ESTIMATES

Fisheries and Oceans Canada

Performance Report

For the period ending
March 31, 2000

Canada

Improved Reporting to Parliament
Pilot Document

The Estimates of the Government of Canada are structured in several parts. Beginning with an overview of total government spending in Part I, the documents become increasingly more specific. Part II outlines spending according to departments, agencies and programs and contains the proposed wording of the conditions governing spending which Parliament will be asked to approve.

The *Report on Plans and Priorities* provides additional detail on each department and its programs primarily in terms of more strategically oriented planning and results information with a focus on outcomes.

The *Departmental Performance Report* provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the spring *Report on Plans and Priorities.*

Available in Canada through your local bookseller or by mail from

Canadian Government Publishing — PWGSC

Ottawa, Canada K1A 0S9

Catalogue No. BT31-4/4-2000
ISBN 0-660-61360-3

Foreword

On April 24, 1997, the House of Commons passed a motion dividing on a pilot basis the *Part III of the Estimates* document for each department or agency into two separate documents: a *Report on Plans and Priorities* tabled in the spring and a *Departmental Performance Report* tabled in the fall.

This initiative is intended to fulfil the government's commitments to improve the expenditure management information provided to Parliament. This involves sharpening the focus on results, increasing the transparency of information and modernizing its preparation.

The Fall Performance Package is comprised of 83 Departmental Performance Reports and the President's annual report, *Managing for Results 2000*.

This ***Departmental Performance Report,*** covering the period ending March 31, 2000 provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the department's *Report on Plans and Priorities* for 1999-00 tabled in Parliament in the spring of 1999.

Results-based management emphasizes specifying expected program results, developing meaningful indicators to demonstrate performance, perfecting the capacity to generate information and reporting on achievements in a balanced manner. Accounting and managing for results involve sustained work across government.

The government continues to refine its management systems and performance framework. The refinement comes from acquired experience as users make their information needs more precisely known. The performance reports and their use will continue to be monitored to make sure that they respond to Parliament's ongoing and evolving needs.

This report is accessible electronically from the Treasury Board Secretariat Internet site: http://www.tbs-sct.gc.ca/rma/dpr/dpre.asp

Comments or questions can be directed to the TBS Internet site or to:

Planning, Performance and Reporting Sector
Treasury Board Secretariat
L'Esplanade Laurier
Ottawa, Ontario, Canada
K1A OR5
Tel: (613) 957-7167
Fax (613) 957-7044

Fisheries and Oceans Canada

Departmental Performance Report

For the
period ending
March 31, 2000

The Honourable Herb Dhaliwal, P.C., M.P.

Minister of Fisheries and Oceans Canada

Table of Contents

List of Figures

List of Tables

Executive Summary

Canada's fisheries and oceans hold many opportunities for Canadians. With proper stewardship, these resources can be stabilized and recovered, so that these opportunities continue to be available for future generations.

Fisheries and Oceans Canada (DFO) is responsible for the following:

- policies and programs in support of Canada's economic, ecological and scientific interests in the oceans and freshwater fish habitat;
- the conservation and sustainable development of Canada's fisheries resources in marine and inland waters; and
- safe, efficient and environmentally sound marine services responsive to the needs of Canadians in a global economy.

Long-term Priorities and Goals

The Department is committed to five long-term goals, also known as mandate objectives. They are summarized here and further described in Section 5.4 of the report:

- to manage and protect fisheries resources;
- to manage and protect the marine and freshwater environment;
- to understand the oceans and aquatic resources;
- to maintain maritime safety; and
- to facilitate maritime trade, commerce and ocean development.

Performance Commitments

DFO's performance commitments are to provide Canadians with:

- conservation and biological sustainability of fisheries resources, marine and freshwater habitats and a protected environment; and
- safe, efficient and accessible waterways and harbours.

The ultimate goal is to demonstrate this performance in accordance with the commitments contained in Section 2.2 of this report. For example, to achieve public safety demonstrated by keeping harbours critical to the fishing industry open and in good repair, 1,875 maintenance/repair projects were undertaken. While rust-out of fishing harbours remains a critical issue, modest improvements were made at fishing harbours with high activity.

Challenges

The challenges in delivering on the long-term goals are significant. These include:

- ensuring conservation and sustainable utilization in Canada's fisheries by addressing conservation risks;

- providing a reliable scientific basis for DFO policies and programs;
- implementing policies and programs to aid the development of marine conservation and protection of aquatic resources and their habitat;
- adapting our services in order to minimize the incidence and impact of accidents;
- seeking more collaborative relationships to ensure that service levels remain fair, cost-effective and client-focused;
- achieving the proper mix and number of vessels; and
- developing a reinvestment strategy and long-term capital plan that will address deterioration problems in major asset categories.

These challenges are described in more detail in Section 2.1 of the report.

Performance Accomplishments

In the area of **conservation and biological sustainability of fisheries resources, marine and freshwater habitats and a protected environment**, the Department has a number of major accomplishments, including the following:

- In its mandate to provide better scientific understanding of biological production in relation to oceanographic processes, and to investigate the role of the ocean in the global climate system, Fisheries and Oceans Science conducted scientific surveys in the Atlantic, Pacific and Arctic Oceans, to collect fishery and oceanographic data.
- As part of the Oceans Management Strategy, the Department initiated more than 10 Integrated Management and Marine Protected Area initiatives across all three oceans. In addition, a number of projects were started to develop Marine Environmental Quality guidelines, standards and criteria that will provide a scientific, ecosystem-based tool for Integrated Management Planning and Marine Protected Areas.
- In response to the Supreme Court of Canada's *Marshall* decision, DFO has been negotiating practical fisheries arrangements with affected First Nations in eastern Canada and more than a hundred Aboriginal vessels have joined the commercial fishery for crab, lobster, and other species, bringing employment and economic benefits to their communities.
- Through numerous workshops, conventions, meetings and exhibitions throughout Canada, support for the Code of Conduct for Responsible Fishing is growing. One such presentation achieved the endorsement of all provincial fisheries ministers, others the ratification of the Code by commercial harvester groups.

With respect to **safe, efficient and accessible waterways and harbours**, the Department's major accomplishments include the following:

- In order to continue Canada's international commitment to save lives by modernizing and enhancing the current marine radiocommunication system, implementation of two major multi-year projects on the Global Maritime Distress and Safety System (GMDSS) continued. On February 1, 1999 compliance with GMDSS became mandatory for applicable ships. For the Very High Frequency/Digital Selective Calling project, the technical and operational

specifications and bid evaluation were finalized in the fall of 1999 and a contract for the Canadian Coast Guard College simulator was let.

- Arctic navigation was improved through a joint venture with the mining consortium Arauco Resources Corporation that provided four new nautical charts in Bathurst Inlet located in Nunavut.
- A total of 1,875 maintenance/repair projects at fishing harbours were undertaken. Although rust-out remains a critical issue, modest improvements were made at high-activity fishing harbours.

These are just a few of the Department's achievements. Additional information on the Department's numerous accomplishments can be found in Section 2.6.

1 The Minister's Message

Hon. Herb Dhaliwal

I am very pleased to submit the annual Performance Report of Fisheries and Oceans Canada (DFO), outlining our major accomplishments for 1999–2000.

Our departmental Strategic Plan, *Moving Forward with Confidence and Credibility*, was published in March 2000 and is the result of a strategic planning process that was first launched in 1998. The Plan represents the input and ideas of the men and women of DFO who helped identify the issues and challenges faced by the Department. It is a valuable strategic tool, outlining the long-term vision, priorities and directions of the Department and providing a practical direction to employees at all levels and in all regions to continue to fulfill their mandate of service to Canadians.

The Plan also reflects my own priorities as Minister of Fisheries and Oceans Canada. At the same time, it responds to the broader government agenda and the priorities of Canadians by reinforcing DFO's role in improving the quality of life for Canadians and promoting sustainable development and environmental stewardship.

Our policy renewal is key to positioning ourselves for the 21st century. That is why we have been developing policy frameworks for both the East and West Coast communities.

As part of the Atlantic Fisheries Policy Review, we are working with stakeholders to establish principles that will guide fisheries management on the East Coast. The *Marshall* case, which provides for the integration of Aboriginals into the commercial fishery, has highlighted the need to focus on sharing, as we look for new ways to sustainably manage the fishery. Working from the principle that Aboriginal and non-Aboriginal fishermen share the goals of a sustainable healthy fishery, we have been successful in signing agreements with over three-quarters of First Nations affected by the Supreme Court decision. As such, more than a hundred Aboriginal vessels have joined the commercial fishery for crab, lobster and other species, bringing employment and economic benefits to their communities.

The Canadian Fisheries Adjustment and Restructuring Program, established to reduce capacity in the fishery, is another success story. Our initial evaluations show that it is helping Atlantic and Pacific coastal communities adjust to changes in the fishery.

We have also made significant progress on aquaculture. Our aim is to promote and expand this industry in a responsible and environmentally sound way. The Commissioner for Aquaculture Development has led an exhaustive review of the legislation and regulations relating to aquaculture to eliminate unnecessary bureaucracy while ensuring sound rules for safety and health. The Department is also reviewing our policy framework for operational decision-making so that aquaculture operations are consistent, equitable and fair. We are working with our provincial counterparts, through the Canadian Council of Fisheries and Aquaculture Ministers, to ensure greater harmonization and better federal-provincial-territorial co-operation. And finally, we are committed to making strategic investments in the federal capacity to support and promote the

goals we agreed on in the Federal Aquaculture Development Strategy. By funding practical investments, we are enabling aquaculture to meet its potential in a sustainable manner, while increasing public confidence in the safety of aquaculture.

We are also continuing to protect our oceans by developing our Ocean Management Strategy, as called for in the *Oceans Act.* This strategy will address three key areas of responsibility: marine protected areas, integrated management and marine environmental quality. We are taking a holistic ecosystem-based approach, with full stakeholder involvement. Our Ocean Management Strategy will give us the framework we need to manage our oceans and marine resources wisely.

Climate change goes beyond borders and governments. As such, we signed a formal agreement on climate change science initiatives with the Japan Marine Science and Technology Center. The agreement provides a five-year framework to develop and implement joint science projects in the North Pacific and Arctic Oceans.

We have taken a leadership role internationally. In August 1999, we ratified the United Nations Fish Agreement (UNFA). This was one of the high points of this past year. UNFA is vital in ensuring the sustainable use of straddling and highly migratory fish stocks which we depend upon, along with other countries.

The Canadian Coast Guard has also been active. Our new regulations for operating pleasure craft came into effect April 1, 1999, and we have been moving ahead to implement them. We signed a Memorandum of Understanding with the National Association of State Boating Law Administrators of the United States of America in October 1999 to harmonize programs for safer waterways for transborder recreational boaters.

This past year, DFO employees have also been part of a massive effort to prepare for the transition to the Year 2000. As a result of this outstanding work, we were able to celebrate our Millenium without any disruption in our key functions. We are confident we have the infrastructure, the applications and the contingency plans in place to be able to meet all the challenges ahead of us in the new century.

Fisheries and Oceans Canada is developing new, innovative opportunities for Canadians, and demonstrating how, working co-operatively, we can protect our fishery and ocean resources for the benefit of Canadians well into the new century.

2 Departmental Performance

2.1 Societal Context

DFO is a relatively large, decentralized, federal department that delivers services throughout Canada from six regional offices and from national headquarters in Ottawa. DFO's mandate, programs and services affect the livelihood of thousands of people in a wide range of industries including marine transportation, tourism and recreation, fishing and other oceans and freshwater industries throughout Canada. DFO is also responsible for Canada's participation and adherence to several international fisheries agreements and maritime conventions.

Objectives

The objectives of the Department are to:

- undertake policies and programs in support of Canada's economic, ecological and scientific interests in the oceans and inland waters;
- provide for the conservation, development and sustained economic utilization of Canada's fisheries resources in marine and inland waters for those who derive their livelihood or benefit from these resources;
- provide safe, effective and environmentally sound marine services responsive to the needs of Canadians in a global economy; and
- co-ordinate the policies and procedures of the Government of Canada respecting oceans.

Did You Know?

- Canada has the world's longest coastline and the second largest continental shelf. Stretched out as a single continuous line, Canada's coastline would encircle the earth more than six times.
- Eight of Canada's ten provinces and all of its northern territories are coastal, as are many of its major cities.
- Approximately 23% of Canadians live in coastal communities.

Source: DFO Science, A Guide to Integrated Coastal Zone Management in Canada.

In order to achieve these objectives effectively, DFO maintains relationships with other federal departments (e.g., Human Resources Development Canada, Environment Canada, Foreign Affairs and International Trade), its provincial counterparts (i.e., the Canadian Council of Fisheries and Aquaculture Ministers) and its stakeholder groups. Co-operation with these agencies and groups help the Department achieve its mandate more efficiently and effectively.

Social and Economic Factors

Some of the external factors that will continue to shape the operating environment for DFO in the years ahead include:

- globalization and technological change;
- tension between protecting the environment and economic growth;
- the need to increase scientific knowledge about the interdependence of species within ecosystems and the impact of climate change on the ecosystem; and

- increased demand by the public to be more directly involved in decision making and for access to information on which decisions are based.

Virtually all sectors and business lines are facing increasing and changing program demands. Areas of increasing and changing demand include recreational boating, cruise ships and commercial vessel traffic, emerging fisheries, climate change and ecosystem impact analysis. At the same time, litigation pertaining to environmental assessments, aquaculture, habitat protection and the Government's fiduciary responsibilities to Aboriginal people continues to grow. Taken together, these demands create substantial pressures on the Department's operations and programs.

Rapid technological change continues to have an impact on the Department. Software advances are being undertaken through a variety of systems to facilitate marine navigation and improved technology to track movement of larger vessels. Electronic charts and remote technology have been introduced to map coastlines and ocean floors, and hydro-acoustic approaches have been adopted to measure fish abundance. Advances in technology provide opportunities and challenges to continue to deliver improved services, products and information to Canadians.

Collaboration by governments is essential in an environment characterized by increasingly complex issues in a diverse society. Stakeholders expect open consultations and a greater say, if not direct involvement, in how decisions are taken and how programs are designed. This trend reflects a changing political culture in Canada, which is in turn challenging the role of government.

At the same time, DFO's client base has grown in recent years. Traditional groups such as shipping companies, fishers' organizations, Aboriginal groups, ports and provinces continue to be well represented but have been joined by groups representing environmentalists, cruise ship and eco-tourism operators, local community groups, aquaculturalists, recreational boaters, and oil, gas and mineral extraction companies, to name but a few.

In addition, consistent with governments' commitment in the Social Union Framework Accord, DFO is pursuing better and more frequent co-operation with provinces and territories. Governments recognize that they share broad policy objectives for Canada's fisheries and that the vision of a sustainable fishery can only be achieved if they work together. The members of the Canadian Council of Fisheries and Aquaculture Ministers displayed this commitment to co-operation by signing the Agreement on Interjurisdictional Co-operation in September 1999.

These trends and challenges take on more precision in the Department's various sectors.

Fisheries Management

DFO's fisheries management faces the challenge of ensuring conservation and sustainable use in Canada's fisheries by addressing conservation risks related to over-fishing, non-selective catches, dumping and discarding, use of improper harvesting methods and illegal fishing. Two exceptional challenges currently being addressed are the collapse of groundfish stocks and decline of some stocks in the Atlantic and eroding economic viability in the Pacific salmon fishery.

Science

The Department's scientific challenge is to provide a reliable scientific basis for sound stock assessment, conservation of marine resources and anadromous fishery resources (anadromous fish are fish that spawn in freshwater and migrate to saltwater to feed and mature), marine environment and habitat protection, and safe navigation, while dealing with uncertainty, incorporating sound scientific advice, adopting a risk-averse approach, explaining our science in clear, transparent ways, and building the understanding and confidence of clients.

Habitat Management

The *Fisheries Act* provides DFO with a comprehensive framework for the management and protection of fisheries resources and supporting habitats. Under the guiding principle of no net loss of productive capacity of fish habitats, the Department takes actions to balance unavoidable habitat losses with habitat replacement. DFO wishes to work with the provinces and territories to provide a high level of fish habitat protection and consistency. The challenge for the Department is to fully address its mandated responsibilities for fish habitat protection, while at the same time supporting the development of provincial and territory capacity to conserve and protect habitat.

Oceans Management

The *Oceans Act* (1997) mandates DFO as the lead department for the implementation of a national strategy for oceans management. Many of Canada's marine ecosystems are threatened by increasing and competing demands for resources, as well as unrelated human developments on land and in the water. The challenge is to co-ordinate and influence the implementation of policies and programs to aid the development of marine conservation and protection, including Marine Protected Areas, Marine Environmental Quality Guidelines and Integrated Management in the Coastal Zone.

Marine Safety Management

New trends, technologies and practices are emerging in the marine community reflecting increases in the adult boating population, cruise ship traffic and personal watercraft, as well as the tendency for fishers to operate farther offshore. The challenge for the Department is to adapt its services, both preventative and responsive, in order to address these trends and minimize the incidence and impact of accidents.

Maritime Commercial Management

DFO is seeking more collaborative relationships with clients and co-deliverers of marine services to ensure that service levels remain fair, cost-effective, dependable and focused on client needs in an environment of change resulting from factors that include the liberalization of international trade and evolving standards for international navigation. The challenge is to balance the cost of activities with service levels and fees.

Harbours Management

In its Harbours program, DFO has been successful at establishing and maintaining a long-standing national network of client partners (Harbour Authorities), primarily volunteers, to manage and operate its public fishing harbours. The key challenge will be to retain the ongoing commitment of

this citizen force in light of growing government demand on this sector and maintain the high level of client confidence already achieved, while also continuing to expand this form of governance across all core harbour sites.

Fleet Management

DFO's fleet is essential in the delivery of the Department's programs and services. The challenge is to effectively multi-task vessels to carry out search and rescue, scientific, and conservation and protection missions, and to support other government departments when required.

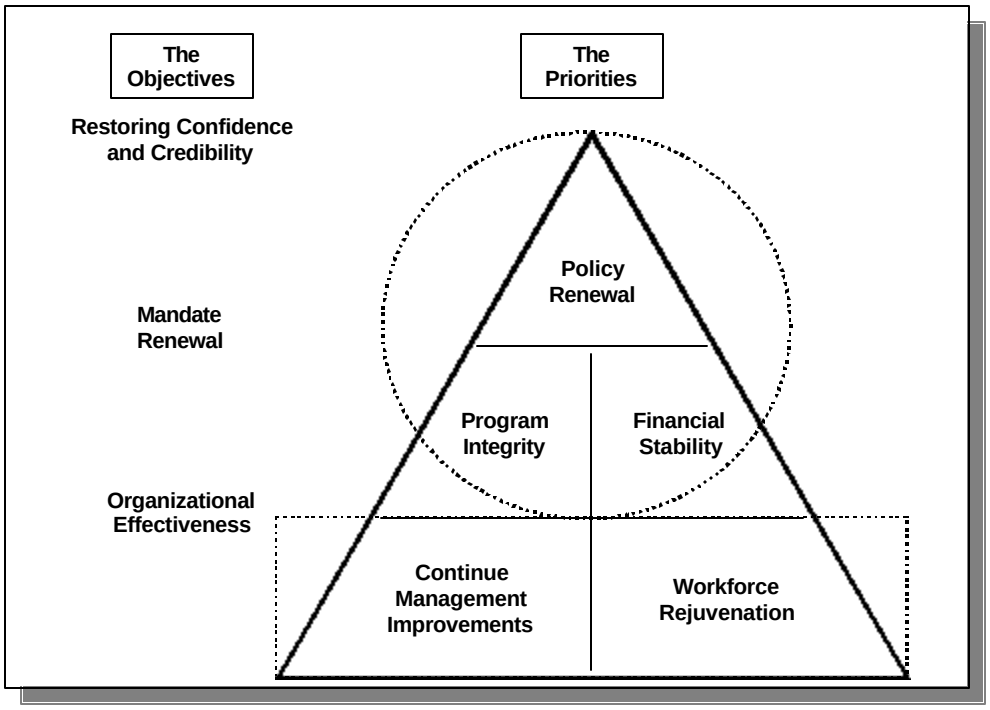
Reinvestment in Capital Assets and Infrastructure

The challenge is to develop a capital reinvestment strategy and long-term capital plan that will address deterioration in the Department's major asset categories: vessels, harbour infrastructure and other facilities essential for ongoing program delivery.

Strategic Priorities

During the 1999-2000 fiscal year, DFO completed an internal strategic planning process, culminating in the DFO Strategic Plan — *Moving Forward with Confidence and Credibility*.

The DFO Strategic Plan is based on the Department's vision and consists of three corporate objectives, which will be achieved through five priorities.



DFO's Strategic Plan will guide the Department's decision making over the next three to five years. The plan provides the framework for a planning environment based on a stable set of objectives and priorities which respond to the concerns of Canadians. Achieving these objectives and priorities will ultimately allow DFO to better deliver its mandate and provide service to Canadians.

2.2 Performance Commitments

The following chart is a reproduction from Volume 2 of *Managing for Results 2000*, the annual report to Parliament from the President of the Treasury Board, which represents DFO's commitment to Canadians. Achievements toward these key result commitments can be found in the respective portions of Section 2.6.

