



Newfoundland
Labrador

Fisheries and Aquaculture



2014-17 Strategic Plan



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 Aquaculture's (DFA) 2014-17 Strategic Plan. As Minister of Fisheries and Aquaculture, 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), DFA is required to table a strategic plan every three years. This document identifies the key areas the department will focus on during the planning period in accordance with the Act and in consideration of the strategic direction of government. The department has identified the following three strategic issues: fishing industry sustainability, aquaculture industry sustainability, and market development of the fishing and aquaculture industries.

The department's strategic issues pertaining to the sustainability of the fishing and aquaculture industries will lend support to both fisheries sector viability and sustainable development and management, which are key focus areas of government's commitment. The department's strategic work on market development will support market development and expansion, while supporting government's ability to capitalize on new opportunities in both sectors.

Through the goals and objectives outlined in this strategic plan, the department will further contribute to its vision of sustainable fishing and aquaculture industries that achieve their optimum economic contribution to Newfoundland and Labrador.

Keith Hutchings, MHA
District of Ferryland
Minister of Fisheries and Aquaculture

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DEPARTMENTAL OVERVIEW

2014-17

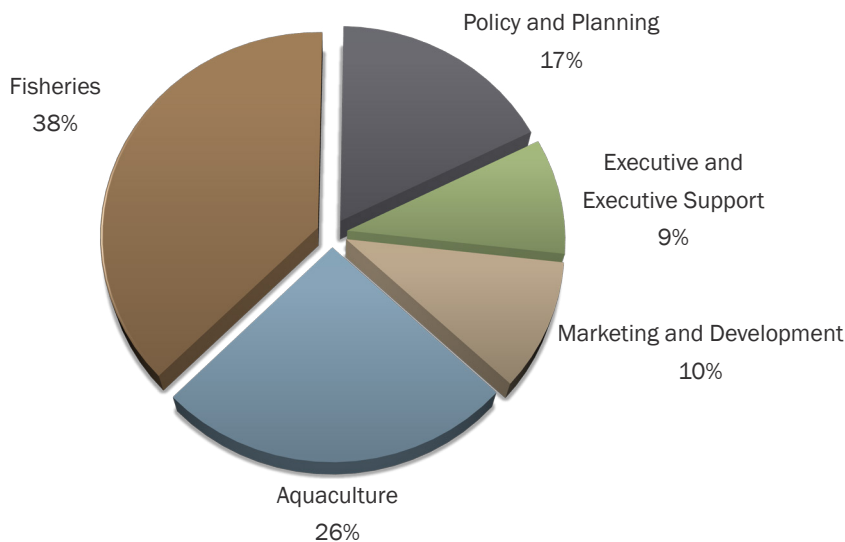
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Strategic Plan

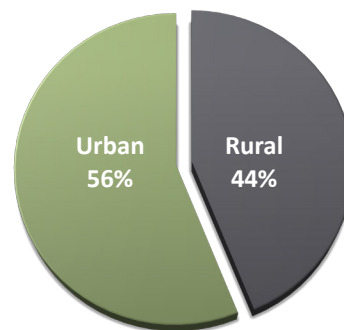
The Department of Fisheries and Aquaculture currently has 98 employees, including seasonal and temporary staff (51 per cent female and 49 per cent male.) The department is organized into four broad categories: Fisheries, with 37 employees (38 per cent); Aquaculture, with 25 employees (26 per cent); Marketing and Development, with 10 employees (10 per cent); and Policy and Planning, with 17 employees (17 per cent). The remaining 9 employees (9 per cent) fall under Executive and Executive Support. Fifty-five employees are located at headquarters in St. John's, with 43 employees working in various regional and satellite offices throughout the province. For fisheries and aquaculture activities, the province has been divided into regions, based on Economic Zones (EZ). For fisheries activities, there are three regions: Northern (EZ 1-7), Western (EZ 8-14), and Eastern (EZ 15-20). For aquaculture activities, the regions are Western (EZ 1-10), Central (EZ 11-13), and Eastern (EZ 14-20). Aquaculture's head office is located in Grand Falls-Windsor. For the 2014-15 fiscal year, projected expenditures will be approximately \$30 million.

