, horizontal initiative)</p>	<p>Number of contaminated sites funded under this program for remediation and/or risk management</p>
<p>Output 1.6 Small Craft Harbour Compliance with Environmental Regulations and Standards</p> <p>Outcome: All maintenance and/or divestiture projects at SCH sites compliant with applicable environmental regulations and standards, including the conduct of environmental assessments and the provision of environmental compensation measures, as required</p>	<p>1) Ensure that all SCH projects are planned and executed in accordance with the applicable environmental regulations and standards, per stated commitment</p>	<p>Ongoing</p>	<p>All small craft harbour projects compliant</p>
<p>Output 1.7 Environmental Management Plans at Essential Harbours</p> <p>Outcome: Plans in place at essential harbours managed by Harbour Authorities, and should be implemented no later than three years after Harbour Authorities have been established to manage a harbour</p>	<p>1) Provide support to Harbour Authorities in setting up and implementing EMPs</p>	<p>Ongoing</p>	<p>Number of EMPs in place at essential harbours that have been managed by Harbour Authorities for three years or more</p>



Targeted Activity 1. Ensuring operations are consistent with recognized Canadian and international environmental management standards.

Outputs/Outcomes	Planned Actions	Target Completion Date	Indicator
<p>Output 1.8 Strategic Environmental Assessments (SEAs)</p> <p>Outcome: Environmental issues are taken into consideration in DFO's policies and programs</p>	1) Implementing SEA system	End 2005	Accountability structure in place (i.e., designated sign-off of SEAs conducted)

Targeted Activity 2. Renewing the government's civilian fleet.

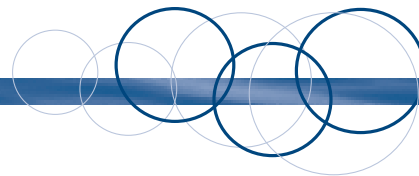
Outputs/Outcomes	Planned Actions	Target Completion Date	Indicator
<p>Output 2.1 Fleet Management Renewal Initiative</p> <p>Outcome: Address concerns identified by the Auditor General's December 2000 Report on Fleet Management</p>	1) Review regional fleet management organization	March 2005	Completion of the regional management organizational review
	2) Review fleet delivery planning process	March 2005	Completion of the fleet delivery planning process review
	3) Change budget allocation process including using standard costing model	March 2005	Implementation of the Fleet Standard Costing Model
<p>Output 2.2 Right Number and Mix of Vessels to Meet Clients' Needs</p> <p>Outcome: Address concerns identified by the Auditor General's December 2000 Report on Fleet Management</p>	1) Take delivery of the remaining eight CCG 47 foot lifeboats to complete this class of vessels	July 2005	Lifeboats delivered

Assessment and Measurement

As part of the modernization of management practices, and taking into account the views of the CESD to better integrate sustainable development into business and operational planning, DFO has instituted changes to the departmental planning process to more closely link human resources, financial, strategic and business planning. Changes ensure that priorities are updated based on environmental scanning, demographic analysis and aligned with financial resources. As well, consistency of data collection and analysis, will aid in monitoring and evaluating goals. The goals are then reported to Parliament in the Report on Plan and Priorities (RPP) and the Departmental Performance Reports.

The Audit and Evaluation Division will conduct an evaluation of the SDS in 2005-2006 that will focus on assessing the achievements of the 2001-2003 Strategy.





Conclusion

The SDS for 2005-2006 demonstrates DFO's practical commitment to the Government of Canada's sustainable development objectives. An effort has been made to go beyond recognizing current projects as sustainable development activities, to ensure that sustainable development is increasingly used as a guide to departmental planning and decision-making. As an ongoing process, DFO will continue to more effectively and proactively frame sustainable development as a driver of activities.

In response to past CESD reports, the Department has already made significant progress in ensuring that environmental, economic and social aspects are systematically considered in planning and policy development documents, such as the renewed Strategic Plan, *Our Waters, Our Future*, and the RPP. The Department's renewed vision effectively entrenches sustainable development into long-term direction setting, and efforts continue to more completely integrate it fully into the business, human resource and financial planning processes, as part of the newly adjusted departmental planning cycle. The 2005-2006 SDS will complement the Department's Strategic Plan.

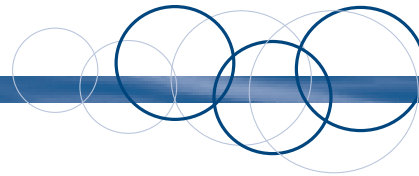
In addition, this document has tried to show how the Department seeks to respond to comments from the CESD regarding specific areas needing strengthening from a sustainable development perspective. For example, progress has been made on the Strategic Environmental Assessment front, as well as on policies aimed at combating overfishing, and conserving Pacific Wild Salmon.

It is acknowledged that becoming a truly sustainable development department will be an ongoing process, requiring the constant collaboration and commitment of all parties involved. Fisheries and Oceans Canada will strive to be a leader in this area, while advancing sustainable development goals.



