



Fisheries and Oceans



For the
period ending
March 31, 1997



Improved Reporting to Parliament —
Pilot Document

Canada

©Minister of Public Works and Government Services Canada – 1997

Available in Canada through your local bookseller or by

mail from Canadian Government Publishing – PWGSC

Ottawa, Canada K1A 0S9

Catalogue No. BT31-4/4-1997

ISBN 0-660-60290-3



Fisheries and Oceans

Performance Report

**For the
period ending
March 31, 1997**

**Hon. David Anderson
Minister of Fisheries and Oceans**

Foreword

On April 24, 1997, the House of Commons passed a motion dividing what was known as the *Part III of the Estimates* document for each department or agency into two documents, a *Report on Plans and Priorities* and a *Departmental Performance Report*. It also required 78 departments and agencies to table these reports on a pilot basis.

This decision grew out of work by Treasury Board Secretariat and 16 pilot departments to fulfil the government's commitments to improve the expenditure management information provided to Parliament and to modernize the preparation of this information. These undertakings, aimed at sharpening the focus on results and increasing the transparency of information provided to Parliament, are part of a broader initiative known as "Getting Government Right".

This *Departmental Performance Report* responds to the government's commitments and reflects the goals set by Parliament to improve accountability for results. It covers the period ending March 31, 1997 and reports performance against the plans presented in the department's *Part III of the Main Estimates* for 1996-97.

Accounting and managing for results will involve sustained work across government. Fulfilling the various requirements of results-based management – specifying expected program outcomes, developing meaningful indicators to demonstrate performance, perfecting the capacity to generate information and report on achievements – is a building block process. Government programs operate in continually changing environments. With the increase in partnering, third party delivery of services and other alliances, challenges of attribution in reporting results will have to be addressed. The performance reports and their preparation must be monitored to make sure that they remain credible and useful.

This report represents one more step in this continuing process. The government intends to refine and develop both managing for results and the reporting of the results. The refinement will come from the experience acquired over the next few years and as users make their information needs more precisely known. For example, the capacity to report results against costs is limited at this time; but doing this remains a goal.

This report is accessible electronically from the Treasury Board Secretariat Internet site:
<http://www.tbs-sct.gc.ca/tb/key.html>

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

Government Review and Quality Services
Treasury Board Secretariat
L'Esplanade Laurier
Ottawa, Ontario, Canada
K1A 0R5
Tel: (613) 957-7042
Fax (613) 957-7044

Table of Contents

Section I: The Minister's Message	3
Section II: Departmental Overview	5
Mandate	5
Vision and Mission	5
Objective	5
Long-Term Priorities and Goals	6
DFO Challenges	7
Marine Sector Economic Impact	8
Business Lines and Organization Composition	9
Section III: Departmental Performance.....	11
A. Performance Expectations.....	11
B. Performance Accomplishments.....	14
Departmental Performance: Long-Term Priorities and Goals	14
Departmental Performance: CCG Perspective	19
Business Line Performance	21
C. Key Reviews	43
Section IV: Supplementary Information	44
A. Listing of Statutory and Departmental Reports.....	44
Statutory Reports.....	44
B. Contacts for Further Information	44
C. Financial Summary Tables	45
Summary of Voted Appropriations.....	45
Legislation Administered by Fisheries and Oceans	50
Index	51

Section I: The Minister's Message

I am very pleased to submit this second annual Performance Report of the Department of Fisheries and Oceans (DFO), which outlines the Department's accomplishments in relation to its Business Plan. This approach is in keeping with the federal government's commitment to improving its accountability to citizens by developing more stringent standards for defining, reviewing, measuring and reporting results. The government is committed to reporting clearly on the results it expected, and to exploring how these results meet the expectations of Parliamentarians and other Canadians.

This Performance Report also provides a measure of the progress of the Department of Fisheries and Oceans toward its vision of making Canada a world leader in ocean and marine resources management. To achieve this vision we must ensure the conservation and sustainable use of ocean resources, protect ecosystems for future generations and maximize the economic potential of Canada's oceans.

The *Oceans Act*, which came into force on January 31, 1997, gives the Department of Fisheries and Oceans the lead in coordinating most government marine and oceans activities. The *Oceans Act* provides the Minister of Fisheries and Oceans with the opportunity to develop a national strategy for our oceans in consultation with stakeholders, other governments and other federal departments, to ensure that their resources are managed responsibly. The Act also provides for the creation of Marine Protected Areas to protect biodiversity and endangered species and the development of an integrated approach to the management of Canada's coastal areas. With the passage of the Act, Canada declared an Exclusive Economic Zone, taking control of the use of all natural resources in the zone. Canada also declared a Contiguous Zone, an additional 12 miles out from the outer edges of our 12-mile territorial sea.

The Canadian Coast Guard (CCG) continues to meet its extensive reduction targets and, at the same time, has implemented significant measures to address broader, departmental program priorities. Integration of CCG, fisheries management and science fleets into a streamlined, multiple-purpose fleet has also been fully completed. A new business-like approach has been introduced at all levels of fleet management while maintaining the highest standards of safety and dedication to service support. In addition to delivering more efficient fleet operations, the Coast Guard is leveraging technologies such as the Differential Global Positioning System and Automatic Identification System to enhance maritime safety. Following extensive consultations, the Coast Guard has also introduced user fees to ensure that those who benefit from services contribute to the costs. Those users are expected to play a significant role in establishing future levels of service and identifying areas where further efficiencies may be realized.

In fisheries management, the Department has succeeded in promoting conservation measures, buying back commercial licences to reduce fishing capacity, and increasing the participation of stakeholders in fisheries management. Preliminary figures indicate that the total landed value of commercial fisheries (not including aquaculture), which reached a peak in 1995, declined somewhat in 1996 but still remains well above 1991 levels. It is notable that landed value per registered fisher has been increasing steadily since 1993, demonstrating

that the fishing industry is increasingly viable and providing a better return to the individuals involved.

The Department devolved some industry services and reduced others no longer consistent with DFO's core responsibilities. Fishery Inspections have been integrated with the new Canadian Food Inspection Agency. In the two years since Program Review began, more and more DFO harbours are operated by local Harbour Authorities, providing local management more responsive to users' needs.

These are but a few highlights from a period of notable achievements reported in the following pages. That success was achieved through the work of a dedicated and skilled staff.

Although significant progress has been made in the past fiscal year, the Department still faces new issues, including heightened controversy over Pacific salmon stocks and criticism of DFO science.

While I realize we have many challenges to face, including the continuing need for groundfish moratoria, I am pleased to present this review of the outstanding accomplishments of the Department of Fisheries and Oceans during the past fiscal year. I intend to ensure that the Department will continue to foster Canada's world leadership in ocean and marine resource management.

Section II: Departmental Overview

Mandate

The Department of Fisheries and Oceans, 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;
- the conservation and sustained utilization of Canada's fisheries resources in marine and inland waters; and
- safe, effective and environmentally sound marine services responsive to the needs of Canadians in a global economy.

The jurisdictional framework in Canada is such that all levels of government have some responsibility in the country's fishery, coastal and marine resources. Provincial governments contribute significantly to fisheries and oceans issues. Aboriginal groups and fisheries and marine industries are also important contributors to fisheries and oceans management, as are universities and scientific institutions. The mandate, program objective, long-term priorities and goals, and business lines described in this document refer to those responsibilities that fall under federal jurisdiction.

Vision and Mission

The departmental vision is to:

- be a world leader in oceans and aquatic resources management.

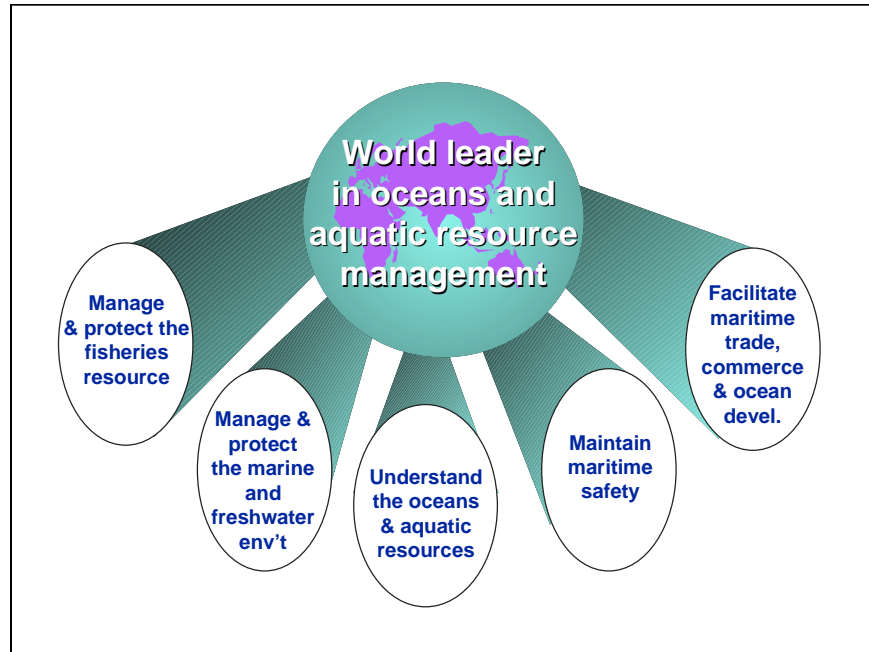
The departmental mission is to:

- manage Canada's oceans and major waterways so that they are clean, safe, productive and accessible, to ensure sustainable use of fisheries resources, and to facilitate marine trade and commerce.

Objective

The objective of the Program is 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
- coordinate the policies and procedures of the Government of Canada respecting oceans.



Long-Term Priorities and Goals

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 on Canada’s oceans, as well as on 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 that support commercially sustainable maritime industries.

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

- 1) striving to continuously improve relations with its clients, involving clients more effectively in key decision-making processes, information sharing and program-delivery mechanisms; and

- 2) making managers accountable for promoting an environment that provides clear direction and fosters mutual respect, team work 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.

DFO Challenges

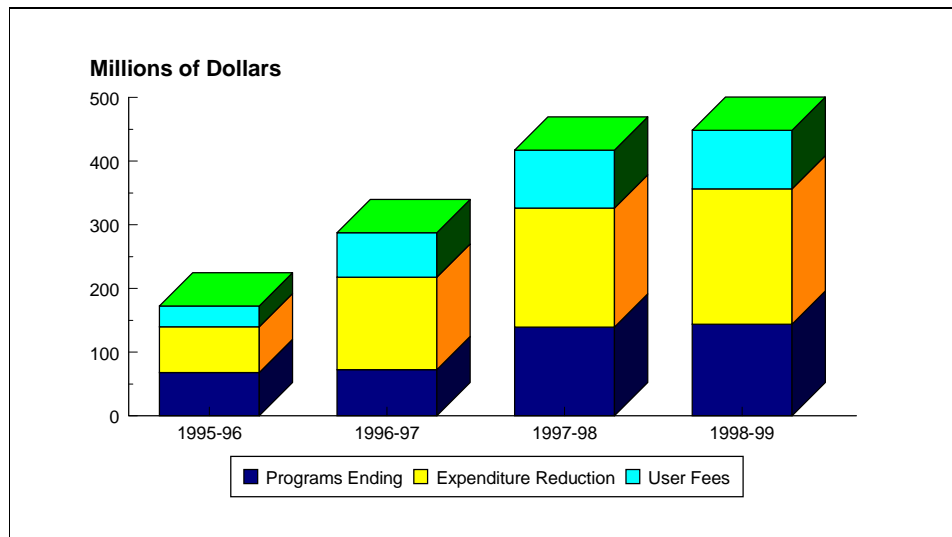
Coast Guard's challenge is to implement substantial reductions and continue to ensure traditional levels of safety, protection of the environment and support to maritime trade. While cost reduction is a priority, it will be attained in balance with the Coast Guard's commitment to marine safety. The response is to withdraw from or devolve some services, re-engineer, adopt a more contemporary model of governance, and implement new technology to improve service efficiencies and enhance safety.

Fisheries Management's challenge is to ensure conservation and sustainable utilization in some 176 fisheries across Canada while at the same time implementing Program Review reductions. Fisheries Management must address conservation risks related to overfishing, non-selective catches, dumping and discarding, use of improper harvesting methods, and illegal fishing such as poaching. These challenges are exacerbated by issues such as overcapacity, insufficient economic returns and individual self-interest. It is important to note that some fisheries are becoming increasingly economically viable. (Refer to Figure 6, on page 17.) The priority is to renew the Atlantic and Pacific fish harvesting sectors, reform Fisheries Management and build partnerships to deliver resource conservation. This reorientation involves significant role changes for stakeholders for the delivery and funding of programs.

Science's challenge is to provide a reliable scientific basis for: conservation of marine resources and anadromous fishery resources, marine environment and habitat protection, and safe navigation. Science's strategic direction will focus on core activities, addressing major science and technology human resource management issues, increasing partnering, improving measurement of the impact of science, increasing opportunities for commercialization, and improving communication and awareness of science information.

Program Review has led to other operational efficiencies, such as integrating CCG Radio Stations with Vessel Traffic Centres, and increasing fisheries co-management agreements. DFO staff reductions and the associated reductions in salaries and O&M expenditures will decrease the net cost to government by \$471 million by 1998-99 (not including A-Base increases for payments in lieu of taxes and employee benefit plans). (See Figure 1.)