The department's main responsibilities include the licensing and regulation of the province's processing sector and the effective and sustainable management of its aquaculture sector. See Appendix B for maps of processing and aquaculture operations in the province. In addition, the department is responsible for marketing, development, and diversification efforts for both the fishing and aquaculture sectors.

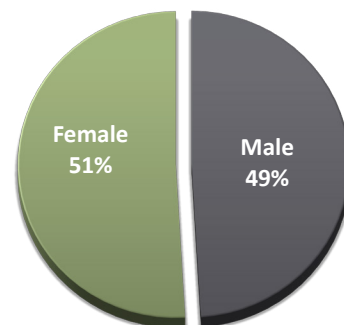
Employee Distribution by Branch



Employee Distribution by Rural/Urban



Employee Distribution by Gender



LEGISLATION

The department's work is guided by the following provincial and federal legislation:

Provincial Legislation

Aquaculture Act and Regulations
Business Investment Corporation Act
 (Fisheries Loan Guarantee Program)
Fish Inspection Act and Regulations

- Fish Inspection Administrative Regulations
- Fish Inspection Operations Regulations
- Fish Inspection Ticket Offence Regulations

Fish Processing Licensing Board Act
Fisheries Act
 (Schedule C of the *Executive Council Act*)

Fisheries Restructuring Act
Fishing Industry Collective Bargaining Act
Professional Fish Harvesters Act

Federal Legislation

Fisheries Act
Fish Inspection Act
Oceans Act
 Marine Mammal Regulations

Areas of Responsibility for DFA and the Federal Government

Department of Fisheries and Aquaculture	Federal Government	Common Responsibilities
Fisheries development	Fisheries resource management and enforcement - Fisheries and Oceans Canada (DFO)	Fisheries research
Licensing and administration of fish plants and buyers	Licensing and administration of fish harvesters (DFO)	Integrated oceans/coastal management
Establishing and enforcing standards for fish quality	Harvesting statistics (DFO)	Seafood marketing - Agriculture and Agri-Food Canada (AAFC)
Processing and aquaculture statistics	Fisheries habitat protection (DFO)	Environmental protection
Aquaculture licensing and registry	Aquaculture statistics for Canada (DFO)	Statistics and information services
Inspections and enforcement	International relations - Foreign Affairs, Trade and Development Canada (DFATD)	Infrastructure support
Aquaculture development and extension services	Certification of plants exporting fish - Canadian Food Inspection Agency (CFIA)	Aquaculture science, site inspections, and fish health

Note: The department also conducts its activities with other federal departments and agencies, including the AAFC, Atlantic Canada Opportunities Agency, CFIA, DFATD, and Service Canada on matters such as fish inspection, seafood marketing, and workforce issues.

MANDATE

The mandate of the Department of Fisheries and Aquaculture is:

Realizing the optimum sustainable economic benefit from the fishing and aquaculture industries through the promotion, development, encouragement, conservation, and regulation of fisheries and aquaculture and the provision of long-term strategic direction on the sustainable use of coastal and ocean resources in Newfoundland and Labrador.

LINES OF BUSINESS

Policy and Planning

The department develops, implements, and provides advice on fisheries and aquaculture policies in support of resource and industry management, research, growth, and development. Specific activities include fisheries and aquaculture policy review, analysis, and development; review of fisheries management plans and scientific assessments conducted by DFO; strategic planning; program development and review; review and analysis of legislation; information management and administration; seafood trade policy research and analysis; collection, compilation, and presentation of statistical data; support to fisheries and aquaculture science; and the completion of economic, financial, and statistical analysis.