To Provide Canadians With	
Conservation and biological sustainability of fisheries resources, marine and freshwater habitats and a protected environment	***Safe, efficient and accessible waterways and harbours***
To Be Demonstrated By: • High quality new knowledge, products and scientific advice on Canadian aquatic ecosystems and their living resources through sound research, data analysis and integration of information to ensure sustainable resource development. *Fisheries and Oceans Science* • Sustainable harvesting practices within the industry. *Fisheries Management* • The protection of fish stocks through an integrated management monitoring and enforcement program. *Fisheries Management* • Atlantic fisheries policy review. *Fisheries Management* • West Coast policy initiative. *Fisheries Management* • Use and impacts of co-management agreements. *Fisheries Management* • Conservation and sustainable development of Canada's oceans through an integrated, precautionary, scientific and ecosystem-based approach. *Habitat Management and Environmental Science* • Conservation, restoration and development of Canada's marine and freshwater habitats through an integrated, precautionary, scientific and ecosystem-based approach. *Habitat Management and Environmental Science* • Scientific understanding of marine and freshwater ecosystems. *Habitat Management and Environmental Science* • Preparedness for national emergencies. *Rescue, Safety and Environmental Response* • Response to marine oil emergencies. *Rescue, Safety and Environmental Response* and *Marine Communications and Traffic Services* • Responsible environmental stewardship of marine resources and infrastructure by staff, partners and users. *Harbours* and *Marine Navigation Services* • Client satisfaction. *All business line*	**To Be Demonstrated By:** • A comprehensive, efficient, timely and responsive marine communications and traffic services network. *Marine Communications and Traffic Services* • Efficient and effective aids to navigation infrastructure. *Marine Navigation Services* • Safe and efficient movement of marine traffic through ice-covered waters. *Marine Communications and Traffic Services* and *Icebreaking Operations* • High quality products on Canadian waterways and harbours through data acquisition, data analysis, data manipulation and integration of information to ensure safe and efficient navigation. *Hydrography* • Response to marine search-and-rescue incidents. *Rescue, Safety and Environmental Response* and *Marine Communications and Traffic Services* • Harbours critical to the fishing industry open and in good repair. *Harbours* • Harbour divestiture/rationalization initiatives to reduce non-critical harbour inventory. *Harbours* • Regulatory framework and prevention programs that support safe and responsible recreational boating. *Rescue, Safety and Environmental Response* and *Marine Navigation Services* • Annual deliveries by ship to northern settlements and military sites. *Marine Communications and Traffic Services* and *Icebreaking Operations* • Economic and operational benefits through marine trade and commerce. *Marine Navigation Services, Marine Communications and Traffic Services* and *Icebreaking Operations* • Preservation of property from flood damage caused by ice build-up. *Icebreaking Operations* • Participation of users in harbour management and cost. *Harbours* • Client satisfaction. *All business lines*

2.3 Performance Expectations

The Department is committed to providing Canadians with:

- **Conservation and biological sustainability of fisheries resources, marine and freshwater habitats and a protected environment.** The following lists the business lines principally contributing to this commitment and their main expected results as identified in the *1999-2000 Estimates: A Report on Plans and Priorities.*

Fisheries and Oceans Science

- Stock assessments for major exploited stocks.
- Improved conservation advice.
- Support the aquaculture industry through research on new species development and technology transfer.
- Continue monitoring and researching the ocean's role in the climate system.

Habitat Management and Environmental Science

- Protection of fish habitat.
- Better understanding of the ecological significance of the dynamics of aquatic ecosystems as well as their effects on the sustainable integration of aquatic resources.
- Increased effectiveness of marine conservation and protection measures.

Fisheries Management

- Timely development of integrated fisheries management plans for selected key fisheries which provide for sustainable development, effective monitoring and enforcement provisions.
- Increased client consultation and public awareness of programs, policies and new initiatives.
- Increased use of selective harvesting methods and conservation measures.

Fleet Management

- Safe, efficient and cost-effective sea and air assets and services in support of the delivery of the Department's program activities.

- **Safe, efficient and accessible waterways and harbours**. The following business lines are the principal contributors to this commitment.

Fleet Management

- Safe, efficient and cost-effective sea and air assets and services in support of the delivery of the Department's program activities.

Marine Navigation Services

- Reduced number and severity of collisions, groundings, spills and risk of spills.
- Reduced pollution from vessel transits and construction on waterways.
- Reduced vessel transit time, service interruption and costs.

Marine Communications and Traffic Services

- Reduced number and severity of collisions and groundings.
- Reduced number and severity of incidents that place people in distress or imminent danger, which minimizes loss of life.
- Reduced vessel transit time, which improves clients' operational and economic performance.

Icebreaking Operations

- Continued national and international confidence that ships can travel in Canadian waters during ice seasons.
- Reduced vessel transit time.
- Reduced risk of property damage along the rivers by flood control activities.
- Reduced risk of ice damage to ships transiting ice-covered waters which leads to fewer pollution incidents and a safe national transportation system.
- Annual resupply to northern settlements and military sites.

Rescue, Safety and Environmental Response

- Reduced number and severity of incidents that place people in distress or imminent danger, which minimizes loss of life.
- Reduced risk and impact of spills resulting from collisions, groundings or ship/shore transfer operations, which leads to an environmentally sound transportation system.
- A sustainable balance between environmental protection and the long-term viability of marine trade and commerce.

Harbours

- Safe operating conditions at critical fishing harbours with priority directed to user-managed sites.
- Public safety and environmental issues addressed at all inventory harbours through repairs or other risk-management action.
- Number of active fishing harbours managed by Harbour Authorities increased by 25 to 50 sites annually.
- Disposal of inactive fishing harbours through divestiture and removal and, where feasible, negotiated divestiture of selective single-user sites.
- Divestiture of recreational harbours at lowest cost to government.

Hydrography

- Continue to enter into strategic alliances with other agencies for acquiring and disseminating quality reliable nautical information to mariners in order to provide them the best tools to assess risk management.
- Obtain national ISO 9000 certification by 2003-04 to ensure quality and consistency of product thereby contributing to marine safety.
- Record the annual area of seafloor coverage resulting from new hydrographic surveys.

The Policy and Internal Services business line's role is to support the Department's mandate by facilitating the management of financial, administrative, information and information technology resources and assets, whether human, physical or fixed. This business line also provides advice and expertise for identifying and responding to departmental and government-wide priorities, for policy research, development and analysis, for intergovernmental relations and for legislative and regulatory renewal. As such this business line's expected results are:

Policy and Internal Services

- Establish a Strategic Planning Framework with multi-year strategic action plans underway and performance targets.
- A strengthened policy research capacity and a greater emphasis on cross-sectoral policy development, analysis and advice.
- Improved priority-setting and decision-making mechanisms.
- Improved intergovernmental relations.
- Development of the departmental performance measurement system.

Additional information on these performance expectations can be found in the *1999-2000 Estimates: A Report on Plans and Priorities*, which is available on the Internet at http://www.tbs-sct.gc.ca/tb/estimate/pub3e9899.html. Performance against these expected results can be found in Section 2.6 of this report.

2.4 Performance Accomplishments

Many of the achievements of Fisheries and Oceans Canada contribute to the government-wide priorities enumerated in the 1999 Speech from the Throne. The following are a few examples of the Department's contributions.

Build a Dynamic Economy

Marine Communications and Traffic Services is contributing to the achievement of a dynamic economy by keeping abreast of trends in new technologies (Automatic Identification System, National Information on Marine Navigation and Vessel Traffic Operator Support System) and maintaining liaisons with world safety organizations. The mere presence of icebreakers and the potential for assistance when needed encourages marine traffic to transit ice-covered waters. Transit time is an important factor as delays to shipping can have a significant impact on profit margins. The average amount of time taken for a client vessel to traverse the Gulf of St. Lawrence during the summer months is less than 24 hours. In February 1993, the average time to cross the Gulf was 4 days. In 1999-2000, with milder ice conditions and improved ice routing and information, the average transit time was close to 24 hours. These actions improve the Canadian marine industry's (our clients') operational and economic performance, and Marine Communications and Traffic Services benefits from associated economic efficiencies on the delivery of our services.

Rescue, Safety and Environmental Response supports the government-wide priority on dynamic economy through research and development. In order to advance the state of the art of search-and-rescue and marine pollution response, the Canadian Coast Guard embarks on a number of research projects, some in partnership with other countries or government departments, promoting and developing Canadian initiatives and ideas wherever possible.

Affordable, safe, public-use harbours, managed by local stakeholders according to local priorities, contribute to local economy, employment and quality of life, particularly in rural/coastal communities. Responsible environmental management of DFO harbours ensures the integrity of coastal environments. Value for taxpayers is evident in the strategic re-engineering of the harbour system into a smaller, more financially responsible and supportable enterprise. Dedicated volunteers, allied with expert DFO staff, are prime movers in maintaining public access to waterways and contributing to coastal community viability.

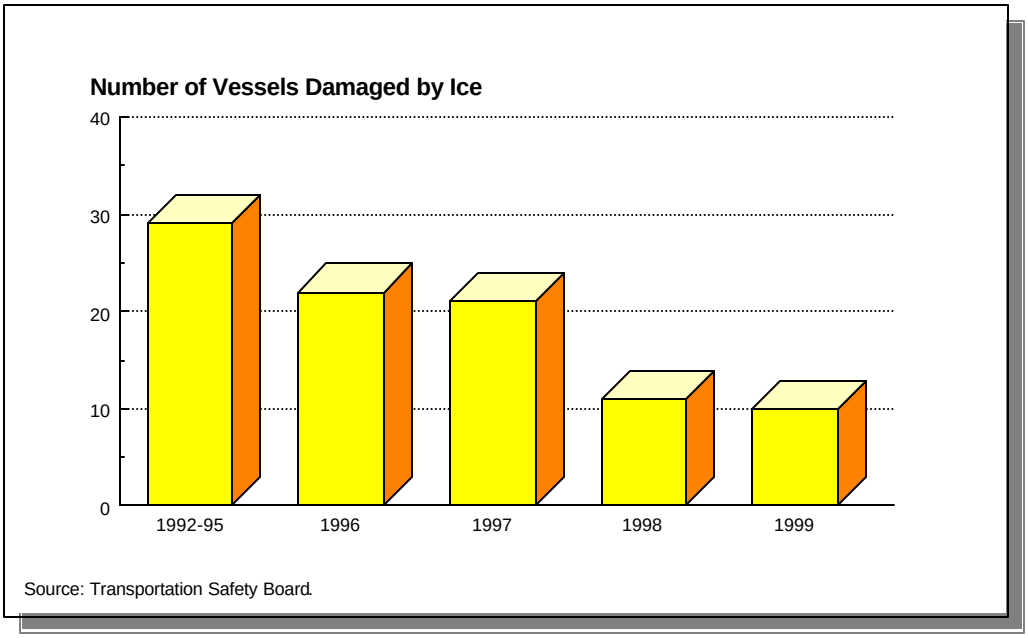
Ensure the Quality of our Environment

Through ongoing operations, the Department manages Canada's fisheries resources to ensure the maintenance of biodiversity and provide for sustainable harvesting and other uses of the resources through such actions as:

- promotion of joint stewardship of habitat and fisheries resources;
- assessments of the health of fish populations;
- development of management plans;
- enforcement of regulations;
- promotion of responsible fishing and selective and non-distinctive harvesting techniques; and

- habitat management, restoration and enhancement, and promotion and support of international sustainable management of the fisheries.

Icebreaking Operations reduce the number and severity of accidents in ice, resulting in reduced pollutant discharges entering the water. Icebreaking for flood control reduces the risk to life, property and the environment by the prevention of ice conditions that lead to flooding.



Marine Communications and Traffic Services, in partnership with Transport Canada, is participating in the maintenance of a quality environment by continuing to monitor the status of foreign ships arriving in Canada by identifying ships that may pose an environmental risk. If we can reduce pollutant discharges entering Canadian waters we can then ensure an environmentally sound transportation system is maintained for all Canadians.

Responsible environmental stewardship of harbour locations and their environs by employees, client-partners and users is a key goal of the Harbours business line. This is being demonstrated by implementation of Environmental Management Plans at all core harbours, which establish "best practices" and incorporate environmental components into all decisions affecting each harbour. These plans facilitate communication and evaluation of environmental performance in a systematic way and provide an audit system for tracking, managing and improving environmental performance. To date, site-specific or generic plans have been implemented at 45% of DFO's some 730 core harbours. All 559 current client-managed harbours will be 100% covered by 2002-03 and the remainder within three years of client-management establishment.

The Science Sector has, with other scientific departments, developed the negotiating mandate used by Canada in its discussions with other countries on the Biosafety Protocol. Canada has adopted the text of the protocol developed in January 2000 in Montréal, which will ensure the safe transfer, handling and use of living modified organisms that may have adverse effects on the conservation and sustainable use of biological diversity.

Controlling pollution is critical to DFO's role in Integrated Management and the establishment and enforcement of Marine Environmental Quality guidelines. It is also critical to protect fish habitat as required under Section 3.5 of the *Fisheries Act.* As the population increases, a surplus of biological, chemical and physical contaminants are discharged into the ocean. Scientists in the Marine Chemistry and Habitat Ecology Sections of the Marine Environmental Sciences Division in the Maritime Region conduct a wide range of multidisciplinary work related to chemical contaminants.

Additional information on DFO's contribution to the quality of our environment can be found in Section 3.5 of this document dealing with sustainable development.

Build Stronger Communities

Marine Navigation Services contribute toward the building of a stronger Canada by ensuring that Canada has a modern, efficient and affordable navigational system. Protection of navigable waters and the development and maintenance of waterways contribute to the safety of marine users and protection of the marine environment.

Icebreaking Operations provide increased access to marine ports and harbours during the ice season. Spring breakouts of fishing harbours permit fishermen to begin the fishing season earlier and equalize access to fish among inshore fisheries.

The Community Action Partnership Program, a pilot program in the Maritime Region was developed and implemented to promote a partnership between the community and government. It co-ordinates interests in spill response while raising awareness of good environmental practices as well as encouraging the development of community contingency plans.

The Harbour Authority initiative has improved the social capital of coastal communities by creating a large and enduring volunteer force and improved long-term prospects for communities through stabilization of critical infrastructure support and employment generation.

Strengthen the Relationship with Canada's Aboriginal Peoples

The Arctic Sealift Program of the Canadian Coast Guard (CCG) ensures the well-being and economic stability of Inuit communities and businesses. The transfer of this program to the Government of Nunavut will be completed on March 31, 2001. CCG will continue to co-ordinate the resupply of the Eastern Arctic until the transfer is concluded. This will ensure the well-being and economic stability of Inuit communities and businesses. In 1999, 13,428 tonnes of dry and bulk cargo were delivered by contracted commercial vessels to 21 Arctic communities and military North Warning sites.

The National Aboriginal Career Symposium was established in 1993 in response to Aboriginal concerns about career prospects for their young people. The event, held every two years, informs Aboriginal students on various topics, including career options in science, technology, engineering and entrepreneurship. The 1999 edition of the symposium, co-sponsored by the National Research Council and the Canadian Aboriginal Science and Engineering Association, was held October 28 and 29 at the Ottawa Congress Centre, and was attended by approximately 2,000 Aboriginal students (Grade six to university) from across Canada.

DFO representatives at the 1999 National Aboriginal Career Symposium

In response to the Supreme Court of Canada's decision on the *Marshall* case, DFO has been negotiating practical fisheries arrangements with affected First Nations in Eastern Canada. As a result, over a hundred Aboriginal vessels have joined the commercial fishery for crab, lobster and other species, thus bringing employment and economic benefits to their communities.

Under the Aboriginal Fisheries Strategy, licences have also been provided to increase the number of Aboriginal people with access to the commercial fishery. The strategy includes the integration of Aboriginal people into the management of the fishery to provide economic benefits and to establish and provide allocation of fish.

Develop our Children and Youth — Our Leaders for the 21st Century

The Department is working to ensure that young Canadians are acquiring knowledge about their oceans, ecosystems and the diverse opportunities they provide to communities. In Nova Scotia, DFO is working in partnership with the Nova Scotia Department of Education and Culture in developing a formal "Oceans" curriculum for Grade 11 Students. Oceans 11 is currently being implemented in half of the high schools in Nova Scotia. It is also being adapted to develop a unique curriculum for northern educators, focused on the Arctic Ocean. In the Pacific Region, Oceans Directorate outreach staff have presented the "One Ocean" class presentation to over 12,000 elementary students in over 80 schools.

Advance Canada's Place in the World

Canada continued to demonstrate global leadership in oceans management. In partnership with other federal departments and agencies, the Department led Canada's involvement in the Seventh Session of the United Nations Commission on Sustainable Development. Canada was a strong supporter of the Commission's recommendation to strengthen international co-ordination and co-operation on oceans affairs, and welcomed the United Nations General Assembly resolution to establish an "Informal Consultative Process on Oceans and the Law of the Sea." These and other international fora provide important opportunities to pursue global progress toward sustainable oceans management.

The Department is contributing scientific knowledge on the biological effects of chemical contaminants in the environment as part of Canada's international commitment to control the release of toxic substances. This knowledge will provide the scientific foundations for better risk-management decisions on a national and international scale.

DFO Science began participating in an international program that will deploy 3,000 automated profiling oceanographic floats around the world's oceans. This international joint venture, called Argo, includes the production of realistic operational real-time global ocean forecasting for the first time and the direct interpretation of anomalies in sea surface height due to, for example, global sea level change or El Niño.

An increase in federal allocation of resources to this Department enabled the expansion of the Habitat Management program in the Central and Arctic Region, and a strengthening of existing habitat initiatives on the East Coast. Better management of our habitat resources will ensure the long-term sustainability of Canada's fish stocks for the benefit of future generations.

On a regular basis, Marine Communications and Traffic Services attend international fora such as the International Maritime Organization conferences and their related committees, the International Association of Lighthouse Authorities working committees, and the International Telecommunications Union working groups. Attendance at these fora promotes Canada's positions on safety of life at sea, protection of the marine environment, icebreaking operations and ships navigating in ice, as well as promoting Canada's expertise and keeping Canada in the forefront on maritime affairs.

2.5 Departmental Performance against the Long-term Priorities and Goals

The measures to address DFO's long-term priorities and goals are listed in Section 2.2. Performance at this high level is strongly influenced by factors outside the control of DFO, such as weather conditions, industry behaviour, market prices, and the actions of other departments and other levels of government. Therefore, the attribution of performance to departmental actions alone is difficult. Nevertheless, high-level performance measures provide the public and parliamentarians with an important perspective on trends that are central to DFO's mandate.

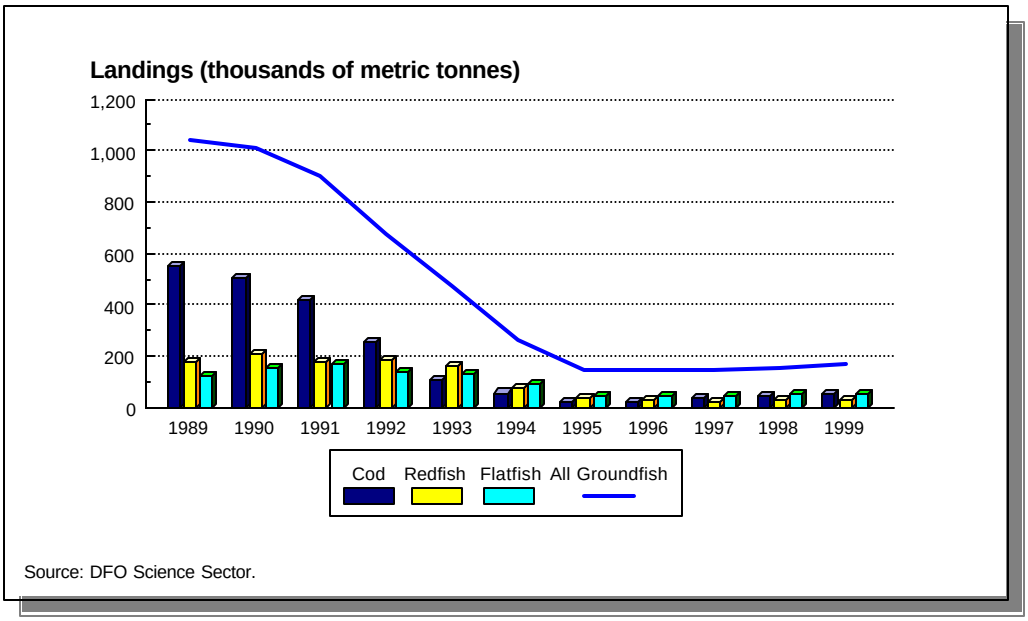
A Performance Measurement Centre of Expertise has recently been created to develop meaningful performance measurements on which we will be reporting in future years. In the interim, the choice of measures for this report was limited by space and availability of data and represents only a general overview of activities that DFO has developed for each priority.

Commitment: Conservation and Biological Sustainability of Fisheries Resources, Marine and Freshwater Habitats and a Protected Environment

In the long term, DFO's resource management and protection activities should have an impact on stock status and the economic viability of the fishing industry. However, it is recognized that both stock status and economic viability are strongly influenced by factors beyond the control of the Department, as indicated above.

Figure 1 shows total landings for groundfish in the Northwest Atlantic from 1989 to 1999. Cod data include landings from Georges Bank in the south, to Labrador in the north. Flatfish data include landings of American plaice, witch flounder, yellowtail flounder, winter flounder, Greenland halibut and Atlantic halibut. Data on "all groundfish" provide an overview of landings for cod, redfish, flatfish, haddock, pollock, silver hake, white hake, grenadiers and argentine.