Figure 1: Program Review, Taxpayer Savings



Many stakeholders associate DFO's Program Review initiatives with service reductions and user charges. They do not see the efficiency, conservation and competitive gains that have resulted. For example, there have been large fee increases in some fisheries, but there has also been a compensating increase in landed value per fisher, as shown in Figure 6 on page 17. Similarly, CCG has introduced new user fees while improving its efficiency, as indicated by a decrease in CCG costs by marine cargo tonnage moved.

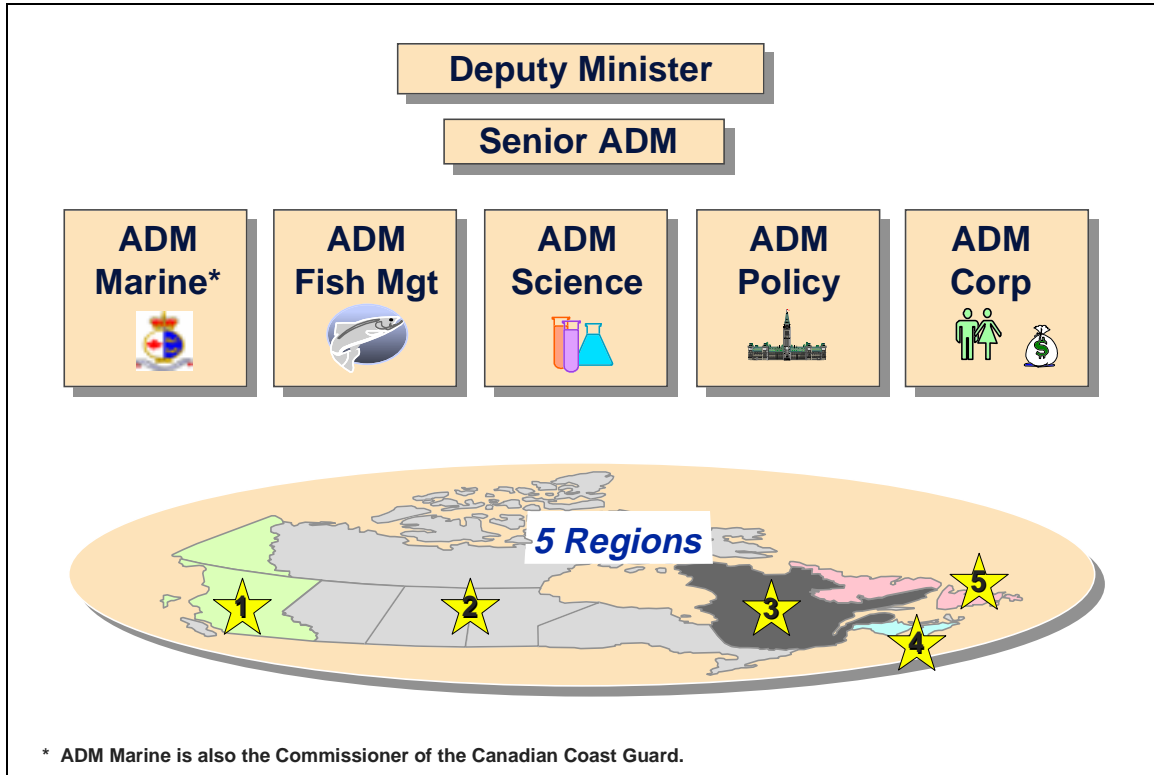
Marine Sector Economic Impact

Canada's oceans, fisheries and marine transportation sectors are important generators of *wealth and jobs for Canadians*.

- The marine transportation and manufacturing sector generates \$3.4 billion a year in revenues, and in 1995 the sector employed 32,000 Canadians.
- In 1995, 41% of Canada's imported and exported freight, worth about \$84 billion, was transported by water.
- The fishing sector employs 128,000 Canadians. The total value of fish landed was \$1.5 billion in 1995 (not including processing).
- Since 1982, the aquaculture industry has grown by more than 5700%! In 1995, this industry accounted for 5,200 jobs and \$343 million of landed value.
- In 1995, \$7 billion in revenue was directly attributable to recreational fishing and boating; more than 5 million adult anglers fished Canadian waters, including 900,000 visitors.
- Canada exported recreational craft worth \$727 million in 1995, a 645% increase over 1990.

Business Lines and Organization Composition

The Assistant Deputy Ministers (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 five regions, each headed by a Regional Director General (RDG). The RDGs have the responsibility for the day-to-day activities in the region. As part of the planning process, each RDG develops a regional plan that reflects undertakings agreed to with each ADM.

The following table outlines the contribution of DFO business lines to departmental priorities and indicates the ADM (or Commissioner) responsible.

DFO Business Lines: Contribution to Departmental Priorities

Business Line	Departmental Priorities							Accountable Manager
	Manage and protect the fisheries resource	Manage and protect the marine and freshwater environment	Understand the oceans and aquatic resources	Maintain maritime safety	Facilitate maritime trade, commerce and ocean development	Improve client relations	Improve employees' work environment	
Marine Navigation Services		✓		✓	✓	✓	✓	Commissioner, CCG
Marine Communications and Traffic Services		✓		✓	✓	✓	✓	Commissioner, CCG
Icebreaking Operations		✓		✓	✓	✓	✓	Commissioner, CCG
Rescue, Safety and Environmental Response		✓		✓	✓	✓	✓	Commissioner, CCG
Hydrography			✓	✓	✓	✓	✓	ADM, Science
Fisheries and Oceans Science	✓	✓	✓	✓	✓	✓	✓	ADM, Science
Habitat Management and Environmental Science	✓	✓	✓		✓	✓	✓	ADM, Science
Fisheries Management	✓	✓			✓	✓	✓	ADM, Fisheries Management*
Fish Product Inspection					✓	✓	✓	DG, Inspection
Harbours		✓		✓	✓	✓	✓	ADM, Corporate Services
Fleet Management	✓	✓	✓	✓	✓	✓	✓	Commissioner, CCG
Policy and Internal Services	✓	✓	✓	✓	✓	✓	✓	ADM, Corporate Services ADM, Policy

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

Section III: Departmental Performance

A. Performance Expectations

Comparison of Total Planned Spending to Actual Expenditures, 1996-97, by Organization and Business Line (\$ millions)

Business Line	Organization						TOTALS
	CCG	Science	Fisheries Management	Industry Services*	Policy	Corporate Services	
Marine Navigation Services	135.2						135.2
	128.6						128.6
Marine Communications and Traffic Services	60.1						60.1
	75.3						75.3
Icebreaking Operations	67.7						67.7
	49.2						49.2
Rescue, Safety and Environmental Response	133.2						133.2
	135.4						135.4
Hydrography		29.9					29.9
		34.8					34.8
Fisheries and Oceans Science		135.6					135.6
		128.2					128.2
Habitat Management and Environmental Science		45.1					45.1
		50.9					50.9
Fisheries Management			209.1		129.5		338.6
			210.1		125.1		335.2
Fish Product Inspection				30.4			30.4
				30.1			30.1
Harbours						55.4	55.4
						55.8	55.8
Fleet Management	136.4						136.4
	129.1						129.1
Policy and Internal Services					12.8	143.1	155.9
					12.7	158.6	171.3
TOTALS	532.6	210.6	209.1	30.4	142.3	198.5	1,323.5
	517.6	213.9	210.1	30.1	137.8	214.4	1,323.9
% of TOTAL ACTUALS	39.1%	16.2%	15.9%	2.3%	10.4%	16.1%	100.0%

* Effective April 1997, Fish Product Inspection was transferred to the Canadian Food Inspection Agency.

Note: Shaded numbers denote actual expenditures in 1996-97.

Comparison of Total Planned Spending to Actual Expenditures, 1996-97, by Business Line (\$ millions)

Business Line	FTEs	Operating	Capital	Voted Grants and Contributions	Subtotal: Gross Voted Expenditures	Statutory Payments	Total Gross Expenditures	Less: Revenue Credited to the Vote	Total Net Expenditures
Marine Navigation Services	1,513	129.0	17.1	—	146.1	10.5	156.6	(21.4)	135.2
Marine Communications and Traffic Services	1,292	122.8	13.8	—	136.6	9.3	145.9	(17.3)	128.6
Icebreaking Operations	716	48.0	8.6	—	56.6	5.1	61.7	(1.6)	60.1
Rescue, Safety and Environmental Response	871	63.5	7.3	—	70.8	6.3	77.1	(1.8)	75.3
Hydrography	555	72.9	—	—	72.9	3.8	76.7	(9.0)	67.7
	466	51.4	—	—	51.4	3.4	54.8	(5.6)	49.2
Fisheries and Oceans Science	1,430	121.6	—	1.7	123.3	10.1	133.4	(0.2)	133.2
	1,322	124.8	—	1.5	126.3	9.7	136.0	(0.6)	135.4
	382	27.2	—	—	27.2	2.7	29.9	—	29.9
	325	27.5	—	0.1	27.6	7.2	34.8	—	34.8
Habitat Management and Environmental Science	1,272	125.2	—	0.2	125.4	10.2	135.6	—	135.6
	1,329	125.8	—	0.2	126.0	2.2	128.2	—	128.2
Fisheries Management	428	41.3	—	0.5	41.8	3.3	45.1	—	45.1
	388	42.9	—	0.5	43.4	7.5	50.9	—	50.9
Fish Product Inspection	1,552	161.2	6.7	159.8	327.7	10.9	338.6	—	338.6
	1,595	166.3	—	157.5	323.8	11.4	335.2	—	335.2
Harbours	444	27.4	—	—	27.4	3.0	30.4	—	30.4
	423	27.0	—	—	27.0	3.1	30.1	—	30.1
Fleet Management	92	38.3	16.4	—	54.7	0.7	55.4	—	55.4
	99	34.6	20.3	0.1	55.0	0.8	55.8	—	55.8
Policy and Internal Services	370	73.1	60.9	—	134.0	2.5	136.5	(0.1)	136.4
	552	85.5	41.6	—	127.1	4.0	131.1	(2.0)	129.1
Sub-Total	1,519	138.2	7.8	0.4	146.4	10.2	156.6	(0.7)	155.9
	1,546	149.2	11.4	0.1	160.7	12.4	173.1	(1.8)	171.3
Other Revenue and Expenditures	10,273	1,003.4	117.5	162.6	1,283.5	73.0	1,356.5	(33.0)	1,323.5
	10,208	1,021.3	94.4	160.0	1,275.7	77.3	1,353.0	(29.1)	1,323.9
Revenue Credited to the Consolidated Fund									(79.3)
Estimated Cost of Services Provided by Other Departments									(93.1)
Net Cost of the Program									65.3
									65.3
									1,309.5
									1,296.1

Note: Shaded numbers denote actual expenditures/revenues in 1996-97.

Departmental Planned versus Actual Spending by Business Line (\$ millions)

Business Line	Actual	Total	Actual
	1995-96*	Planned 1996-97	1996-97
Marine Navigation Services	176.1	135.2	128.6
Marine Communications and Traffic Services	68.2	60.1	75.3
Icebreaking Operations	56.5	67.7	49.2
Rescue, Safety and Environmental Response	141.3	133.2	135.4
Hydrography	35.4	29.9	34.8
Fisheries and Oceans Science	135.0	135.6	128.2
Habitat Management and Environmental Science	48.0	45.1	50.9
Fisheries Management	265.2	338.6	335.2
Fish Product Inspection	32.0	30.4	30.1
Harbours	56.9	55.4	55.8
Fleet Management	100.3	136.4	129.1
Policy and Internal Services	138.7	155.9	171.3
Sub-total	1,253.6	1,323.5	1,323.9

* Because of rounding, numbers may differ slightly from those presented in last year's report.

The reasons for major variances between actual and planned expenditures are as follows:

- ❑ Marine Communications and Traffic Services spent \$75.3 million, or \$15.3 million more than the \$60.1 planned, mainly because of one-time expenditures related to the integration of the CCG Radio Stations and the Vessel Traffic Centres such as training, relocation and work force adjustment costs.
- ❑ Mainly because of favourable ice conditions resulting from a mild season on the East Coast, Icebreaking Operations' actual expenditures totalled \$49.2 million, or \$18.5 million less than planned.

Over the past year, CCG has introduced an improved cost-allocation system that will distribute expenditures more accurately across its five business lines.

B. Performance Accomplishments

During 1996-97, DFO has made major strides in performance measurement. Senior management approved a performance measurement strategy that promotes a top-down approach: from high-level corporate measures to business and service line measures, and eventually, key operational measures. The strategy includes developing performance frameworks that include impact measures and using performance information in resource allocation and other key program decisions.

The past year also saw a ground swell of staff support for implementing performance measurement. A focus of this support is DFO's Performance Management Forum, an employee-initiated and -directed network of staff at headquarters and regions, who regularly share information on performance issues and innovations.

While good progress has been made, much remains to be done. DFO recognizes that it will take several years to fully implement a comprehensive performance measurement system. Excellent performance frameworks have been developed at the corporate and business line levels. A major challenge for the Department will be to ensure that there are appropriate measures for all key impacts and that valid and reliable data are available at reasonable cost.