Through this line of business, the department maintains close affiliations with other government departments and agencies that have programs which impact on the province's seafood industry. In addition, the department represents the province's interest in national and international venues and provides input into resource assessment and ocean management processes of DFO, and international bodies responsible for fisheries assessment and management. Specifically, the department assesses scientific advice for various stocks and species, participates in resource assessment and management advisory committees, and assesses the environmental impact of development upon fisheries resources.

The department plays a lead role in fisheries, aquaculture, and integrated ocean management within the province by promoting and supporting initiatives that allow for more organized and efficient structures to deal with ocean management issues. A focus is placed on those initiatives that impact on the province's fishing and aquaculture industries, as outlined in the province's Coastal and Ocean Management Strategy and Policy Framework.

Inspection, Compliance, and Regulatory Enforcement

Through the Inspection Program, DFA conducts comprehensive inspection, compliance, and enforcement duties for the fishing and aquaculture industries within its legislative authority. Fisheries Field Representatives ensure the seafood industry utilizes proper handling techniques and meets regulatory requirements, and they conduct inspections at fish buying stations, processing plants, aquaculture sites, dockside, and on board vessels throughout the province. In addition, the department is responsible for auditing fish buyers and processors located throughout the province to ensure compliance with regulations, policies, and conditions of licences.

Aquaculture and inspection staff examine aquaculture sites for the presence of disease, compliance with the Code of Containment, and proper site boundary markings. Programs related to the maintenance, biosecurity, surveillance, and regulation of fish health on aquaculture sites throughout the province are included in this line of business. These activities ensure compliance with the *Aquaculture Act* and Regulations, *The Fish Inspection Act* and Regulations, and ministerial directives. The department reviews infractions of the acts and directives and takes appropriate legal action.

Innovation and Development

DFA places a strong emphasis on fisheries and aquaculture research, innovation, and development. It assists the fishing and aquaculture industries through the provision of technical and financial support in the development of culturing, harvesting, processing, and marketing. Innovation within the fisheries and aquaculture sectors is fostered through extensive interaction with the private sector, industry-related organizations, other government departments, and academia.

The department provides financial assistance for industry-led research and development projects in the fishing industry through the Fisheries Technology and New Opportunities Program (FTNOP). This support includes the following activities:

Harvesting and Resource Development:

Although harvesting is an area of federal jurisdiction, the primary focus of this activity is to oversee the design and implementation of fisheries development projects. The primary goals are the assessment of species with underdeveloped fisheries, enhancing quality, resource surveys, the development of commercial species, and the utilization of appropriate on-board handling technologies aimed at maximizing catch value. DFA is also responsible for providing a range of technical services to the fishing industry, including expertise on vessel efficiency, sustainable fishing technology, and safety.



Processing Development:

The goal of this activity is to enhance the productivity and competitiveness of the processing sector with a focus on the development of value-added and secondary production, development of underutilized species, and by-product recovery. Assistance is provided in the form of technical and financial support related to product development, design and recommendations on packaging systems to plant processing specifications, processing efficiency, and general product research and development.

Aquaculture Development:

The department provides for the administration, planning, development, and delivery of aquaculture policy and programs with the goal of ensuring the orderly and sustainable development of aquaculture. This includes the assessment of species and sites, the review of development proposals, and the conducting of research to explore the biological, technical, and/or economic aspects of development. These activities support evidence-based policy decisions leading to an orderly, sustainable aquaculture industry.

Licensing and Quality Assurance

DFA is responsible for the issuance of fish buyers' licences, fish processing licences, and aquaculture site licences, as well as the development and implementation of policies and regulations related to each type of licence. The department provides processing licensing policies and procedures to the Fish Processing Licensing Board (the Board). The Board reviews and makes recommendations to the Minister of Fisheries and Aquaculture on all requests for new processing licences, transfers of licences, and changes of operator for fish processing plants, as well as appeals for reinstatement of licences cancelled due to inactivity. In its role as a licensing agency for aquaculture, as regulated under the *Aquaculture Act*, the department coordinates input from all relevant provincial and federal agencies, as well as any organizations, groups, or individuals who have interests in aquaculture development.