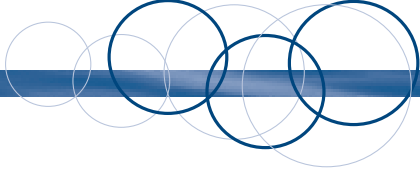
Annex 1 – Progress Report Update

Themes, Objectives and Activities	Target 01-03 SDS	Progress on Target in Report	Target Update	Progress to Date
Theme 1: New Forms of Governance and Shared Stewardship				
Objective 1.1: Collaborative, integrated approaches to management and use of marine and freshwater resources.				
Develop and implement integrated management plans (IMPs) and complete demonstration projects in three coastal regions by end of 2002: Eastern Scotian Shelf, Western Arctic, and Gulf of St. Lawrence	End of 2002	Progress toward target continues	Target revised in new SDS	Implementation of IMPs still ongoing in the three coastal regions
Streamline habitat referral process		Progress toward target on schedule	Target revised in new SDS	Collaborative agreements with British Columbia, Manitoba and Prince Edward Island and some industry bodies. Activity has been included under the second pillar of the EPMP
Support fish habitat restoration and enhancement across Canada through improved partnerships, public education, public awareness, and strategic investments in community capacity to carry out physical projects		Progress toward target on schedule	Target revised in new SDS	Activity has been included under the fourth pillar of the Environmental Process Modernization Plan



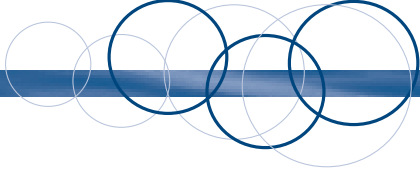
Themes, Objectives and Activities	Target 01-03 SDS	Progress on Target in Report	Target Update	Progress to Date
Theme 2: Knowledge and Technology for Sustainable Development				
Objective 2A.1: Better understanding and more timely scientific information and other knowledge to support decision making.				
Develop an operational framework for incorporating ecosystem considerations within fisheries and oceans	End of 2002	Progress toward target continues	Ongoing	Activity is included under Integrated Management Plans
Develop a harmonized Fisheries Information Management database with online access through a common window by end of 2003	End of 2003	Progress toward target has been delayed	N/A	Target achieved. Work continues on improving information (time lines, accuracy, completeness)
Establish a framework to ensure that data quality and consistency is maintained department-wide by end of 2002	End of 2002	Target has been revised	Ongoing	Achieving target is contingent on additional resources from Strengthening Economic Analysis and Statistics
Electronically link data sources identified as key for decision-making by end of 2003	End of 2003	Progress toward target continues	Ongoing	Requires linkages with Fisheries Information Management Project initiative to be addressed through renewed Data Management Initiative
Objective 2B.1: Application of navigation and marine communications technologies for safe use of Canadian waterways.				
Develop long-term multi-year action plan and identify resources required by end of 2003	End of 2003	Progress toward target continues	N/A	Activity has been completed
Convert 600 Canadian Hydrographic Services charts to electronic form by end of 2003	End of 2003	Progress toward target continues	N/A	Target nearly complete; 593 Electronic Navigational Charts, and digital chart portfolio will continue to expand as funding becomes available

Themes, Objectives and Activities	Target 01-03 SDS	Progress on Target in Report	Target Update	Progress to Date
Theme 2: Knowledge and Technology for Sustainable Development				
Objective 2B.2: Application of science, socio-economic analysis and new technologies for the sustainable use of marine and freshwater resources.				
Test Objectives-Based Fisheries Management (OBFM) approach in 10 pilot fisheries by end of 2003	End of 2003	Target has been revised from testing pilot approach to implementation of OBFM	End 2005	Pilots have been undertaken, work required to develop linkages to PA and SARA
Complete National Action Plan to manage harvesting capacity and to facilitate self-adjustment by commercial fleet, as part of Canada's commitment to the Food and Agriculture Organization (FAO) by end 2003	End of 2003	Progress toward target has been delayed	Ongoing	Significant regulatory complexity, and the need for appropriate consultation and First Nations issues hindered completion of the National Action Plan
Develop and implement a national system of marine protected areas (MPAs) including designation of five MPAs by end of 2002	End of 2002	Progress toward target continues	Ongoing	Two marine protected areas have been formally designated: the Endeavour Hot Vents (Pacific) and the Gully (Atlantic); interim protection measures, as necessary, have been put in place in other marine protected areas and for other key marine features (e.g., corals and sponges); work is proceeding to conclude designation of priority areas of interest
Establish Marine Environmental Quality (MEQ) guidelines, objectives and criteria		Progress toward target on schedule	Ongoing	Draft standards for noise in the aquatic environment being developed jointly with other jurisdictions and other regulators for consultation winter 2005