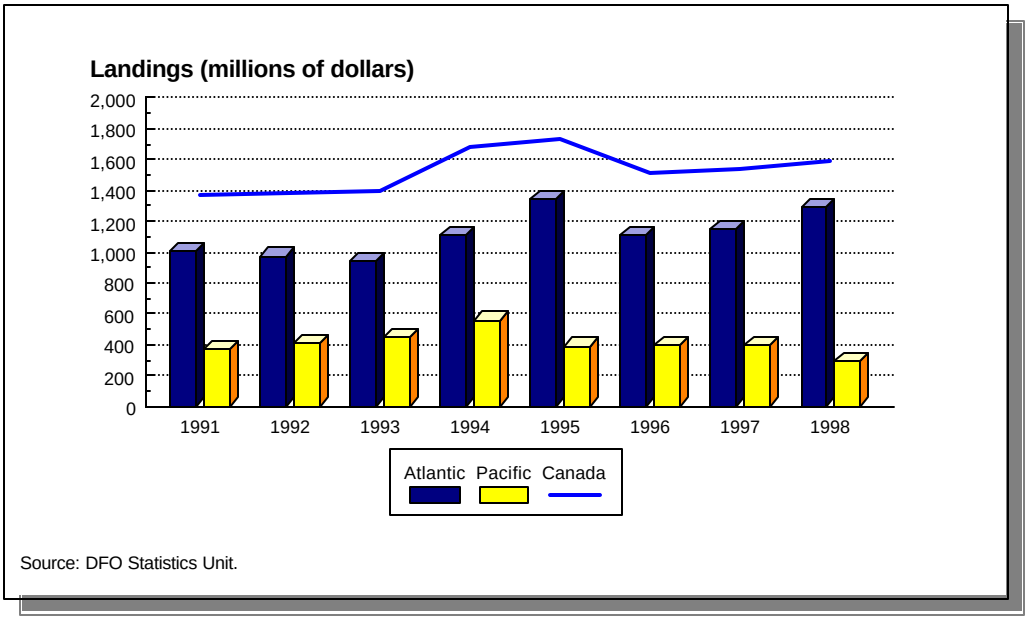
Figure 1: Groundfish Landings in the Northwest Atlantic, 1989-1999



Source: DFO Science Sector.

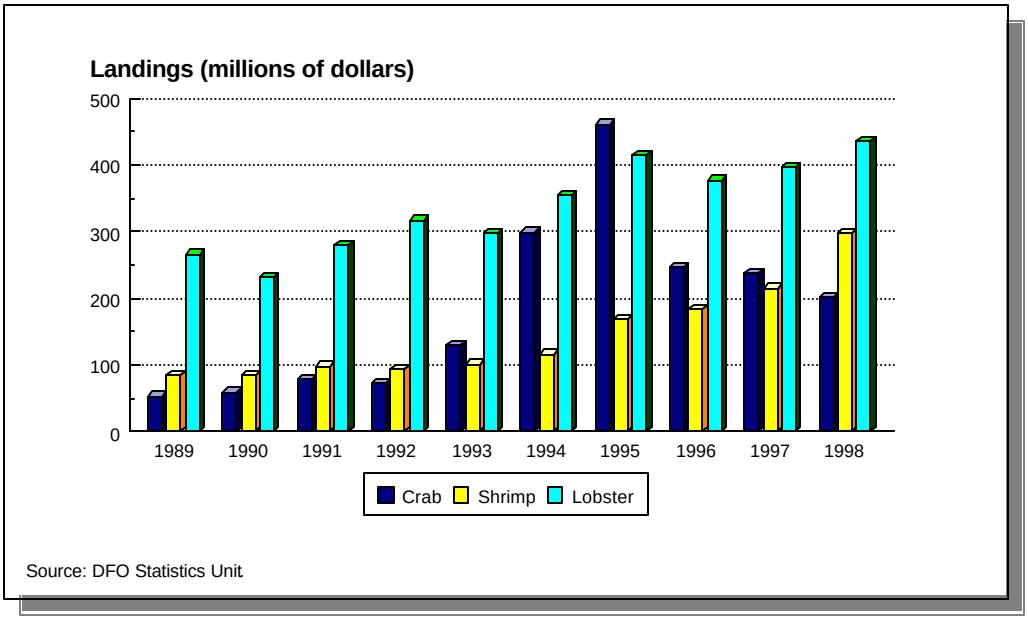
One indicator of economic viability is landed value, shown in Figure 2 and Figure 3. Although there have been moratoria on groundfish fisheries in Atlantic Canada since 1992, the value of landings in Canada's sea fisheries has remained high because of the values associated with the shellfish fisheries. Record landings were reported in 1994 and 1995, with values over $1.7 billion each year. The unprecedented value of snow crab landings in Atlantic Canada contributed considerably to the overall record values. Although the value of landings fell off in 1996 as a direct result of lower prices for snow crab, the total of $1.54 billion was still on a par with the previous record year of 1987, when $1.57 billion was landed.

Figure 2: Landed Value of Commercial Fisheries, 1991-1998



Source: DFO Statistics Unit.

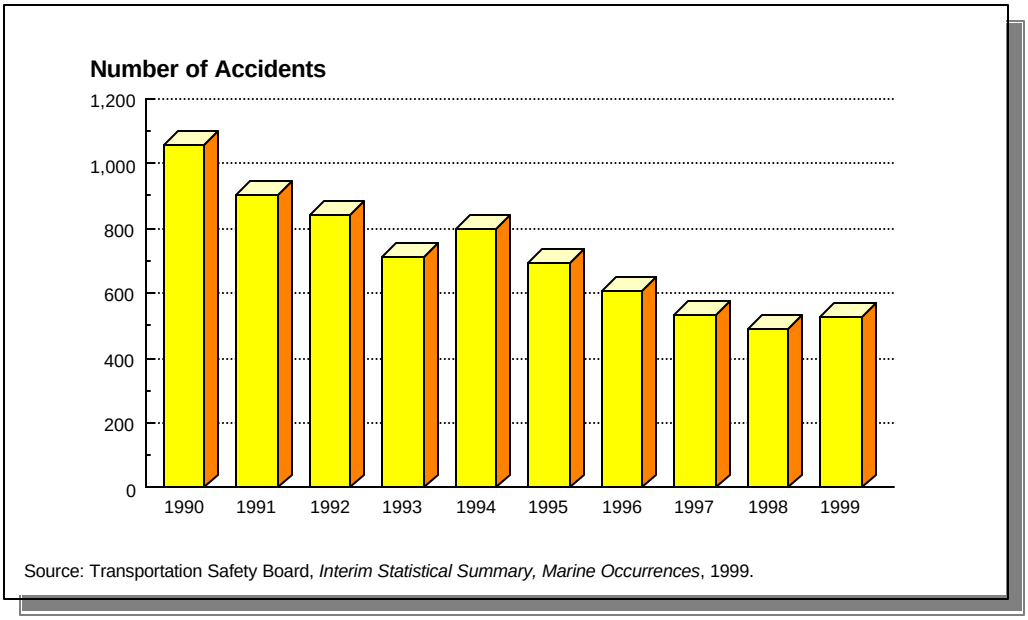
Figure 3: Landed Value of Canada's Principal Shellfish Species, 1989-1998



Source: DFO Statistics Unit

Figure 4 presents the number of shipping accidents that occurred in Canadian waters from 1990 to 1999. There was a marked decrease in accidents over this period, despite a small increase in 1994. Some of this decrease can be attributed to reductions in fishing activity and overall shipping movements. Nevertheless, these data provide a good indicator of the safety of the environment in which the Canadian Coast Guard (along with other marine agencies) delivers services.

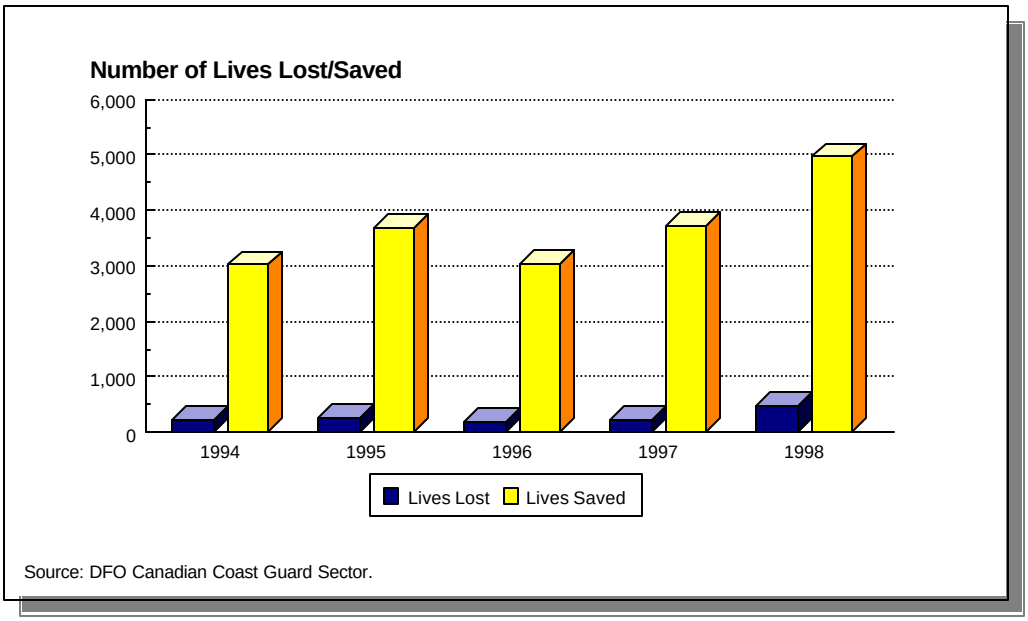
Figure 4: Commercial Shipping Accidents, 1990-1999



Source: Transportation Safety Board, *Interim Statistical Summary, Marine Occurrences*, 1999.

Figure 5 shows the number of lives lost versus the number of lives saved. With the navigation tools perfected by the Department and the efficient search-and-rescue operations, we can notice a decrease in the ratio of lives lost compared to the lives saved. The number of lives lost increased in 1998 due to the Swiss Air incident that occurred on September 2, 1998, claiming the lives of 229 men, women and children.

Figure 5: Number of Lives Lost/Saved



Source: DFO Canadian Coast Guard Sector.

Additional statistics can be found on the Department's Internet site at http://www.dfo-mpo.gc.ca.

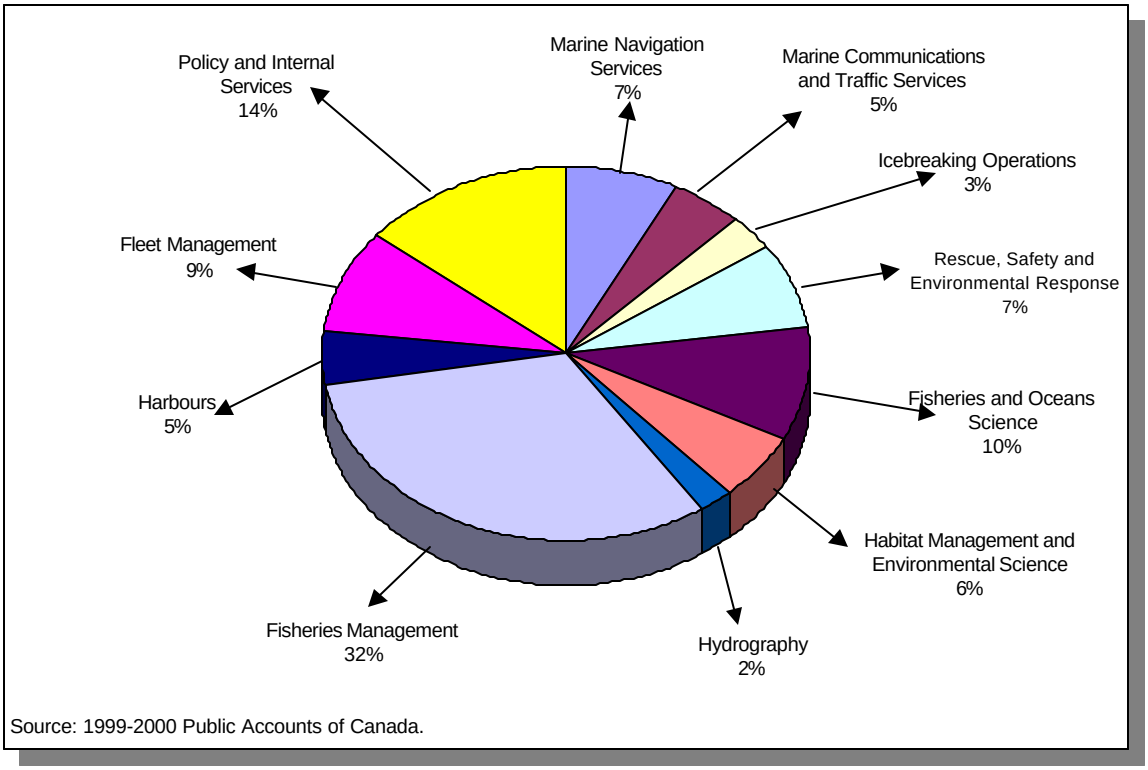
2.6 Performance Accomplishments by Business Line

In the following pages, the financial information presented in each business line includes three figures. These figures are intended to show the following:

- Planned Spending at the beginning of the year as reported in the *1999-2000 Estimates: A Report on Plans and Priorities* for Fisheries and Oceans Canada;
- the level of spending approved by Parliament reflecting priority changes and technical adjustments (Total Authorities); and
- actual 1999-2000 expenditures as reported in the Public Accounts of Canada (1999-2000 Actual Expenditures).

Figure 6 identifies the 1999-2000 actual expenditures by business line. This figure shows the relative importance of each business line in the Department's operations. Each business line's share of departmental expenditures is reproduced at the beginning of its respective section of the report.

Figure 6: Actual Expenditures by Business Line, 1999-2000



Source: 1999-2000 Public Accounts of Canada.

Fisheries and Oceans Science is responsible for 10% of the Department's actual expenditures for 1999-2000.

Commitment to Canadians

To provide Canadians with reliable scientific information for the conservation and biological sustainability of fisheries resources, marine and freshwater habitats and the protection of the environment.

Impact on Canadians

Science is the cornerstone of marine resource conservation.

- Fisheries and Oceans Science provides the scientific basis for fisheries conservation measures. This information is widely disseminated during public consultations and is available through the Internet at http://www.dfo-mpo.gc.ca/csas/. In 1999-2000, 93 stock status reports summarizing the state of key fishery resources in non-technical terms, 205 research documents describing the technical details of data analyses used to assess stock status, and 42 proceedings from national, zonal and regional meetings were published and made available.

Did You Know?
From their orbit around the earth, satellites can measure the height of the surface of the sea with an accuracy of 2 centimeters. Such precise measurements are used to plan offshore and fishing operations, to route maritime traffic, to forecast climate and to improve global climate predictions.

- Canada is committed to implement the Precautionary Approach initiative, developed by the United Nations and the Food and Agriculture Organization, for its fisheries assessment and management. In November 1999, DFO's scientists and science managers attended a workshop to explore the application of the Precautionary Approach for seven representative stocks that included finfish species, shellfish and marine mammals.
- To provide better scientific understanding of biological production in relation to oceanographic processes and to investigate the role of the ocean in the global climate system, Fisheries and Oceans Science conducted scientific surveys in the Atlantic, Pacific and Arctic oceans to collect fishery and oceanographic data.
- Through its Science Sector, DFO began participating in the Argo Program, an international venture that aims to deploy 3,000 automated profiling oceanographic floats around the World Ocean. More than 100 of these automated oceanographic profilers will be deployed in Canadian waters. The goals of the Argo Program include the production of realistic

operational real-time global ocean forecasting for the first time and the direct interpretation of anomalies in sea surface height due to, for example, global sea level change or El Niño.

- DFO held a National Planning Workshop with other federal departments and representatives from Canadian universities to set the directions for its Ocean Climate Program.
- In January 2000, in Montréal, Canada adopted the text of the Biosafety Protocol. DFO Science participated in the development of the Canadian negotiating mandate with regards to this important protocol to preserve safe transfer, handling and use of living modified organisms that may have adverse effects on the conservation and sustainable use of biological diversity.
- All computerized data collected in the Atlantic Regions as part of the Atlantic Zone Ocean Monitoring Program are made available on the web in "near real" time. These include ocean temperature, salinity, water levels, nutrients and other elements in the water. http://www.meds-sdmm.dfo-mpo.gc.ca/zmp/main_zmp.html.
- DFO Science continues to capture global oceanographic data transmitted via the Global Communication System. Data are contributed by many other nations besides Canada including the United States, France, Australia, the United Kingdom, Germany and Japan. Marine Environmental Data Services make them available to Canadians through a medium of their choice: http://www.meds-sdmm.dfo-mpo.gc.ca/.

Planned Program Improvements

The Department's overall approach to stock assessment will be reviewed during fiscal year 2000-01, with a view to providing recommendations for strategic adjustments to stock assessment programs by March 31, 2001. The overall objectives of the review are to identify adjustments to stock assessment programs, so as to ensure that they provide the information required to meet the overall conservation objectives of the Department as effectively as possible.

DFO will implement the recommendations of the external peer review of its greenhouse gas research program, to better meet national priorities and fit within the international research agenda.

DFO Science will implement the Precautionary Approach to fisheries resource conservation through its Fisheries Management program.

In co-operation with other federal departments, DFO Science will complete an analysis of the implications of the Biosafety Protocol on Canadian policies, trade and regulations, and update and develop regulations accordingly.

In co-operation with the aquaculture industry, DFO Science will work to develop the Canadian aquaculture research and development program.

DFO Science leads a number of data management initiatives to migrate data that are not currently in central databases into managed databases and make them easily accessible to the users. For example, many oceanographic data based on the Marine Environmental Data Services (http://www.meds-sdmm.dfo-mpo.gc.ca/) and the St. Lawrence Observatory

(http://www.osl.gc.ca) are now available on-line and DFO Science is developing interactive queries of its data archives.

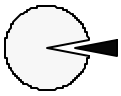
Key Independent Review

In 1999, DFO commissioned an external peer review of its greenhouse gas research programs. The review included an assessment of the relevance of the programs at the national level, and an evaluation of the programs relative to the national research agenda on greenhouse gases.

Financial Information

Planned Spending (1999-2000 RPP)	**$115.7 million**
Total Authorities (Public Accounts)	**$128.6 million**
1999-2000 Actual Expenditures	**$133.6 million**

The change from planned spending to total authorities represents additional funding received for Science rejuvenation, the National Biotechnology Strategy and the ratification of collective agreements. The increase in actual expenditures from total authorities is caused by expenditures incurred for Year 2000, major capital purchases of oceanographic equipment and facilities costs for which total authorities resided in another business line.



Habitat Management and Environmental Science is responsible for 6% of the Department's actual expenditures for 1999-2000.

Commitment to Canadians

Canada's *Oceans Act* became law in 1997 to respond to the growing needs and challenges of oceans frontier development for the present and for the future. The Act provides the legislative basis for the development and implementation of a *new governance framework* for the management of oceans space and resources in Canada.

The Department is committed to ensuring the effective conservation and sustainable development of Canada's marine and freshwater habitats through an integrated, precautionary, scientific and ecosystem-based approach to management that:

- optimizes the environmental, economic and socio-cultural services and benefits to Canadians; and
- facilitates more collaborative decision making with stakeholders by improving access to information, encouraging long-term strategic planning, enhancing certainty and stability of investment, and fostering community stewardship.

Did You Know?
On February 19, 2000, DFO participated in one of Canada's foremost Millennium initiatives -The Trans Canada Trail Relay 2000. Water was drawn from the Arctic Ocean in Tuktoyaktuk, Northwest Territories, and is now being relayed across the country by thousands of Canadians towards its final destination in the National Capital Region. Here, the Arctic water will be symbolically joined with water from the Pacific and Atlantic Oceans to mark the official opening of the Trans Canada Trail. Along the relay route thousands of community events will take place and millions of Canadians will celebrate.

Impact on Canadians

- The Department continued to lead and facilitate the development of an Oceans Management Strategy for Canada through an adaptive learn-by-doing approach. The Department initiated more than 10 Integrated Management and Marine Protected Area initiatives across all three oceans. In addition, a number of projects were started to develop Marine Environmental Quality guidelines, standards and criteria that will provide a scientific, ecosystem-based tool for

Did You Know?
That DFO has been a sponsor of the Oceans Day Program led by the Canadian Wildlife Federation for the past three years. DFO contributes to the development of an educational kit that is sent to every school across Canada as part of our effort to raise awareness of oceans conservation.

Integrated Management Planning and Marine Protected Areas. Each one of these initiatives is resulting in better conservation and protection of Canada's marine resources, and is establishing integrated planning processes to ensure we develop our oceans sustainably.

- In accordance with the *Oceans Act* commitment to collaboration, all of these initiatives have resulted in greater public engagement. Each one involves a wide range of interests and users, including other federal departments and agencies, provincial and territorial governments, coastal communities, Aboriginal organizations and other stakeholders, including business, industry, academia and environmental non-governmental organizations. Engaging Canadians in making the decisions that affect them is essential for the development of governance structures that will ensure a sustainable balance between economic, environmental and social goals.
- The Department continued to work on agreements with inland provinces to develop options for delegation of responsibility for some habitat protection provisions of the *Fisheries Act.* However, in late 1999, the federal government decided that the Department should instead focus its efforts on strengthening its fish habitat protection program in the inland provinces and enhancing its capacity in Quebec and Atlantic Canada. In this context of change and an increased role in reviewing development proposals (e.g., a ten-fold increase in Ontario), the Department is pursuing co-operative arrangements with provinces, industry and non-governmental organizations for the benefit of fish habitat.
- The Department initiated a national review of its approach and policy in terms of habitat compensation, case history database, literature survey and discussion paper on habitat compensation. These products were used in a series of regional workshops on the subject, culminating in a national workshop to renew and agree on consistent approaches to habitat compensation in accordance with the departmental guiding principle of "No Net Loss."
- Scientific information and advice on the transport and effects of toxic chemicals contributed to improving integrated management of toxic substances. This included assessment of the effectiveness of pollution control for the protection of fish and fish habitat. Research studies on the effects of habitat alterations contributed to the development of management tools to prevent or mitigate fish habitat loss. Research studies on the ecosystem impacts of exotic species, as well as studies on better methods of control, contributed to improved management practices to control the introduction and propagation of harmful alien species in Canadian waters.