Other activities include:

Administration of Licensing Systems and Databases:

Administration of the licensing systems and databases includes the collection and analysis of all statistical information associated with fish purchases, production, and employment, and cataloguing the current and past history of fish buyers' and fish processing licences. Through these licensing processes, the department collects processing and aquaculture statistics. Statistics collected include processing plant production, fish purchases, plant employment, production on aquaculture farms, aquaculture employment, fisheries and aquaculture infrastructure, financial information, and inspection information. DFA is in the process of establishing a new licensing information management system for both aquaculture and processing licences.

Maintenance and Delivery of the Quality Assurance Program:

The Quality Assurance Program supports the department's efforts to promote quality awareness in the fishing industry. The department monitors and assesses the quality of fish at dockside, in transport, and as it enters plants for processing; develops and evaluates new techniques to assess quality; produces and disseminates information on quality issues to industry participants; and implements measures for quality enhancement.

Seafood Marketing

DFA provides marketing support services to the Newfoundland and Labrador seafood industry and works with industry on innovative and collective approaches to seafood marketing. The department's primary seafood marketing activities include:

Market Development:

The department works with the seafood industry to increase market awareness of and demand for Newfoundland and Labrador seafood products and to increase seafood sales to markets throughout the world. Marketing support services offered to industry include participation in trade shows and missions, advertising, food service and retail promotions, and support for private sector marketing initiatives.

Market Intelligence and Analysis:

DFA provides market analysis and support to industry by coordinating the collection and dissemination of timely market intelligence and information to industry stakeholders. Market information is provided to the Standing Fish Price-Setting Panel (in support of fish price collective bargaining initiatives), processor and harvester associations such as the Association of Seafood Producers, the Seafood Processors of Newfoundland and Labrador, and the Fish, Food and Allied Workers. Information is also provided to the Newfoundland Aquaculture Industry Association and aquaculture companies.

Outreach:

The department interacts with other Provincial Government departments, the seafood and market development branches of other seafood-producing provinces, federal departments and agencies such as the Atlantic Canada Opportunities Agency, Agriculture and Agri-Food Canada, Fisheries and Oceans Canada, and DFATD to coordinate participation in various trade shows and missions and implementation of other marketing and promotional activities.

VALUES AND GUIDING PRINCIPLES

- **Collaboration and Teamwork:** In delivering the department's programs and services, each individual does so through consultation, partnership, and teamwork with clients, industry stakeholders, and co-workers.
- **Accountability and Responsibility:** Each individual participates in government's work planning initiatives and is accountable for their assigned responsibilities as identified in departmental work plans.
- **Communication:** Each individual shares information, while respecting confidentiality requirements, with co-workers and industry stakeholders and on a timely basis.
- **Service to the Public:** Each individual demonstrates respect for the public they serve through the following actions: timely and courteous responses to public enquiries; efficient and cost-effective delivery of programs and services; and identification of cost-saving measures wherever possible.
- **Respect:** Each individual treats clients and co-workers in a courteous and considerate manner. They listen to and consider differing views and opinions and operate within the principles of a respectful workplace. Respect is demonstrated through the efficient and timely response to requests and questions.
- **Confidentiality:** Each individual ensures information provided to the department on a confidential basis is respected and protected from disclosure.
- **Employee Professional Development:** Each individual encourages and supports one another in improving job skills and strives to identify opportunities to enhance professional development.
- **Recognition:** Each individual recognizes, appreciates, and celebrates co-worker accomplishments which contribute to the department's goals and objectives.
- **Sustainable Development:** Each individual works toward the sustainable development of the province's renewable fisheries and aquaculture resources.

PRIMARY CLIENTS

The Department of Fisheries and Aquaculture's primary clients consist of those individuals or groups who use the department's services and resources, and who have an influence on the department's business.

