

# STRATEGIC PLAN



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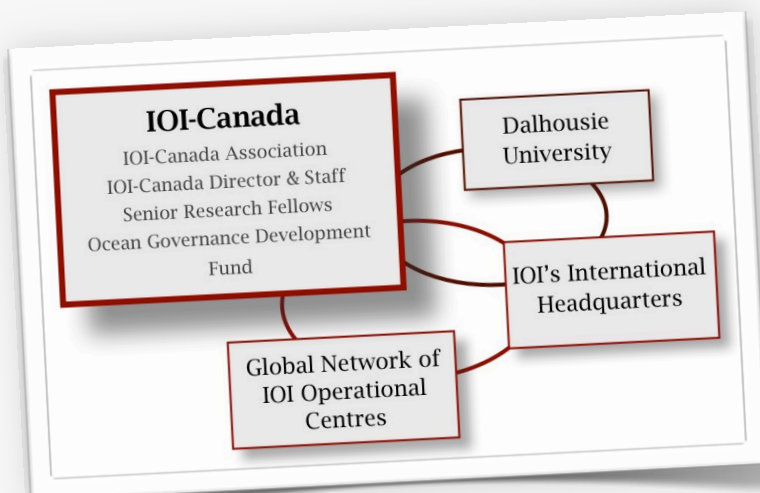
## IOI-Canada in an Era of Ocean Change

As a leading member of the International Ocean Institute's network of centres and focal points in over 25 countries, IOI-Canada is concerned about the increasingly critical status of the ocean. In a Canadian context, the *2010 Marine Ecosystem and Trends Report* of the Department of Fisheries and Oceans points to the significant deterioration of Canada's marine ecosystems due to global warming, nutrient pollution, habitat destruction and overfishing. At a global level, a group of world experts under the auspices of the International Programme on the State of the Ocean (IPSO) and the International Union for the Conservation of Nature (IUCN) recently concluded that, among other important issues, human actions have resulted in warming and acidification of the ocean, with many negative changes occurring faster than predicted.

IOI-Canada is committed to responding to these challenges. Since its foundation at Dalhousie University by Elisabeth Mann Borgese in 1979, it has gained a wealth of experience and contributed to coastal and ocean stewardship both nationally and internationally. Today, the need for excellence in ocean science, policy-making and capacity-building remains as important as ever and serves as the fundamental rationale behind the IOI-Canada mandate. Implementation of this mandate has been facilitated by an internal renewal process initiated in 2010. IOI-Canada accordingly:

- ❖ **formalized its structure as an incorporated not-for-profit organization, permitting access to other funding sources;**
- ❖ **established a Board of Directors to provide guidance on policy and general management, while retaining an academic Ocean Advisory Group to liaise with its host institution, Dalhousie University; and**
- ❖ **established new linkages with key ocean organizations in the region and worldwide.**

The Strategic Plan 2010-2020 honours IOI-Canada's commitment to responsible coastal and ocean governance. It also identifies the future priorities and directions, while building on the accomplishments and experiences of the past three decades.



*The Canadian and global network of the International Ocean Institute*

## Current Activities - Future Directions

In recognition of IOI-Canada's particular expertise and experience in the field, ocean education and training programs will remain a focus of the Institute's activities. However, there will be an increased emphasis on collaborative research, new publications and innovative outreach projects.