Departmental Performance: Long-Term Priorities and Goals

The measures in this section address DFO's long-term priorities and goals, as discussed beginning on page 6 of this document. Performance at this high level is strongly influenced by factors outside the control of DFO, factors such as weather conditions, industry behaviour, market prices, and the actions of other departments and other levels of government. Attribution of performance to departmental actions alone is difficult since other players are involved. Nevertheless, high-level performance measures provide the public and Parliamentarians with an important perspective on trends that are central to DFO's mandate.

The measures presented here are only a few of the many departmental measures that DFO has developed for each priority. Choice of measures for this report was limited by space considerations and data availability.

Manage and Protect the Fisheries Resource

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.

One indicator of stock status is the volume of the resource landed, shown by geographic zone in Figure 2. There has been a marked decline in total volume landed from 1989 to 1996, largely the result of the Atlantic groundfish moratorium. Pacific and inland landings have remained relatively stable.

Figure 2: Landings by Zone, 1989 to 1996

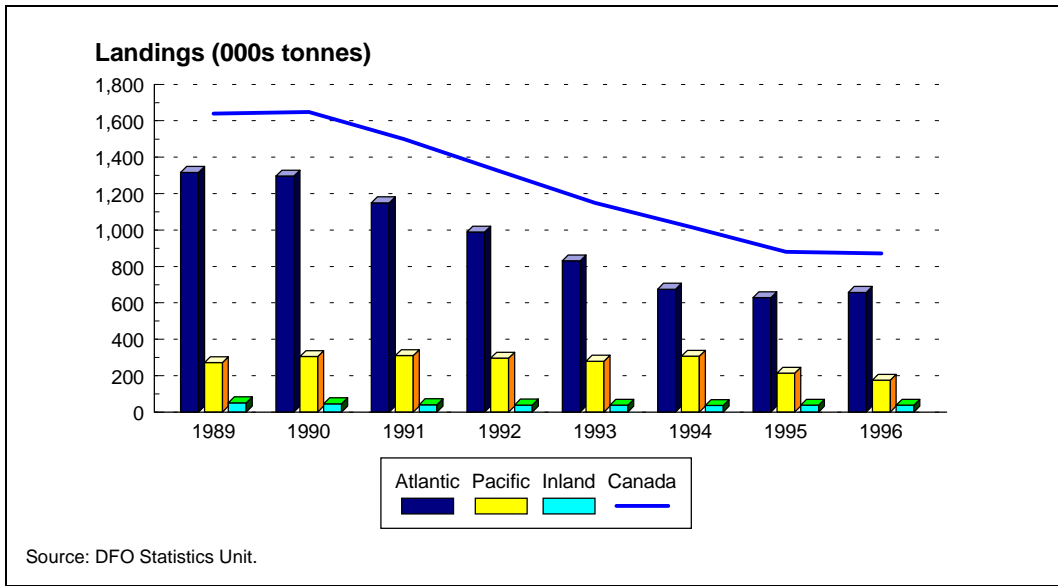
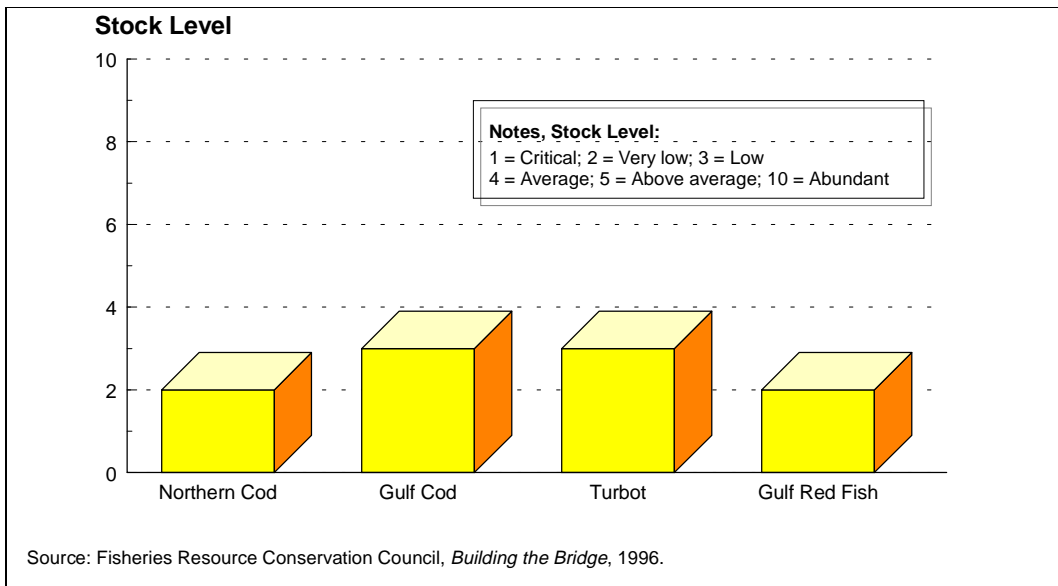


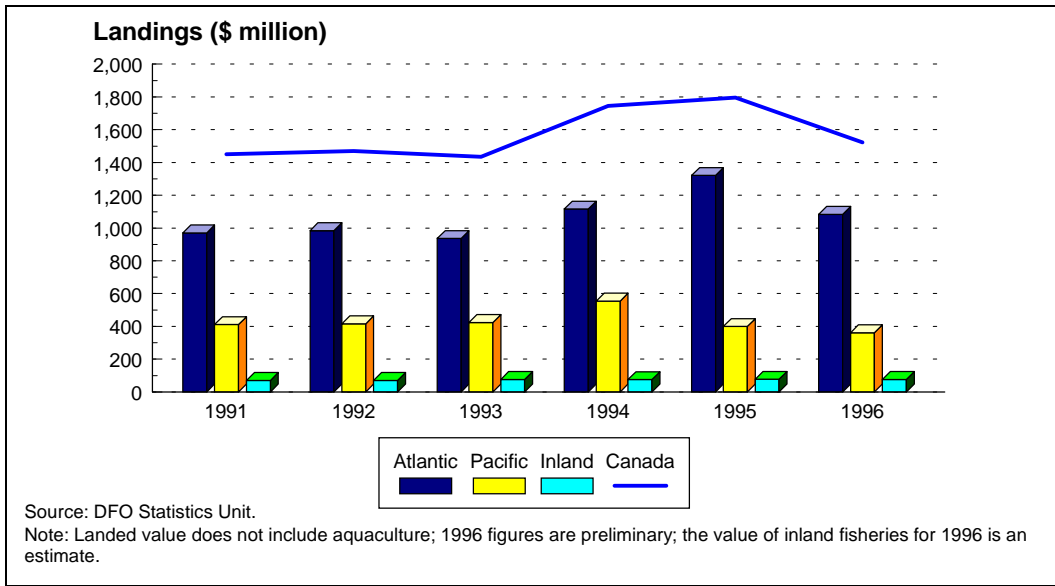
Figure 3 shows another indicator of stock status, an abundance index developed by the Fisheries Resource Conservation Council for the major stocks of the main Atlantic groundfish species. The four stocks chosen are at low levels for 1996, the base year of the index. DFO will report on trends in this important indicator in future performance reports.

Figure 3: Status of Major Species/Stocks



One indicator of the economic viability of the fishery is landed value, shown in Figure 4 by geographic zone for the period 1991 to 1996. Values were stable from 1991 to 1993, then climbed to a record value of almost \$1.8 billion in 1995. There is a decrease in 1996 to \$1.52 billion, largely accounted for by a drop in landed value in the Atlantic fishery. These figures do not include aquaculture, which accounted for \$343 million in landed value in 1995.

Figure 4: Landed Value of Fisheries, 1991 to 1996



Manage and Protect the Marine and Freshwater Environment

The Department currently does not have a good performance measure for this priority. A potential measure is the number of pollution incidents reported to Marine Communications and Traffic Services. Steps are being taken to standardize incident reporting practices and statistics so that this measure can be used in future performance reports. Other possible measures include changes in marine environmental quality indicators and the level of public confidence in the government’s ability to manage and protect the marine and freshwater environment.

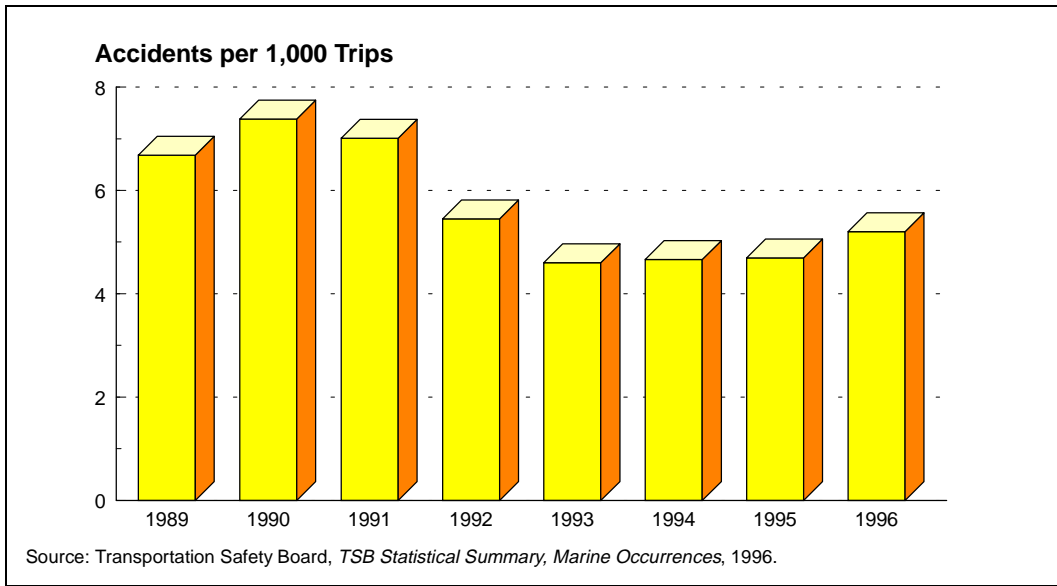
Understand the Oceans and Aquatic Resources

One aspect of this long-term priority is public communication. A survey carried out in Atlantic Canada in February 1997 measured public awareness of DFO science activities. Awareness was surprisingly low, with 51% of respondents not able to identify any science activities. Stock assessment was identified by 21% of respondents as one of the Department’s scientific activities; 17% mentioned the scientific study of fish stocks.

Maintain Maritime Safety

DFO is one of several departments, agencies and organizations with a maritime safety mandate. All contribute to one of the key impact measures, the accident rate for Canadian commercial vessels. The accident rate provides a good measure of real trends in safety because it is not affected by varying traffic levels. Figure 5 shows that overall there has been a reduction in the accident rate for Canadian commercial vessels between 1989 and 1996.

Figure 5: Accident Rate, Canadian-Flag Commercial Vessels, 1989 to 1996

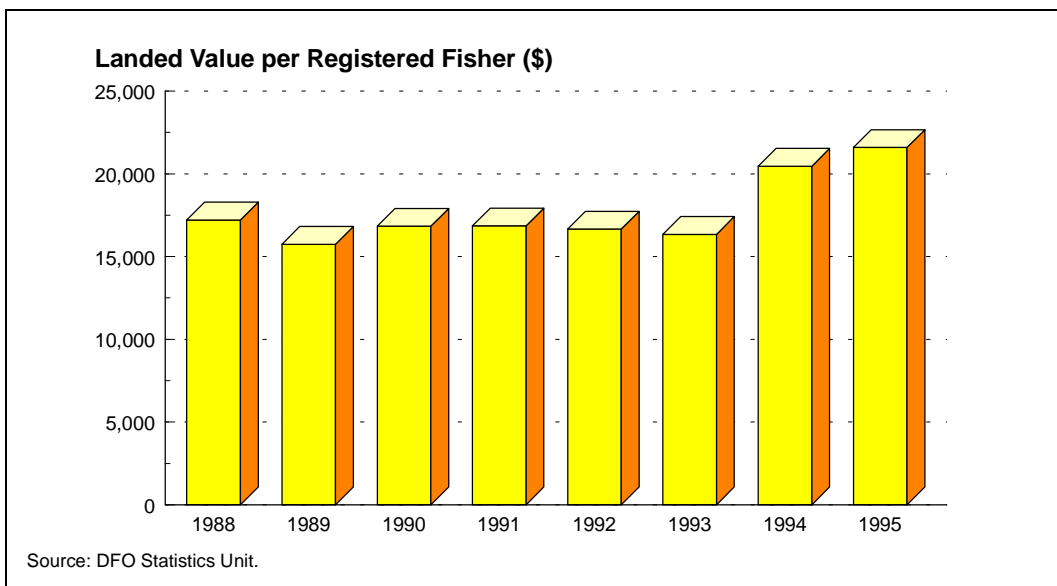


Facilitate Maritime Trade, Commerce and Ocean Development

Marine transportation plays an important role in the Canadian economy. In 1995, 41% of Canada's imported and exported freight, worth about \$84 billion, was transported by water.

Another economic indicator is landed value per fisher, shown in Figure 6 for the period 1988 to 1995 (data for 1996 not available). As a measure of economic impact, it demonstrates that the industry is increasingly viable; it is providing a better return to the individuals involved. This positive trend can be explained by higher landed values, coupled with fewer numbers of fishers.