In delivering its mandate, the department identifies the following as primary clients:

- Fish processors and buyers
- Aquaculturists
- Plant workers
- Fish harvesters
- Provincial and Federal Government departments
- Community groups (e.g. municipalities)
- Fishing and aquaculture industry Non-Government Organizations (NGOs)
- Environmental Non-Government Organizations (ENGOS)
- Consumers
- People of Newfoundland and Labrador

The department partners with various groups and agencies in delivering its mandate. Some key fishery and aquaculture partners include:

- Agriculture and Agri-Food Canada
- Association of Seafood Producers
- Atlantic Canada Opportunities Agency
- Canadian Aquaculture Industry Alliance
- Canadian Centre for Fisheries Innovation
- Canadian Council of Professional Fish Harvesters
- Canadian Food Inspection Agency
- Centre for Fisheries Ecosystems Research
- Fisheries and Oceans Canada
- Fish, Food and Allied Workers
- Fisheries Council of Canada
- Fish Processing Licensing Board
- Foreign Affairs, Trade and Development Canada
- Lobster Council of Canada
- Innovation, Business and Rural Development
- Memorial University of Newfoundland (including the Marine Institute and the Ocean Sciences Centre)
- Newfoundland Aquaculture Industry Association
- Professional Fish Harvesters Certification Board
- Research & Development Corporation
- Seafood Processors of Newfoundland and Labrador Inc.
- Service NL

VISION

The vision of the Department of Fisheries and Aquaculture is sustainable fishing and aquaculture industries that achieve their optimum economic contribution to the Province of Newfoundland and Labrador.

MISSION STATEMENT

Building on progress made during the 2011-14 planning period, the Department of Fisheries and Aquaculture will continue to focus on the sustainability of the province's fishing and aquaculture industries during this second half of the six-year planning period from April 1, 2011, to March 31, 2017.

Sustainable fishing and aquaculture industries factor in social, economic, and environmental considerations. As the department continues to support the sustainability of these industries, it is with the intention of maximizing socio-economic benefits, protecting our fish resources, ensuring aquatic animal health, and protecting the natural environment. Sustainable fisheries and aquaculture industries will contribute to the long-term economic stability of Newfoundland and Labrador communities, while ensuring social and environmental issues are managed responsibly. Through its mission, the department works to meet government's strategic direction (see Appendix A) to strengthen the roles of the fishing and aquaculture industries as key pillars of economic growth within the province.

By March 31, 2017, the Department of Fisheries and Aquaculture will have supported both the strengthening of the fishing industry and the expansion of the aquaculture industry to create sustainable and economic opportunities for the province.

Measure 1: Supported the strengthening of the fishing industry to create sustainable and economic opportunities for the province.

Indicators:

- Continued investment in research and development
- Promoted quality awareness
- Advanced strategic market development initiatives
- Identified new market opportunities
- Promoted sustainable fisheries initiatives, including eco-certification
- Increased and expanded access to key markets

Measure 2: Supported the expansion of the aquaculture industry to create sustainable and economic opportunities for the province.

Indicators:

- Increased production volume and market value in the aquaculture industry
- Determined the socio-economic contribution of the aquaculture industry to the province
- Implemented the Aquaculture Sustainable Management Framework (ASMF)
- Sustained access to capital programs to increase private sector investment

STRATEGIC ISSUES

The department has identified three strategic issues and goals which will be met over the period from April 1, 2014, to March 31, 2017. The issues presented in this strategic plan are as follows:

