

Fisheries and Oceans Canada

2003-04 Estimates

A Report on Plans and Priorities

Approved

The Honourable Robert G. Thibault, P.C., M.P.
Minister of Fisheries and Oceans

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List of symbols

In this document, you will encounter symbols similar to the following:



Indicates a link to an Internet site where you can obtain more information



Indicates a link to the Department's *Sustainable Development Strategy 2001-2003*



"HORIZONTAL AREA"

Indicates horizontal areas — initiatives delivered in collaboration with other federal government departments, other jurisdictions, and other stakeholders (see page 7)

Section 1 — Messages



In this section:

- ◆ *Minister's message* *Page 2*
- ◆ *Management representation* *Page 4*

Minister's message



As Canada's Minister of Fisheries and Oceans, it gives me great pleasure to present my Department's *Report on Plans and Priorities* for 2003–2004.

Our waters are an integral part of Canada's natural and cultural heritage. Canada has the world's longest coastline, touching three oceans, and one of the largest continental shelves. Millions of Canadians live in coastal areas, and marine and freshwater resources are among our country's great natural assets. Enjoyment of our oceans, lakes, and rivers is part of the Canadian way of life.

Hon. Robert G. Thibault

Canada's fisheries, oceans, lakes, and waterways form an important economic engine that contributes to the livelihoods of Canadian communities throughout the country, and to Canada's economy as a whole. Our nation's fishery employs more than 100,000 Canadians, and Canada is ranked the fifth-largest exporter of fish products in the world. Our waterways and oceans are a key component of our transportation system — over 70 per cent of Canada's exports travel by ship, as do nearly half our imports.

As this integral part of Canada's society and economy has grown and evolved over the years, so too has the mandate of my Department and the benefits it provides for Canadians:

- ❑ *We manage and protect Canada's fisheries resources* by developing harvesting strategies, based on sound science and a commitment to conservation, and enforcing the rules and regulations of the fishery.
- ❑ *We protect the marine and freshwater environment* by finding ways to balance the wide range of activities on our oceans and waterways, and protecting the fragile marine environment for future generations.
- ❑ *We help ensure maritime safety* by providing, through the Canadian Coast Guard and Canadian Hydrographic Service, a range of marine safety services and navigation products to reduce the number and severity of accidents, help people in distress and danger, and prevent loss of life and damage to property.
- ❑ *We facilitate maritime commerce and ocean development* by providing icebreaking and navigation services that keep Canada's marine highway on the move.
- ❑ *We build understanding of our oceans and aquatic resources* by undertaking research and related activities that provide decision makers with sound, cutting-edge science that helps shape the policies and programs that keep Canada's fisheries and oceans healthy and productive.



The Department's employees deliver these services across Canada. As a highly decentralized department, Fisheries and Oceans Canada is an important and visible part of hundreds of communities across Canada, committed to delivering its services directly to those who rely on them and providing a visible federal presence in many remote areas of the nation.

As Canada's role in the world continues to evolve and change, so must the Department. We continue to seek more comprehensive ways to address issues such as globalization, environmental quality and protection, resource utilization, and sustainable development. As outlined in the *Oceans Act*, the Department of Fisheries and Oceans (DFO) will continue to transform its business from a fisheries focus towards a broader oceans and sustainable development agenda.

To continue playing an effective role in the everyday lives of Canadians, we must ensure that the Department's programs and policies continue to respond to their needs. We are in the midst of a comprehensive departmental assessment and alignment project that will allow a better match between the services we provide and the services required across Canada. This is in keeping with the Government of Canada's overall commitments to reallocate resources to the highest priorities and to give Canadians the services they need. We must explore every opportunity to find new ways of doing business so that these services are delivered to Canadians as efficiently as possible.

My Department's plans and priorities for the coming year highlight our commitment to Canada's fisheries and oceans community. I look forward to continuing to work closely with this community and to playing an active and meaningful role in the stewardship of Canada's fisheries, oceans, lakes, and waterways in the years to come.

Management representation

I submit, for tabling in Parliament, the *2003-04 Report on Plans and Priorities* for Fisheries and Oceans Canada.

This document has been prepared based on the reporting principles and disclosure requirements contained in the *Guide to the preparation of the 2003-2004 Report on Plans and Priorities*:

- It accurately portrays the organization's plans and priorities.
- The planned spending information in this document is consistent with the directions provided in the Minister of Finance's budget and by Treasury Board Secretariat.
- It is comprehensive and accurate.
- It is based on sound underlying departmental information and management systems.

