

Fisheries and Land Resources

# STRATEGIC PLAN

2017-20







## MESSAGE FROM THE MINISTER

In accordance with government's commitment to transparency and accountability, I am pleased to submit to the House of Assembly and the people of Newfoundland and Labrador the Department of Fisheries and Land Resources (FLR) 2017-20 Strategic Plan. As Minister of Fisheries and Land Resources, I am accountable for the preparation of this plan and the achievement of the goals and objectives contained herein.

As a Category 1 Government Entity under the Transparency and Accountability Act (the Act), FLR is required to plan at an outcomes level and table a strategic plan every three years. This document identifies the key areas the department will focus on during the planning period. These are developed in accordance with the Act as well as careful consideration of the strategic directions of government, commitments to a stronger economic foundation as outlined in **The Way Forward**, and the department's mandate and fiscal resources.

Through the goals and objectives outlined in this strategic plan, the department will further contribute to its vision of sustainable renewable resources and protected natural areas that are responsibly developed for the social, cultural, ecological, and economic well-being of the province.

A handwritten signature in black ink that reads "Steve Crocker". The signature is written in a cursive, flowing style.

Honourable Steve Crocker  
Minister of Fisheries and Land Resources



## Departmental Overview

The Department of Fisheries and Land Resources (FLR) is a Category 1 government entity under the Transparency and Accountability Act. Its main responsibilities include: the licensing and regulation of the province's fish processing sector; promoting the continued development and diversification of competitive and sustainable agriculture and agrifoods businesses; the effective and sustainable management and development of the province's aquaculture sector; the stewardship of the province's forest environments for the benefit of our citizens; and management of the province's inland fish and wildlife, natural areas, and Crown land resources. In addition, the department is responsible for conservation, marketing, sustainable development, and diversification efforts for sectors under its mandate. Additional information can be found on the department's website at <http://www.flr.gov.nl.ca/>.

## Staff and Budget

The department has 972 employees, including temporary and seasonal staff. The department is headquartered in St. John's, with regional offices throughout the province to deliver its programs and services. For the 2017-18 fiscal year, the departmental budget is \$98 million.

The department has four branches, with a staff complement as follows:

Branches	# of Employees
Agriculture and Lands	232
Enforcement and Resource Services	177
Fisheries and Aquaculture	87
Forestry and Wildlife	462

The remaining 14 are Executive and Executive Support.

## Issue One - Food Self-Sufficiency and Security

Newfoundland and Labrador is currently approximately 10 per cent self-sufficient in its non-supply managed agrifoods requirements. In recent years, food security has become a concern, particularly when transportation routes to the province are interrupted. These conditions have highlighted the requirement to grow more food locally. It is critical that our province makes significant progress towards food security and self-sufficiency. Government has committed to increase the province's food self-sufficiency to at least 20 per cent by 2022. In support of this, Government has already taken steps to increase the availability of Crown lands for agriculture purposes. Local agrifoods businesses produce quality food products, creating a secure food source. The department will support our industry to maintain the current level of production and assist in growing the industry as well.

For the period covered by this plan, the department will increase the province's food self-sufficiency and security, largely through the development and implementation of a sector action plan. Other initiatives will include program review and providing opportunities for new entrants, as well as research activities that advance and diversify the agriculture sector. Efforts to address this issue align with **The Way Forward** commitment to focus on food production and increased food self-sufficiency.

### **GOAL:**

By March 31, 2020, the Department of Fisheries and Land Resources will have increased the province's food self-sufficiency.

### **Indicators:**

- Completed a review of existing funding programs to create more opportunities to support new entrants in entering the agriculture sector.

- Implemented a new regulatory framework for agriculture development.
- Developed and implemented a sector action plan to support food security and agriculture growth.

### **Objective 1:**

By March 31, 2018, the Department of Fisheries and Land Resources will have commenced activities to support increased food self-sufficiency and security.

### **Indicators:**

- Completed a pilot project to undertake large-scale land development on priority areas of interest.
- Commenced transition of the Wooddale Tree Nursery to become a centre for agriculture and forestry development.
- Improved the Crown land approval process to create further opportunities for new entrants to the agriculture sector.
- Developed a sector action plan to support increased agriculture growth, food security and food self-sufficiency.

### **Objective 2:**

By March 31, 2019, the Department of Fisheries and Land Resources will have continued activities to support increased food self-sufficiency and security.

### **Objective 3:**

By March 31, 2020, the Department of Fisheries and Land Resources will have enhanced programs or initiatives to support increased food self-sufficiency and security.

## Issue Two - Innovative and Sustainable Resource Growth, Development, and Diversification

The issue of innovative and sustainable resource growth, development and diversification comprises the second issue that the Department of Fisheries and Land Resources will concentrate on over the next three years. The renewable resource sectors supported by the department have traditionally been, and will continue to be, key employers and contributors to the provincial economy, particularly in rural areas. The long-term social, cultural, and economic sustainability of these resources are vital to the province, and produce numerous economic and social benefits.