1. Fishing Industry Sustainability
2. Aquaculture Sustainability
3. Market Development





ISSUE 1: FISHING INDUSTRY SUSTAINABILITY

The Newfoundland and Labrador fishing industry remains a key employer and contributor to the provincial economy, particularly in rural areas. The long-term social, cultural, and economic sustainability of the fishing industry is vital to the province. This industry currently has a unique opportunity to capitalize on a number of recent developments, the Comprehensive Economic and Trade Agreement (CETA) in particular. The benefits provided by this agreement will improve trade opportunities, and the province has successfully negotiated financial resources on a federal-provincial basis to support industry development. The active engagement of industry participants is required in order to take full advantage of current and future opportunities. While the department is limited by its jurisdictional authority, it will work with the fishing industry to overcome external and domestic challenges so that the industry can be competitive and sustainable over the long term. The department will work with industry to provide supports for more viable harvesting and processing operations and for increased and improved utilization of the resource. These include support for fisheries science initiatives; sustainable fishing practices; improved industry efficiency, and technological enhancements to harvesting and processing operations. The department, in completing this work, will also review and revise policies and programs to ensure optimum support to the fishing industry for the benefit of all participants, while ensuring the long-term security of resources for the benefit of future generations of Newfoundlanders and Labradorians. These supports will contribute to fishing industry sustainability and viability and reflect government's strategic direction to strengthen the role of the fishing industry as a key pillar of economic growth within the province through the focus areas of fisheries sector viability and sustainable development and management.

Goal: By March 31, 2017, the Department of Fisheries and Aquaculture will have supported the fishing industry in becoming more sustainable and viable.

Measure: Supported the fishing industry in becoming more sustainable and viable.

Indicators:

- Provided programs and policies to support:
 - More viable harvesting operations
 - More viable processing operations
 - Improved utilization of the resource
 - Increased/encouraged utilization of by-products

Objective 1: By March 31, 2015, the Department of Fisheries and Aquaculture will have supported the fishing industry to become more viable.

Measure: Supported the fishing industry to become more viable.

Indicators:

- Invested in fisheries innovation
- Supported industry in its efforts to be more efficient
- Supported fisheries science
- Reviewed current policies and programs

Objective 2: By March 31, 2016, the Department of Fisheries and Aquaculture will have supported the fishing industry to become more sustainable.

Objective 3: By March 31, 2017, the Department of Fisheries and Aquaculture will have implemented programs to better support the fishing industry to become more sustainable and viable.





ISSUE 2: AQUACULTURE SUSTAINABILITY

The aquaculture industry is rapidly growing in importance as a contributor to rural economies in the province. The industry has seen significant expansion over the past decade and with that growth comes new challenges for sustainably managing the industry. As annual production volumes increase, issues such as waste management and infrastructure require solutions to foster sustainability of the current industry and enable continued expansion. Government is committed to developing an environmentally-friendly, sustainable aquaculture industry that adheres to global best practices. Aquaculture producers in Newfoundland and Labrador follow established biosecurity measures, and the provincial industry is leading the country in fish health expertise due to substantial investments in facilities like the Centre for Aquaculture Health and Development. The development of a new provincial aquaculture strategy will foster the continued success of the industry and contribute to its long-term sustainability. Current aquaculture regulations and policies will be reviewed and new initiatives implemented to this end. The department is committed to working with other industry, government, academic, and community stakeholders to develop the necessary tools and structures to foster sustainability in the aquaculture industry. The department will focus on areas within its direct influence and jurisdiction, including review of current aquaculture regulations and policies, while providing support for industry-led initiatives to further sustainable management. This work supports government's strategic direction to strengthen the role of the aquaculture industry as a key pillar of economic growth within the province, through a focus on sustainable development and management.

Goal: By March 31, 2017, the Department of Fisheries and Aquaculture will have supported improved sustainability of the aquaculture industry.

Measure 1: Supported improved sustainability of the aquaculture industry.

Indicators:

- Supported the development and implementation of a provincial aquaculture strategy
- Reviewed current regulations and policies to ensure best practices
- Supported industry-led innovation to enhance sustainability of the industry
- Developed initiatives to address key priority areas to foster sustainability

Objective 1: By March 31, 2015, the Department of Fisheries and Aquaculture will have commenced activities to foster the sustainability of the aquaculture industry.