The reporting structure on which this document is based has been approved by Treasury Board Ministers and is the basis for accountability for the results achieved with the resources and authorities provided.

Name: _____

Dr. James Wheelhouse

Date: _____

Section 2 — Departmental Overview



In this section:

- ◆ *DFO at a glance* *Page 6*
- ◆ *Working toward results* *Page 8*
- ◆ *Planning context* *Page 10*
- ◆ *A comprehensive response to DFO's challenges* *Page 13*

DFO at a glance

Mandate

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



Canada is a maritime nation. The country is surrounded by the Arctic, Atlantic, and Pacific Oceans, is home to the Great Lakes, and has some of the largest lakes and inland waterways in the world.

Millions of Canadians live in coastal areas, and marine and freshwater resources are among the country's greatest natural assets. Fishing and shipping are not only important industries for Canada but are also a part of its heritage. The Department's mandate, programs, and services directly affect the livelihoods of thousands of Canadians in ocean and freshwater industries throughout Canada, from fishing and marine transportation to tourism and recreation. More generally, these programs and services affect the economic, social, and cultural fabric of Canada.

Protecting Canada's economic, environmental, and scientific interests in its oceans and waterways is a federal government responsibility. The Government of Canada has assigned that job to Fisheries and Oceans Canada — a responsibility that dates back to Confederation. Though officially named Fisheries and Oceans Canada, the Department is most often called the Department of Fisheries and Oceans, or simply, DFO.

The Department seeks to maintain the productivity of Canada's fisheries and oceans, protect marine and freshwater resources, ensure public safety and efficient vessel traffic along Canada's oceans and inland waterways, and generate the knowledge that policy makers need to make informed resource management decisions. To achieve its mandate, the Department works closely with other federal departments, as well as with provincial and territorial governments, Aboriginal communities, and stakeholders through its regional offices and various consultation mechanisms.

The Department's core activities consist of enhancing maritime safety, ensuring the conservation and sustainable use of resources, protecting the oceans' environment and fish habitat, conducting scientific research and monitoring, as well as facilitating maritime trade, commerce, and ocean development.

DFO is a large, decentralized department that delivers services throughout Canada from six regions and national headquarters in Ottawa.

