

GROWING PROSPERITY

A STRATEGIC PLAN

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INTRODUCTION

« We have a vision of a prosperous, competitive and compassionate New Brunswick – the best place in Canada to live, work and raise a family. »

Vision Statement, Government of New Brunswick, 2001

As the Department responsible for the food production sector in the province, be it through support of the development of primary agriculture and aquaculture, through the enhancement of the commercial fisheries sector or through the secondary and tertiary processing of food products, the Department of Agriculture, Fisheries and Aquaculture has a key role to play as government strives to achieve its vision for the province.

DAFA's Strategic Plan describes how the Department intends to focus its resources to achieve key objectives based on identified priorities. In developing the Plan, the Department examined all current and future influences on the sectors of activity, including the broad economic, social and political contexts. Provincial, national and international trends in the sectors were identified to examine those that would affect our operation over the next several years. The Government of New Brunswick's Prosperity Plan (2002-2012) was also examined to ensure overall consistency in our approach.

This Strategic Plan includes a Vision and a Mission that provide information on the overall purpose of the Department. The Mandate of the organization also forms part of this document. Key Result Areas and Strategic Goals are also listed and provide the reader with an overview of the direction this Department is taking in the promotion of sustainable growth of the agriculture, commercial fisheries and aquaculture sectors.



MESSAGE FROM THE MINISTER

I am pleased to present the first Strategic Plan of the New Brunswick Department of Agriculture, Fisheries and Aquaculture. This document was prepared with the goal of providing our organization and our many stakeholders a clear vision of the long-term strategic orientation of this Department.

The past few years have been very positive for our Department and the industries it supports, industries producing over two billion dollars a year in food shipments. These same industries also play a key role in the province's export activities with over \$450 million a year in agri-food exports and close to \$800 million a year in fish and seafood exports. New Brunswick's agriculture, commercial fisheries, aquaculture and food processing sectors now account for more than 29,000 direct and indirect jobs in this province. With continued collaboration from all stakeholders, we expect all of these sectors to grow and the number of jobs to increase over the coming years.

As we move into the year 2004 and beyond, I want to confirm this Department's intention to continue to invest in the total development of the agriculture, commercial fisheries and aquaculture sectors through the delivery of programs and services promoting development and innovation, allowing us to pursue our strategy of increasing primary production while fostering value-added opportunities. We remain committed to sustainability and will continue to focus our efforts on improving the availability, use and care of our natural resources and on reducing the potential impact of agriculture, commercial fisheries and aquaculture activities on the environment.

We believe the future of agriculture, commercial fisheries and aquaculture in New Brunswick is bright as we continue to work with stakeholders from these sectors in securing their future, not only for the present generation, but also for generations to come. We look forward to working with all stakeholders to promote sustainable growth of the agriculture, fisheries, and aquaculture sectors through innovative partnerships, targeted policies and programs resulting in greater prosperity for New Brunswickers.

Hon. David Alward
Minister



STRATEGIC FRAMEWORK

Vision Statement

"A strategically focused team, nationally recognized, as driving sustainable growth and innovation for the greater prosperity of New Brunswick."

Mission Statement

"To promote sustainable growth of the Agriculture, Fisheries, and Aquaculture sectors through innovative partnerships, targeted policies and programs resulting in greater prosperity for New Brunswickers."

Mandate

The Department of Agriculture, Fisheries and Aquaculture strives to achieve its vision and mission through:

- The adoption of a total development approach to food production and processing, from primary to value-added production, aimed at improving economic competitiveness and sustainable development of the food sector.
- The administration of a transparent and effective regulatory framework supportive of development.
- The creation of new economic opportunities through the provision of expertise and key R&D and innovation investments in the bio-economy industry.
- Contributions towards the achievement of a higher standard of living, wellness, and quality of life for all New Brunswickers.