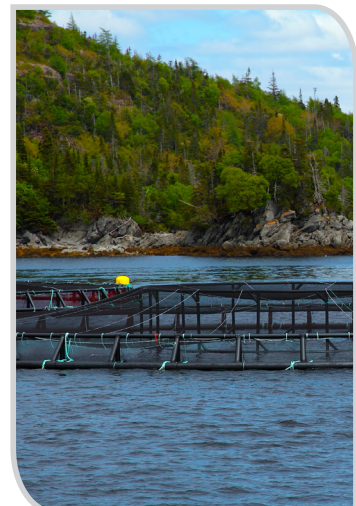
Measure: Commenced activities to foster the sustainability of the aquaculture industry.

Indicators:

- Developed a provincial aquaculture strategy
- Completed a review of regulations
- Supported industry-led aquaculture innovation

Objective 2: By March 31, 2016, the Department of Fisheries and Aquaculture will have updated aquaculture regulations and policies to foster the sustainability of the aquaculture industry.

Objective 3: By March 31, 2017, the Department of Fisheries and Aquaculture will have commenced the implementation of initiatives to foster the sustainability of the aquaculture industry.





ISSUE 3: MARKET DEVELOPMENT

Export of provincial seafood products to international markets has continued to grow in recent years, assisted by substantial investments in marketing support from the Provincial Government. The Provincial Government has made it a priority to foster the success of provincial seafood producers in international markets, as seen in its commitments to support various marketing initiatives, and its achievements through the Comprehensive Economic and Trade Agreement. This agreement will provide unprecedented access to one of the world's largest seafood markets, removing the high tariff rates which are impediments to market access, and presenting new opportunities for existing product lines and diversification into new secondary or value-added products. The department will work with industry to identify prospective opportunities and support market development. The industry is well positioned to capitalize on these new market opportunities. Supporting market development will include market intelligence activities; participation at trade shows and missions, along with other promotional activities; and supporting market certification and traceability efforts. The provision of this assistance to industry will create tremendous benefits for the provincial fishing and aquaculture industries. This assistance reflects government's strategic direction to strengthen the roles of the fishing and aquaculture industries as key pillars of economic growth within the province through the focus areas of market development and expansion and capitalizing on new opportunities.

Goal: By March 31, 2017, the Department of Fisheries and Aquaculture will have supported the fishing and aquaculture industries to capitalize on new market opportunities.

Measure: Supported the fishing and aquaculture industries to capitalize on new market opportunities.

Indicators:

- Fostered industry diversification
- Supported increased access to markets
- Supported market certification
- Researched potential market opportunities
- Supported improved marketing coordination

Objective 1: By March 31, 2015, the Department of Fisheries and Aquaculture will have commenced development of initiatives to support market development.

Measure: Commenced development of initiatives to support market development.

Indicators:

- Supported new market research and intelligence
- Supported provincial participation in trade shows and missions
- Supported industry market certification and traceability
- Supported targeted promotional activities
- Supported product development, diversification, and branding

Objective 2: By March 31, 2016, the Department of Fisheries and Aquaculture will have continued the development of initiatives to assist industry to pursue new market opportunities.

Objective 3: By March 31, 2017, the Department of Fisheries and Aquaculture will have implemented measures to support industry to capitalize on new market opportunities.



PHOTO CREDIT

Page 15 - Seafood Expo 2014, Jim Wellman, Navigator Magazine

All other images are the property of the Department of Fisheries and Aquaculture.

Appendix A

Strategic Direction for the Department
of Fisheries and Aquaculture

STRATEGIC DIRECTION

Strategic directions are the expressions of desired physical, social, or economic outcomes and normally require action by more than one government entity. These directions are generally communicated by government through platform documents, 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.

The strategic direction related to the Department of Fisheries and Aquaculture is provided below. The strategic direction is comprised of a number of components, or focus areas. These focus areas will be addressed through the various planning processes of the department. As indicated in the table below, some have been addressed in this Strategic Plan, while others are addressed in the operational and/or work planning processes. The department’s progress on the strategic direction will be reported through the annual performance reporting process.