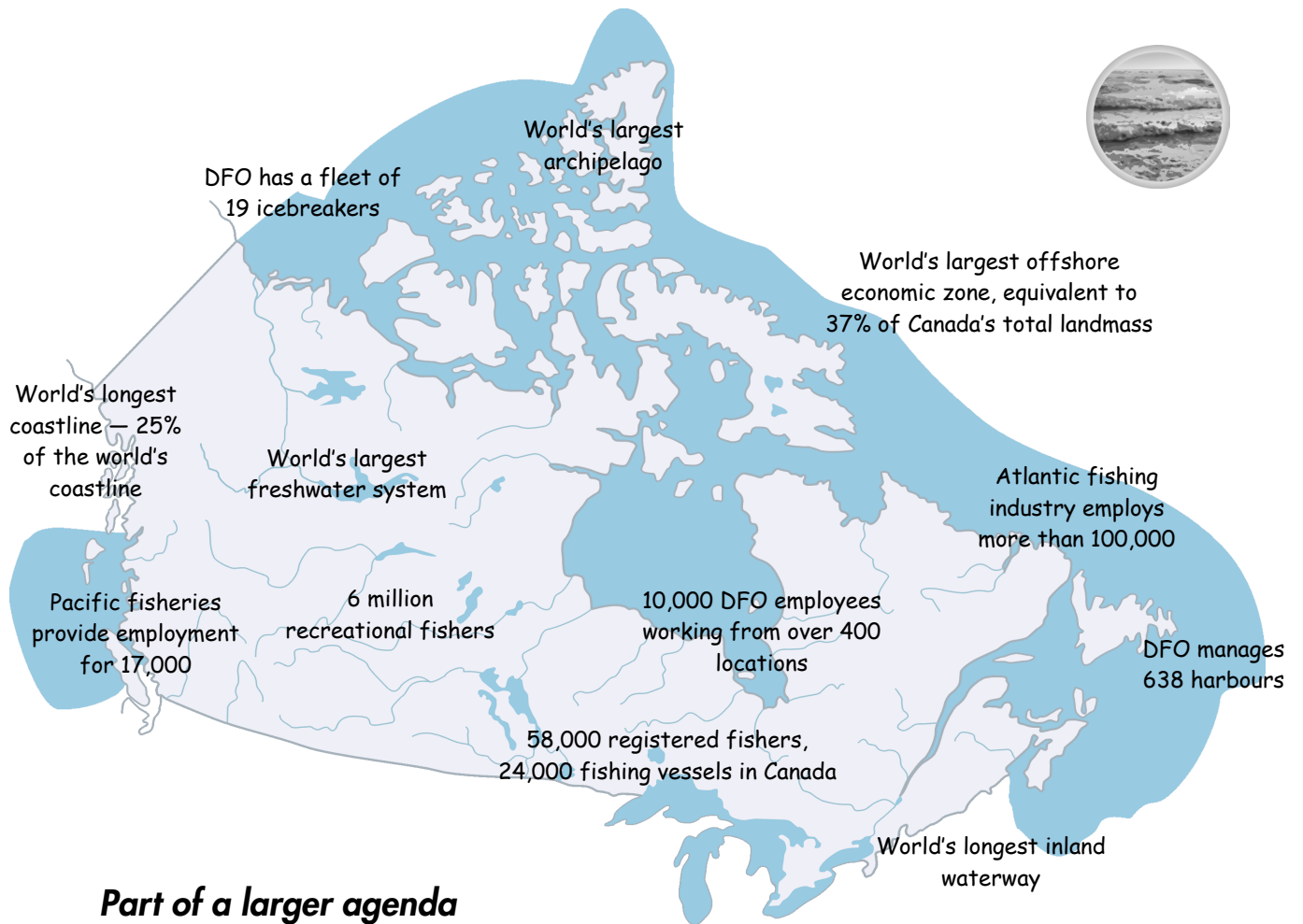
Our Vision

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

Marine safety and
environmental
protection

Scientific excellence

Conservation and
sustainable
resource use



Part of a larger agenda

Every year, the President of the Treasury Board presents a report on government performance to Parliament. These reports seek to engage Canadians in discussions on broad policy issues and directions by improving the availability and quality of performance information on federal programs and initiatives and providing parliamentarians with a context to review the performance of federal departments and agencies. The most recent report, *Canada's Performance 2002*, presents data on four main themes that reflect a balance of social, economic, and environmental interests and identifies 26 horizontal areas in which federal departments are actively involved.



The multitude and diversity of the benefits that DFO provides for Canadians is illustrated by the fact that the Department plays an important role in 9 of these 26 horizontal areas as noted in the following table.



Economic opportunities and innovation in Canada	The health of Canadians	The Canadian environment	The strength and safety of Canadian communities
<ul style="list-style-type: none"> • A competitive economy • An effective regulatory regime • Regional economic growth 	<ul style="list-style-type: none"> • Protection from preventable risks 	<ul style="list-style-type: none"> • Canadian biodiversity is conserved • A pollution-free environment • Sound environmental decisions • Sustainable natural resources 	<ul style="list-style-type: none"> • Strong and self-sufficient First Nation, Inuit, and Northern Communities

Working toward results

In pursuit of its mandate, Fisheries and Oceans Canada is committed to delivering five long-term and enduring benefits to Canadians.

Management and protection of fisheries resources



Managing and protecting Canada's fisheries resources involves working with stakeholders to conserve and make sustainable use of these resources and their habitats for the benefit of present and future generations. Challenges include

- staying the course in the reform of fisheries management policies;
- increasing Aboriginal participation in the fisheries;
- modernizing Canada's fisheries; and
- advancing Canada's international interests.

Protection of the marine and freshwater environment



Protection of Canada's marine and freshwater environment is central to the government's commitments to environmental and habitat protection, safe navigation, fisheries management, and the health of aquatic species. Canada's oceans, lakes, and waterways have become busy places, and its aquatic resources are an integral component of the Canadian economy, ensuring their sustainable use requires the Department to respond to

- changing demands on and uses of marine spaces;
- increasing public concern over freshwater issues;
- increased need for cooperation with others;
- increasing economic development; and
- climate change.