Figure 6: Economic Viability of the Industry, 1988 to 1995



One aspect of oceans development can be demonstrated by reference to the British Columbia sport fishing industry. Sport fishing, especially salmon fishing, has a significant economic impact on the province. This fishery is managed by DFO.

Figure 7: B.C. Tidal Water Sport Fishing Licences and Stamps Sold, 1988-89 to 1996-97

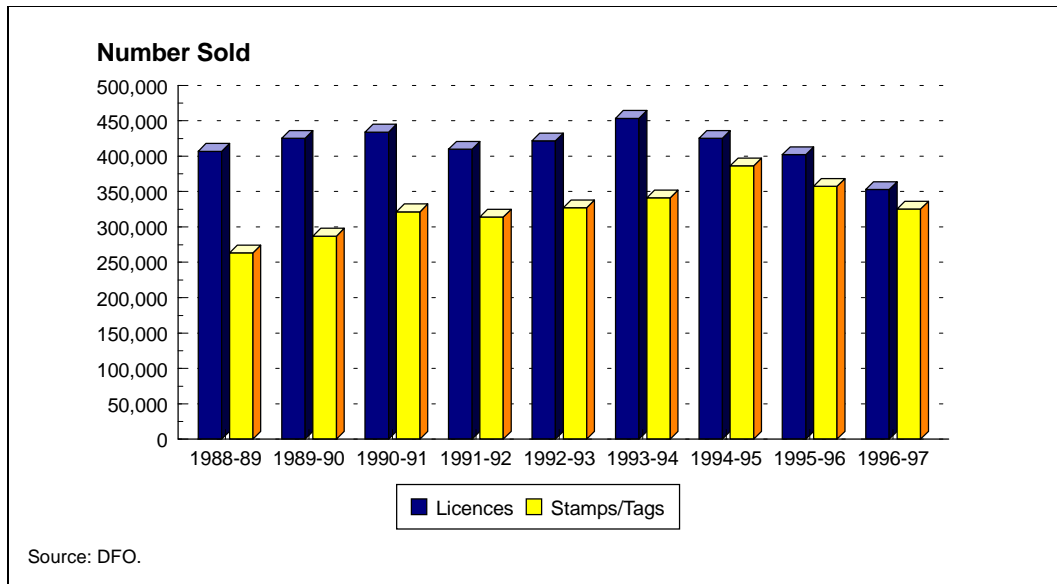


Figure 7 shows that since 1993-94 there has been a decrease in the number of sports fishing licences and salmon fishing stamps sold in British Columbia (fishing for Pacific salmon requires the purchase of a stamp/tag). This is one indicator of a downward trend in sport fishing activity, a trend that may be partially due to a substantial increase in licence fees.

Improve Client Relations

A review of the Pacific commercial salmon licence retirement program demonstrates how DFO monitors client relations to improve program delivery and client satisfaction. A survey carried out as part of the review found that 82% of fishers understood that a reduction in the number of licences was one of the main program objectives. However, only slightly more than half of respondents believed that reducing the fishery and conserving the resource were objectives. The review made recommendations to address shortcomings in the way program goals are communicated to fishers.

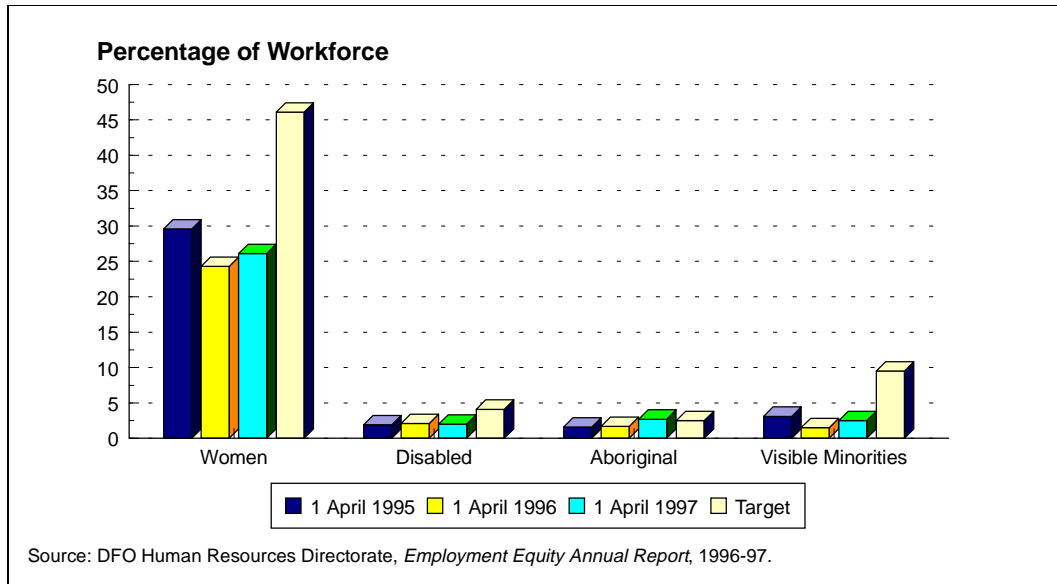
The implementation of fees for Coast Guard's marine navigation services resulted in increased demands by commercial shipping to review the services provided. To adequately address these demands, the Coast Guard modified its national Marine Advisory Board and established regional advisory boards. These boards will be instrumental in shaping the Coast Guard's new approach to cost recovery for 1998-99 and beyond.

Improve the Quality of Human Resource Management at DFO

DFO has developed a Human Resource Management Strategy to recognize, nurture and fully use the talents of public servants within a supportive work environment. The strategy

promotes mobility and diverse experiences for staff and ensures the right mix of people, skills and tools. It will help create a workforce that is more representative of the population served. Figure 8 shows the proportion of designated employees, by group, in the DFO population as of April 1997 and compares it with Treasury Board Secretariat targets for designated employees.

Figure 8: Representation of Designated Groups in DFO Workforce



The overall health and well-being of employees provides another indicator of human resource management. A study of stress indicators in DFO found that the main source of stress is uncertainty. DFO will be examining the role of employee recognition, positive feedback and internal communication in mitigating stress.

Departmental Performance: CCG Perspective

CCG comprises several business lines within DFO. This section provides a global perspective on CCG performance and progress on performance measurement.

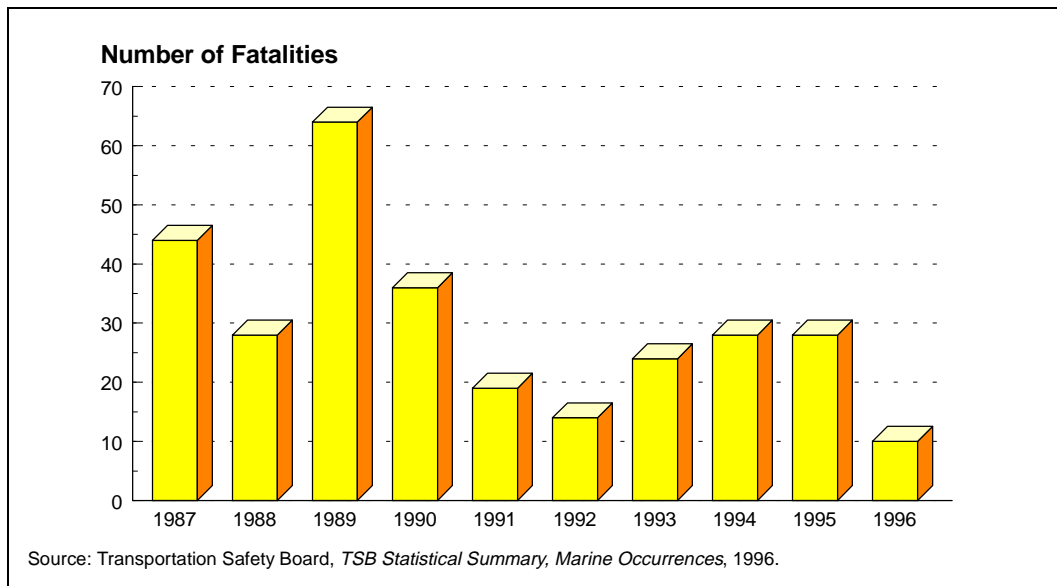
Financial Performance

- Program Review reductions to date total \$54.8 million.
- Under the Marine Navigation Services Fee, DFO collected \$17 million, representing about 20% of the full cost of providing navigational services to commercial shipping.

Safety Performance

Figure 9 presents the number of commercial shipping fatalities that occurred in Canadian waters from 1987 to 1996. There has been a marked decrease in fatalities over this period. 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 CCG (and other marine agencies) deliver services.

Figure 9: Commercial Shipping Fatalities, 1987 to 1996



A direct link between CCG activity and safety is exemplified by the fact that CCG's search and rescue system saves, on average, 92% of lives at risk.

Service Efficiency

A standard marine efficiency measure is tonnage of cargo moved by cost of movement. CCG has applied this measure to its own activities by measuring tonnage of commercial marine cargo moved and calculating total CCG service costs for this marine activity. Because of the CCG-DFO merger, data for 1995-96 and 1996-97 only are available.

Although the time period is too short to draw firm conclusions, there are indications of increased CCG efficiency. Despite a small increase in marine tonnage moved within, into and out of Canada, CCG has reduced its associated service costs from \$1.69 to \$1.66 per tonne moved.

Progress with Performance Measurement

Work is under way in each CCG business line to further refine outcomes, develop more meaningful measurement strategies and performance indicators, and collect and evaluate data. The performance measures of each business line will need to be linked to long-term indicators of strategic effectiveness for CCG as a whole.

All performance measurement efforts are focused on providing information that enhances decision making, establishes priorities for program spending, clarifies accountability, and better responds to stakeholder and client needs.

Business Line Performance



Marine Navigation Services (\$128.6 million)

The objective of Marine Navigation Services (MNS) is to provide and ensure 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 transportation system.

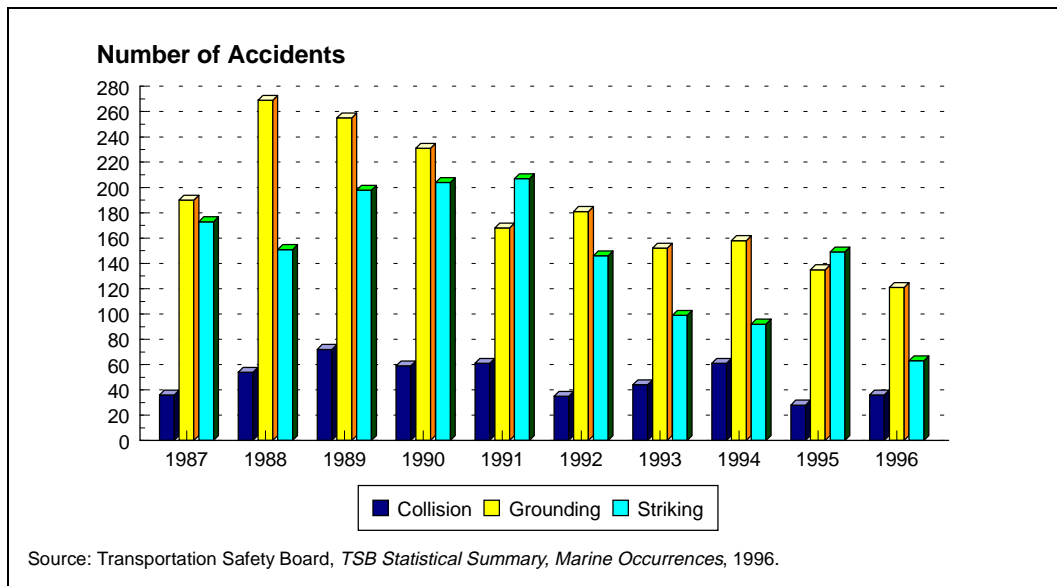
Key Performance Expectations. Minimize the risks for injury, loss of life, threats to the environment, loss of property or undue economic loss resulting from impediments and obstructions to navigation. Reduce vessel transit times and promote efficient and effective marine access to Canadian waters.

Progress with Performance Measurement. Work is under way to develop performance indicators that will help determine how MNS can contribute to CCG's overall strategic effectiveness. This information will be used to assess the impact of operational standards, dedicated resources, equipment and tools. For example:

- Greater awareness of safety information related to aids among users, industry and the public compared with number of Notices to Mariners.
- Reduced number and severity of incidents compared with proportion of time aids in operation or on position.
- Reduced number and duration of delays to shipping compared with marine aids' level of service and visual availability.
- Reduced number and duration of delays to shipping compared with reliability of marine aids.

Accomplishments. One indication of MNS's impact on marine safety is the trend in number of marine accidents involving collision, grounding and striking as shown in Figure 10. There is an overall downward trend in accidents of this type between 1987 and 1996. However, it is not possible to determine to what extent MNS contributed to this trend.