There are four entities which report to the Minister of Fisheries and Aquaculture:

- Professional Fish Harvesters Certification Board
- Appeal Board of the Professional Fish Harvesters Certification Board
- Disciplinary Board of the Professional Fish Harvesters Certification Board (inactive)
- Fish Processing Licensing Board

Each active entity prepares activity plans in consideration of the strategic direction related to the Department of Fisheries and Aquaculture.

1. The Fishing and Aquaculture Industries as Key Pillars of Economic Growth

Strategic Direction: Strengthen the Roles of the Fishing and Aquaculture Industries as Key Pillars of Economic Growth within the Province.

Focus Areas of Strategic Direction	Applicable to Other Entities Reporting to the Minister	This Strategic Direction is addressed:		
		In the department’s strategic plan	In the department’s operational plan	In the branch/division work plans within the department
1. Fisheries Sector Viability	X	X	X	X
2. Market Development and Expansion		X		X
3. Capitalizing on New Opportunities		X		X
4. Sustainable Development and Management		X		X

Appendix B

Maps

Active Fish Processing Plants

Newfoundland and Labrador, 2013

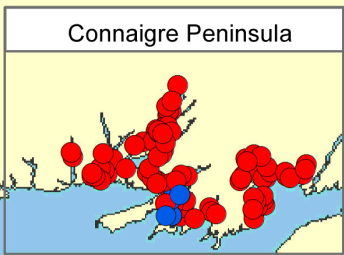
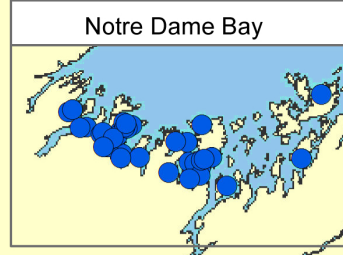
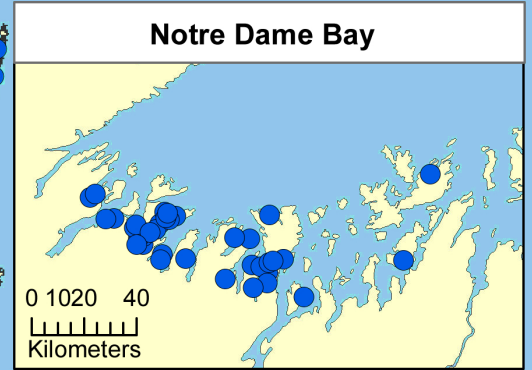
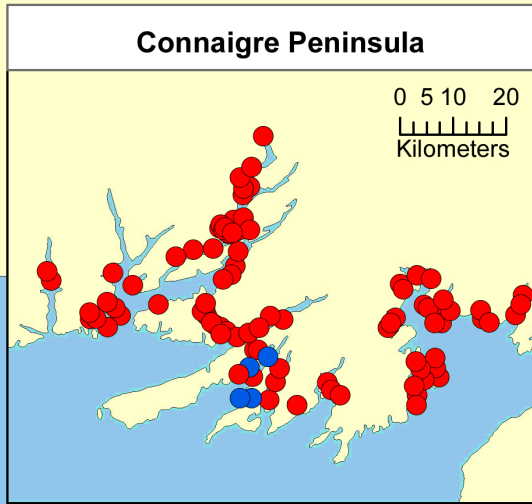
● Location of Plant



Department of Finance
 Newfoundland & Labrador Statistics Agency
 Edited by Department of Fisheries and Aquaculture

Licensed Aquaculture Sites Newfoundland and Labrador, 2013

- Salmonid/Hatchery
- Shellfish





Newfoundland
Labrador

Fisheries and Aquaculture



Department of Fisheries and Aquaculture

30 Strawberry Marsh Road, St. John's, NL, Canada A1B 4J6

Tel: (709) 729-3723 Fax: (709) 729-1884

Email: fisheries@gov.nl.ca

www.fishaq.gov.nl.ca