



Fisheries and Oceans
Canada

Pêches et Océans
Canada

A New Direction for Fisheries Management in Canada:

From Oceans to Plate within a Sustainable Development Framework

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Canada



A New Set of Challenges Facing the Industry

External Pressures

- **Cost-Price squeeze:**
 - Dollar up 41% in 4 years;
 - Fuel prices up 55% in 4 years;
 - Increasing competition from lower-cost processors (e.g., China);
 - Tariffs and market access;
 - Lower prices for key species (crab and shrimp);
- **Aquaculture not achieving potential;**
- **Changing environmental and oceans conditions.**
- **Access Challenges (Aboriginal and Recreational Harvesters)**

Expose

Internal Weaknesses

- **Overcapacity in harvesting and processing sectors;**
- **Complex regulatory framework and limited government support impedes aquaculture growth;**
- **Lack of integration in harvesting, aquaculture and processing;**
- **Federal and provincial policies have focussed on maximizing employment, not efficiency or competitiveness;**
- **Ageing workforce, low wages leading to problems for recruitment and retention; extensive reliance on fishers' EI.**

- In some fisheries, the result is short seasons with a race to harvest and process, quality issues, price takers instead of price setters, and an inability to market effectively
- Resource reliant coastal communities are particularly vulnerable



A New Set of Challenges Facing the Industry

- **Diagnostic in the Crab Fishery (Study by Gardner, Pinfold 2007) Revealed:**
 - Overcapacity in some areas
 - Short Fishing Seasons – Race to catch
 - Race to land – Gluts at the Wharf
 - Some Product Quality Issues
 - Internal Conflicts
 - Lack of Pan-Atlantic Approach
 - Price Taker on Mainly Canadian Product
 - Cyclical Stock Impacting Consistent Availability of Product



Drivers for Change: Markets & Food Industry

- **Balance of power shifting to consumer**
 - Consumers are demanding safe and sustainable products
 - Markets Demanding Ecolabels or Some Proof of Sustainability
 - Traditional practice of producing food and then looking for a buyer is no longer viable
 - **Consolidation of retailers into large chains (e.g. Walmart, Costco) gives buyers more market power**
 - Imports from low-cost countries continue to gain market share
 - To ensure survival a company will have to have brand leadership, product breadth, price predictability and dependability in product delivery
- ... Are exacerbating the challenges with the Canadian industry**



New Realities For Resource Management World-Wide

- **More Complex Conservation Environment**
 - From a focused objective (single species, stock productivity based on MSY) in the past, to a dynamic set of objectives today:
 - **Moving to an Ecosystem Approach and Managing within a Precautionary Approach framework**
 - Public and Market Scrutiny of Sustainability of Seafood Products
 - Eco-certification trend and impacts on Canadian Industry
- **Complex Access Issues**
 - Aboriginal participation
- **Demand for Stability, Consistency, Transparency and Rigour**
 - In decision-Making and in Planning and Management Processes



Need For Change

- **The Problems have been identified**
- **Status Quo is no longer an option if Canadian Industry is to Remain Competitive on the World Scene**
- **There is a need to Change our ways...**
In the way:
 - fisheries are conducted - harvesting and processing
 - the fishing industry is structured
 - business is conducted**And in the way:**
 - fisheries are managed



WE ARE IN TRANSITION

- **We are currently in Transition Phase**
 - from **Setting the Vision to formalizing a new Governance Structure and Moving to Implementation**
 - **AFPR gave us the vision. We are now moving toward implementation**
- **Some changes may require a new legal framework**
- **There are some things we can and will move on implementing in the short term. These include moving forward on implementing:**
 - a Sustainable Development Framework; and
 - an Ocean to Plate Approach



National Sustainability Framework

- **We are moving towards a new Framework for managing resources that includes:**
 - new tools and policies to ensure systematic and consistent approach in ongoing implementation of the Precautionary Approach and the Ecosystems Approach on a national basis
 - Including policies to address the impacts of fishing on the bottom, on prey species (forage) and on incidental catches
- **This new Framework will help improve the sustainability of our fisheries and help meet the demands of eco-certification**



Ocean to Plate Approach

- **Goal:** Coordinate policies and programs relevant to fish harvesting, aquaculture, processing, distribution and marketing to maximize economic value and help lead to an economically viable industry that is able to withstand supply and demand shocks, and meet growing demand for seafood
- **Objectives:**
 - Enhance seafood sector global competitiveness;
 - Increase awareness of relevant policies and programs of federal and provincial governments;
 - Increase industry resilience to economic and resource shocks;
 - Strengthen collaboration with industry; and
 - Create more value from fish and seafood landings



Ocean to Plate Approach

- **Ocean to Plate Key Principles:**

- Seafood industry economic development means:
 - Increasing sector viability, strength and value;
 - Integration & diversification along seafood value chain
 - Branding Canadian seafood (public confidence; food quality and safety)
- Economic development is **NOT** capacity expansion and maximum employment
- This is a significant shift from the traditional way the fishery has been managed as the “employer of last resort”
- It is **NOT** about consolidating programs and responsibilities in one organization



Ocean to Plate -- Results

- **Anticipated results:**
 - Measurable outcomes:
 - Smaller number of more economically viable fishing enterprises;
 - Reduced need for ad-hoc assistance;
 - More economically robust communities;
 - New products and markets
 - Increased export values
 - Strengthened collaboration among federal departments, provincial governments and industry
 - New value added economic activity and income-generating opportunities



Ocean to Plate Approach Progress to Date

- **Fisheries Summits and Forums are leading towards renewal and changes being considered in the industry structure across Atlantic Fisheries to improve the industry's viability and competitiveness in today's world markets**
- **DFO is opened to changes to its policies and practices to facilitate such structural changes and remove impediments to economic viability**



Way Forward

- **Need to consider harvesting, processing and business practices to improve product quality and timing of Canadian seafood products in world markets**
- **How do we work together to improve Market Performance of Canadian Crab?**
- **How do we move from a being Price Taker to a Price Setter?**



Way Forward

- **No one player alone has the solutions or the tools to move forward**
- **Actions are required by all on the seafood value chain**
- **Cooperation and Coordination is essential for success**
- **This Workshop is a good opportunity to pool efforts and identify a way forward**