Planned Program Improvements

- Departmental organizations were established in headquarters and the regions, and capacity building to implement the *Oceans Act* is well advanced. The Department is continuing work on an Integrated Management policy and framework, a Marine Ecosystem Health framework, and regulations to implement full-fledged Marine Protected Areas, and will integrate the results of ongoing evaluation and review to facilitate future improvements.
- In mid-1999, Habitat Management and Environmental Science (HMES) undertook a national study to review difficulties experienced in maintaining traditional service levels in the review

and assessment of development proposals under the *Fisheries Act* (development proposals submitted to DFO through a variety of referral processes). The key recommendations of the National Habitat Referral Study called for improving national consistency and a better balance between regulatory and non-regulatory activities, as a first step focusing on increasing the efficiency and effectiveness of regulatory activities. In response, HMES established the Blueprint Initiative to help revitalize its Habitat Management Program. This new way of doing business is also a direct response to the Department's Strategic Plan to "restore confidence and credibility, renew mandates and improve organizational effectiveness."

- To respond to new and critical challenges for the conservation and protection of fish and fish habitat and the conservation of marine ecosystems, a national initiative has been set in motion to realign and revitalize the Environmental Science Program to better support mandated departmental habitat and oceans management responsibilities.

Key Independent Review

- In 1999, Fisheries and Oceans Canada engaged a contractor to identify and recommend improvements to the habitat referral processes – the review and assessment of plans for development projects or other activities that could harm fish habitat. An improved balance was recommended within the Habitat Management Program between the regulatory and non-regulatory activities, with expanded involvement in early intervention and monitoring. Three fundamental principles identified to accomplish this included: balanced DFO resource allocation, solid support infrastructure and partnering. Both the national and regional levels are working together to implement the National Referral Study recommendations through the Blueprint Initiative.

Financial Information

Planned Spending (1999-2000 RPP)	**$66.6 million**
Total Authorities (Public Accounts)	**$80.3 million**
1999-2000 Actual Expenditures	**$78.1 million**

The increase from planned spending to total authorities is mainly attributable to supplementary resources approved for the Strengthening Fish Habitat Protection Program. The shortfall in actual expenditures can be attributed to staffing delays and minor slippage in the implementation of new programs.

Fisheries Management is responsible for 32% of the Department's actual expenditures for 1999-2000.

Commitment to Canadians

To manage Canada's fisheries co-operatively with stakeholders to conserve the resource and achieve sustainable use for the people of Canada.

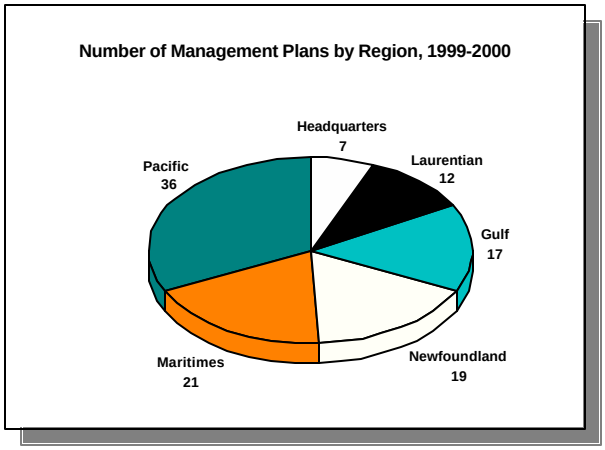
Impact on Canadians

- ***Conservation and Protection Renewal*:** Fisheries Management announced plans to eliminate seasonality amongst fishery officers, which would further develop the professional cadre of enforcement officers and enhance conservation capabilities of the Sector.

  The Fishery Enforcement Activity Tracking System (FEATS) was fully implemented across the Sector, and the Departmental Violation System (DVS) was rolled-out to all across the country. Both FEATS and DVS greatly enhanced the capability of the monitoring program.

- ***Integrated Fisheries Management Plans (IFMPs)*:** The IFMP process was introduced in 1996 and outlines a structured process that facilitates the integration of functional and technical expertise in the development of fisheries management plans within and outside the Department. The Department guides the development of 112 management plans (Atlantic and Pacific Coasts) and 72 fisheries planning units (Central and Arctic). To date, 43 of the 112 management plans (38%) have fully implemented the IFMP process. This represents a 6% increase from the previous year.

  During 1999-2000, the Department continued to evolve and improve the IFMP process by incorporating the Precautionary Approach in the development of fisheries management plans. This was achieved through the development of the Objective-Based Fisheries Management initiative, which will continue to evolve the IFMP process and DFO's approach to fisheries management.



- ***Aboriginal Fisheries*:** Since the Supreme Court of Canada's *Marshall* decision, DFO has been negotiating with affected First Nations in Eastern Canada practical fisheries arrangements for this first year of implementation. Over three-quarters of affected groups have now made fishing agreements for 2000, which include access to commercial fisheries, vessels and gear, training and other capacity building, and economic development opportunities. As a result of these efforts, more than a hundred Aboriginal vessels have joined the commercial fishery for crab, lobster and other species, bringing employment and economic benefits to their communities. Increased Aboriginal participation in the commercial fishery is being accommodated by a voluntary commercial licence retirement program.

  In other regions of Canada, licences have also been provided to increase the number of Aboriginal people with access to the commercial fishery under the auspices of the Aboriginal Fisheries Strategy.

- ***International Fisheries*:** The United Nations Fish Agreement (UNFA) was adopted and implemented. The Agreement contains provisions for the effective enforcement on the high seas of conservation and management measures adopted by regional fisheries management organizations (such as the Northwest Atlantic Fisheries Organization), including arrangements for boarding and inspection of fishing vessels flying the flag of any UNFA party. Among its main features, the Agreement provides the states that are party to it with:

  - enforcement powers on the high seas;
  - compulsory, binding mechanism for dispute settlement; and
  - guiding principles for the conservation and management of straddling and highly migratory fish stocks.

  New Pacific Salmon Treaty provisions were successfully negotiated between Canada and the United States and announced in June 1999. The new arrangements, which were instrumental in addressing important conservation concerns, transfer more fish to the Canadian catch, reduce the United States harvest of key species and provide a sound basis for both parties to co-operate to build depressed salmon populations. The agreement marks a new relationship with the United States, ending a seven-year dispute that had undermined key conservation initiatives. An important outcome, flowing from the successful negotiation, was securing new funds, which permit DFO to meet the commitments for increased scientific research, stock assessment and improved management outlined in the new arrangements.

- ***Fisheries Management Policy Initiatives*:** Important policy initiatives that will provide crucial guidance for fisheries management are underway in both the Pacific and Atlantic fisheries. In the Pacific, a key operational policy on salmon allocations was completed and other policies (Wild Salmon) are in preparation. These polices support a previously announced "New Directions" policy framework that outlines broad direction for the Pacific salmon fisheries. The Atlantic Fisheries Policy Review was established to complete a policy framework for the Atlantic

Did You Know?
Sixty commercial fishing organizations representing 80% of the Canadian catch have ratified the Canadian Code of Conduct for Responsible Fishing Operations.

fisheries — a vision, objectives and principles that will provide the foundation for management of these fisheries over the long term. The Atlantic Fisheries Policy Review has completed a first round of public meetings and is finalizing a discussion document in preparation for public discussions on fisheries direction slated for the fall of 2000.

- ***Canadian Code of Conduct for Responsible Fishing Operations*:** Work in 1999 continued in full partnership with the Canadian fishing industry through the Canadian Responsible Fisheries Board in developing a strategy for the ratification process and communications. News coverage was achieved in all major Canadian and international trade publications highlighting the made-in-Canada Responsible Fishing approach. Through numerous workshops, conventions, meetings, and exhibitions throughout Canada, support for the Code of Conduct for Responsible Fishing is growing. One such presentation achieved the endorsement of all provincial fisheries ministers, others the ratification of the Code by commercial harvester groups. The Department established a working group with representatives from all regions to develop and implement the Code. The first national awards recognizing individual fishermen for their contribution to responsible fishing were organized, with Romeo LeBlanc, former Governor General of Canada as patron.

- ***Salmonid Enhancement Program (SEP)*:** Originally, the major focus of the SEP was on fish production to create or sustain fishing opportunities. Today, there is a greater priority on the conservation of wild salmon stocks and fish habitat. To ensure that SEP remains effective, relevant and consistent with current policy, public consultations on the future direction of the program are taking place between April and June 2000. SEP is working to rebuild many depressed stocks, including upper Skeena and Thompson coho, and to restore fish habitat critical to the survival of wild stocks. SEP also continues to operate hatcheries, spawning channels and fishways, releasing about 600 million juvenile salmon annually. About a dozen terminal fisheries are dependent on enhanced stocks.

Did You Know?
More than 10,000 volunteers annually contribute their labour in support of the Salmonid Enhancement Program.

- The Policy sector co-ordinated the delivery of the Canadian Fisheries Adjustment and Restructuring (CFAR) measures. On the East Coast, the Department has succeeded in retiring 1,835 groundfish licences since the fall of 1998 at a cost of $160 million. The program

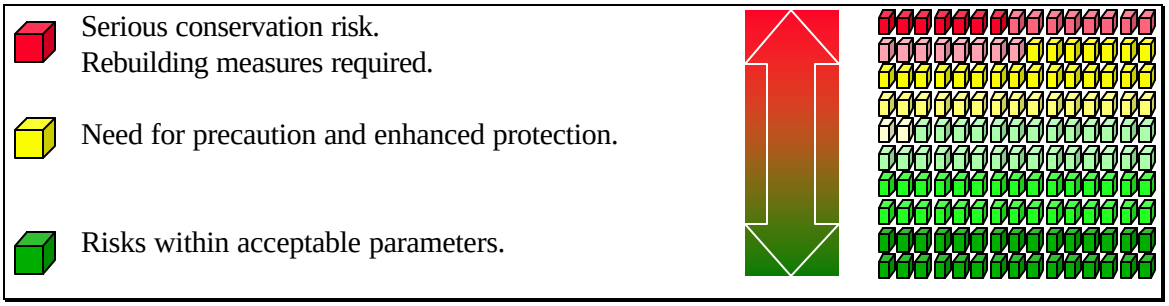
has been completed in the Gulf and Laurentian regions and is continuing in the Maritimes and Newfoundland regions.

- As well, Policy Sector successfully completed the Pacific Salmon Licence Retirement Program which reduced the size of the Pacific salmon fleet by retiring 1,406 out of 3,304 eligible salmon licences — a 43% reduction since the program began in the fall of 1998. The program was also effective in balancing the reduction of licences across all gear types, which was a recommendation of stakeholders; 44% of all seine licences, 40% of gillnet licences and 46% of troll licences have been retired. The federal government invested a total of $191.9 million to retire these licences as part of the $400 million Canadian Fisheries Adjustment and Restructuring measures announced for the Pacific in June 1998.

Planned Program Improvements

The Fisheries Management Sector has commenced the development and implementation of a Performance Management Framework based on a review of over 160 individual fisheries.

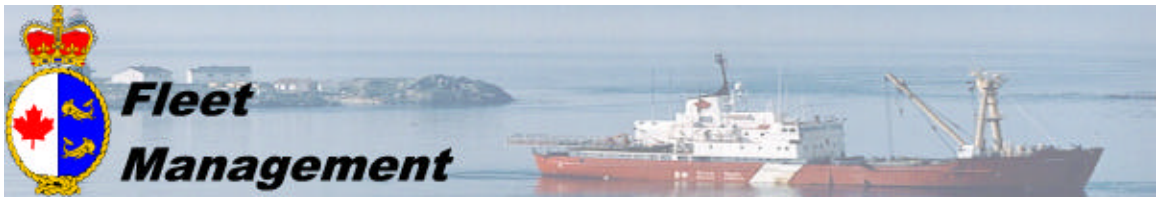
Conceptual Framework for Measuring Conservation Outcomes



Financial Information

Planned Spending (1999-2000 RPP)	**$508.1 million**
Total Authorities (Public Accounts)	**$522.3 million**
1999-2000 Actual Expenditures	**$438.2 million**

Total authorities are higher than planned spending primarily due to increased resources for the response to the Supreme Court of Canada's decision in *Marshall* (September 17, 1999) and for implementation of Canada's obligations under the new Pacific Salmon Treaty. Actual expenditures are less than total authorities due to slower progress than originally anticipated in the retirement of fishing licences for transfer to Aboriginal groups under the response to the Supreme Court of Canada's decision in *Marshall* and the retirement of fewer fishing licences than anticipated in the Canadian Fisheries Adjustment and Restructuring Program. All funds not used in 1999-2000 will be available for the programs in 2000-2001.



Fleet Management is responsible for 9% of the Department's actual expenditures for 1999-2000.

Commitment to Canadians

Conservation and biological sustainability of fisheries resources, marine and freshwater habitats and a protected environment as well as safe, efficient and accessible waterways and harbours. Fleet Management is committed to providing efficient sea and air support to the DFO program areas and other government departments to allow them to achieve their respective objectives.

Impact on Canadians

- Fleet Management in collaboration with Corporate Services has designed a costing system (Departmental Activity Costing System) which will assist Fleet Management to overcome its funding shortfall. This system tracks and compiles the operating cost of vessels, resulting in better decision making and more efficient management of the fleet. Flexible and rigorous operations have allowed for the delivery of 646,239 vessel hours for program requirements compared with planned vessel hours of 558,224.
- In fiscal year 1999-2000, the Canadian Coast Guard remained on schedule with its implementation of a Safety Management System. This system is being developed in accordance with the International Safety Management (ISM) Code. The purpose of the Code is to safely operate ships and prevent pollution. The Canadian Coast Guard is on target to have all of its 43 ships above 500 tons operating under the Code by July 2002. An implementation schedule has been put in place for future certification of all vessels in excess of 125 tons. The Canadian Coast Guard Fleet is proud to be implementing the ISM Code, which impacts all Canadians by providing mariners with a role model for the safe operation of vessels, protecting people and the environment. This model establishes better relations with public and private sector environmental groups and all their stakeholders.
- A preliminary draft Quality Manual for Equipment and Systems was undertaken in addition to a gap analysis between the ISM Code and International Standards Organization 14000.
- A Canadian Coast Guard headquarters review was undertaken at the beginning of the fiscal year, which addressed the Technical Operational Services Group and all of Coast Guard headquarters. It examined operating requirements and delivery of services for the regional and headquarter sectors of the Department. Implementation of this review is underway. Implementing and operating a national fleet infrastructure is complex, as it involves

geographical barriers, a seagoing component with interdependent onshore support systems, life cycle management of assets, 365-day annual operations and a staff of approximately 2,300 seagoing personnel.

- A review of ship replacements was undertaken resulting in a smoothing of future cash flow requirements for Fleet Management. The Base Fleet concept will be used as the basis for reinvestment and long-term capital planning.

Planned Program Improvements

During the period under review, the Canadian Coast Guard began implementing the Base Fleet Concept by reducing the number of vessels from 115 to 109 while continuing to respond to client needs and maintaining the same level of service. This Base Fleet is being used as the new basis for capital, financial and resource planning. In addition, a Core Crew Concept is being developed for the purpose of improving human resource planning. Fleet Management has determined that fewer ships are required than the number recommended in the Base Fleet study.

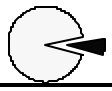
Key Independent Review

The Canadian Coast Guard applied for and received a document certifying its compliance with the ISM Code. It demonstrated through a headquarters and five regional independent third-party audits that a Safety Management System is in place, as required by the ISM Code. Eight ships were also audited and certified.

Financial Information

Planned Spending (1999-2000 RPP)	**$141.9 million**
Total Authorities (Public Accounts)	**$144.4 million**
1999-2000 Actual Expenditures	**$121.0 million**

The variance between planned spending and total authorities is primarily due to additional funding received for the ratification of collective agreements. The actual expenditures are lower than the total authorities due to the reallocation of capital resources to other departmental priorities.



Marine Navigation Services is responsible for 7% of the Department's actual expenditures for 1999-2000.

Commitment to Canadians

To ensure a safe, effective marine transportation system and the protection of the marine environment with the provision and operation of essential services for the marine industry including commercial fishing and for the boating public, through the provision of a network of aids to navigation, the protection of navigable waters and the development and maintenance of waterways.

Impact on Canadians

Moving goods by water is the single most economical method of transport. The marine navigation system makes this movement efficient and globally competitive. More importantly, the system provides a safety net for all those who work and live in this environment, by providing them with a universally accessible ability to find out where the hazards are and where they are in relation to them.

- In order to address the needs of the modern mariner and ensure essential services are provided as cost-effectively as possible, the Canadian Coast Guard (CCG) is continuing the modernization of aids to navigation. This is being done by the operation of a full Differential Global Positioning System, the evaluation of the continued requirement for the LORAN-C system, the implementation of low-maintenance equipment, the use of alternative approaches for the disposal of lightstation properties, the continued assistance in facilitating domestic and international acceptance of full Differential Global Positioning System and Electronic Chart Display and Information Systems, and the modernization, maintenance, implementation and upgrading of information systems. It is estimated that, when completed, this initiative will save taxpayers approximately $20 million per year.

Did You Know?
The Differential Global Positioning System, recently declared fully operational, will provide the mariner's position within ±10m.

- CCG is ensuring safe and accessible Canadian waterways by providing integrated management. Safety and accessibility are ensured through timely information to users on navigation conditions such as water level forecasts and channel depth availability. Water levels are provided once a week, using our own numerical model. This forecast is critical at all times but extremely critical in years with low water levels and low rainfall like this year. Safety and accessibility are further improved through the provision of national maneuvering guidelines, which also reduces risks to the environment. Accessibility in some of our waterways is

provided through management and control of the water levels and of ice cover formation and retention, which also contributes to flood control.

- CCG ensures that Canadians have the right to navigate on any Canadian waterway and, in cases where that navigation is to be interfered with, ensures that the effect on navigation is minimized. Bridges, marinas, aquaculture sites and overhead wires are all considered obstructions to navigation. Over the 1999-2000 fiscal year, Navigable Waters Protection Program staff in the five Canadian Coast Guard regions processed 364 applications requiring a formal approval (permits) under the *Navigable Waters Protection Act* and 1,737 applications requiring a work assessment (no formal approval). It conducted 1,156 assessments of whether a waterway met the criteria for navigability. Additionally, Navigable Waters Protection staff managed 344 Receiver of Wreck incidents as part of their duties under Part VI of the *Canada Shipping Act.*

Planned Program Improvements

In partnership with users and other responsible organizations, Aids to Navigation will continue to promote safe and affordable marine navigation by adjusting services to meet users' needs for safety and efficiency and by protecting the marine environment. This commitment will continue to be achieved through consultation with user groups, implementation of new technology and adjustments to levels of service.

Public consultations will be conducted to modernize and amend the *Navigable Waters Protection Act* and prepare a draft Bill this year. Proposed changes to the Act will streamline approval processes, benefit industry and the public by easing advertising and notification requirements for proposed works, and permit pre-approval of modifications to works while maintaining protection of the public right of navigation.

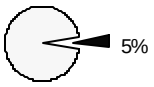
Key Independent Review

An internal review of Aids to Navigation was conducted during the spring of 2000. The review found many areas that could use improvements. These recommendations will be the focus of the Aids to Navigation management agenda for the next several years.

Financial Information

Planned Spending (1999-2000 RPP)	**$103.3 million**
Total Authorities (Public Accounts)	**$109.1 million**
1999-2000 Actual Expenditures	**$103.0 million**

The increase from planned spending to total authorities can be attributed to additional funding received for the ratification of collective agreements. Actual expenditures were lower than the total authorities as a result of reallocation of capital resources to other departmental priorities.



Marine Communications and Traffic Services (MCTS) is responsible for 5% of the Department's actual expenditures for 1999-2000.

Commitment to Canadians

To provide a communications and traffic services network for the marine community and for the benefit of the public at large to ensure safety of life at sea in response to international agreements, protection of the environment through traffic management, efficient movement of shipping, and information for business and national interests.

Impact on Canadians

MCTS provides the initial response to ships in distress, reduces the probability of ships being involved in collisions, groundings and strikings, and is a cornerstone in marine information collection and dissemination. The safety of ships at sea and on inland waters is highly dependent on efficient distress response, traffic regulation, safety communications, the broadcast of weather and navigation warnings and the alerting network.

Did You Know?
Part of the MCTS mandate is being ready and able to respond quickly and efficiently in case of a marine incident or disaster. Our clients/users use MCTS as a first point of contact. Our abilities and our excellent systems enable us to respond to their safety and environmental needs.

- In order to continue Canada's international commitment to save lives by modernizing and enhancing the current marine radiocommunication system, implementation of two major multi-year projects on the Global Maritime Distress and Safety System continued. On February 1, 1999 compliance with the Global Maritime Distress and Safety System became mandatory for applicable ships. For the Very High Frequency/Digital Selective Calling project the technical and operational specifications and bid evaluation were finalized in the fall of 1999. In early winter 1999, a contract for the Coast Guard College simulator was let. In addition, a contract for the High Frequency/Digital Selective Calling in the Canadian Arctic was issued in November 1999.
- In support of a more efficient and cost-effective means of service delivery, the Canadian Coast Guard continued development of the Automatic Identification System (AIS), which is at the leading edge of marine navigation technology. In 1999, MCTS in co-operation with Transport Canada's Marine Safety Branch and the marine industry implemented several AIS research and development projects and participated on international committees that developed global AIS Standards. MCTS will actively participate in the development of a Canadian AIS Policy and Implementation Plan.