Themes, Objectives and Activities	Target 01-03 SDS	Progress on Target in Report	Target Update	Progress to Date
Theme 3: Sustainable Operations				
Objective 3.1: Departmental operations consistent with recognized Canadian and international environmental management standards.				
Use environmental performance baselines to collect for the major facilities to develop greening outcomes and action plans for Environmental Management Plans		Progress toward target continues	National EMP format finalized; draft Plan in progress Target reframed & revised to March 2005	Activity has been reframed under EMPs. Delay in introduction of new Federal Petroleum Products and Allied Petroleum Products Storage Tank Regulations; EMP to be harmonized with regulations to be introduced Spring 2005
Update SDS in 2001 to include outcomes developed from baseline data	2001	Progress toward target continues	Target on-going	Progress toward target continues as audits are on-going. All environmental audits completed to date have been compiled into a national baseline assessment. A new national environmental audit guide has been developed to enable more efficient environmental management and reporting of results
Invest \$250K per year for replacing halocarbon in DFO operations with non-ozone-depleting substances (ODS)		Progress toward target on schedule	Target on-going (i.e., refinement and debugging of database)	DFO met its SDS target of investing \$250K per year in activities related to ODS (e.g., identifying feasible replacement candidates). DFO also invested in annual leak testing of systems and training for such testing. On-going action in regions to support the design and development of a national environmental database of which halocarbon tracking is a module

Themes, Objectives and Activities	Target 01-03 SDS	Progress on Target in Report	Target Update	Progress to Date
Theme 3: Sustainable Operations				
Objective 3.1: Departmental operations consistent with recognized Canadian and international environmental management standards.				
100 Fuel storage tank inspections and 50 tank upgrades per year		Target has not been met	Target to be reset once new Federal Petroleum Products and Allied Petroleum Products Storage Tank Regulations come into effect – spring 2005	Target has been met for inspections while target has not been met for tank upgrades. Delay in completion due to unfeasible resource allocations and upcoming changes to storage tank systems regulations
Ensure that the CCG's onboard Safety Management System meets the requirements of the International Maritime Organization's International Management Code for the Safe Operation of Ships and Prevention of Pollution (ISM Code)		Progress toward target continues	N/A	Target achieved; CCG document of compliance attesting that system meets code was renewed by external third party audit (October 2004)
In partnership with stakeholders, promote the Safety Management System and identify possible improvements		Progress toward target continues	N/A N/A	Target achieved; Commissioner conducted Safety Management System Review in March 2004 with representatives from Seagoing Fleet
Co-ordinate activities with external auditors from an agency approved by law to issue Documents of Compliance and Safety Management Certificates		Progress toward target continues		Target achieved: the external audit for renewal of the Document of Compliance was completed
		38 Safety Management Certificates have been obtained by the CCG		October 2004. External audits of ships' Safety Management Certificates continue as per predefined schedule



Themes, Objectives and Activities	Target 01-03 SDS	Progress on Target in Report	Target Update	Progress to Date
Theme 4: Managing for Progress and Performance				
Objective 4.1: Sustainable Development commitments incorporated into departmental integrated planning initiatives.				
Integrate SDS into departmental business planning and reporting processes		Progress toward target on schedule	N/A	Target achieved: a discussion of the SDS is included in the Consolidated Report section of the RPP, and integration of all departmental planning processes continues.
Develop a performance measurement framework for the Strategy		Progress toward target on schedule		Target not achieved. Audit and Evaluation Directorate is proceeding with an audit of the SDS

Annex 2 – Glossary

AAROM	Aboriginal Aquatic Resource and Oceans Management Program
AFS	Aboriginal Fisheries Strategy
AIHP	Aboriginal Inland Habitat Program
CCFAM	Canadian Council of Fisheries and Aquaculture Ministers
CCG	Canadian Coast Guard
CESD	Commissioner of the Environment and Sustainable Development
DAAP	Departmental Assessment and Alignment Project
DFO	Fisheries and Oceans Canada
EMP	Environmental Management Plans
EOR	Ecosystem Overview Report
EPMP	Environmental Process Modernization Plan
FAA	Framework Agreement on Aquaculture
FAO	Food and Agriculture Organization
FCSAAP	Federal Contaminated Sites Accelerated Action Plan
FOMI	Fisheries Operational Management Initiative
F/P/T	Federal/Provincial/Territorial
HAPAE	Healthy and Productive Aquatic Ecosystems
IMP	Integrated Management Plan
LED	Light-emitting Diode
LOMA	Large Ocean Management Area
MOU	Memorandum of Understanding
MPA	Marine Protected Areas
NAFO	North Atlantic Fisheries Organization
OAP	Oceans Action Plan
OBFM	Objectives-Based Fisheries Management
ODS	Ozone-depleting Substances
PAA	Program and Activity Architecture
RPP	Report on Plans and Priorities
SARA	Species at Risk Act
SAW	Safe and Accessible Waterways
SDS	Sustainable Development Strategy
SEA	Strategic Environmental Assessment
SFA	Sustainable Fisheries and Aquaculture
UNCLOS	United Nations Convention on the Law of the Sea
USCG	United States Coast Guard