Key Result Areas:

1. Primary Agriculture Development
2. Commercial Fisheries Development
3. Aquaculture Development
4. Expansion of the Agri-Food and Seafood Processing Sector
5. Development of a Bio-Economy Sector for New Brunswick
6. Efficient Management of Departmental Resources

KEY RESULT AREAS AND STRATEGIC GOALS:

1. Primary Agriculture Development

- To enhance the global competitiveness of New Brunswick producers by:
 - a) *ensuring producer organisations thrive and continue to provide a representative voice for the sector.*
 - b) *ensuring access to, and transfer of, the best production and management technologies.*
 - c) *supporting the development and implementation of world-class on-farm food safety programs demanded by the marketplace.*
 - d) *providing risk-management tools that allow farm businesses to manage the risk associated with agriculture production and marketing.*
 - e) *ensuring the health status of provincial livestock and poultry remains high.*

- To facilitate and support growth and development in agricultural sectors where there are clear market opportunities for fresh, innovative food products, or non-food products (feed, seed and genetic stocks).
- To promote and assist continuous innovation in the New Brunswick agriculture sector that will enable it to be a leader in the adoption of new technology, production methods and marketing practices.
- To develop and implement policies, legislation and programs that advance the environmental sustainability of the agricultural sector and to promote the adoption of agricultural practices that enhance and protect soil, water and air resources.

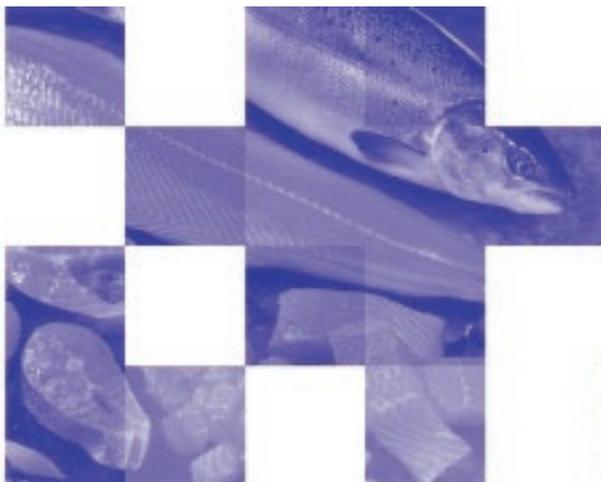


2. Commercial Fisheries Development

- In cooperation with Industry and Government partners, to ensure continued access to Atlantic fisheries resources by:
 - a) *ensuring New Brunswick interests and historic share of the fisheries resources are well defended.*
 - b) *supporting and investing in research and development activities in new and under-utilized species.*
 - c) *Identifying future financing and development needs of the New Brunswick fishing fleet.*
- To promote responsible fishing, sustainable development and habitat and resource enhancement activities.
- To promote the development of thriving representative organizations

3. Aquaculture Development

- To facilitate sustainable development and enhance the competitiveness of the New Brunswick finfish and shellfish aquaculture industry by:
 - a) *ensuring access to and transfer of the best production and management technologies.*
 - b) *promoting sound fish health management of aquaculture stocks.*
 - c) *ensuring administration of a leasing and licensing program which allows for a coordinated expansion of the industry.*
 - d) *providing a leadership role in Research and Development activities to enhance productivity and develop new species for commercial aquaculture production.*
 - e) *providing leadership in assessing opportunities for the establishment of business risk management tools.*
- To develop and implement policies, legislation and programs to enhance and advance the development of a sustainable aquaculture sector that takes into account economic, social and environmental factors.



4. Expansion of the Agri-Food and Seafood Processing Sector

In partnership with other agencies :

- To facilitate and support growth and development of the agri-food and seafood processing sectors where market opportunities exist, by seeking out investments, facilitating strategic alliances, and ensuring the availability of the necessary production base to support processing initiatives.
- To enhance the global competitiveness of our agri-food and seafood processing sector by promoting the development of food safety and traceability programs, ensuring access to new technologies, and addressing with partner agencies issues affecting competitiveness of the sector (labour, waste management, training, taxation, etc).



- To promote continuous innovation in the production and marketing of agri-food and seafood products by supporting technology development, technology access and transfer, to ensure industry competitiveness and continued growth opportunities.

5. Development of a Bio-Economy Sector for New Brunswick

- To provide leadership in the development of the bio-economy sector in New Brunswick.
- In cooperation with industry and government partners, to develop and implement a Bio-economy Strategy for the province, which addresses research and development, infrastructure, investment attraction, and investment climate issues.

6. Efficient Management of Departmental Resources

- To foster an environment that supports and recognizes our employees.
- To provide strategic leadership, management, and communication services.
- To effectively focus the human, financial, information management and technological resources of the Department on departmental priorities.