Figure 10: Shipping Accidents by Type, Canadian Vessels, 1987 to 1996



- ❑ CCG stopped dredging services in Saint John, New Brunswick, and the Miramichi River in response to the government-wide Program Review initiative of 1994-95.
- ❑ CCG implemented the Marine Navigation Services Fee on June 1, 1996. An independent economic impact study of marine services fees and continuing industry consultations are helping to refine the fee structure.
- ❑ Regional Marine Advisory Boards were established in all regions plus the Arctic to advise on service requirements.
- ❑ Improved safety, environmental protection and industry competitiveness are the expected results of the five-year Marine Aids Modernization project. It comprises:
 - ⇒ The Differential Global Positioning System (DGPS), which uses satellite technology to substantially reduce the costs of the national, main channel buoy system. Installation of 11 stations was completed in 1996-97 with full operating service to be declared in January 1998. An additional 7 DGPS stations were acquired and will be installed by late 1997.
 - ⇒ Termination of Loran C by 2000, a move consistent with U.S. Coast Guard plans.
 - ⇒ With the Canadian Hydrographic Service (CHS), CCG developed and updated digital electronic navigation charts for most major commercial routes, and completed the installation and testing of the Electronic Chart Display Information System (ECDIS) evaluation units aboard CCG vessels. CCG also worked with Transport Canada to ensure that appropriate regulations were in place to encourage the adoption and use of ECDIS and Automatic Identification Systems (AIS).
 - ⇒ The combined CHS-CCG database was started and there was continued improvement of essential information to mariners in an accurate and timely fashion through NotMars on the Internet.

- ⇒ Eighteen lightstations were automated and destaffed for a total of 212 destaffed stations out of 264. A policy for alternative uses for lighthouse property was initiated. Seventeen additional lightstations are expected to be destaffed in each of 1997-98, 1998-99 and 1999-2000 if present alternative service delivery methods and equipment evaluations permit.
- ⇒ Environmental assessments have been completed on 75% of CCG properties for soil decontamination; for removal of mercury, halon systems, above- and below-ground fuel storage tanks, PCBs, and asbestos; and for other environmental problems. Remediation has occurred at 25% of the sites, with the most urgent attended to first.



Marine Communications and Traffic Services (\$75.3 million)

The objective of Marine Communications and Traffic Services (MCTS) is to provide 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.

Key Performance Expectations. Access to a comprehensive, efficient, timely and responsive marine communications and traffic services network that reduces the risks and incidence of marine accidents, marine pollution and lives lost at sea, and enhances the economic and operational performance for both marine industry and government programs.

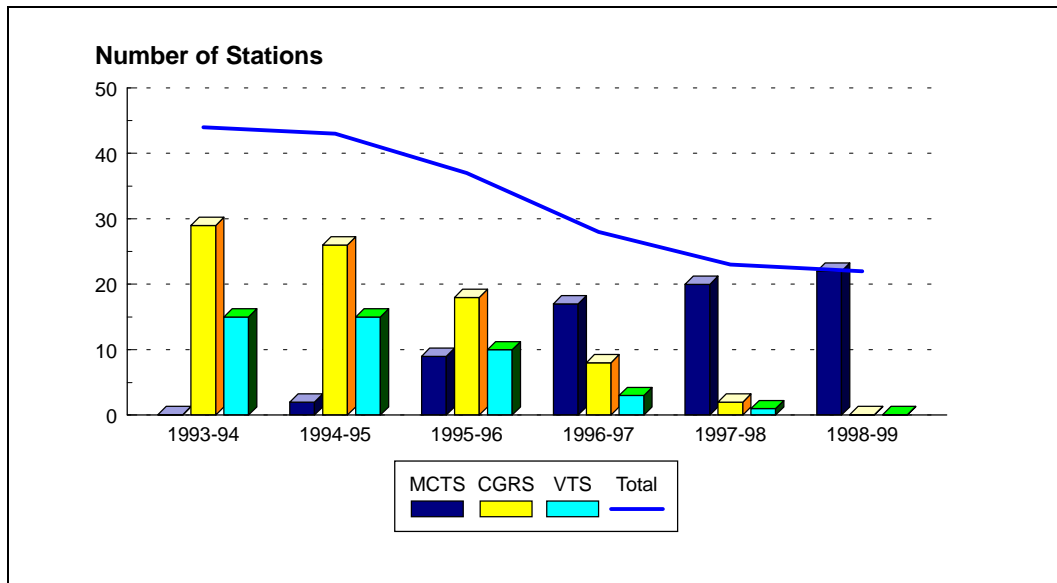
Progress with Performance Measurement. MCTS services are key elements of a safe transportation system and the national sustainable development strategy for oceans and marine resources. Their contribution to CCG's overall strategic effectiveness will be assessed through a national Performance Measurement Strategy Framework now under development. Direct outcomes will include:

- immediate response to distress communications;
- reduced probability of collisions, groundings, strikings and catastrophic incidents;
- orderly vessel traffic flow;
- more informed mariners capable of making better decisions;
- identification and correction of vessel defects and deficiencies; and
- enhanced safety and environmental protection.

Accomplishments. The identified performance targets for 1996-97 were aimed at reducing the costs of providing MCTS services, while improving service delivery and efficiency, and promoting Canadian industry expertise in the delivery of these services, internationally.

- The integration of Vessel Traffic and CCG Radio Station services reduces costs and provides a more efficient service. As shown in Figure 11, it is proceeding as planned with 8 sites integrated in 1996-97, bringing the overall number of centres down from 44 to 31. By 1999, the number of centres will be down to 22 for savings of more than \$13 million and 204 full-time equivalents (FTEs).

Figure 11: Integration of Coast Guard Radio Stations and Vessel Traffic Centres, 1993-94 to 1998-99



- ❑ Reduced pollution risks and lower traffic management costs are expected to result from the adoption of an AIS for ships. Testing and evaluation of the system was carried out through pilot projects conducted jointly with the marine industry on the St. Lawrence River and on the West Coast.
- ❑ Safety, environmental protection and marine transportation efficiency will be improved by the Integrated Information System on Marine Navigation (INNAV) currently being implemented. This real-time system will automate the collection, processing, display and distribution of timely and accurate ship movement information. A prototype has been developed, applications development started, hardware for testing procured, and a needs analysis and feasibility study for Phase 2 completed. National implementation is scheduled for 2000.
- ❑ Canada's contribution to safety, environmental protection and Canadian marine industries' competitiveness abroad was demonstrated by the International Maritime Organization's selection and funding of a CCG study of vessel traffic services and search-and-rescue requirements in the Gulf of Suez. The study was completed in October 1996 and CCG personnel could be contracted by a Canadian firm to assist it in bidding for a multi-million dollar contract in Egypt.
- ❑ In collaboration with the Coast Guard College, the Coast Guard provided contracted training for Vietnamese radio operators. It assessed the Vietnam coastal system, addressing further training needs and the Global Maritime Distress Safety System.



Icebreaking Operations (\$49.2 million)

The objective of this business line is to support 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.

Key Performance Expectations. Marine access through ice-covered Canadian waters. Minimized obstacles to safe navigation in ice. Reduced risk of flooding as a result of ice build-up. Assured annual deliveries by ship to northern settlements and military sites. Minimized risks for injury, loss of life, loss of property, threats to the environment or undue economic loss, owing to the presence of ice for vessels travelling in Canadian waters.

Progress with Performance Measurement. Performance measures for Icebreaking's contribution to CCG's strategic effectiveness are currently being developed. Some of these measures include:

- increased confidence that ships can travel safely in Canadian waters during the ice seasons;
- enhanced socio-economic performance of communities, harbours and ports;
- enhanced property use along areas prone to flooding;
- reduced environmental risk;
- reduced transit time for vessels navigating ice-covered waters; and
- client satisfaction.

Accomplishments. A joint industry-CCG Icebreaking Task Force, a subcommittee of the Marine Advisory Board, supported a decision to reduce icebreaking costs and service levels through removal of three icebreakers from southern operations. The Task Force identified type, number, location and timing of icebreaker requirements.

- A cost reduction of \$3 million was achieved by removing one icebreaker from Arctic service. This change responds to a key recommendation of the 1995 *CCG Activity in the North* review that called for a reduction in core service from seven to five active icebreakers. Plans to remove a second icebreaker have been deferred because of strong concerns expressed by users of the Western Arctic service.
- A number of studies were conducted in preparation for the December 1998 introduction of the icebreaking component of the Marine Services Fee. They will provide a foundation for CCG-industry consultation to determine an appropriate icebreaking fee structure. Studies include: *Assessment of the Impact of Marine Services Fee Options on Commercial Shipping Interests (IBI)*, *Shipping in Eastern and Central Canada and Use of Icebreaking Services* (Mariport Group Inc.), *Icebreaker Subcommittee Discussion Paper on Services Fees* (Mariport Group Inc.) and a draft *Icebreaking Fee Proposal* (CCG).

- ❑ There were continued negotiations to devolve responsibilities of the Eastern Arctic Sealift to a northern government. Negotiations were originally conducted with representatives of the Government of the Northwest Territories. They have indicated informally that future discussions would be more appropriate with the new Nunavut government.



Rescue, Safety And Environmental Response (\$135.4 million)

The objective of this business line is to save lives and protect the marine environment.

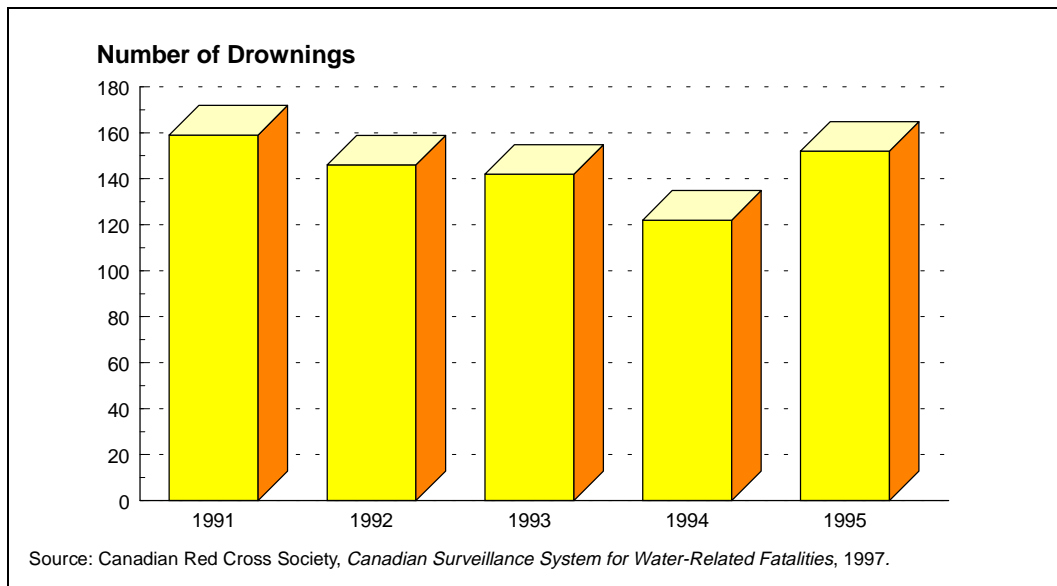
Key Performance Expectations. Acceptable levels of risk for injury, loss of life, threats to the environment and loss of property through timely, efficient and effective response to maritime search and rescue incidents; timely, efficient and effective response to marine oil and chemical emergencies; safe recreational boating through safety promotion and regulatory activities; and maximized national emergency preparedness.

Progress with Performance Measurement. Performance measures for Rescue, Safety and Environmental Response's specific contribution to CCG's strategic effectiveness are currently being developed. Performance indicators for the following are being developed:

- save more than 90% of the lives at risk;
- mitigate the risks associated with marine activity;
- minimize the impact of pollution incidents on the marine environment and the public;
- reduce the incidence of marine spills;
- provide timely, accurate information and advice;
- provide client satisfaction;
- reduce the number and severity of search-and-rescue incidents;
- achieve program sustainability through public and private support; and
- have a professional, capable, well-trained team.

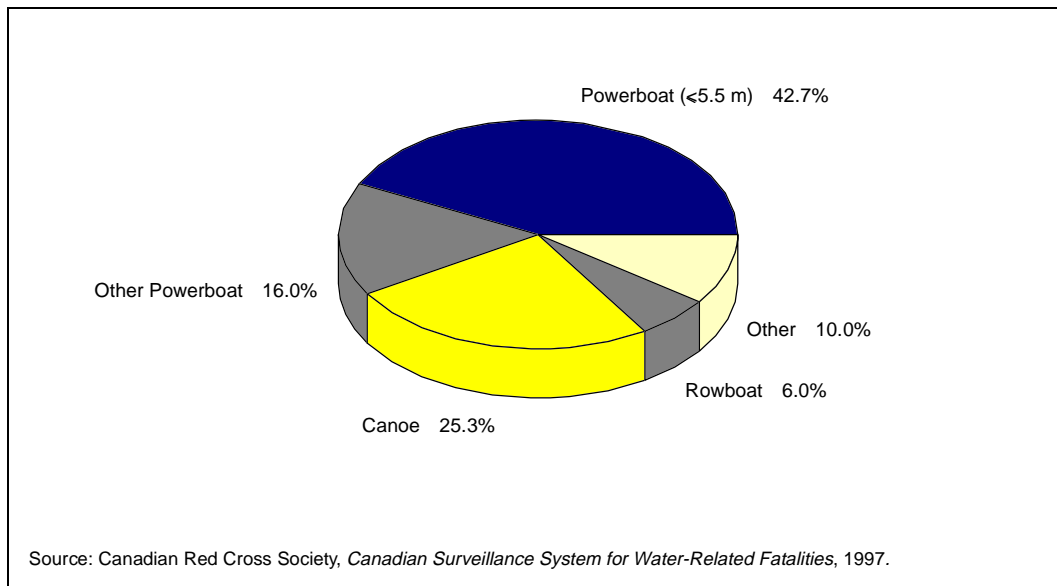
Accomplishments. Several activities of this business line promote recreational boating safety. A key safety indicator is number of recreational boating drownings. Figure 12 shows drowning trends for 1991 to 1995 (1996 data are not yet available). There was a decline from a high of 159 drownings in 1991 to a low of 122 in 1994. However, 1995 shows an increase to 152 drownings.