Maritime safety



The Department strives to make Canada's waterways safe — reducing the number and severity of accidents, helping people in distress and danger, and preventing loss of life and damage to property. DFO provides up-to-date, timely, and accurate navigational products and services, maintains a comprehensive marine communications and traffic services network and effective aids to navigation, and promotes safe and responsible boating activities. In doing this, the Department addresses the following issues:

- increased demand for geographic coverage;
- increased activities in uncharted waters;
- changing trends and technology; and
- enhancement of maritime security.



Maritime commerce and ocean development



The Department is committed to strengthening maritime commerce and ocean development activities — activities that have a real and lasting impact on Canada’s economy. In delivering this goal, the Department must respond to

- ❑ growing demands for marine transport security;
- ❑ increased demands for economic development;
- ❑ growing need for international cooperation;
- ❑ the growing importance of aquaculture;
- ❑ demands to increase competitiveness; and
- ❑ sovereignty and “Canadian presence” issues, particularly as Arctic activity increases.



Understanding of the oceans and aquatic resources

Making decisions in all of these areas means having the best scientific advice available. The Department has a long and proud history of providing sound, cutting-edge science that helps shape the policies and programs that keep Canada’s fisheries and oceans healthy and productive. Providing high-quality and timely new knowledge, products, and scientific advice is made challenging by

- ❑ an escalation in the demand for new and more specialized scientific knowledge;
- ❑ an increase in the complexity of science-based issues affecting oceans and aquatic resources; and
- ❑ increased costs of conducting scientific research, especially in Canada’s north.

A closer look: An effective and efficient marine presence

Providing Canadians with the long-term and enduring benefits summarized on these two pages depends on having a platform to deliver the Department’s many services. For DFO, that platform consists of a civilian vessel and air fleet with 104 operational vessels and 27 helicopters that employs some 2500 Canadians. Ensuring that the fleet is operational and effective in delivering its many roles is a challenging endeavour that must address



- the maintenance of operational readiness capacity;
- human resource policy changes;
- financial pressures;
- an aging fleet and shore-based infrastructure; and
- implementation of the Fleet Management Renewal Initiative.

The fleet

DFO’s fleet is operational 24 hours a day, 365 days a year, covers the world’s longest coastline and largest territorial waters, and supports activities as diverse as search and rescue, icebreaking, pollution prevention and response, fisheries enforcement, and scientific research.

Planning context

Several ongoing challenges influence all the results the Department delivers and priorities it establishes in an overarching way. For example, in the face of more transparent communication, consultation has become critical in addressing the concerns of diverse stakeholders. DFO also must ensure that it is in compliance with international agreements and consider the impact of its activities on the international community.

The Department must also address the broader challenges and pressures facing Canada's ocean spaces — off-shore oil and gas development, increased maritime traffic, and the ongoing development of aquaculture — as well as the government's increased focus on maritime security.

Background information on the following issues will help provide a context for the Department's plans.

The state of the resource

Canada's fisheries have been through a decade of challenges and adjustment. Increased demands for access continue to highlight the need to strike a balance between harvesting and protecting the resource to ensure its sustainability. Groundfish stocks on the Atlantic coast have not recovered from their low levels of the past decade. Pacific salmon stocks show definite signs of improvement as a result of management measures introduced in the late 1990s and improved ocean survival. However, some stocks remain depressed and will continue to require strong conservation measures. The abundance of northern shrimp is the highest in recent times, and Atlantic snow crab abundance also continues to be high. Atlantic lobster catches remain at historically high levels but are starting to show signs of declining in some areas.

Expanding responsibilities



Recent federal legislation has expanded the Department's role as environmental stewards in the areas of fish habitat, navigable waters, sustainable aquaculture, and hazardous substances. For example, the *Oceans Act* and the *Species at Risk Act* both have significant implications for the Department. Similarly, the *Species at Risk Act* presents a major opportunity for the Department to strengthen the protection of aquatic species. In addition, the Department's contribution to national security and sovereignty has become a prevalent issue in day-to-day operations.

The Department's client base has also been evolving, and increased public and stakeholder expectations are placing pressure on its ability to effectively meet its regulatory responsibilities. For example, with the adoption of the *Oceans Act*, groups other than fishing interests are seeking input on resource management. Environmental groups, communities, and others, such as the eco-tourism sector, are

becoming more involved in the policy development and planning of departmental activities. Similarly, the recreational boating community in Canada encompasses approximately 3 million boats and 8 million boaters and has been increasing substantially from year to year. In addition, with the inception of Bill C-14 in 2001, the Department's regulatory responsibilities for recreational boating in all Canadian waters include informing the public of new regulations affecting them, conducting inspections, and monitoring to verify compliance. As a result, client and stakeholder associations' and individuals' expectations are high.