- In order to provide mariners with timely maritime information and to assist in day-to-day operations, the Canadian Coast Guard continued with the automation of MCTS manual operations, including, to some extent, information management dissemination systems such as National Information on Marine Navigation (INNAV) and Vessel Traffic Operator Support System (VTOSS). Implementation of the INNAV system is continuing and throughout 1999 reliability tests were conducted to ensure the software was performing according to specifications. INNAV is a major multi-year project. It has experienced major delays throughout the reliability test phase but continues to move forward. There were continued improvements undertaken of the VTOSS during 1999.

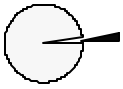
Planned Program Improvements

MCTS, in partnership with the marine industry, other clients and beneficiaries, will maintain ongoing dialogue on quality service delivery. In the interest of keeping abreast of trends on the implementation of new technology strategies, MCTS maintained a liaison with world maritime safety organizations. MCTS will continue to contribute to marine safety, thereby improving clients' operational and economic performance. A new initiative known as the Navigation and Waterway Integrated Information Management Project is intended to serve as a foundation for a marine "electronic" information infrastructure in Canada. This project is a joint government/industry initiative to which MCTS is a contributor. MCTS initiatives, AIS and INNAV, have the potential to be integral parts of the work to implement an effective Marine Electronic Highway in Canada.

Financial Information

Planned Spending (1999-2000 RPP)	**$75.0 million**
Total Authorities (Public Accounts)	**$74.4 million**
1999-2000 Actual Expenditures	**$67.3 million**

The variance between planned spending and total authorities is a result of the transfer of capital funding to fiscal year 2000-01 offset by additional funding received for the ratification of collective agreements. The actual expenditures were lower than total authorities due to the reallocation of resources to other departmental priorities.



Icebreaking Operations is responsible for 3% of the Department's actual expenditures for 1999-2000.

Commitment to Canadians

To ensure safe and efficient movement of marine traffic through ice-covered waters and to decrease the risk of flooding and property damage as a result of ice build-up through the provision of ice routing and information, escort and convoy services, harbour breakouts and flood control.

Impact on Canadians

The presence of a guaranteed icebreaking service is one of the most important factors in sustaining the eastern Canadian and Arctic economies during eight months of the year. Focusing on safety to shipping and environmental protection while minimizing vessel delays caused by ice conditions, a range of icebreaking services are available during winter ice operations in southern Canada and during summer ice operations in the Arctic.

- To reduce the Canadian taxpayer's contribution and to ensure that users contribute toward the costs of services that directly benefit them, the Icebreaking Service Fee recovered a portion of the costs of icebreaking services provided for commercial ships in the eastern Canada winter ice zones. The 1999 budget provided a relief of $6.9 million per annum for a three-year period, thereby reducing the fee by 50%. In 2001, following public consultation, there will be modifications to the Fee schedule and the possibility of an increase in revenue which would reduce taxpayers' contribution.

Did You Know?
Canada and the United States have a formal agreement to co-ordinate icebreaking resources in the Great Lakes during the winter ice season. This increases the efficiency of icebreaking activities and the capability to maintain open route for maritime commerce to the mutual advantage of both countries.

- Canada is working with the United States and other countries to study the potential for an expanded cost-sharing arrangement for services provided by the North Atlantic Ice Patrol. The ice patrol monitors and broadcasts the extent of iceberg danger to mariners sailing the North Atlantic. Canada shares the costs of this operation with 16 other countries. The intention is to increase the number of contributing countries through an amendment to the Safety of Life at Sea Convention, which would reduce Canadian taxpayers' contribution.

Planned Program Improvements

The Canadian Coast Guard will continue to optimize icebreaking resources with consideration of the current ice season, client requirements, base icebreaker fleet and available program funding. With a goal of maintaining the integrity of the national Icebreaking program in the face of financial restraint, opportunities offered through partnerships and strategic alliances will be explored. The Canadian Coast Guard will strengthen the alliance with Transport Canada's Marine Safety Branch for the harmonization of Polar Ship Rules, to project Canada's positions and to take a pro-active role in fora dealing with ice operations or ships operating in ice.

Financial Information

Planned Spending (1999-2000 RPP)	**$41.4 million**
Total Authorities (Public Accounts)	**$35.3 million**
1999-2000 Actual Expenditures	**$41.2 million**

The variance between planned spending and total authorities can be attributed to the fact that planned spending included a forecasted increase that was not required as there were available resources within the Department's existing budget authorities for port improvements. Expenditures for port improvements were reflected in the business lines that supported this initiative. The variance between total authorities and actual expenditures was partially a result of a decrease in revenues.

Rescue, Safety and Environmental Response (RSER) is responsible for 7% of the Department's actual expenditures for 1999-2000.

Commitment to Canadians

To provide Canadians with safety of life and property and respond to maritime search and rescue incidents and marine pollution emergencies. To provide safe, efficient and accessible waterways, as well as conservation and biological sustainability of fisheries resources, marine and freshwater habitats and a protected environment.

Did You Know?
That on average the Canadian Coast Guard responds to nine reported cases of marine spills each day. This includes vessels that have been involved in an incident creating a potential for a serious spill that requires immediate action to rectify the problem and to contain any spill that does occur.

Impact on Canadians

- The Canadian Coast Guard (CCG) provides primary marine search-and-rescue responses for maritime and aeronautical incidents through specially equipped CCG vessels and collaborates with the Department of National Defence in co-ordinating the delivery of search-and-rescue responses by providing marine expertise through Rescue Co-ordination Centres and Subcentres. In 1998, approximately 21,000 people were assisted by search-and-rescue crews. There were 6,917 search-and-rescue incidents, of which 1,566 were distress or potential distress incidents where 4,969 lives were saved while 477 lives were lost or missing.

- The CCG, in partnership with the network of commercial Response Organizations, and in conjunction with designated Oil Handling Facilities, stand ready to respond quickly and effectively to marine pollution incidents thereby protecting the quality of the marine environment for all Canadians.

- To contribute to a safe boating environment, the CCG provides Canadians with effective boating safety programs that address operator knowledge and proficiency, the safety of the vessel itself, appropriate equipment carriage, and safe operation of vessels. Also encompassed are the safety interventions aimed at operators of small commercial fishing vessels.

Did You Know?
The Canadian Coast Guard conducted an extensive boating safety campaign to promote the new boating safety regulations. Canadians were informed through national television, print ads in newspapers and magazines, contests, participation in boat shows, distribution of brochures, posters, 2 million copies of the Safe Boating Guide and access to the 1-800-267-6687 Boating Safety Infoline and Web site at http://www.ccg-gcc.gc.ca/main.htm

Planned Program Improvements

The recent Budget allocated extra funds over the next three years, to restructure the current strategic mix of vessels to ensure the Department's ability to provide search-and-rescue coverage on the Atlantic and Pacific Coasts and the Great Lakes.

To ensure that appropriate levels of resources are available for responding to the discharge or threat of a discharge of harmful substances into Canadian waters, the CCG is conducting a review of the national response capacity. The CCG will be streamlining Canada's capability to ensure there are no gaps in response coverage.

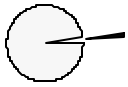
To provide a co-ordinated system for responding to pollution in contiguous waters, the CCG continues to provide international leadership by negotiating Memoranda of Understanding with countries such as France, Russia and Denmark, and to establish joint contingency plans. The CCG will systematically develop these plans while continuing to maintain existing plans for pollution preparedness, response and co-operation.

Financial Information

Planned Spending (1999-2000 RPP)	**$104.0 million**
Total Authorities (Public Accounts)	**$119.9 million**
1999-2000 Actual Expenditures	**$104.0 million**

Total authorities are higher than the planned spending as a result of funds received for the ratification of collective agreements and a temporary funding increase for search-and-rescue workload pressures. Actual expenditures are less than total authorities because the total authorities do not reflect the return of resources to the Crown, resources obtained for the Irving Whale clean-up operation. The total authorities also include the Department's decision to supplement the search-and-rescue program with short-term resources from other programs. The augmentation between planned spending and total authorities was used to deal with search-and-rescue workload issues as indicated by the increase in Rescue, Safety and Environmental Response expenditures from $96 million in 1998-99.

Hydrography



2% Hydrography is responsible for 2% of the Department's actual expenditures for 1999-2000.

Commitment to Canadians

Since 1883, the Canadian Hydrographic Service (CHS) is the Canadian government agency responsible for the surveying and charting of Canadian navigable waterways. CHS's mandate is to ensure safe and efficient navigation in Canadian waterways. To accomplish its duties, CHS is producing, selling and maintaining official paper and electronic Marine Navigation Charts showing depths, shoreline, foreshore detail, and fixed and floating navigational aids. CHS products also include sailing directions, bathymetric maps, currents atlases, Notices to Mariners and tide and current tables.

Impact on Canadians

- Many surveys conducted by CHS aimed at supporting hydrographic charting, habitat and resource mapping, research on ocean processes, and the operation and management of fishing activities. In 1999-2000, the CHS and the Geological Survey of Canada began a joint project with the offshore scallop producers in the Atlantic to collect multibeam bathymetry on Georges Bank.
- Arctic navigation was improved through a joint venture with the mining consortium Arauco Resources Corporation that provided four new nautical charts in Bathurst Inlet located in Nunavut. Initiated in 1999-2000, a joint agreement between the CHS and the former Government of the Northwest Territories, now Nunavut, is ensuring the completion of important charting action in western Hudson Bay.
- The implementation progress of the national objective priority-setting process that weighs costs of survey and product production against the benefits and risk did not proceed as quickly as anticipated. A series of other

Did You Know?

- A British Columbia man pleaded guilty to three counts of copyright infringement after illegally copying, selling and distributing counterfeit CHS charts. This case marked the first successful prosecution under Crown copyright laws.
- CHS hand corrects over 100,000 nautical charts per year, prior to sale.
- CHS has a folio of 949 nautical paper charts with at least one in every Province and Territory in Canada.
- CHS located sand waves up to 20 metres high while conducting a hydrographic survey of an area southeast of Victoria in 1999.
- CHS has tide predictions (national coverage) on its Web site.

Please visit our Web site at: http://www.chs-shc.dfo-mpo.gc.ca.

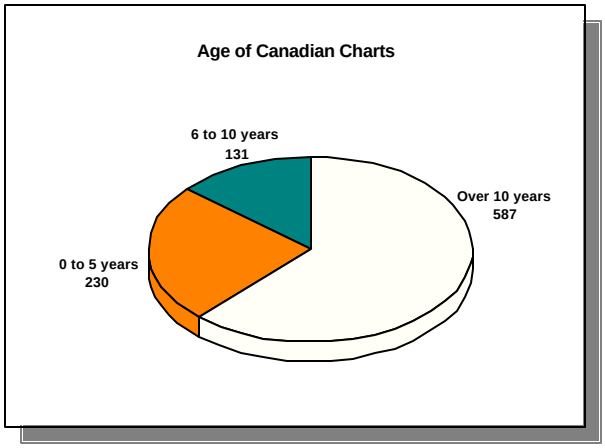
countries' experiences in this field was pulled together in the later part of 1999-2000 and it is proposed that valuable criteria will be identified from this documentation and from previous in-house material in order to proceed.

- CHS has engaged itself in an International Organization for Standardization (ISO) 9000 certification process. This will ensure quality and consistency on data acquisition and chart production using state-of-the-art digital technology and thereby contribute to enhancing marine safety for all users of Canadian waterways. The previous CHS commitment to be ISO certified in two years has been advanced to June 2001.
- CHS is improving marine safety for vessels travelling between communities along the south coast of Newfoundland. The results from a survey conducted in 1999 will replace the nineteenth-century British Admiralty data used in the CHS charts of the area.

Planned Program Improvements

The Canadian Hydrographic Service will review alternative service delivery opportunities and organizational strategies with a view to providing recommendations for strategic adjustments to programs by March 31, 2001. The review will focus on defining the core elements and responsibilities of a national hydrographic program, evaluating technology and available resources, and identifying potential program delivery options.

A proposed chart distribution system pilot project, employing commercial Regional Distribution Centres across Canada was reviewed and CHS concluded that, due to the large profit margin required by the Primary Dealer, the process would prevent CHS from meeting its revenue generation target. The project showed some opportunities to increase sales to help offset the Primary Dealer margin, but this was insufficient to make up the difference.



A "Chart Wellness" database showing the limitations of each chart was enhanced in 1999-2000. This database allows clients to assess the risk associated with each chart. This database will be used in determining future CHS priorities.

CHS is at present writing the documentation for ISO 9000: 2000 accreditation that it hopes to achieve in June 2001. The following sequence of events has been realized to date:

- CHS ISO national co-ordination and regional Teams were established in October 1999.
- A contract was let to the consulting firm involved in December 1999.
- Orientation courses were offered to the management teams over the period of October/November 1999.
- National co-ordination Team met with a consultant firm for training and development of national design in January 2000.

- CHS management and national ISO teams took a one-week training course February 14 to 18, 2000.
- Gap analyses in each region and headquarters were completed during March 2000.
- A "Quality Chat" Newsletter that is prepared in-house is distributed to all CHS employees.

Under the terms of a collaborative venture agreement between H&R Nautical Ventures and CHS in the Pacific region for the design, production and distribution of a series of kayak maps using data published in Chart 3313, both parties have joint copyright to this new product. In turn, both parties share in the revenues generated. CHS would not have produced this product alone. In 1999-2000, CHS sold 806 copies of the H&R/CHS Ventures Small Craft Nautical Map sets.

Key Independent Review

The April 1998 Report on the Review of the Canadian Hydrographic Service by the DFO Review Directorate confirmed that CHS had started a number of new initiatives and would continue to address the following:

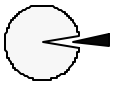
- improved product planning and design (e.g., paper charts, electronic navigational charts, tide and current tables, sailing directions);
- marketing to meet ongoing customer needs and expectations;
- achieve a national International Organization for Standardization (ISO) certification in two years;
- review program priorities; and
- refining CHS organizational roles and responsibilities.

The full implementation of the Review Directorate's recommendations will lead to cost savings, improved services and customer satisfaction.

Financial Information

Planned Spending (1999-2000 RPP)	**$25.5 million**
Total Authorities (Public Accounts)	**$27.4 million**
1999-2000 Actual Expenditures	**$32.1 million**

The increase of $1.9 million from planned spending to total authorities represents additional resources received for the ratification of collective agreements and adjustments in the allocation of employee benefit plans. The increase of $4.7 million in actual expenditures is caused by higher fleet costs and major capital purchases for hydrographic equipment, for which the budget authorities resided in another business line of the Department.



Harbours is responsible for 5% of the Department's actual expenditures for 1999-2000.

Commitment to Canadians

To keep harbours critical to the fishing industry open and in good repair.

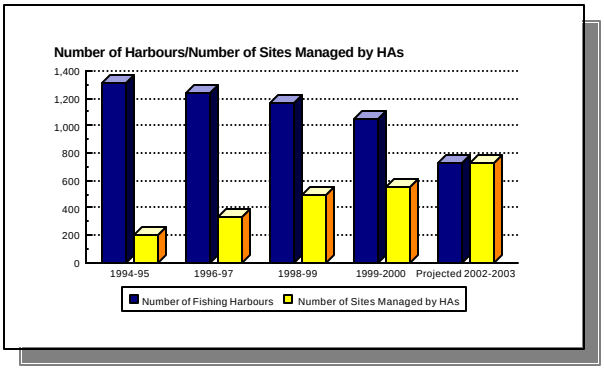
Impact on Canadians

- ***Public Safety:*** In 1999-2000, 1,875 maintenance/repair projects were undertaken, resulting in improved public health and safety. Although fishing harbour rust-out remains a critical issue, modest improvements were made at high-activity fishing harbours. While still at an unacceptable level — 28% of these sites require past-due or immediate attention — there has been a decrease in substandard performance ratings compared to 31% seven years ago. Additional capital funds allocated to the Harbours program in recent years, increased local management by Harbour Authorities and strategic priority setting have all played a role in this change.

Did You Know?

- In 2001 — designated as the *Year of Volunteers* — DFO will be celebrating 13 years of one of the largest ongoing partnering arrangements in the federal arena.
- DFO salutes the more than 3,300 local volunteers involved in the **Harbour Authority** program. These dedicated and resourceful individuals work together with DFO to ensure safe and efficient public harbours for Canada's commercial fishing industry and the many other small-boat users who share these facilities.

See us at:
http://www.ncr.dfo.ca/sch/menu_e.htm



- ***Client Partnering***: Partnering with clients has resulted in improved community and industry safety, better environmental stewardship and increased financial contribution by harbour users, all adding value for taxpayers. Fishing harbours leased to volunteer, not-for-profit Harbour Authorities increased by 64 to total 559 sites — now 76% of identified "core" fishing harbours. Recreational sites, pending their divestiture, are 40% community-managed.

- ***Client Satisfaction/Confidence***: Increased client participation in harbour management and maintenance and a focus on local priorities is resulting in increased client satisfaction. In a recent sample study, 89% of client partners surveyed describe their relationship with the Small Craft Harbours program as good to excellent and in general rate the support and services received very highly. However, they pointedly identify a major support gap in the need for increased investment to address facility rust-out.

- ***Harbour Disposal***: DFO has identified a core inventory of some 730 sites and through progressive reductions in non-core inventory is succeeding in decreasing demand on future budgets. Non-core sites have been cumulatively reduced by 818 since 1994-95 — a 38% overall decrease. Most were transferred to municipalities, the majority undergoing pre-transfer safety repair work. Future years will focus on eliminating responsibility and/or cost for over 550 remaining non-core sites, limiting interim expenditures to disposal or risk-management action. Despite major progress, the recreational divestiture initiative, originally anticipated for completion by 2000-01, has been slowed due to lack of sufficient funds to action all pre-disposal safety repairs and environmental remediation as well as property tenure complications at several sites. Disposal of non-core fishing harbours is encountering the same hurdles. In the absence of a dedicated disposal fund, these initiatives are continuing, but at a minimum investment rate.

Year-end Inventory	1994-1995	1996-1997	1998-1999	1999-2000
Recreational	825	667	346	263
Fishing	1,308	1,234	1,160	1,052
TOTAL	**2,133**	**1,901**	**1,506**	**1,315***

*Number excludes 233 sites waiting final divestiture processing.

Planned Program Improvements

The Harbours business line will continue to evolve from a hands-on operating program to one that supports client-delivered operations. Within three years it is intended that 100% of core harbours will be leased to Harbour Authorities and locally managed. At the same time, DFO and partners will work together to make further inroads against the rust-out challenge. Removal of non-core inventory will continue at a pace and method that minimizes impact on funding available to core sites. Overall, DFO expects to create a smaller, safer and more affordable public harbour system.

Financial Information

Planned Spending (1999-2000 RPP)	**$51.6 million**
Total Authorities (Public Accounts)	**$54.9 million**
1999-2000 Actual Expenditures	**$63.7 million**

The increase of $3.3 million from planned spending to total authorities is due primarily to additional funding received for the ratification of collective agreements and internal reallocations for divestiture projects. The increase of $8.8 million from total authorities to actual expenditures is due primarily to internal reallocations of capital funds to high priority safety repair projects and divestitures.

Harbour Authority representatives attend March 2000 workshop sponsored by Maritime Region's Harbour Authority Advisory Council and DFO.

Policy and Internal Services is responsible for 14% of the Department's actual expenditures for 1999-2000.

Commitment to Canadians

To support the achievement of the Departments' mandate: by facilitating the provision, maintenance and management of DFO's human, physical, financial, administrative, information, and information technology resources and assets; and by providing advice and expertise for identifying and responding to departmental and government-wide priorities, for policy research, development and analysis, for intergovernmental relations and for legislative and regulatory renewal.

Impact on Canadians

Policy

The Policy Sector co-ordinated the preparation, consultation and finalization of a multi-year DFO Strategic Plan. The Plan identifies the three strategic objectives and five strategic priorities that will provide a renewed focus for DFO activities over the next three to five years and guide DFO in fulfilling its mandate.

The Sector led the development and ratification by all federal-provincial-territorial ministers of the Agreement on Interjurisdictional Co-operation with Respect to Fisheries and Aquaculture, which has contributed to fostering departmental leadership on important intergovernmental issues.

In 1999, the Policy Sector worked to increase the Departments' capacity to support the sustainable development of the aquaculture sector. This included work in four key areas: development of a policy framework for aquaculture development; support to the legal and regulatory review underway through the Commissioner for Aquaculture Development; federal-provincial harmonization; and the development of programs to support the implementation of the Federal Aquaculture Development Strategy (FADS).

DFO undertook a number of initiatives to consult on aquaculture development and to work with provinces:

- held round table consultations with stakeholders and with provinces and territories to assess the appropriateness of FADS and determine priorities for implementation;
- established Atlantic and Pacific policy advisory committees and worked with established mechanisms in Quebec;

- established a federal-provincial working group under the Canadian Council of Fisheries and Aquaculture Ministers; and
- conducted an analysis of the aquaculture industry on a province-by-province basis.