Figure 12: Recreational Boating Drownings, 1991 to 1995



- ❑ Six Offices of Boating Safety (OBS) were established across the country. Relations with recreational boating clients were strengthened through the establishment of national and regional Recreational Boating Advisory Councils and client involvement in workshops on the long-term direction of OBS.
- ❑ Major regulatory initiatives were advanced, including a joint CCG-industry overhaul of construction standards for recreational vessels, extensive consultations on comprehensive improvements to the *Small Vessel Regulations*, and changes to standards for personal flotation devices to encourage increased carriage and wear.
- ❑ Activities directed at preventing recreational boating accidents included national advertising campaigns, courtesy examinations, safety publications, video and television productions, and extensive regional efforts tailored to specific client needs. These efforts were delivered with a wide array of partners, manufacturers and a variety of organizations with mandates related to training, water safety and responsible boating. Figure 13 shows recreational boating drownings by type of boat. With more than 40% of drownings occurring from powerboats of 5.5 metres or less, this group of recreational boaters can be identified as high-risk clients for accident prevention programs.

Figure 13: Recreational Boating Drownings by Type of Boat, 1995



- ❑ CCG and the U.S. Coast Guard worked together on approaches to recreational vessel licensing. CCG shared approaches to standards development with other interested bodies in the United States.
- ❑ Extensive consultations were held with provincial authorities, users of CCG services and the pleasure craft industry on recreational boating and boating safety issues, including the implementation of a new vessel identification system.
- ❑ Developmental work was undertaken on fees for pleasure craft licensing and a proficiency training regime for pleasure craft operators. The private sector and associations would provide training in accordance with national CCG standards.
- ❑ Other accomplishments relate to the use of volunteers in search and rescue and protection of the marine environment.
 - ⇒ The National Council of Coast Guard Auxiliary was established to provide a national focus for the development and enhancement of volunteer participation in search and rescue. Approximately 3,400 members and 1,300 vessels of the Auxiliary augment the government's maritime search-and-rescue capability and thereby contribute to marine safety.
 - ⇒ Final implementation of the marine oil-spill response regime was delayed after the receipt of 31 objections related to the fairness and equity of the Response Organization fees. The investigative panel appointed by the Minister made 11 recommendations to improve the fee structure. CCG is working to resolve outstanding issues through financial analysis of the rate structure and stakeholder discussions.



Hydrography (\$34.8 million)

The objective is to provide nautical information products for safe and efficient navigation in Canadian and bordering international waters.

Key Performance Expectations. Scientific understanding of water depths, tides, currents, water levels, and geographic relationship between Canadian waters, adjacent waters and the Canadian landmass. Improved access to hydrographic information.

Progress with Performance Measurement. A new performance framework has been developed and submitted to the Headquarters Management Committee for Science for approval.

Accomplishments. The activities of this business line are carried out by the Canadian Hydrographic Service (CHS).

- CHS has begun production of electronic navigational charts, based on newly adopted international standards. This initiative will facilitate the implementation and use of the Electronic Chart Display Information System (ECDIS) in ships. A digital updating service will be tested in the fall and winter.
- CHS has increased the use of state-of-the-art technologies and of public and private sector partnering and alliances to reduce the cost of program delivery and increase revenues. The partnering agreement with Nautical Data International, a private sector firm, as sole distributor and licensor of digital products for CHS is one of the success stories; another success is partnering with INFOMAR for delivery of digital data products and real-time water-level data.
- Partnering between CHS and the Government of the Northwest Territories for the collection of hydrographic data and the production of official navigation charts is an example of a program delivery alternative.
- CHS completed surveys in Canadian waters and published the information in charts and atlases.

Key Achievements 1996-97

- Completed a four-year survey of the Northwest Passage from Dolphin and Union Strait through Victoria Strait;
- Increased number of partnering agreements with private sector firms such as Nautical Data International; and
- Produced 6 new charts, 28 new editions and 71 reprints of standard paper charts and a current atlas for the St. Lawrence River replacing an out-of-date 1939 edition.



Fisheries and Oceans Science (\$128.2 million)

The objective is to provide:

- a reliable scientific basis for the conservation of marine and fishery resources (i.e., all exploited species of fish, invertebrates, marine mammals and marine plants), and for the sustainable development of aquaculture; and
- scientific information on ocean and coastal waters, and ecosystems in support of integrated resource management, offshore development, climate prediction, marine services, coastal engineering, defence and shipping.

Key Performance Expectations. A reliable scientific basis for fisheries resource conservation and sustainable development of aquaculture. Scientific understanding of ocean and coastal waters and of aquatic ecosystems. Technology transfer from aquaculture research projects to the industry.

Progress with Performance Measurement.

A new performance framework has been developed and submitted to the Headquarters Management Committee for Science for approval.

Accomplishments. Strengthened resource assessment capabilities by directing support to strategic research projects. All of the strategic research projects mentioned in the 1996-97 Part III of the Estimates have been completed or, if multi-year projects, are on course for completion on schedule. Examples include:

- ⇒ improving assessment methods for cod, redfish and lobster;
- ⇒ improving acoustic technology for stock assessment; and
- ⇒ studying environmental influences on Pacific salmon productivity.

- Produced 125 stock status reports for Atlantic and Pacific fish stocks. These were made available to the public through the DFO Web site (Sealane), and a videotaped overview of groundfish stock status was provided to cable television stations.

Key Achievements 1996-97

- Involved fishers in stock assessment;
- Promoted partnerships with a wide variety of stakeholders; and
- Improved technology transfer and increased benefits to industry.



Habitat Management and Environmental Science (\$50.9 million)

The objective is to achieve marine environmental and fish habitat protection and conservation through an integrated approach to managing the habitat.

Key Performance Expectations. Healthy and productive aquatic ecosystems; improved scientific understanding of aquatic habitats; and effective integrated habitat management.

Progress with Performance Measurement.

A new performance framework has been developed and submitted for approval to the Headquarters Management Committee for Science.

Accomplishments. Led the passage of the *Oceans Act*, which entered into force on January 31, 1997.

- Raised public awareness of DFO's oceans mandate through release of a discussion paper in February 1997 on a National Marine Protected Area Policy and Program. Demonstrated improved communication with external sectors by involving them in the development of the policy and program.
- Proposed program renewal by resuming negotiations with inland provinces to delegate the authority to manage freshwater habitat.
- Brought to successful conclusion major Green Plan initiatives related to:
 - ⇒ toxic chemicals;
 - ⇒ long-range transport of airborne pollutants;
 - ⇒ habitat action plan; and
 - ⇒ environmental emergency response and northern contaminants.

Key Achievements 1996-97

- Led the passage of the *Oceans Act*, proclaimed in January 1997;
- Involved external sectors in development of a discussion paper on a National Marine Protected Area Policy and Program; and
- Published results on research projects relating to toxic chemicals, airborne pollutants and others.



Fisheries Management (\$335.2 million)

The objective of Fisheries Management is the conservation and protection of Canada's fishery resource and, in partnership with stakeholders, to assure its sustainable utilization.

Key Performance Expectations. Conservation and biological sustainability of fish stocks through an integrated approach to resource management. Sustainable harvesting capacity within the industry. Professional industry participants who share responsibility and accountability with government for co-managing the resource. Integrated monitoring and enforcement programs.

Progress with Performance Measurement. During 1996-97, representatives from the Fisheries Management business line embarked on an exercise to develop a new performance measurement framework. Measures are being developed and are expected to be piloted in the regions during 1998. On the basis of the pilot, the measures will be finalized and standards set for their use.

Accomplishments.

- ❑ ***Conservation and biological sustainability of fish stocks through an integrated approach to resource management.***

⇒ In 1996-97, integrated fisheries management plans (IFMPs) implemented in consultation with licence holders reached a total of 42 of the 176 fisheries managed — this accounts for more than 75% of the fishery activity. These plans recognize conservation as the first priority and include management measures to support it. Because of declining resources and the lengthy consultative development and implementation process for IFMPs, priorities are to develop plans for the high-activity fisheries. Most fisheries should have an IFMP in place within the next few years.

Key Achievements 1996-97

- ❑ Integrated fisheries management plans totalled 42 of the 176 fisheries — this accounts for more than 75% of the fishery activity.
- ❑ Conservation and harvesting plans were developed by the fishing industry for all groundfish in Atlantic fisheries.
- ❑ Twelve co-management agreements were implemented.
- ❑ Co-management of the fishery resource was implemented under nine land claims agreements.
- ❑ Since 1995, there has been a reduction of 11,633 commercial fishers and 2,591 commercial vessels.
- ❑ Fisheries agreements were reached with 90% of First Nations.
- ❑ Several international conservation and enforcement mechanisms were negotiated and implemented.
- ❑ Enforcement workplans were developed for all fisheries in the five regions.

Region	Number of Fisheries Managed	Number of Integrated Fisheries Management Plans	Number of Co-management Agreements
Atlantic	10	7	0
Newfoundland	18	13	3
Maritimes	34	10	2
Laurentian	10	2	1
Central and Arctic	72*	5	61**
Pacific	32	5	6
TOTAL	176	42	73

* In the Central and Arctic Region, 300 fish and 29 marine mammal stocks have been integrated into 72 planning units.

** Fisheries cooperatively managed under four land claim agreements and through the Great Slave Lake Advisory Committee.

- ⇒ Conservation harvesting plans were developed with industries for all groundfish in Atlantic fisheries.
- ⇒ Principles and examples of partnering agreements were developed. However, their implementation was delayed pending re-introduction of changes to the *Fisheries Act*. Twelve co-management agreements were implemented in the interim.
- ⇒ Fisheries co-management and working relations were supported and expanded with the Fisheries Joint Management Committee, with the Gwich'in, Sahtu and Nunavut Boards, and through the Great Slave Lake Advisory Committee.
- ⇒ Strict conservation measures were implemented to protect vulnerable Canadian-origin Pacific salmon stocks during the 1996 fisheries.
- ⇒ The conservative, risk-averse approach to managing West Coast salmon fisheries continued with a Canadian harvest rate reduction in 1996 of 90% of chinook salmon on the West Coast of Vancouver Island. This approach, adopted in 1995, resulted in the rebuilding of stocks devastated in the early 1990s by environmental anomalies.
- ⇒ Escapement of sockeye salmon to the Upper Adams River ended up in excess of 30,000 fish, a three- to four-fold increase over expectations of 5,000 to 10,000 fish.
- ⇒ Through the Salmon Conservation Stamp, which supports conservation, enhancement and the restoration of Pacific salmon, 29 projects totalling \$1.9 million were carried out with the Pacific Salmon Foundation.
- ⇒ Consensus was reached on the need for a Canadian Code of Conduct for Responsible Fishing Operations in 1996 after coast-to-coast consultations.
- ⇒ Fisheries agreements were reached with 90% of First Nations before the start of the 1996 fishing season to ensure proper implementation and management of Aboriginal fisheries. This brings the total number of agreements in 1996-97 to more than 100.
- ⇒ The Northwest Atlantic Fisheries Organization (NAFO) approved assigning 95% of the Total Allowable Catch (TAC) for 2J3KL cod to Canadian fishers, and foreign catches will be limited to a maximum of 5% of this TAC outside Canada's 200-mile limit, until December 31, 2005.

- ⇒ The NAFO moratoria on 3L cod and other straddling cod and flounder stocks and conservation measures for Greenland halibut were continued, the prohibition on shrimp fishing on the Nose and Tail of the Grand Banks was renewed, and the implementation of new enforcement measures was pursued.
- ⇒ During 1996-97, 14 countries ratified the UN Agreement on Straddling and Highly Migratory Stocks; it will enter into force when 30 countries have ratified it.
- ⇒ In 1996, a new negotiating process started, involving stakeholders from Canada and the United States, aimed at the resolution of the Pacific salmon dispute. In 1997, special envoys were appointed by Prime Minister Chrétien and President Clinton to revitalize the stakeholder process and report by December 1997.
- ⇒ Canada achieved satisfactory quotas for bluefin tuna and swordfish under the International Convention for the Conservation of Atlantic Tunas, and member countries agreed to implement controls against parties who undermine the conservation of these resources.
- ⇒ The International Pacific Halibut Commission agreed to increase Canada's halibut allocation for 1997 by 13%.

□ Sustainable harvesting capacity within the industry.