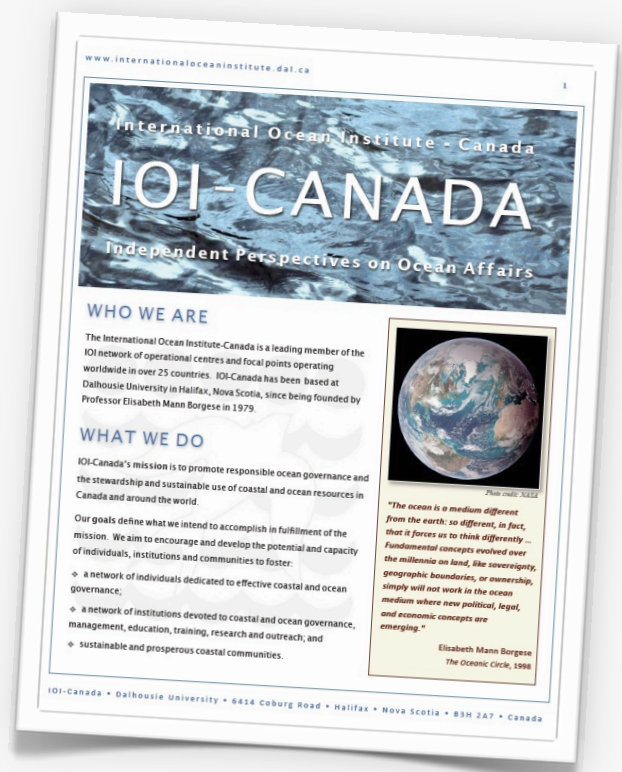
### I. Education in Ocean Governance

IOI-Canada has been conducting an annual interdisciplinary training program at Dalhousie University since 1981 and now has over 600 alumni from almost 100 countries. This intensive eight-week course focuses on *Ocean Governance: Policy, Law and Management*. To ensure that this training meets the challenges facing today's ocean managers and continues to contribute to capacity-building in a relevant way, IOI-Canada will address several key requirements, including:

- ❖ **independent and ongoing evaluation of the Training Program;**
- ❖ **clear linkages between the disciplinary components of the Training Program;**
- ❖ **infusion of a new generation of lecturers to ensure the sustainability of the Program;**
- ❖ **preparation of modular segments to facilitate delivery as short courses worldwide; and**
- ❖ **development and publication of insightful educational materials.**

The concentration of marine personnel in Halifax is the highest in Canada, ranked fifth worldwide; their commitment and availability are vital to the success of the Training Program. The Program will therefore continue to revitalize its relationships with scientists and experts from the universities, Bedford Institute of Oceanography, other government institutions, NGOs and practitioners from the private sector. In addition, it will build on the extensive experience and insights of its many alumni, while responding to changing ocean scenarios and challenges.

Other educational and training initiatives will be explored in relation to existing university programs, both at Dalhousie and at other institutions. In this regard, emphasis will be placed on enhancing and expanding IOI's network of partners.



*The document "IOI-Canada - Independent Perspectives on Ocean Affairs" provides important context to this Strategic Plan. Both documents underpin the annual budget and operating plan of IOI-Canada.*

## II. Collaborative Research with Partner Institutions

IOI-Canada's Research Fellow and Visiting Scholar programs will be strengthened, together with the development and implementation of a *Strategic Research Agenda*. Recognizing the impending crisis in the ocean, this Agenda will have three core thematic dimensions:

- ❖ **responsible ocean governance, including health of the oceans and coastal management;**
- ❖ **Canadian coastal and ocean research, addressing public and government concerns; and**
- ❖ **bridging of disciplines and the encouragement of innovative thinking on ocean issues.**

A new publication, *Windows on the Oceans*, will also be prepared, following the previously successful series, *Windows on the World* and *Working with the Region*, based partly on Dalhousie University experiences. These valuable documents were a direct outcome of the 1992 UN Conference on Sustainable Development in Rio de Janeiro. *Windows on the Oceans* will focus on critical ocean issues to be addressed at the 2012 United Nations Earth Summit, "Rio+20".

## III. Outreach

The increasing threats to the health of the oceans require that greater emphasis be put on engaging partners, especially the younger generation, and educating the public at large. Thus, IOI-Canada's outreach program will incorporate:

- ❖ **networking with universities, government agencies, businesses and NGOs;**
- ❖ **engaging youth and the public through innovative partnerships and social media;**
- ❖ **promoting World Oceans Day with the Elisabeth Mann Borgese Ocean Lecture and the Oceans Film Festival; and**
- ❖ **contributing to IOI's Ocean Yearbook, published annually.**

## IV. Financial Framework

The establishment of an innovative *Ocean Governance Development Fund* will be a key element in the institute's financial framework for 2010-2020, thus enabling IOI-Canada to continue to shape and support ocean stewardship. Funding is currently obtained from the IOI Headquarters in Malta, government agencies, charitable organizations, industries and NGOs. The viability of IOI-Canada and its programs is also enhanced by significant in-kind support, both institutional and personal. The new framework is essential to:

- ❖ **secure a sound financial base for the flagship training program over the coming years;**
- ❖ **attract support for selected collaborative research activities; and**
- ❖ **ensure sponsorship for vigorous public outreach on vital ocean issues.**

With stable financial support and management IOI-Canada will be in a strong position to respond more effectively to the challenges resulting from unprecedented ocean change.