DFO Policy Sector worked with DFO's Science Sector, provincial governments, the Department of Foreign Affairs and International Trade, and the Canadian Food Inspection Agency in a World Trade Organization dispute settlement process that led to the re-opening of the Australian market for uncooked (fresh, chilled and frozen) salmon from Canada, after a 25-year prohibition. A bilateral settlement of this dispute was announced by Ministers in May 2000. The Trade Policy Unit also played an integral role in a joint government-industry effort that was successful in gaining improved access to the European Union market for cooked and peeled cold water shrimp from Atlantic Canada.

The Sector strengthened its policy-making capacity in order to provide leadership on important and emerging issues for the Department. In particular, some necessary organizational components were put in place for better policy development and analytical support, to enable DFO to advance the Government's policy agenda through initiatives related to the Fishery of the Future, Aquaculture, Marine Governance and Oceans Management.

Corporate Services

Corporate Services has contributed to the Department's mandate by consistently improving the quality, usefulness, cost effectiveness and relevance of its support services, by investing in its human resources and by providing strategic solutions for meeting internal and external client needs. In keeping with the Corporate Services emphasis on improved customer service, the concept of a Corporate Services delivery unit dedicated to, and co-located with, its client group, was developed and elaborated during the course of the last fiscal year. The initiative is being implemented this fiscal year on a pilot basis, with a delivery unit serving the Canadian Coast Guard; early reports and customer feedback are positive.

The Corporate Services vision continued to focus on the importance of improving customer service, reducing unnecessary workload and improving employee morale. Special training initiatives were directed at all staff to enhance the quality of customer-focused service. These result in more effective program delivery by helping to focus on what the sectors really need in the way of support services to meet the departmental mandate objectives.

Corporate Services, as part of its comptrollership functions, met its responsibilities for fostering decreased costs and avoiding duplication while providing more and better service. Every effort was made to understand and to meet its client and stakeholder needs. The Centre of Expertise on Alternative Service Delivery within Corporate Services stresses improved service delivery by shared stewardship with stakeholders and a more integrated management approach. It promotes improved service to clients, increased flexibility and innovation and decreased cost and risk to clients and other stakeholders.

Throughout the transition to 2000, and since then, the Department has maintained continuous delivery of all its government-wide and department-wide mission critical functions without interruption. DFO's investment in Year 2000 initiatives ensured the integrity of its programs such

as fisheries management, habitat protection, and the safety and efficiency of Canadian waterways.

The Department must bring into balance its need for real property and its ability to pay for it. In strategic terms, the goal is to access only the minimum amount of real property assets that are required to meet critical program demands so that we maximize the resources that are available for program delivery. The Department has already begun to rationalize its holdings, with two Canadian Coast Guard bases in Atlantic Canada having been declared surplus. The development of a comprehensive rationalization plan is a key deliverable for this year. The Department is identifying possible sites for disposal including surplus sites, sites with high costs and low utilization rates, property types where policy decisions have been made to dispose, properties that could be provided by other departments or agencies, and vacant land. Action to implement these disposals will be integrated into a comprehensive multi-year plan as part of the business planning process. This work is being done collaboratively with Public Works and Government Services Canada, the federal government's real property management experts.

Access to Information and Privacy

The Secretariat for Access to Information and Privacy (ATIP) received approximately 480 requests in 1999-2000 compared to 380 in 1998-99. Over 600 are projected for 2000-01. There was also an increase of about 40% in the volume of records processed by the ATIP office. There were 50 personal information requests compared with 34 in the previous fiscal year. The ATIP office responded to over 70% within legislated deadline, an improvement of 10.5% over the last fiscal year. In responding to requests under the *Access to Information Act*, the ATIP Secretariat reviewed a total of 122,736 pages in the last fiscal year or 14% more than the previous year. Even with increases in staff, workload continues to increase because the stakeholder groups such as the public, the media and elected representatives are more aware of the work of the office and make use of it as valuable research resource.

Review Directorate

In keeping with government's thrust, our reviews identified opportunities for improving management and cost effectiveness of programs, policies and operations. The Review Directorate, through its Centre of Expertise in Performance Measurement, has made notable progress in defining a strategy and in implementing Performance Measurement in the Department. Performance Measurement will enable DFO to manage in terms of results and it will considerably improve reporting processes. The Review Directorate has assessed and updated its own Service Standards and Performance Indicators and is continuing to measure its results.

Communications

Promoted awareness and support for the Department's policy and program initiatives:

- Planned and co-ordinated communications on the Supreme Court *Marshall* decision to help Aboriginal communities integrate into the commercial fishery. An Internet site was created to provide Canadians with up-to-date information on this major initiative.
- Planned and co-ordinated communications of other major issues such as the Pacific Salmon Treaty, the ratification of the United Nations Fish Agreement and the new Aquaculture

Partnership Program to ensure that Canadians are provided with current information on these programs.

- Continued to expand the DFO Internet and Intranet sites to publicize departmental programs and services both internally and externally to provide faster and easier access to its clients. The DFO Internet site is accessible at http://www.dfo-mpo.gc.ca.

Planned Program Improvements

In step with the department-wide initiative, Corporate Services will develop a Performance Measurement system. Client-focused and results oriented, the system will facilitate the efficient and effective alignment of resources with services within a continuous learning and improvement environment. Performance Measurement will provide timely reliable feedback to gauge progress against target outcomes in meeting the core business of the Department and addressing priority areas for improvement. The system will help improve knowledge of the impact of public services and reinforce accountability.

During the 2000-01 fiscal year, the Long-term Capital Plan will be approved and steps taken to fully integrate long-term capital planning into the business planning process. A solid strategic alignment will be achieved between operating and long-term capital spending.

The Strategic Issues Branch will continue to co-ordinate action plans specific to the Vision. These are designed to raise awareness among employees about the Vision themes and to foster the use of better client service practices.

Key Independent Review

DFO's Review Directorate did a review of the management of information technology. A key general finding was the absence of effective implementation of relevant and meaningful policy across all lines of enquiry. It was also recommended that Corporate Services' Information Management and Technology Services Directorate take steps to notify users of the security of DFO's current electronic systems, and the degree to which they should be used for sensitive information. The recommendations will improve the management and delivery of information and technology services and ensure proper usage of the computer systems. The Department developed an action plan in response to the recommendations and several measures have already been taken to address some of the concerns.

Financial Information

Planned Spending (1999-2000 RPP)	**$164.1 million**
Total Authorities (Public Accounts)	**$220.4 million**
1999-2000 Actual Expenditures	**$196.8 million**

The increase from planned spending to total authorities of $56.3 million is due primarily to loan funding received for Year 2000 projects, the ratification of collective agreements and employee benefit plans. The decrease from total authorities to actual expenditures of $23.6 million is due to reduced requirements for Year 2000 projects.

3 Consolidated Reporting

3.1 Modernizing Comptrollership

Modern Comptrollership is about sound management of resources and effective decision making. Modern Comptrollership will provide DFO with integrated financial and non-financial performance information, a mature approach to risk management, appropriate control systems, and a common set of values and ethics.

Modern Comptrollership links directly to DFO's management initiatives and strategic directions, such as the new DFO vision, mission and mandate, the Strategic Plan, the Business Plan, the Management Model and Protocol, Performance Measurement and the Financial Information Strategy.

Building a strong base of sound management practices will enable decision-makers in DFO to make appropriate choices, based on calculated risk, which will lead to better service and better results. This is in line with "getting government right" and will demonstrate to clients and taxpayers that they are getting the most from the tax dollars they have entrusted to the Department.

3.2 Transfer Payments

The following table provides a list of the Department's transfer payment programs over $5 million along with their objectives and expected results.

Program	Objective	Expected Results and Outcomes
Aboriginal Fisheries Strategy – Fisheries Management Agreements and Allocation Transfer Program	• To enable Aboriginal groups to negotiate fisheries management agreements leading to interim agreements, and to participate in fisheries management through carrying out various negotiation and fisheries manageme activities. • To retire commercial fishing licences and vessels so that the commercial fishing opportunity represented by the licence can t transferred to Aboriginal people as an allocation to an Aboriginal fishery or throug issuance of a commercial fishing licence for communal holding by an Aboriginal group.	• Integration of Aboriginal people into the management of the fishery, to provide economic benefits and to establish and provide allocation of fish. • Increased participation of Aboriginal people in the fishery while maintaining the conservation principle.
Aboriginal Fisheries Strategy – Fisheries Access Program	• To make commercial fishing opportunities available to Aboriginal groups as an allocati to an Aboriginal fishery or through issuance of a commercial fishing licence for communa holding by an Aboriginal group.	• An orderly harvest while accommodating Aboriginal fishing interests.
Northern Cod Early Retirement Program	• Fishermen, plant workers and trawlermen (ages 55 to 64) with a long-term attachment t the northern cod fishery can retire voluntaril and receive income replacement benefits unt age 65 or death.	• To provide assistance to fishermen due to the northern cod closures and to reduce the size of the harvesting sector.

Program	Objective	Expected Results and Outcomes
Canadian Fisheries Adjustment and Restructuring Plan — Atlantic Groundfish Licence Retirement Program	• To permanently remove, from the Atlantic and Quebec fishery, an estimated 1,800 groundfish licence holders identified by DFO as core fishers, and to further remove an estimated 1,200 additional non-core licence holders, with priority focus on licence holders who were eligible for the Atlantic Groundfish Strategy.	• In concert with other measures, to lead to a smaller, self-reliant, more resilient, economically viable, fishery of the future.
Canadian Fisheries Adjustment and Restructuring Plan — Atlantic Fishers Early Licence Retirement Program	• To provide periodic income assistance payments to fishers whose employment opportunities have been terminated by reason of a decline in East Coast fish stocks and who are unable to adjust to new employment opportunities due to age.	• To provide permanent reduction in the East Coast harvesting sector by assisting fishers to retire from the fishery and to avoid dependency on other income support programs.
Canadian Fisheries Adjustment and Restructuring Plan — Pacific Salmon Commercial Licence Retirement Program	• To target the removal of up to 1,500 salmon licence eligibilities to reduce the number of licences across all gear types.	• To meet conservation objectives through a substantial reduction in the number of commercial salmon licensed vessels in the fleet; to reduce the level of dependence on a fluctuating salmon resource; to provide more sustainable livelihoods for those who remain; to promote transition to a more selective and diversified fishery; and, to address related allocation issues.

3.3 Procurement and Contracting

Fisheries and Oceans Canada has developed and implemented a departmental management Action Plan to enhance the communication of departmental policies and practices, to provide better training tools to people exercising contracting delegations and to increase the monitoring of contracting activities. A departmental contracting policy has been developed and promulgated. All departmental procurement and procedures are now posted on the departmental Intranet. A departmental service contracting course was developed and delivered to managers and officers. A computer-based tool was also developed and is used across the Department. A Quality Improvement and Client Service Division has been established to enhance monitoring and training for all matériel management and accounting functions. Headquarters and regional procurement personnel will conduct peer reviews to monitor departmental procurement activities. All departmental procurement officers and responsibility managers are now equipped with the necessary tools and training to fulfil their contracting responsibilities effectively. The monitoring and review processes will ensure the integrity and efficiency of the Department's matériel management, contracting and other procurement activities.

3.4 Materiel Management

During the summer of 1998, DFO launched a verification project of its more than 78,000 assets, consisting of physical verification and valuation of all moveable assets (e.g., vessels, vehicles, computers, laboratory equipment, etc.). As part of this project, these assets are being bar-coded and registered in the departmental financial and materiel system. This project has been underway

for two years, is currently 85% complete and is expected to be ready for opening balances in the departmental general ledger by March 31, 2001.

3.5 Sustainable Development

DFO's efforts toward sustainable development during 1999-2000 were guided by the 1997 Strategy, *Sustainable Development: A Framework for Action.* Progress was made during 1999-2000 toward the 1997 sustainable development goals.

A major achievement was the finalization of an Environmental Policy for DFO Operations and an Environmental Management Framework, which were formally unveiled on Earth Day, April 22, 2000. Environmental aspects for DFO Operations were identified and Environmental Management Plans for Contaminated Sites, Fuel Storage Tanks and Halocarbons were developed. Consistent with the ISO 14001 standard for an effective environmental management system for organizations, the new Policy, Framework and Management Plans will move the Department toward significant and long-term reduction in the environmental impact of its operations.

The Small Craft Harbours program has also developed a national Environmental Management System, based on *Canada Shipping Act* 750 and ISO 14001, to deal with operations at harbour facilities administered by both Small Craft Harbours and Harbour Authorities (client-managed). Site-specific or generic plans have been implemented to date at approximately 45% (national average) of client-managed harbours. Work will continue through 2001-02. The Canadian Coast Guard is also implementing a Safety Management System, consistent with the International Safety Management Code, for operation of the DFO fleet. The Canadian Coast Guard is on target to have all vessels above 500 tons operating under the Code by July 2002.

These achievements and ongoing work will help DFO to minimize its environmental costs and liabilities, to prevent pollution and to reduce waste, thus contributing to the Government's commitment to be a model of environmental excellence in its own operations.

DFO continued its work during 1999-2000 toward development of an Oceans Management Strategy to support conservation and sustainable development of Canada's oceans resources and involvement of Canadians and communities in decisions that will affect them. Initiatives include more than 10 Integrated Management and Marine Protected Areas across all three oceans. Extensive work was also done on development of policy frameworks for both Atlantic and Pacific fisheries based on the paramountcy of conservation in management decisions to ensure long-term biological and economic sustainability. Other steps achieved toward this goal included Canadian ratification of the United Nations Fish Agreement, to support Canada's domestic conservation efforts for such stocks, and promotion of industry commitment to the Canadian Code of Conduct for Responsible Fishing Operations. Another achievement was the announcement in April 1999 of new and amended regulations to improve boating safety in Canada.

DFO is now developing a new Sustainable Development Strategy for fiscal year 2001-04. Further information is available at the DFO Internet site.

3.6 Regulatory Initiatives

Sector	Purpose of Legislative or Regulatory Initiative	Expected Results	Performance Measurement Criteria	Results Achieved
Oceans	***Oceans Act: Marine Protected Area Regulations*** • Will be used to designate the Marine Protected Area	• Long-term (over 10 years) Marine Protected Areas will have significant benefits in conserving and protecting the ecological integrity of marine ecosystems, species and habitats	• Compliance monitoring • Scientific monitoring • Enforcement statistics	• First designation anticipated for Fall 2000 • Results to be monitored and reported over the long term
Canadian Coast Guard	***Small Vessel Regulations*** • Improved safety for recreational vessels • Rationalized certification system • Enhanced boating safety	• Revise safety requirements on recreational vessels and improve construction standards certification system	• Regulatory amendments, and revised guidelines "Construction Standards for Small Vessels" came into force April 1, 1999	• Results to be monitored and reported in the 2002-03 Departmental Performance Report
	Competency of Operators of Pleasure Craft Regulations • Develop regulations to improve safe operation of recreational vessels through operator education	• Reduction in loss of life and injury • Introduction of boating safety program	• Competency of Operators of Pleasure Craft Regulations came into force April 1, 1999	• Results to be monitored and reported in the 2002-03 Departmental Performance Report
	Boating Restriction Regulations • Annual amendments	• Enhanced safety on waterways	• Amendments published in summer of 1999	• Restriction on 31 waterways to improve safety

Sector	Purpose of Legislative or Regulatory Initiative	Expected Results	Performance Measurement Criteria	Results Achieved
Canadian Coast Guard (continued)	***Canada Shipping Act (CSA)*** • CSA Bill (C-35) received in the House of Commons on June 8, 2000. DFO and Transport Canada jointly administer CSA 2000. The following parts pertain to DFO/CCG areas of responsibility: • Part 5 – Navigation Services • Part 7 – Wreck • Part 8 – Pollution Prevention and Response, and • Part 10 – Pleasure Craft	• Realignment of authority with new DFO responsibilities	• Planning for regulations to begin concurrently with the introduction of CSA 2000 • Performance measurement criteria are under development	• Not available
Fisheries Management	***Atlantic Fishery Regulations (AFR)*** • Rewrite	• Provide regions with more flexible management tools; introduce new management tools • Provide different fee structures more in line with revenues	• To be determined	• Changing priorities precluded the completion of the rewrite to the AFR • Currently on hold pending Atlantic Policy Review
	Marine Mammal Regulations • Review of sealing regulations	• More accurately reflect the changing management of marine mammals • Provide a more flexible approach to fisheries management	• Public consultations underway	• No reportable results as consultations not complete
	Marine Mammal Regulations • Regulating whale watching	• Remove inconsistency with rights granted under land claim • Co-operative approach with whale watching industry toward self-compliance on whale watch guidelines	• Public consultations underway	• No reportable results as consultations not complete

Sector	Purpose of Legislative or Regulatory Initiative	Expected Results	Performance Measurement Criteria	Results Achieved
Fisheries Management (continued)	***Coastal Fisheries Protection Regulations*** • Amendments to implement the United Nations Fish Agreement (UNFA)	• Ratification of UNFA, which will provide for improved enforcement tools to conserve straddling and highly migratory stocks	• To be determined	• Results to be monitored and reported in the 2002-03 Departmental Performance Report
	Coastal Fisheries Protection Regulations • Amendments to add New Zealand and other South Pacific states to the list of states whose vessels may have access to Canadian waters	• More open access to Canadian ports, subject to reciprocity	• To be determined	• Fifteen additional countries now have access to Canadian ports
	Coastal Fisheries Protection Regulations • Provide access to Canadian ports to United States ships for the purpose of repairs and to replenish supplies	• More open access to Canadian ports, subject to reciprocity	• To be determined	• Fulfilled requirements of negotiated agreement with the United States
	Yukon Territory Fishery Regulations • Prescribe separate close times for Yukon River domestic and commercial fisheries • Removes criteria requiring past participation in Yukon River salmon fishery for issuance of a licence	• Management plans for the domestic and commercial fishery can be developed independently to meet the needs of conservation and the distinct user groups involved in each fishery • DFO will be able to meet its obligation under the *Umbrella Final Agreement*	• Approved May 31, 2000 • Participation by stakeholders in development of plans; consensus on decision to open and close; high level of compliance • New licences issued to beneficiaries under this Agreement who may not have had a licence in the past	• The fishing season in the Yukon Territory is just beginning so it is too early to assess results achieved

Sector	Purpose of Legislative or Regulatory Initiative	Expected Results	Performance Measurement Criteria	Results Achieved
Fisheries Management (continued)	***Yukon Territory Fishery Regulations (continued)*** • Reduces the period of time during which only barbless hooks may be used in specified waters from all year to four months	• Conservation of salmon will be optimized through the use of safer catch and release techniques during the four-month period while fishing opportunities during the remainder of the year will not be affected	• Percent reduction in mortality of salmon which have been caught and released	
	Ontario Fishery Regulations • Lake of the Woods Boundary Waters	• To settle a North American Free Trade Agreement (NAFTA) dispute	• To be determined	• Dispute resolved and NAFTA challenge was withdrawn
	Pacific Fishery Regulations • Annual Fee adjustment for Herring Spawn on Kelp		• To be determined	• Completion of implementation of progressive fee formula

3.7 Service Standards

DFO's senior management has encouraged all business and service lines to develop key service standards that emphasize a commitment to providing quality services to their clients. Consequently, service standards have been or are in the process of being developed and monitored. Service standards typically have five essential elements: descriptions of service, service pledges, delivery targets, costs and complaint redress mechanisms. They are more comprehensive than service delivery targets such as waiting times and hours of operation.

In Habitat Management, work began on developing an operational Performance Management Framework to identify key activities and associated measures. Completion of this will necessitate the review and update of the existing framework. Service standards must become more relevant in the context outlined in the Planned Program Improvements in Section 2.6.2.

Modernizing and monitoring adherence to Levels of Service Standards for the safety, design and review of short-range aids to navigation began in 1989. As a result, by 1999-2000, approximately 85% of the planned levels of service reviews were completed according to the new standards. In consultation with local users, some aids to navigation are being downsized, privatized or discontinued to ensure that real essential services are provided as cost-effectively as possible.

Performance measurement against key targets, such as icebreaker response time, has been ongoing since 1990. Client satisfaction surveys have been conducted each ice season since 1997 with over 90% very satisfied. More information on Icebreaking Service Standards is available at the following Web site: http://www.ccg-gcc.gc.ca/ice-gla/main.htm.

Environmental Response standards are in place for Canada's certified response organizations and are used regularly to ensure that an appropriate capability is in place to respond to marine pollution incidents. These standards will be strengthened after the *Canada Shipping Act* amendments are approved and will be incorporated into the Canadian Coast Guard's response strategy.

The existing service standards for Hydrography were first created in 1995. Updates from 1997 have since been incorporated. The brochure is ready for reprinting. As part of the ISO process, performance measurement is required, and it is intended to measure these standards, against our performance with our clients.

DFO's key commitment is to maintain at least a fair performance/condition rating for basic infrastructure at client-managed fishing harbours. A new performance measurement framework undertaken in 1999-2000 is being implemented in 2000-01 and subsequent data collection will provide base-year data for future development of service standards.

4 Financial Performance

The following financial tables provide information on:

- Planned Spending at the beginning of the year as reported in the *1999-2000 Estimates: A Report on Plans and Priorities*;
- the level of spending approved by Parliament reflecting priority changes and technical adjustments (Total Authorities); and
- actual 1999-2000 expenditures as reported in the Public Accounts (1999-2000 Actual Expenditures).