- ⇒ Since 1995, there was a reduction of 11,633 commercial fishers (a total reduction of 13,569 since 1994) and 2,591 commercial vessels (a reduction of 3,315 since 1994) on the Atlantic and Pacific coasts.
- ⇒ Since the start of the Allocation Transfer Program, 211 commercial fishing licences have been retired, to be re-issued to Aboriginal organizations. A total of \$7 million was spent on the acquisition of licences.

Region	Commercial Fishers			Vessels		
	1994	1995	1996	1994	1995	1996
Newfoundland	22,011	20,071	17,610	13,130	12,398	11,636
Maritimes	31,627	32,047	28,203	10,306	10,446	9,870
Laurentian	5,001	4,938	4,309	1,795	1,789	1,741
Central and Arctic	535*	541*	496*	122**	120**	128**
Pacific	19,177	18,818	14,164	5,787	5,663	4,450
TOTAL	78,351	76,415	64,782	31,140	30,416	27,825

* Refers only to fishers in NWT.

** Refers to snowmobiles and fishing vessels on Great Slave Lake (NWT).

□ Professional industry participants who share responsibility and accountability with government for co-managing the resource.

- ⇒ During 1996, fishers actively participated in sharing management responsibilities, in decision making and in funding fisheries-related management activities, dockside monitoring, onboard observer programs, stock assessment, and the establishment of industry-led advisory and management boards.
- ⇒ Recreational salmon fishery agreements were negotiated with two community watershed management groups; four model river projects were initiated with industry

and the provincial government. These are likely to result in significant advances in co-management of the recreational fisheries in 1997-98.

⇒ Ten projects totalling \$292,000 to introduce conservation technology improvements were carried out in cooperation with the fishing industry in the Atlantic, Pacific, Arctic and freshwater areas of Canada.

❑ ***Integrated monitoring and enforcement programs.***

⇒ Enforcement workplans were developed for all fisheries.

⇒ Post-season enforcement analyses were carried out for all fisheries, in the Newfoundland, Maritimes and the Pacific regions. Copies were provided to resources managers to aid the development of 1997 and 1998 fishing plans.



Harbours (\$55.8 million)

The objective of this business line is to keep harbours critical to the fishing industry open and in good repair.

Key Performance Expectations. A core inventory of fewer than 1000 fishing harbours by 2001, with the majority managed by harbour users.

Accomplishments. In the two years since Program Review, the harbour inventory has been reduced by 232 sites (170 recreational, 62 fishing). In 1996-97, divestitures were in progress for 70% of recreational harbours with 95 actions finalized.

Inventory at Year End	1994-95	1995-96	1996-97
Recreational Sites	825	750	667*
Fishing Sites	1,308	1,255	1,234
Total Inventory	2,133	2,005	1,901

* Twelve fishing sites were reclassified as recreational, bringing the total divestiture target to 837.

- There was a 42% increase in fishing harbours managed by Harbour Authorities, with 101 new sites placed under user management. By year end, almost half (46%) of DFO's fishing clients operated from 341 Harbour Authorities sites.
- In spite of inventory reduction and client partnership, DFO is experiencing a critical rust-out problem from aged and deteriorating harbour infrastructure. At fishing sites, more than 60% of structures require early repair or replacement, 25% of them immediately.
- During the year, 1,953 maintenance projects addressed priority repairs at 858 sites, totalling \$37 million in major and minor works. When repairs could not be funded adequately, alternative actions were undertaken to protect public safety, such as temporary repairs, load restrictions, barricades or facility demolitions.

Key Achievements 1996-97

- Overall inventory reductions reached 11%.
- To date, 20% of recreational harbours have been divested, and 50% are in progress.
- Forty-six percent of fishing clients are operating from user-managed Harbour Authority sites.



Fleet Management (\$129.1 million)

Fleet's objective is to provide 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 Management; Fisheries and Oceans Science; and Hydrography.

Key Performance Expectations. Access to appropriate, cost-efficient, effective sea and air platforms for the delivery of marine operational activities.

Progress with Performance Measurement. A new, balanced framework for performance measurement has been developed based on *resources* of three types: human, financial and physical (including information); *reach*, which involves thoroughly understanding client needs; and *results*. Regional and Headquarters branches partnered to develop performance measures in all three areas and to prepare an implementation plan. Reporting on performance indicators will begin next year. Examples of key indicators identified in the *results* area are listed below:

- percentage of negotiated service levels met;
- percentage of clients who perceive Fleet Management as being:
 - ⇒ cost effective,
 - ⇒ client oriented, and
 - ⇒ timely
- percentage of critical standards met;
- utilization as a percentage of optimal use for critical assets;
- lost time because of accidents;
- number of environmentally harmful accidents;
- cost of clean-up; and
- number of incidents in a critical risk area.

Accomplishments. Integration of the CCG Science and Fisheries fleets is now complete. Fleet Management at both the regional and Headquarters levels was consolidated. A common fleet identity has been established and largely implemented.

- The fleet has been optimized as much as the existing asset base permits through the multi-tasking of vessels to deliver several programs as efficiently as possible. Before the amalgamation, many vessels were purpose-built for specific programs; therefore, to improve their multi-tasking capabilities, some modifications are necessary. As well, the acquisition of more flexible vessels is necessary.
- The proposed Type 1100 science conversion project and the Type 1000 design work are prime examples of major projects started during 1996-97. Numerous other vessel

modification projects were started. These projects will enable further optimization of the fleet over the longer term.

- ❑ Fleet integration savings and program reductions resulted in the streamlining of the fleet. In 1996-97 almost \$5.8 million in operations and maintenance expenditure reduction was achieved under fleet mix, and 35 vessels have already been taken out of service or have not been permanently crewed.
- ❑ Fleet Management has initiated a new integrated Fleet Activity Information System (FAIS) to improve Fleet Management and serve the programs more efficiently.
- ❑ Fleet Management has introduced a common vessel scheduling and resource allocation process based on fleet program service delivery planning for the merged fleet. The MariTime System, introduced at merger, integrates the three basic fleet management functions of: crew management, fleet planning and costing, and resource tracking. It provides the planning and resource tracking function that, with FAIS, delivers the complete planning, tracking and reporting cycle.
- ❑ A zero-based funding approach was initiated for CCG aviation support.
- ❑ Fleet Management embarked on a program to achieve ISM/ISO 9000 certification for CCG ships.
- ❑ Integration of electronic and instrument mechanic maintenance technicians more efficiently supported fleet technical requirements, and the activities of the Marine Navigation Services and Marine Communications and Traffic Services business lines. These business lines and Fleet Management shared savings of \$2.5 million in 1996-97, almost one third of the total estimated savings of \$7.2 million expected by April 1998.
- ❑ Development of a new Maintenance Information Management System was started. Approval of funding is expected in early 1997-98. Total estimated cost of the project is \$7.9 million.



Policy and Internal Services (\$171.3 million)



The objective of this business line is to support the above business lines. The Department will maintain 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.

Key Performance Expectations. A department fully supported by Policy, Communications and other corporate services such as Access to Information and Privacy (ATIP); Finance and Administration; Human Resources; Information Management and Technology Services; and Corporate Review, Evaluation and Audit, based on quality service delivery, appropriate infrastructure and functional expertise.

Access to Information Program. DFO's response to ATIP requests is improving:

- In 1994-95, there were 191 outstanding requests left from 1993-94 and 500 new requests were received; we responded to 641 and 22% were within the legislated deadline.
- In 1996-97, only 69 requests were left over from the previous year and 574 new ones were received; we responded to 520 requests and 53% of the responses were within the legislated deadline.

In 1996-97 the net fees collected for responding to ATIP requests were \$15,000.

Finance and Administration. The key initiative in 1996-97 was to consolidate all DFO financial and materiel information into a national integrated system. The new system, Abacus, enables one-time data capture, and it will provide for the year 2000. Departmental managers no longer must refer to the two DFO and CCG financial and materiel systems because Abacus provides one source of information for reporting and monitoring all of DFO's assets. Service standards have been developed for most functions.

Human Resources. This directorate consults with clients in policy and strategy development, and to establish service needs and levels of satisfaction. The DFO Human Resources Management Strategy was developed with 500 DFO managers and employees and their bargaining agents. The Strategy includes elements to address organizational health, continuous learning for all staff, training needs for managers, recruitment of new staff, and sector-specific issues. Service standards are under development but progress has been delayed by the priority given to the human resources strategy. DFO plans to use PeopleSoft, a human resources information system, to give managers online access to employee information.

Information Management and Technology Services. A standard suite of services is provided in Headquarters and regional offices. Service standards are in place for some services. There are service level agreements in place with many clients by which costs are recovered for specified services. Key DFO Renewal initiatives included:

- development of DFO's Informatics Plan and Architecture under the guidance of the newly established Departmental Informatics Working Committee;
- implementation of the first phase of electronic management of records and documents;
- internal reorganization and establishment of career development assignments;
- delivery of the Information Management and Technology portion of several major DFO projects, including Abacus, PeopleSoft, Space Optimization, Violations and Marine Services Fees; and
- development of a plan for the transition to the year 2000.

Policy. This sector provides strategic direction, economic advice and information to support the Department in its goal of ensuring the sustainable development of Canada's oceans and aquatic resources.

The Policy Sector negotiated a Canada-British Columbia agreement on the Management of Pacific Salmon, signed by the Prime Minister and the B.C. Premier.

In 1996-97, Policy contributed \$80 million to the Pacific Salmon Revitalization Strategy, resulting in 800 licence buy-backs.

During 1996-97, the Policy Sector:

- assisted with the creation of the new Canadian Food Inspection Agency and negotiated the transfer of fish inspection services to the Agency;
- introduced amendments to the *Fisheries Act* and *Fish Inspection Act*;
- prepared preliminary discussion documents for oceans management and sustainable development strategies;
- developed policies for aquaculture access and cost recovery for specific DFO initiatives;
- organized regional and national Fisheries Ministers' conferences to discuss sharing management of marine and aquatic responsibilities; and
- prepared Canada's Oceans Monograph for the UN Committee on Sustainable Development, as agreed to in Rio in 1992.

Corporate Review, Evaluation and Audit. The Review Directorate's mission is to provide timely and objective review services to help DFO managers improve performance. The results of key reviews undertaken in 1996 are summarized in Section C of this report.

C. Key Reviews

- 1) *Atlantic Fisheries Adjustment Program* (September 1996) — Two of the most important lessons learned for future programs with sunsets are:
 - ⇒ sunset resources should not be used to fund regular departmental activities; and
 - ⇒ there must be careful planning and adequate staff training for special programs.
- 2) *The Atlantic Groundfish Strategy* (October 1996) — Of the sample 369 files reviewed, approximately 3% lacked sufficient eligibility evidence. The systems, processes and procedures developed by the Quebec Region were particularly efficient and effective.
- 3) *Workforce Adjustment Implementation* (October 1996) — The Review reminded Headquarters and regional managers of the policy regarding term employees, and the need to reduce the number of terms accordingly. Human Resources initiated a report in January 1997 on the *Utilization of Term and Casual Employment*. There were 5% fewer terms as of April 1, 1996, than there were as of April 1, 1995. By September 1996, there were 17% fewer term employees.
- 4) *Official Languages Program Management* (February 1997) — Following the Review, senior managers provided significant program support. Guidelines for an official languages accountability framework were published, and support tools, such as self-assessment guides and regular monitoring reports, were made available to managers and staff. Soon these tools will be posted on our intranet for all managers and staff to use.
- 5) *PeopleSoft Human Resources System* (ongoing until end of fiscal year 1997-98) — Instead of implementing this new system and then requesting a systems implementation review, the project manager requested a review after each major milestone. No major problems were reported and the PeopleSoft system has already made human resource information more readily available to human resources staff in DFO.
- 6) *Canadian Coast Guard College* (October 1996) — After the Review, the 1997-98 college budget was reduced by 25% (approximately \$2 million); a Board of Governors will be created to provide college management with strategic advice and guidance.

Section IV: Supplementary Information

A. Listing of Statutory and Departmental 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

Privacy and Access to Information

B. Contacts for Further Information

Region	Name	Telephone
Newfoundland	Lily Abbass	(709) 772-4328
	Bill Hickey	(709) 772-0410
Maritimes	A.-M. Lanteigne	(506) 851-7757
Laurentian	Marcel Thérien	(418) 648-7316
Central and Arctic	Sharon Leonhard	(204) 983-5108
Pacific	Kate Glover	(604) 666-0470
Headquarters	Ann Sicotte	(613) 990-0211

C. Financial Summary Tables

Summary of Voted Appropriations

Authorities for 1996-97 — Part II of the Estimates

Financial Requirements by Authority (\$ millions)

Vote		1996-97 Main Estimates	1996-97 Actual
1	Operating expenditures	970.4	992.2
5	Capital expenditures	117.5	94.4
10	Grants and contributions	162.6	160.0
(S)	Minister of Fisheries and Oceans — Salary and motor car allowance	—	—
(S)	Liabilities under the <i>Fisheries Improvement Loans Act</i>	0.2	—
(S)	Contributions to employee benefit plans	72.8	75.6
(S)	Refunds of amounts credited to revenues in previous years	—	0.8
(S)	Collection agency fees	—	—
(S)	Spending of proceeds from the disposal of surplus Crown assets	—	0.9
Total Department		1,323.5	1,323.9

Crosswalk of 1996-97 Main Estimates from Old Operational Plan Framework to New Planning, Reporting and Accountability Structure (\$ millions)

New Structure	Old Operational Plan Framework						
	Science	Fisheries Operations	Inspection	International	Corporate Policy and Program Support	CCG	Total
Business Line							
Marine Navigation Services	—	—	—	—	—	135.2	135.2
Marine Communications and Traffic Services	—	—	—	—	—	60.1	60.1
Icebreaking Operations	—	—	—	—	—	67.7	67.7
Rescue, Safety and Environmental Response	—	—	—	—	—	133.2	133.2
Hydrography	29.9	—	—	—	—	—	29.9
Fisheries and Oceans Science	135.6	—	—	—	—	—	135.6
Habitat Management and Environmental Science	45.1	—	—	—	—	—	45.1
Fisheries Management*	—	295.4	—	4.2	39.0	—	338.6
Fish Product Inspection	—	—	30.4	—	—	—	30.4
Harbours	—	—	—	—	55.4	—	55.4
Fleet Management	—	—	—	—	23.5	112.9	136.4
Policy and Internal Services	—	—	—	—	155.9	—	155.9
Total	210.6	295.4	30.4	4.2	273.8	509.1	1,323.5

* Fisheries Management includes \$5.1 million for the Great Lakes Fisheries Commission and \$2.1 million for the Newfoundland Bait Service, which are not within the accountability of the ADM Fisheries Management.