Meeting these expectations within existing resources requires flexible and responsive management and proactive investment in the Department's key assets, as well as an increased capacity to deliver sound policy decisions.



The Aboriginal fishery

Key Supreme Court decisions have redefined the Canadian fishery by affirming Aboriginal rights to participate in the fisheries, resulting in a substantial increase in Aboriginal participation.

To respond to the *Sparrow* decision and to ensure stable fisheries management, DFO launched the Aboriginal Fisheries Strategy (AFS) in 1992. The AFS program is applicable where DFO manages the fishery and where land-claims settlements have not already put a fisheries-management regime in place.

To address the *Marshall* decision, DFO has negotiated interim fishing agreements that give First Nations the opportunity to succeed in the commercial fishery. Agreements have been successfully negotiated with the majority of the 34 First Nations affected by the decision. Responding to the Supreme Court of Canada's *Marshall* decision has involved a substantial increase in Aboriginal participation in the Atlantic commercial fishery.

International cooperation

Fisheries resources inhabit both national and international waters, and the Government of Canada is committed to protecting and conserving the sustainable harvest of fisheries resources around the world. To help ensure such conservation and use in international waters, Canada participates in several international and regionally based fisheries organizations, including the United Nations Food and Agriculture Organization, the Northwest Atlantic Fisheries Organization, and the Pacific Salmon Commission. DFO also monitors the fishing activities of foreign vessels in international waters, and negotiates and administers international fisheries treaties and trade agreements.

Other aspects of the Department's mandate also involve international cooperation. The *Oceans Act* has broadened the role of the Department, requiring that DFO participate in international forums to strengthen oceans governance and promote

Key Supreme Court decisions regarding the Aboriginal fishery

- *Sparrow*, 1990, affirmed an Aboriginal right to fish for food, social, and ceremonial purposes.
- *Marshall*, 1999, affirmed the treaty right of Mi'kmaq and Maliseet people to fish, hunt, and gather in pursuit of a "moderate livelihood".

stewardship and sustainable development. The Department also represents Canada on issues relating to maritime safety.

Human resource capacity

The Department's capacity to manage change is directly affected by the expertise of its workforce, of whom approximately 20% will be eligible to retire over the next five years. DFO will be under pressure to attract, train, and retain enough skilled workers to proactively assign sufficient human resources to priority areas and ensure the Department remains able to deliver its programs and services.

Technology is changing

Advances in science and technology have allowed for faster communication and improved information gathering. Technological change has also highlighted the growing importance of science for sound decision making, as well as affecting the Department's workforce and its resources. Technology can make program delivery more efficient, but implementation must be well planned and well managed to maintain smooth operations.

Remaining at the forefront of science and technology is also a key component of the government's broader agenda. The federal government is committed both to strengthening federal scientific activities and to integrating such efforts across departments.

Policy and program capacity

Meeting the Department's expanded responsibilities within existing resources requires flexible management and proactive investment in its key assets as well as an increased capacity to deliver sound policy decisions. DFO must ensure that its capacity to deliver the policies that help protect Canada's oceans and fisheries remains strong.



A comprehensive response to DFO's challenges

Increasing and changing demands create operational and financial pressures on federal departments. DFO is facing the challenge of maintaining or improving overall operational effectiveness within the context of limited resources.

Responding to these diverse challenges necessitates revitalization of Fisheries and Oceans Canada—building the department that Canadians need now and for the future. By focusing on Canadians, results, responsible spending, and sound values, the Department is working to ensure its programs are sustainable over the long term and continue to contribute to the broader objectives of the Government of Canada.

Departmental Assessment and Alignment Project

The September 2002 Speech from the Throne highlighted the Government of Canada's intention to reallocate resources to the highest priorities and to transform old spending to new priorities. At the same time, to better face a changing world in which resources are limited, Fisheries and Oceans Canada needs to revitalize itself as a more dynamic organization capable of adapting to new circumstances, setting clear priorities, and relying heavily on innovative practices to ensure quality services and financial stability.