The following is a list of the financial tables applicable to the Department which are included in this document:

- Table 1: Summary of Voted Appropriations
- Table 2: Comparison of Total Planned Spending to Actual Spending
- Table 3: Historical Comparison of Total Planned Spending to Actual Spending
- Table 4: Resource Requirements by Organization and Business Line
- Table 5: Respendable Revenues
- Table 6: Non-Respendable Revenues
- Table 7: Statutory Payments
- Table 8: Transfer Payments
- Table 9: Capital Spending by Business Line
- Table 10: Capital Projects over $1,000,000 by Business Line
- Table 11: Loans, Investments and Advances
- Table 12: Contingent Liabilities

Table 1: Summary of Voted Appropriations

(millions of dollars)		1999-2000		
Vote	Fisheries and Oceans Canada	Planned Spending	Total Authorities	Actual
1	Operating expenditures	822.4	959.6	898.1
5	Capital expenditures	129.1	129.8	123.1
10	Grants and contributions	272.9	321.1	252.6
(S)	Minister of Fisheries and Oceans Canada — Salary and motor car allowance*	—	—	—
(S)	Liabilities under the *Fisheries Improvement Loans Act*	0.2	—	—
(S)	Contributions to employee benefit plans	89.5	103.3	103.3
(S)	Refunds of amounts credited to revenues in previous years	—	0.4	0.4
(S)	Spending of proceeds from the disposal of surplus Crown assets	—	2.8	1.5
	Total	**1,314.1**	**1,517.0**	**1,379.0**
	Subsequent adjustments	83.1	—	—
	Total Department	**1,397.2**	**1,517.0**	**1,379.0**

* The amount for Minister of Fisheries and Oceans Canada — Salary and motor car allowance is $50,716; however, because of rounding, no amount is shown.

The Department was authorized to spend $119.8 million more than the planned spending primarily due to supplementary resources in the amount of $49.1 million received for the transfer of operating resources from fiscal year 1998-99 and additional operating costs, $22.8 million for Year 2000 compliance requirements, $20.3 million for the ratification of collective agreements and $12.8 million for the Strengthening Fish Habitat Protection.

The actual expenditures of the Department were $138.0 million lower than our total authorities mainly due to lapses in transfer payment programs. The Department has the authority to carry forward some of these lapsing resources to fiscal year 2000-01.

Table 2: Comparison of Total Planned Spending to Actual Spending

(millions of dollars) Business Line	FTEs	Operating	Capital	Grants and Contributions	Total Gross Expenditures	Less: Respendable Revenues *	Total Net Expenditures
Fisheries and Oceans Science	1,203	114.9	–	0.8	115.7	–	115.7
Total authorities	*1,203*	*126.8*	–	*1.8*	*128.6*	–	*128.6*
Actuals	**1,263**	**129.8**	**2.1**	**1.7**	**133.6**	**–**	**133.6**
Habitat Management and Environmental Science	503	66.6	–	–	66.6	–	66.6
Total authorities	*503*	*77.5*	–	*2.8*	*80.3*	–	*80.3*
Actuals	**528**	**75.3**	**–**	**2.8**	**78.1**	**–**	**78.1**
Fisheries Management	1,488	187.3	–	320.8	508.1	–	508.1
Total authorities	*1,488*	*212.4*	–	*309.9*	*522.3*	–	*522.3*
Actuals	**1,562**	**194.0**	**2.5**	**241.7**	**438.2**	**–**	**438.2**
Fleet Management	568	73.7	68.2	–	141.9	–	141.9
Total authorities	*568*	*76.2*	*68.2*	–	*144.4*	–	*144.4*
Actuals	**596**	**82.1**	**39.3**	**–**	**121.4**	**0.4**	**121.0**
Marine Navigation Services	1,096	106.9	24.7	–	131.6	28.3	103.3
Total authorities	*1,096*	*112.7*	*24.7*	–	*137.4*	*28.3*	*109.1*
Actuals	**1,151**	**118.3**	**14.5**	**–**	**132.8**	**29.8**	**103.0**
Marine Communications and Traffic Services	769	60.5	14.8	–	75.3	0.3	75.0
Total authorities	*769*	*64.3*	*10.4*	–	*74.7*	*0.3*	*74.4*
Actuals	**807**	**60.3**	**7.7**	**–**	**68.0**	**0.7**	**67.3**
Icebreaking Operations	469	61.2	–	–	61.2	19.8	41.4
Total authorities	*469*	*55.1*	–	–	*55.1*	*19.8*	*35.3*
Actuals	**492**	**53.5**	**–**	**–**	**53.5**	**12.3**	**41.2**
Rescue, Safety and Environmental Response	1,184	100.4	–	3.7	104.1	0.1	104.0
Total authorities	*1,184*	*116.3*	–	*3.7*	*120.0*	*0.1*	*119.9*
Actuals	**1,243**	**100.4**	**0.5**	**3.6**	**104.5**	**0.5**	**104.0**
Hydrography	322	25.4	–	0.1	25.5	–	25.5
Total authorities	*322*	*27.3*	–	*0.1*	*27.4*	–	*27.4*
Actuals	**338**	**31.2**	**0.8**	**0.1**	**32.1**	**–**	**32.1**
Harbours	84	40.5	11.1	–	51.6	–	51.6
Total authorities	*84*	*41.0*	*11.3*	*2.6*	*54.9*	–	*54.9*
Actuals	**88**	**37.2**	**24.0**	**2.5**	**63.7**	**–**	**63.7**
Policy and Internal Services	866	152.0	17.2	0.5	169.7	5.6	164.1
Total authorities	*866*	*210.6*	*15.2*	*0.2*	*226.0*	*5.6*	*220.4*
Actuals	**909**	**168.8**	**31.7**	**0.2**	**200.7**	**3.9**	**196.8**
Total Planned Spending	8,552	989.4	136.0	325.9	1,451.3	54.1	1,397.2
Total authorities	*8,552*	*1,120.2*	*129.8*	*321.1*	*1,571.1*	*54.1*	*1,517.0*
Actuals	**8,977**	**1,050.9**	**123.1**	**252.6**	**1,426.6**	**47.6**	**1,379.0**
Other Revenues and Expenditures							
Non-Respendable Revenues**							(56.2)
Total authorities							*(56.2)*
Actuals							**(58.5)**
Cost of services provided by other departments							54.1
Total authorities							*58.8*
Actuals							**58.8**
Net Cost of the Program							1,395.1
Total authorities							*1,519.6*
Actuals							**1,379.3**

Note: Numbers in regular typeface denote Planned Spending as per the *1999-2000 Estimates: A Report on Plans and Priorities*; those in italics denote Total Authorities; numbers in bold denote Actual Expenditures.

* These revenues were formerly called "Revenues Credited to the Vote".

** These revenues were formerly called "Revenues Credited to the Consolidated Revenue Fund".

Table 3: Historical Comparison of Total Planned Spending to Actual Spending

(millions of dollars) Business Line	Actual 1997-98	Actual 1998-99	Planned Spending 1999-2000	Total Authorities 1999-2000	Actual 1999-2000
Fisheries and Oceans Science	116.4	131.8	115.7	128.6	133.6
Habitat Management and Environmental Science	48.2	66.3	66.6	80.3	78.1
Fisheries Management	223.7	435.4	508.1	522.3	438.2
Fleet Management	123.8	140.3	141.9	144.4	121.0
Marine Navigation Services	140.8	95.2	103.3	109.1	103.0
Marine Communications and Traffic Services	73.4	61.6	75.0	74.4	67.3
Icebreaking Operations	41.0	37.8	41.4	35.3	41.2
Rescue, Safety and Environmental Response	104.6	96.2	104.0	119.9	104.0
Hydrography	34.0	33.0	25.5	27.4	32.1
Harbours	58.0	58.1	51.6	54.9	63.7
Policy and Internal Services	187.6	178.0	164.1	220.4	196.8
Total	1,151.5	1,333.7	1,397.2	1,517.0	1,379.0

Table 4: Resource Requirements by Organization and Business Line

(millions of dollars)	Sector							
Business Line	ADM, Marine/ Commis-sioner, CCG	ADM, Science	ADM, Oceans	ADM, Fisheries Manage-ment	ADM, Policy	Executive and ADM, Corporate Services	Total	% of Total
Fisheries and Oceans	–	115.7	–	–	–	–	115.7	
Science	–	*128.6*	–	–	–	–	*128.6*	
	–	**133.6**	**–**	**–**	**–**	**–**	**133.6**	**9.7%**
Habitat Management	–	–	66.6	–	–	–	66.6	
and Environmental	–	–	*80.3*	–	–	–	*80.3*	
Science	–	**–**	**78.1**	**–**	**–**	**–**	**78.1**	**5.6%**
Fisheries Management	–	–	–	209.1	299.0	–	508.1	
	–	–	–	*329.7*	*192.6*	–	*522.3*	
	–	–	**–**	**247.4**	**190.8**	**–**	**438.2**	**31.8%**
Fleet Management	141.9	–	–	–	–	–	141.9	
	144.4	–	–	–	–	–	*144.4*	
	121.0	**–**	**–**	**–**	**–**	**–**	**121.0**	**8.8%**
Marine Navigation	103.3	–	–	–	–	–	103.3	
Services	*109.1*	–	–	–	–	–	*109.1*	
	103.0	**–**	**–**	**–**	**–**	**–**	**103.0**	**7.5%**
Marine	75.0	–	–	–	–	–	75.0	
Communications and	*74.4*	–	–	–	–	–	*74.4*	
Traffic Services	**67.3**	**–**	**–**	**–**	**–**	**–**	**67.3**	**4.9%**
Icebreaking	41.4	–	–	–	–	–	41.4	
Operations	*35.3*	–	–	–	–	–	*35.3*	
	41.2	**–**	**–**	**–**	**–**	**–**	**41.2**	**3.0%**
Rescue, Safety and	104.0	–	–	–	–	–	104.0	
Environmental	*119.9*	–	–	–	–	–	*119.9*	
Response	**104.0**	**–**	**–**	**–**	**–**	**–**	**104.0**	**7.5%**
Hydrography	–	25.5	–	–	–	–	25.5	
	–	*27.4*	–	–	–	–	*27.4*	
	–	**32.1**	**–**	**–**	**–**	**–**	**32.1**	**2.3%**
Harbours	–	–	–	–	–	51.6	51.6	
	–	–	–	–	–	*54.9*	*54.9*	
	–	–	–	–	**–**	**63.7**	**63.7**	**4.6%**
Policy and Internal	–	–	–	–	14.2	149.9	164.1	
Services	–	–	–	–	*29.7*	*190.7*	*220.4*	
	–	–	–	**–**	**30.1**	**166.7**	**196.8**	**14.3%**
TOTALS	465.6	141.2	66.6	209.1	313.2	201.5	1,397.2	
	483.1	*156.0*	*80.3*	*329.7*	*222.3*	*245.6*	*1,517.0*	
	436.5	**165.7**	**78.1**	**247.4**	**220.9**	**230.4**	**1,379.0**	**100.0%**

Note: Numbers in regular typeface denote Planned Spending, as per the *1999-2000 Estimates: A Report on Plans and Priorities*; those in italics denote Total Authorities; numbers in bold denote Actual Expenditures.

Table 5: Respendable Revenues

(millions of dollars) Business Line	Actual 1997-98	Actual 1998-99	Planned Revenues 1999-2000	Total Authorities 1999-2000	Actual 1999-2000
Fisheries and Oceans Science	–	–	–	–	–
Habitat Management and Environmental Science	–	–	–	–	–
Fisheries Management	–	–	–	–	–
Fleet Management	2.1	0.8	–	–	0.4
Marine Navigation Services	26.9	29.6	28.3	28.3	29.8
Marine Communications and Traffic Services	0.9	0.7	0.3	0.3	0.7
Icebreaking Operations	6.9	8.5	19.8	19.8	12.3
Rescue, Safety and Environmental Response	0.5	0.3	0.1	0.1	0.5
Hydrography	–	–	–	–	–
Harbours	–	–	–	–	–
Policy and Internal Services	2.8	3.2	5.6	5.6	3.9
Total Respendable Revenues	40.1	43.1	54.1	54.1	47.6

Note: These revenues were formerly called “Revenues Credited to the Vote”.

Table 6: Non-Respendable Revenues

(millions of dollars) Business Line	Actual 1997-98	Actual 1998-99	Planned Revenues 1999-2000	Total Authorities 1999-2000	Actual 1999-2000
Fisheries and Oceans Science	0.6	0.7	0.1	0.1	0.1
Habitat Management and Environmental Science	–	–	–	–	–
Fisheries Management	48.4	43.3	51.2	51.2	41.9
Fleet Management	–	–	–	–	0.1
Marine Navigation Services	–	0.1	0.2	0.2	0.2
Marine Communications and Traffic Services	–	–	–	–	–
Icebreaking Operations	–	–	–	–	–
Rescue, Safety and Environmental Response	–	–	–	–	–
Hydrography	2.7	2.9	2.9	2.9	2.8
Harbours	2.9	2.3	1.7	1.7	2.1
Policy and Internal Services	0.1	0.1	0.1	0.1	0.1
Sub-total	54.7	49.4	56.2	56.2	47.3
Unplanned	10.2	10.4	–	–	11.2
Total Non-Respendable Revenues	64.9	59.8	56.2	56.2	58.5

Note: These revenues were formerly called “Revenues Credited to the Consolidated Revenue Fund”.

Table 7: Statutory Payments

(millions of dollars) Business Line	Actual 1997-98	Actual 1998-99	Planned Spending 1999-2000	Total Authorities 1999-2000	Actual 1999-2000
Fisheries Management	–	–	0.2	–	–
Total Statutory Payments	–	–	0.2	–	–

Table 8: Transfer Payments

(millions of dollars) Business Line	Actual 1997-98	Actual 1998-99	Planned Spending 1999-2000	Total Authorities 1999-2000	Actual 1999-2000
GRANTS					
Fisheries and Oceans Science	—	—	—	—	—
Habitat Management and Environmental Science	0.1	—	—	0.1	0.1
Fisheries Management	—	—	—	—	—
Fleet Management	—	—	—	—	—
Marine Navigation Services	—	—	—	—	—
Marine Communications and Traffic Services	—	—	—	—	—
Icebreaking Operations	—	—	—	—	—
Rescue, Safety and Environmental Response	—	—	—	—	—
Hydrography	—	0.1	0.1	0.1	0.1
Harbours	—	—	—	—	—
Policy and Internal Services	—	0.2	0.1	—	—
Total Grants	0.1	0.3	0.2	0.2	0.2
CONTRIBUTIONS					
Fisheries and Oceans Science	1.1	1.8	0.8	1.8	1.7
Habitat Management and Environmental Science	0.4	1.1	—	2.7	2.8
Fisheries Management	49.1	242.5	320.8	309.9	241.7
Fleet Management	—	—	—	—	—
Marine Navigation Services	—	—	—	—	—
Marine Communications and Traffic Services	—	—	—	—	—
Icebreaking Operations	—	—	—	—	—
Rescue, Safety and Environmental Response	2.6	3.2	3.7	3.7	3.6
Hydrography	0.1	—	—	—	0.1
Harbours	0.1	0.5	—	2.6	2.5
Policy and Internal Services	0.1	—	0.4	0.2	0.2
Total Contributions	53.5	249.1	325.7	320.9	252.6
Total Transfer Payments	53.6	249.4	325.9	321.1	252.7

Table 9: Capital Spending by Business Line

(millions of dollars) Business Line	Actual 1997-98	Actual 1998-99	Planned Spending 1999-2000	Total Authorities 1999-2000	Actual 1999-2000
Fisheries and Oceans Science	–	0.4	–	–	2.1
Habitat Management and Environmental Science	–	–	–	–	–
Fisheries Management	–	2.1	–	–	2.5
Fleet Management	28.6	48.8	68.2	68.2	39.3
Marine Navigation Services	16.7	6.1	24.7	24.7	14.5
Marine Communications and Traffic Services	9.5	2.8	14.8	10.4	7.7
Icebreaking Operations	–	–	–	–	–
Rescue, Safety and Environmental Response	0.7	0.6	–	–	0.5
Hydrography	–	2.5	–	–	0.8
Harbours	16.7	18.7	11.1	11.3	24.0
Policy and Internal Services	29.2	32.6	17.2	15.2	31.7
Total Capital Spending	101.4	114.6	136.0	129.8	123.1

Table 10: Capital Projects over $1,000,000 by Business Line

(millions of dollars) Business Line/ Province/ Project Description	Current Estimated Total Cost	Actual 1997-98	Actual 1998-99	Planned Spending 1999-00	Total Authorities 1999-00	Actual 1999-00
FLEET MANAGEMENT						
Nova Scotia						
Conversion for Science-Type 1100	17.6	—	—	4.1	4.1	0.2
New Brunswick						
CCGS *Louis S. St-Laurent*— Replacement of Propellers	2.0	—	0.5	—	1.6	1.6
CCGS *Cygnus* — Refit	10.2	4.4	5.8	—	—	—
CCGS *Sir William Alexander* — Crane Replacement	1.5	—	0.7	—	—	—
Quebec						
Fleet Data Integration — Québec	2.3	0.5	0.5	0.1	0.1	—
British Columbia						
CCGS *Bartlett* — Capital Refit	3.9	—	1.9	—	2.3	2.3
Headquarters						
Fleet Restructuring — Two Air-cushioned Vehicles	29.7	9.6	2.1	0.1	0.1	0.1
LAN Renewal	1.3	0.2	0.3	—	—	—
Electronic Equipment Stabilization	3.4	—	0.6	—	0.6	0.6
Multi-Province						
Communications Security Equipment	2.6	—	—	1.1	1.1	0.1
Expand Flag/Datahail System	2.5	1.5	0.7	—	—	—
Chart-based Navigation Display System	6.1	2.1	1.0	1.0	1.0	0.8
Search-and-Rescue Lifeboat Replacement	36.3	4.3	3.3	9.5	9.5	3.7
Maintenance Management Information	7.9	0.1	2.6	2.9	2.9	3.2
Electronic Navigation Charts	1.3	0.1	0.2	1.0	1.0	0.1
Global Maritime Distress and Safety System (GMDSS) Equipment for CCG Vessels	3.4	—	2.3	0.1	0.1	0.9
Search-and-Rescue Lifeboat Replacement — Phase II	17.6	—	—	4.1	4.1	—
MARINE NAVIGATION SERVICES						
Nova Scotia						
Restoration of Lock Gates — Canso Canal	5.6	—	—	2.5	2.5	3.0
New Brunswick						
Urgent Repair of Brickwork — Saint John	2.5	0.7	0.9	0.9	0.9	—

Table 10: Capital Projects over $1,000,000 by Business Line (continued)

(millions of dollars)

Business Line/ Province/ Project Description	Current Estimated Total Cost	Actual 1997-98	Actual 1998-99	Planned Spending 1999-00	Total Authorities 1999-00	Actual 1999-00
British Columbia						
Construction of Hovercraft Hangar and Apron — Sea Island Base	4.0	0.7	2.6	0.6	0.6	—
Multi-Province						
Differential GPS Navigation Service Network	11.3	1.0	2.1	2.3	2.3	1.3
Marine Aids Modernization	9.1	2.9	3.3	1.7	1.7	0.4
MARINE COMMUNICATIONS AND TRAFFIC SERVICES						
Quebec						
Vessel Traffic Information System — *Quebec*	9.1	3.6	2.0	0.4	0.4	0.4
British Columbia						
Relocation of Vancouver Marine Communications and Traffic Services Centre	7.3	1.9	1.0	4.4	4.4	4.3
Multi-Province						
Computer-based Training for Marine Communications and Traffic Services	1.4	0.1	0.1	0.2	0.2	—
Information System on Marine Navigation (INNAV) — National	3.5	—	—	2.4	2.4	1.4
Implementation of Global Maritime Distress and Safety System	10.8	—	0.2	5.1	5.1	0.2
HARBOURS						
Newfoundland						
Port de Grave — Harbour Redevelopment	5.9	1.4	1.7	0.9	0.8	0.9
Bay de Verde — Breakwater Extension	2.0	—	—	0.9	0.9	0.9
Quebec						
L'Anse St-Jean — Wharf Reconstruction	1.2	—	32.2	0.7	0.7	0.7
POLICY AND INTERNAL SERVICES						
Newfoundland						
Northwest Atlantic Fisheries Centre — Roof Replacement	1.6	0.3	0.2	0.2	0.2	0.2
Southside Base (Coast Guard) — Wharf Reconstruction Berth 28 & 29	6.7	—	0.2	1.0	1.0	1.0
Southside Base (Coast Guard) — Exterior Building Refit	2.7	—	—	0.3	0.3	0.2

Table 10: Capital Projects over $1,000,000 by Business Line (continued)

(millions of dollars)

Business Line/ Province/ Project Description	Current Estimated Total Cost	Actual 1997-98	Actual 1998-99	Planned Spending 1999-00	Total Authorities 1999-00	Actual 1999-00
New Brunswick						
Gulf Fisheries Centre — Interim Measures - Code Requirements	1.9	—	0.7	0.5	0.5	0.5
Maritimes Region — Including Halifax Lab Closure Project	13.0	4.1	3.0	0.9	0.9	0.9
Saint John Base (Coast Guard) — Brickwork Restoration	2.6	0.7	0.9	0.1	0.1	0.1
Nova Scotia						
Bedford Institute of Oceanography — New Water Supply	2.2	0.2	0.4	1.0	1.0	0.4
Bedford Institute of Oceanography — Wharf and Jetty	3.2	—	—	0.1	0.1	0.1
Quebec						
Maurice Lamontagne Institute — Major Repair of Ocean Water Supplier	1.3	—	0.1	0.1	0.1	0.1
CCG Base in Quebec — Structural Restoration (Section 07)	1.4	—	0.1	1.3	1.3	1.2
Manitoba						
Freshwater Institute — Chloroflorocarbon Removal	1.5	0.2	0.2	0.4	0.4	0.4
Ontario						
Prescott Base (Coast Guard) — Wharf Repair	4.0	—	0.2	3.4	3.4	1.8
Experimental Lakes Area Lab 1 Residence Construction — Phase 2 and 3	1.9	—	0.7	0.2	0.2	0.1
British Columbia						
Institute of Ocean Science — Roofing Mid-Life Replacement	2.5	0.2	0.2	0.4	0.4	0.4
Pacific Biological Station — Taylor/ Clements Building Refit	1.8	—	0.1	0.2	0.2	0.2
Pacific Biological Station — 600 Volt Upgrade	1.2	—	0.3	0.4	0.4	0.4

Table 11: Loans, Investments and Advances

(millions of dollars) Business Lines	Actual 1997-98*	Actual 1998-99*	Planned Spending 1999-2000*	Total Authorities 1999-2000*	Actual 1999-2000*
Fisheries Management					
Freshwater Fish Marketing Corporation	—	—	—	—	—
Total	—	—	—	—	—

* Authority to borrow externally was obtained.