**Revenues Credited to the Consolidated Revenue Fund (CRF) by Business Line
(\$ millions)**

Business Line	Actual 1995-96	Total Planned 1996-97	Actual 1996-97
Marine Navigation Services	—	0.7	0.6
Marine Communications and Traffic Services	—	—	—
Icebreaking Operations	—	—	—
Rescue, Safety and Environmental Response	—	—	—
Hydrography	1.7	2.2	2.3
Fisheries and Oceans Science	—	0.4	0.1
Habitat Management and Environmental Science	—	—	—
Fisheries Management	27.5	59.7	44.1
Fish Product Inspection	0.9	4.8	4.6
Harbours	4.0	3.7	3.4
Fleet Management	—	—	—
Policy and Internal Services	0.4	0.2	0.2
Sub-total	34.5	71.7	55.3
Unplanned	6.5	7.6	37.8
Total Revenues Credited to the CRF	41.0	79.3	93.1

Revenues credited to the Consolidated Revenue Fund were \$13.8 million more than planned, with \$27.3 million in proceeds from the closure of the Fishing Vessel Insurance Program Account partially offset by revenue shortfalls, mainly in the area of fishing licences.

Revenues Credited to the Vote by Business Line (\$ millions)

Business Line	Actual 1995-96	Total Planned 1996-97	Actual 1996-97
Marine Navigation Services	0.7	21.4	17.3
Marine Communications and Traffic Services	1.6	1.6	1.8
Icebreaking Operations	9.0	9.0	5.6
Rescue, Safety and Environmental Response	0.2	0.2	0.6
Hydrography	—	—	—
Fisheries and Oceans Science	—	—	—
Habitat Management and Environmental Science	—	—	—
Fisheries Management	—	—	—
Fish Product Inspection	—	—	—
Harbours	—	—	—
Fleet Management	—	0.1	2.0
Policy and Internal Services	1.1	0.7	1.8
Total Revenues Credited to the Vote	12.6	33.0	29.1

Capital Projects by Business Line (\$ millions)

Business Line	Actual 1995-96	Total Planned 1996-97	Actual 1996-97
Marine Navigation Services	40.9	17.1	13.8
Marine Communications and Traffic Services	13.4	8.6	7.3
Icebreaking Operations	—	—	—
Rescue, Safety and Environmental Response	7.6	—	—
Hydrography	2.7	—	—
Fisheries and Oceans Science	5.3	—	—
Habitat Management and Environmental Science	1.5	—	—
Fisheries Management	6.3	6.7	—
Fish Product Inspection	0.6	—	—
Harbours	21.8	16.4	20.3
Fleet Management	30.4	60.9	41.6
Policy and Internal Services	18.9	7.8	11.4
Total Capital Projects	149.4	117.5	94.4

Transfer Payments by Business Line (\$ millions)

Business Line	Actual 1995-96	Total Planned 1996-97	Actual 1996-97
GRANTS			
Marine Navigation Services	—	—	—
Marine Communications and Traffic Services	—	—	—
Icebreaking Operations	—	—	—
Rescue, Safety and Environmental Response	—	—	—
Hydrography	0.1	—	—
Fisheries and Oceans Science	0.5	0.2	0.2
Habitat Management and Environmental Science	—	—	—
Fisheries Management	—	—	—
Fish Product Inspection	—	—	—
Harbours	—	—	—
Fleet Management	—	—	—
Policy and Internal Services	—	0.1	—
Total Grants	0.6	0.3	0.2
CONTRIBUTIONS			
Marine Navigation Services	—	—	—
Marine Communications and Traffic Services	—	—	—
Icebreaking Operations	—	—	—
Rescue, Safety and Environmental Response	1.6	1.7	1.5
Hydrography	—	—	0.1
Fisheries and Oceans Science	—	—	—
Habitat Management and Environmental Science	0.6	0.5*	0.5
Fisheries Management	75.0	160.0	157.5
Fish Product Inspection	—	—	—
Harbours	1.0	—	0.1
Fleet Management	—	—	—
Policy and Internal Services	—	0.3	0.1
Total Contributions	78.2	162.5	159.8
Total Transfer Payments	78.8	162.8	160.0

* Includes statutory contributions of \$0.2 million.

Statutory Payments by Business Line/Activity (\$ millions)

Business Line	Actual 1995-96	Total Planned 1996-97	Actual 1996-97
Marine Navigation Services	9.6	10.5	9.3
Marine Communications and Traffic Services	5.2	5.1	6.3
Icebreaking Operations	2.9	3.8	3.4
Rescue, Safety and Environmental Response	11.2	10.1	9.7
Hydrography	2.6	2.7	7.2
Fisheries and Oceans Science	8.4	10.2	2.2
Habitat Management and Environmental Science	2.4	3.3	7.5
Fisheries Management	10.7	10.9	11.4
Fish Product Inspection	2.8	3.0	3.1
Harbours	0.8	0.7	0.8
Fleet Management	1.6	2.5	4.0
Policy and Internal Services	12.4	10.2	12.4
Total Statutory Payments	70.6	73.0	77.3

Loans, Investments and Advances (\$ millions)

Business Line	Actual 1995-96	Total Planned 1996-97	Actual 1996-97
Fisheries Management			
Freshwater Fish Marketing Corporation	5.0	5.0	—
Loans to Haddock Fishermen	1.3	1.3	1.3
Advances to Canadian Producers of Frozen Groundfish	0.1	0.1	0.1
Total	6.4	6.4	1.4

Contingent Liabilities

As of March 31, 1997, contingent liabilities estimated at \$38.63 million were outstanding against DFO:

- ❑ \$0.35 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 1996-97 fiscal year.
- ❑ \$38.28 million relates to some 29 individual cases of pending or threatened litigation. Most of these claims are for losses of income, injuries sustained by persons and damages to property.

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 against the Crown and are therefore presented for information purposes only.

Legislation Administered by Fisheries and Oceans

<i>Atlantic Fisheries Restructuring Act</i>	R.S., 1985, c. A-14
<i>Canada Shipping Act*</i>	R.S., 1985, c. S-9
<i>Coastal Fisheries Protection Act</i>	R.S., 1985, c. C-33
<i>Department of Fisheries and Oceans Act</i>	R.S., 1985, c. F-15
<i>Fish Inspection Act</i>	R.S., 1985, c. F-12
<i>Fisheries Act</i>	R.S., 1985, c. F-14
<i>Fisheries Development Act</i>	R.S., 1985, c. F-21
<i>Fisheries Improvement Loans Act</i>	R.S., 1985, c. F-22
<i>Fisheries Prices Support Act</i>	R.S., 1985, c. F-23
<i>Fishing and Recreational Harbours Act</i>	R.S., 1985, c. F-24
<i>Freshwater Fish Marketing Act</i>	R.S., 1985, c. F-13
<i>Great Lakes Fisheries Convention Act</i>	R.S., 1985, c. F-17
<i>Navigable Waters Protection Act*</i>	R.S., 1985, c. N-22
<i>Oceans Act</i>	S.C., 1996, c. C-31

* The Minister of Fisheries and Oceans shares responsibility to Parliament with the Minister of Transport Canada.

Index

—A—

Aboriginal Fishery, 5, 35, 36
Access to Information and Privacy, 41
Aids to navigation, 21, 31
AIS see Automatic Identification System
Aquaculture, 3, 8, 15, 32, 42
Arctic, 22, 26, 27, 35, 36, 37, 44
ATIP see Access to Information and Privacy
Atlantic, 7, 14, 15, 16, 32, 34, 35, 36, 37, 43, 50
Automatic Identification System, 3, 22, 25

—C—

Canadian Coast Guard, 3, 7, 8, 11, 13, 19, 20, 21, 22, 23, 24, 25, 26, 28, 29, 30, 39, 40, 41, 43, 45
Canadian Food Inspection Agency, 4, 11, 42
Canadian Hydrographic Service, 22, 31
Capital expenditures, 45
CCG see Canadian Coast Guard
CHS see Canadian Hydrographic Service
Coast Guard Auxiliary, 30
Communications, 11, 13, 16, 24, 39, 40, 41, 45, 46, 47, 48, 49
Conservation, 3, 5, 7, 8, 15, 32, 33, 34, 35, 36, 37
Conservation and Protection, 34, 36, 37

—D—

DGPS see Differential Global Positioning System
Differential Global Positioning System, 3, 22

—E—

Eastern Arctic Sealift, 26, 27
Ecosystem, 3, 32, 33
Enforcement see Conservation and Protection
Environmental protection, 7, 22, 24, 25
Environmental response, 11, 13, 28, 39, 45, 46, 47, 48, 49
Expenditures, 7, 11, 12, 13, 45

—F—

Fish stocks, 16, 32, 34
Fisheries Act, 35, 42, 50
Fisheries and Oceans Science, 13, 32, 39, 45, 46, 47, 48, 49
Fisheries Management, 3, 5, 7, 11, 13, 34, 35, 39, 45, 46, 47, 48, 49
Fisheries Resource Conservation Council, 15
Fishers, 17, 18, 34, 35, 36
Fleet, 3, 11, 13, 39, 40, 45, 46, 47, 48, 49
Food Inspection Agency see Canadian Food Inspection Agency

—G—

Grants and contributions, 45, 48
Green Plan, 33
Groundfish, 4, 14, 15, 32, 34, 35, 43, 49

—H—

Habitat Management and Environmental Science, 13, 33, 45, 46, 47, 48, 49
Harbours, 4, 11, 13, 26, 38, 45, 46, 47, 48, 49, 50
Human Resources, 41, 43
Hydrographic charts, 22, 31
Hydrography, 11, 13, 31, 39, 45, 46, 47, 48, 49

—I—

Icebreaking Operations, 11, 13, 26, 39, 45, 46, 47, 48, 49
Information Management, 40, 41, 42
Inland waters, 5

—L—

Land claim, 34, 35
Licence, 3, 18, 30, 36, 46

—M—

Marine accidents, 21, 22, 24, 29, 39
Marine Advisory Boards, 22
Marine Communications and Traffic Services, 13, 16, 24, 39, 40, 45, 46, 47, 48, 49
Marine environment, 7, 16, 28, 30, 33
Marine Navigation Services, 11, 13, 19, 21, 22, 39, 40, 45, 46, 47, 48, 49
Marine safety, 6, 7, 16, 21, 30
Marine Services Fee, 22, 26, 42
Marine trade, 5, 6, 7, 17
Marine transportation, 8, 17, 19, 21, 24, 25, 27, 32
MCTS see Marine Communications and Traffic Services
MNS see Marine Navigation Services

—O—

Oceans Act, 3, 33, 50

—P—

Pacific, 4, 7, 14, 18, 32, 35, 36, 37, 42, 44
Pacific salmon, 4, 18, 32, 35, 36, 42
Partnering, 7, 31, 32, 34, 35, 38
Performance expectations, 11, 21, 24, 26, 28, 31, 32, 33, 34, 38, 39, 41

Policy and Internal Services, 11, 13, 41, 45, 46, 47, 48, 49
Pollution, 16, 24, 25, 28, 33, 43
Program Review, 4, 7, 8, 19, 22, 38

—R—

Recreational boating, 28, 29, 30
Recreational fisheries, 8, 37
Rescue, Safety and Environmental Response, 13, 28, 39, 45, 46, 47, 48, 49
Revenue, 8, 31, 45, 46
RSER see Rescue, Safety and Environmental Response

—S—

Salmon, 4, 18, 32, 35, 36, 42
Science, 3, 4, 7, 11, 13, 16, 31, 32, 33, 39, 45, 46, 47, 48, 49

Science and technology, 7
Search and rescue, 20, 28, 30
Spills at sea, 6, 28, 30, 44
Stock assessment, 16, 32, 36
Sustainable development, 24, 32, 42

—T—

Technology, 3, 7, 22, 31, 32, 37, 41, 42

—U—

UN see United Nations
United Nations, 36, 42

—V—

Vessel Traffic Services see Marine Communications and Traffic Services