In the aquaculture, forestry, and fishing industries particularly, the focus on industry sustainability is increasingly important given competitive global markets and increased consumer emphasis on the economic, environmental, and social sustainability of resource products. Innovative solutions are required to foster sustainability of the current renewable resource industries and enable continued expansion. A transition in fisheries resource availability, with expectations of greater activity in the groundfish sector of the fishing industry, will require actions that support all stages of the value chain, from harvesting to processing and marketing, to maximize the value of available resources.

The Department is committed to innovation, development, and diversification to spur growth, while protecting and ensuring sustainable management of our resources. The department is also committed to developing environmentally-friendly and sustainable industries and the protection of resources and natural areas, including Crown lands, wildlife, and inland fish.

For the period covered by this plan, the department will support the growth of the aquaculture and forestry industries by implementing measures to increase the utilization of water area for aquaculture production, improve aquaculture production capacity, and increase the allocation of commercial timber available for harvest. It will also support research and development opportunities, as well as value-added product development, which involves using various methods to enhance the value of raw natural resource products. Efforts to address this issue align with the strategic directions of Government and contribute to focus areas including; sector growth, development, and modernization; research and development; market development; resource protection and sustainability, and natural area protection. This work also contributes directly to specific commitments in **The Way Forward**, including supporting growth of the aquaculture industry to 50,000 metric tonnes annually for salmon and 10,750 metric tonnes annually for mussels. The Cabinet Committee on Jobs has also initiated the formation of an aquaculture steering committee to partner with the aquaculture industry in developing a work plan which will address opportunities and challenges specific to the sector.

### **GOAL:**

By March 31, 2020, the Department of Fisheries and Land Resources will have supported the innovative and sustainable growth, development, and diversification of renewable resource sectors.

### **Indicators:**

- Supported research and development including the areas of biorefining, engineered wood products and waste management.
- Supported development of value-added products.
- Supported increased aquaculture production capacity.
- Increased the percentage of the Crown Annual Allowable Cut available through Timber Sale Agreements.

- Developed or revised, as appropriate, legislation, policies, and programs to optimize the value of provincial seafood resources.
- Developed and implemented wildlife management plans and guidelines for sustainable development.

### **Objective 1:**

By March 31, 2018, the Department of Fisheries and Land Resources will have commenced activities to support the sustainable growth, development and diversification of renewable resource sectors.

### **Indicators:**

- Worked to complete action items under the Provincial Sustainable Forest Management Strategy related to forestry industry research and development.
- Advanced fruit and vegetable propagation and research activities.
- Supported quality harvesting, processing, and marketing initiatives in renewable resource sectors.
- Offered five per cent of the Crown Annual Allowable Cut through Timber Sale Agreements.
- Developed a Commercial Timber Allocation Policy.
- Established aquaculture licence criteria to maintain active licences.
- Assisted the Fisheries Advisory Council in its development of a strategic action plan on cod revitalization.
- Reviewed legislation, policies, and programs to optimize the value of seafood resources.

## **Objective 2:**

By March 31, 2019, the Department of Fisheries and Land Resources will have developed and implemented initiatives to support the sustainable growth, development and diversification of renewable resource sectors.

## **Objective 3:**

By March 31, 2020, the Department of Fisheries and Land Resources will have continued activities to support the sustainable growth, development and diversification of renewable resource sectors.

## Annex A: Strategic Directions

Strategic directions are the expressions of desired physical, social, or economic outcomes that would normally require action by, or involvement of, more than one government entity. These directions are generally communicated by government through platform documents such as **The Way Forward**, the Speech from the Throne, annual budget speeches, policy documents, and other communiqués. The Transparency and Accountability Act requires departments and public bodies to take into account these strategic directions in the preparation of their performance-based plans.

**Strategic Direction #1:** Sustainable management of renewable resources.

**Outcome:** The Department of Fisheries and Land Resources will have supported the sustainability and protection of our renewable resources.

This outcome supports the policy direction of government and will require focus in the following areas:

- Resource Protection and Sustainability
- Research and Development
- Natural Area Protection

**Strategic Direction #2:** Economic growth and diversification of renewable resources.

**Outcome:** The Department of Fisheries and Land Resources will have supported economic growth and diversification in the Aquaculture, Agriculture, Fisheries and Forestry sectors.

This outcome supports the policy direction of government and will require focus in the following areas:

Sector Growth, Development, and Modernization

Transition to Groundfish

Research and Development

Market Development

Food Production and Increased Food Self-Sufficiency

## Annex B: Inactive Entities

There are 22 Category 3 entities which report to the Minister of Fisheries and Land Resources. In addition, a Disciplinary Board, which may be established if necessary under the authority of the Professional Fish Harvesters Act, has not been established to date. If a Disciplinary Board is established, it will report to the Minister and it will table an Activity Plan and subsequent Annual Performance Report in compliance with the Transparency and Accountability Act.

The following inactive entities are Category 3 public bodies which report to the Minister of Fisheries and Land Resources and were inactive for either the period April 1, 2016 to March 31, 2017 (for fiscal year end entities) or January 1, 2016 to December 31, 2016 (for calendar year end entities). In the event that any of these public bodies becomes active, it will prepare and table an Activity Plan and subsequent Annual Performance Report in compliance with the Transparency and Accountability Act.

Forest Land Tax Appeals Board

Newfoundland and Labrador Farm Products Corporation

Timber Scalers Board