Table 12: Contingent Liabilities

As of March 31, 2000, contingent liabilities estimated at $34.3 million were outstanding against DFO:

- $0.1 million relates to guarantees approved by the Governor in Council for loans under the *Fisheries Improvement Loans Act.* No new loans were issued during the 1999-2000 fiscal year.
- $34.2 million relates to some 60 individual cases of pending or threatened litigation. Most of these claims are for loss of income, injuries sustained by persons and damages to property.

In addition, the Department has a contingent gain estimated at $42.4 million as of March 31, 2000, relating to one case.

Although these cases are in various stages of litigation, it is not DFO policy to comment on their expected outcomes. They must, however, be recognized as potential liabilities or gains against the Crown and are therefore presented for information purposes only.

Contingent Liabilities ($ millions)	Amount of Contingent Liability		
List of Contingent Liabilities	March 31, 1998	March 31, 1999	Current as of March 31,2000
Loans			
Fisheries Improvement Loans Act	0.2	0.1	0.1
Claims, Pending and Threatened Litigation			
Litigations	37.0	32.1	34.2
Total	37.2	32.2	34.3
Contingent Gains			
Litigations	43.1	43.2	42.4

5 Departmental Overview

5.1 Mandate

Fisheries and Oceans Canada, on behalf of the Government of Canada, is responsible for policies and programs in support of Canada's economic, ecological and scientific interests in the oceans and freshwater fish habitat; for the conservation and sustainable utilization of Canada's fisheries resources in marine and inland waters; and for safe, effective and environmentally sound marine services responsive to the needs of Canadians in a global economy.

As outlined above, the Department's mandate is extremely broad. It covers:

- management and protection of the marine and fisheries resources inside the 200-mile exclusive economic zone;
- management and protection of freshwater fisheries resources;
- marine safety in areas of federal responsibility;
- facilitation of marine transportation;
- protection of the marine environment;
- support to other federal government institutions and objectives, as the government's civilian marine service; and
- research to support government priorities such as climate change and biodiversity.

Because of its broad mandate, DFO does not operate alone. Federal and provincial governments share jurisdiction in a number of areas related to the Department's mandate, and this is reflected in this report. Stakeholder participation and involvement are also essential, and are reflected in many of the elements of this document.

The mandate, departmental objectives, long-term priorities and goals, and business lines described in this document refer to those responsibilities that fall under federal jurisdiction.

5.2 Vision

Safe, healthy, productive waters and aquatic ecosystems, for the benefit of present and future generations, by maintaining the highest possible standards of:

5.3 Objectives

The objectives of the Department are to:

- undertake policies and programs in support of Canada's economic, ecological and scientific interests in the oceans and inland waters;
- provide for the conservation, development and sustained economic utilization of Canada's fisheries resources in marine and inland waters for those who derive their livelihood or benefit from these resources;
- provide safe, effective and environmentally sound marine services responsive to the needs of Canadians in a global economy; and
- co-ordinate the policies and procedures of the Government of Canada respecting oceans.

5.4 Long-term Priorities and Goals

The Department has five long-term priorities and goals also known as mandate objectives. They are:

- **Manage and Protect the Fisheries Resource:** To manage, protect and allocate living ocean resources supporting self-reliant fisheries by conserving Canada's fisheries resources and ensuring sustainable utilization.
- **Manage and Protect the Marine and Freshwater Environment:** To achieve an integrated, cohesive approach to the management of the marine and freshwater environment through stewardship and protection of productive fish habitat and reduction in the risks and impacts of oil and chemical spills at sea.
- **Understand the Oceans and Aquatic Resources:** To acquire, apply and communicate knowledge of Canada's oceans and marine and freshwater resources to support the activities of clients, partners and the operational branches of DFO.
- **Maintain Maritime Safety:** To improve the safe use of the marine and freshwater environment to reduce the number and severity of incidents such as collisions and groundings, and to provide aid to persons in distress or imminent danger, thereby minimizing loss of life and damage to property.
- **Facilitate Maritime Trade, Commerce and Ocean Development:** To develop the requisite policy and regulatory framework, and to provide the operational services and infrastructure that support commercially sustainable maritime industries.

In support of these long-term priorities, DFO is committed to:

- striving to continuously improve relations with its clients, involving clients more effectively in key decision-making processes, information sharing and program-delivery mechanisms; and
- making managers accountable for promoting an environment that provides clear direction and fosters mutual respect, teamwork and professionalism, while delivering quality service to clients, and in which all employees share responsibility for the renewal of the Department and for the development of their own careers.

5.5 Business Lines and Organization Composition

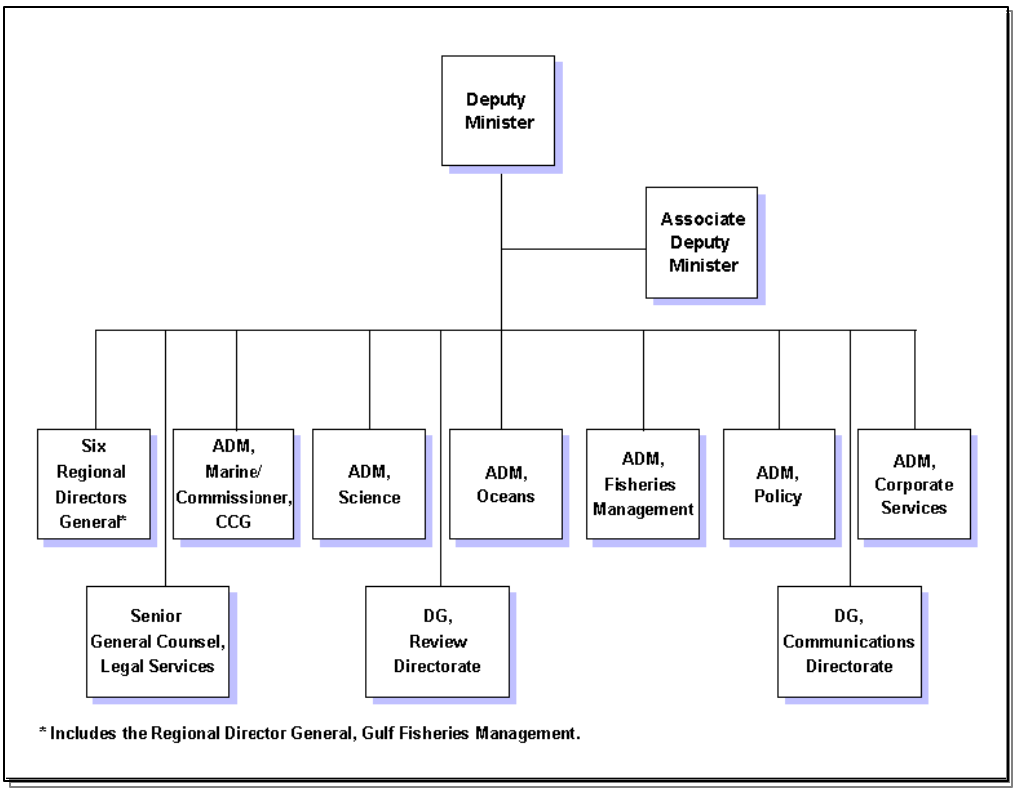
The Department has 6 Assistant Deputy Ministers (ADMs) responsible for 11 business lines. The Assistant Deputy Ministers are responsible for establishing national objectives, policies, procedures and standards for their respective business lines. The relationship between business lines and long-term priorities and goals is summarized in the following table.

DFO Business Lines: Contribution to Departmental Priorities

Business Line	Manage and protect fisheries resources	Protect marine and freshwater environment	Understand oceans and aquatic resources	Maintain maritime safety	Facilitate maritime commerce and ocean development	Headquarters Responsibility
Marine Navigation Services		✓		✓	✓	ADM, Marine/ Commissioner, CCG
Marine Communications and Traffic Services		✓		✓	✓	
Icebreaking Operations		✓		✓	✓	
Rescue, Safety and Environmental Response		✓		✓	✓	
Fleet Management	✓	✓	✓	✓	✓	
Fisheries and Oceans Science	✓	✓	✓	✓	✓	ADM, Science
Hydrography			✓	✓	✓	
Habitat Management and Environmental Science	✓	✓	✓		✓	ADM, Oceans
Fisheries Management	✓	✓			✓	ADM, Fisheries Management*
Harbours		✓		✓	✓	ADM, Corporate Services
Policy and Internal Services	✓	✓	✓	✓	✓	ADM, Corporate Services ADM, Policy

* Within Fisheries Management, accountability for special capacity-reduction programs rests with ADM, Policy.

The ADMs are accountable to the Deputy Minister for the key results of the business lines for which they are responsible.



The program is delivered in the following five DFO regions and a Gulf Fisheries Management Region, each headed by a Regional Director General (RDG) in regional headquarters: Newfoundland Region — St. John's, Newfoundland; Maritimes Region — Dartmouth, Nova Scotia; Gulf Fisheries Management — Moncton, New Brunswick; Laurentian Region — Québec City, Quebec; Central and Arctic Region — Winnipeg, Manitoba; and Pacific Region — Vancouver, British Columbia. The RDGs are responsible for organizing and managing delivery of programs and activities in their regions in accordance with national and regional priorities and with national program performance parameters set for each program and activity. In short, their role is to mobilize the process and translate the strategic direction in actions at the field level.

DFO Regions

5.6 Objectives of the Business Lines

Fisheries and Oceans Science

Provides fisheries management and the industry with a reliable scientific basis for the conservation of marine, anadromous and freshwater fishery resources, and for the sustainable development of marine aquaculture; and scientific information on ocean and coastal waters and marine and freshwater ecosystems in support of environment and fish habitat management, integrated resource management, offshore development, climate prediction, marine services, coastal engineering, defence and shipping.

Habitat Management and Environmental Science

Protects and conserves the marine environment and fish habitat through an integrated management approach.

Fisheries Management

Manages Canada's fisheries co-operatively, with stakeholders, to conserve the resource and achieve sustainable use for the people of Canada.

Fleet Management

Provides efficient sea and air support to the DFO program areas of Marine Navigation Services; Marine Communications and Traffic Services; Icebreaking Operations; Rescue, Safety and Environmental Response; Fisheries and Oceans Science; Hydrography; and Fisheries Management.

Marine Navigation Services

Provides and ensures efficient operation of aids to navigation to assist mariners in determining their position in relation to land and hidden dangers, to reduce navigation risk and vessel transit time, in support of a safe and environmentally sound national marine transportation system.

Marine Communications and Traffic Services

Provides communications and traffic services for the marine community and for the benefit of the public at large to ensure: safety of life at sea in response to international agreements; protection of the environment through traffic management; efficient movement of shipping; and information for business and national interests.

Icebreaking Operations

Supports economic activities by: facilitating safe and efficient movement of marine traffic through ice-covered waters in the Arctic and in southern waters, which include the Great Lakes and East Coast of Canada; decreasing the risk of flooding in areas prone to or threatened by it as a result of ice build-up; and ensuring that northern settlements and military sites are resupplied annually.

Rescue, Safety and Environmental Response

Responsible for saving lives and protecting the marine environment.

Hydrography

Provides nautical information products for safe and efficient navigation in Canadian and bordering international waters.

Harbours

Keeps harbours critical to the fishing industry open and in good repair.

Policy and Internal Services

Supports the business lines outlined above by maintaining the infrastructure and service base required to provide staff with the information, technology and support needed to achieve the DFO vision and mission, in Canada and abroad, in a timely and cost-effective manner.

6 Other Information

6.1 Contacts for Further Information

Departmental Contacts

For more information, contact the following Communications personnel:

Region	Name	Telephone
Newfoundland	Jan Woodford	(709) 772-4328
Maritimes	A.-M. Lanteigne	(902) 426-3866
Gulf	Terrance Boucher	(506) 851-7757
Laurentian	Marcel Thérien	(418) 648-7316
Central and Arctic	Sharon Leonhard	(204) 983-5108
Pacific	Athana Mentzelopoulos	(604) 666-0470
Headquarters	Danielle Thibault	(613) 990-0219

Internet address:
http://www.dfo-mpo.gc.ca

6.2 Legislation Administered by Fisheries and Oceans Canada and Associated Regulations

Statutes	
Atlantic Fisheries Restructuring Act [1]	*R.S.C. 1985, c. A-14*
Canada Shipping Act [2]	*R.S.C. 1985, c. S-9*
Coastal Fisheries Protection Act	*R.S.C. 1985, c. C-33*
Department of Fisheries and Oceans Act	*R.S.C. 1985, c. F-15*
Fisheries Act	*R.S.C. 1985, c. F-14*
Fisheries Development Act	*R.S.C. 1985, c. F-21*
Fisheries Improvement Loans Act	*R.S.C. 1985, c. F-22*
Fisheries Prices Support Act	*R.S.C. 1985, c. F-23*
Fishing and Recreational Harbours Act	*R.S.C. 1985, c. F-24*
Freshwater Fish Marketing Act	*R.S.C. 1985, c. F-13*
Great Lakes Fisheries Convention Act	*R.S.C. 1985, c. F-17*
National Energy Board Act [3]	*R.S.C. 1985, c. N-7*
Navigable Waters Protection Act	*R.S.C. 1985, c. N-22*
Oceans Act	*S.C. 1996, c. C-31*
Resources and Technical Surveys Act [4]	*R.S.C. 1985, c. R-7*

1. Certain sections of this Act are also the responsibility of the Ministers of Industry, Finance and State (Privatization and Regulatory Affairs).
2. The Minister of Fisheries and Oceans Canada shares responsibility to Parliament with the Minister of Transport.
3. The Minister of Fisheries and Oceans Canada may in some instances administer Section 108 of this Act.
4. The Minister of Fisheries and Oceans Canada has some powers under this Act. However, those powers also exist in the *Oceans Act*.

Regulations

Aboriginal Communal Fishing Licences Regulations, SOR/93-332
Aids to Navigation Protection Regulations, C.R.C., c. 1405
Alberta Fishery Regulations, 1998, SOR/98-246
Atlantic Fishery Regulations, 1985, SOR/86-21
Boating Restriction Regulations, C.R.C., c. 1407
British Columbia Sport Fishing Regulations, 1996, SOR/96-137
Carrier Exemption Regulations, C.R.C., c. 803
Coastal Fisheries Protection Regulations, C.R.C., c. 401
Competency of Operators of Pleasure Craft Regulations, SOR/99-53
Confederation Bridge Area Provincial (P.E.I.) Laws Application Regulations, SOR/97-375
Eastern Canada Vessel Traffic Services Zone Regulations, SOR/89-99
Ferry Cable Regulations, SOR/86-1026
Fish Health Protection Regulations, C.R.C., c. 812
Fish Toxicant Regulations, SOR/88-258
Fisheries Improvement Loans Regulations, C.R.C., c. 864
Fishery (General) Regulations, SOR/93-53
Fishing and Recreational Harbours Regulations, SOR/78-767
Foreign Vessel Fishing Regulations, C.R.C., c. 815
Kenney Dam and Skins Lake Spillway Orders Regulations, SOR/87-723
Management of Contaminated Fisheries Regulations, SOR/90-351
Manitoba Fishery Regulations, 1987, SOR/87-509
Marine Mammal Regulations, SOR/93-56
Maritime Provinces Fishery Regulations, SOR/93-55
Navigable Waters Bridges Regulations, C.R.C., c. 1231
Navigable Waters Works Regulations, C.R.C., c. 1232
Newfoundland Fishery Regulations, SOR/78-443
Northwest Territories Fishery Regulations, C.R.C., c. 847
Ontario Fishery Regulations, 1989, SOR/89-93
Pacific Fishery Management Area Regulations, SOR/82-215
Pacific Fishery Regulations, 1993, SOR/93-54
Pleasure Craft Sewage Pollution Prevention Regulations, SOR/91-661
Private Buoys Regulations, SOR/84-804
Quebec Fishery Regulations, 1990, SOR/90-214
Response Organizations and Oil Handling Facilities Regulations, SOR/95-405
Sable Island Regulations, C.R.C., c. 1465
Saskatchewan Fishery Regulations, 1995, SOR/95-233
Small Vessel Regulations, C.R.C., c. 1487
Vessel Traffic Services Zone Regulations, SOR/89-98
Yukon Territory Fishery Regulations, C.R.C., c. 854

6.3 Statutory Reports

Statutory Reports
Atlantic Fisheries Restructuring
Fish Habitat Protection and Pollution Prevention
Fisheries Development
Fisheries Improvement Loans
Freshwater Fish Marketing Corporation Annual Report
Marine Oil Spill Preparedness and Response Regime – Annual Report to Parliament
Privacy and Access to Information

These documents are available from:

Fisheries and Oceans
Publications Distribution
200 Kent Street
Ottawa, Ontario
K1A 0E6

7 Awards Received by the Department

DFO Scientist Ian H. McQuinn of the Laurentian Region received the prestigious "Best Scientific Paper" award at the International Council for the Exploration of the Sea Annual Science conference held in Stockholm, Sweden in September 1999. Ian, the first author of the winning paper titled *An Adaptive Integrated Acoustic — Trawl Survey on Atlantic Cod*, was honoured along with co-authors Yvan Simard and Jean-Louis Beaulieu from the Laurentian Region, Barry McCallum and Steve Walsh from the Newfoundland Region and Thomas W.F. Stroud from Queen's University. Their work is part of the national hydroacoustics program.

Dr. Allyn Clarke of the Bedford Institute of Oceanography received the Government of Canada's Award of Excellence. This top public service award recognizes outstanding achievement on projects and programs of considerable national and international impact. Dr. Clarke, as Head of Oceans Circulation at the Bedford Institute of Oceanography since 1985, has helped to develop instrumentation and software that has improved data collection and analysis for national and international experiments from conception to the publication of results. His efforts have contributed greatly to DFO's strong international profile within the oceanographic and climate research communities.

Five DFO scientists, in collaboration with private sector and other government scientists won three out of six awards under the Federal Partners in Technology Transfer program. This program recognizes technological innovators and outstanding achievements in technology and commercialization. The recipients are:

- Dr. David Farmer of the Institute of Ocean Sciences teamed-up with David Lemon of ASL Environmental Services Inc. to win for the successful technological transfer and commercialization of a space-time acoustic scintillation technique for the measurement of waterflow.

- Dr. Robert Miller of the Bedford Institute of Oceanography, along with Ian Bardhouse, Biologist, and Allen Baker, both members of the Halifax County Sea Urchin Harvesters Association, and Andy Woyewods of the Industrial Research Assistance Program, National Research Council were honoured for their contribution to sea urchin eggs enhancement.

- Brian Beanlands, Edward Phillips and Scott Young also of DFO's Bedford Institute of Oceanography and Jean-Guy Dessureault from Brooke Ocean Technology won for the successful technological transfer and commercialization of the Moving Vessel Profiler.

The United States Board on Geographic Names announced the naming of two underwater features (Creed Basin and Creed Ridge) outside of Boston, in honour of the work done by the scientists and crew of the CCGS Frederick G. Creed during missions to conduct a bathymetric survey of a section of the Gulf of Maine on behalf of the United States Geological Survey. Because of the Creed's SWATH-type (Small Waterplane Area Twin Hull) design, this semi-submersible catamaran is remarkably stable and yet capable of high speeds. Combined with high-tech devices such as a Differential Global Positioning System and a multi-beam echo sounder, the Creed is undeniably the right vessel for the job of updating the details of the sea floor with incomparable resolution and accuracy. Congratulations to the Canadian Hydrographic Service and Canadian Coast Guard employees in the Laurentian Region.

In recognition of contributions made to the advancement of biological oceanography through an accumulated body of work, Trevor Platt of the Maritimes Region was awarded the Plymouth Marine Medal from the Plymouth Marine Laboratory in the United Kingdom.

Mark Trevorrow of the Pacific Region has received the A.B. Wood Metal award from the Acoustical Society of America and the U.K. Institute of Acoustics for his distinguished contribution in the application of acoustics.

Dr. Ora Johannsson of the Central and Arctic Region received the Award of Appreciation from the International Association for Great Lakes Research in recognition of her outstanding contribution during her three-year term on the Board of Directors.

For his outstanding support of the *Journal of Great Lakes Research* review process, Arthur J. Niimi of the Central and Arctic Region received the Editor's Award from the International Association for Great Lakes Research. The award recognizes the crucial role played by peer review in assuring the quality of the *Journal of Great Lakes Research*.

John Schnute of the Pacific Region received the Twentieth Century Distinguished Service Award from the Ninth Lukacs Symposium of Bowling Green State University in Ohio, United States for his outstanding contribution to the development of statistical ecology, environmental statistics, environmental and ecological assessment, and risk assessment.

8 Index

U

V

W

Y