DFO is well positioned to move ahead in this regard. The Department launched a Strategic Plan in 2000 that focused on many important policy and program initiatives such as the Atlantic Fisheries Policy Review, Canada's Oceans Strategy, the Aquaculture Policy Framework, the Habitat Blueprint Program, and the Canadian Coast Guard Vision.

The Departmental Assessment Phase I, conducted last year, studied programs representing about two-thirds of the Department's budget and produced excellent ideas to address challenges within the Canadian Coast Guard, Small Craft Harbours, the Canadian Hydrographic Services, and the Science Program.

These exercises highlighted the need for a concerted, department-wide effort that will generate creative and lasting solutions to DFO's challenges. This expanded exercise is called the Departmental Assessment and Alignment Project (DAAP). The DAAP will look at all DFO's activities, involve every sector and region, and explore all options to transform the way the Department does business. This includes drawing linkages between programs to build on synergies and combine effort across sectors and regions, laying the groundwork for a renewed organization and Strategic Plan. The DAAP seeks to

- provide an integrated policy vision and priorities for DFO;
- link programs and expenditures to a renewed DFO strategic direction; and
- identify options to deliver DFO's mandate more effectively and efficiently.

Throughout this process, the Department will be striving to identify options to deliver its mandate more effectively and efficiently, while minimizing any negative impacts on DFO employees and the Canadians they serve.

The Departmental Assessment and Alignment Project is a top priority for the Department. It is an opportunity to accelerate the process of transforming DFO as a more innovative and dynamic organization that continues to play an important role in the everyday lives of Canadians across the country. The timeline for this initiative is ambitious—the Department intends to complete the project in 2003.

Governance and performance measurement

The results of the Departmental Assessment and Alignment Project will help to reshape a governance structure for the Department that is integrated with the Government's overall change management agenda as set forth in *Results for Canadians*. A structure that

- is focused on the results DFO seeks to deliver for Canadians;
- demonstrates responsible spending by linking resources used to those results;
- defines clear accountabilities for decision making; and
- shows how the Department contributes to the broader government priorities.

In line with government-wide initiatives in the area of modern comptrollership, DFO remains committed to performance measurement. The development and introduction of a new comprehensive performance measurement system that supports decision making and ensures accountability will follow the Departmental Assessment and Alignment Project.

Over the coming year the Department will continue to refine both the tools it uses to measure performance and the way it reports results in an evolutionary way. No major changes will be made until the new governance structure is articulated.

Section 3 — Financial Overview



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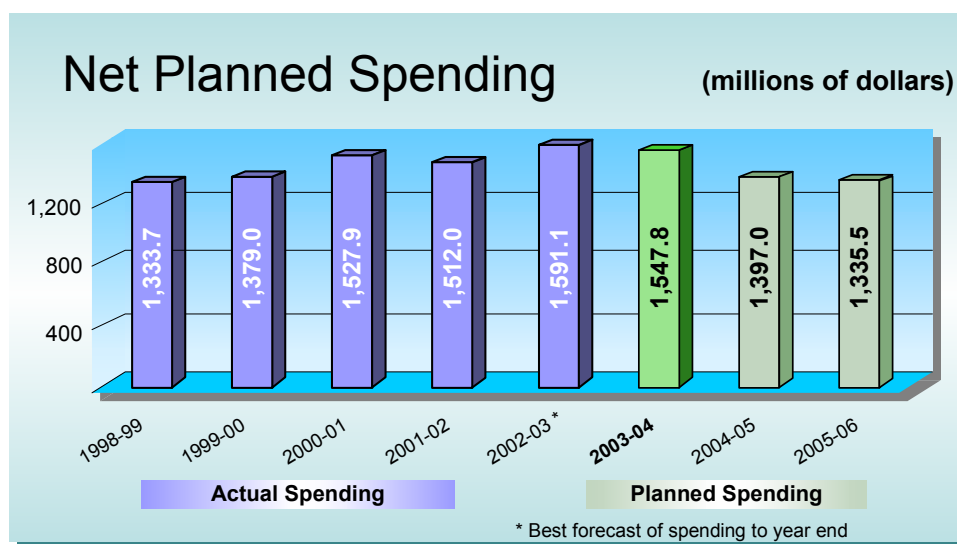
- ◆ *Net planned spending* *Page 16*
- Historical trends* *Page 16*
- The planning period 2003-04 to 2005-06* *Page 17*
- Strategic outcomes* *Page 18*

Net planned spending

Net planned spending for Fisheries and Oceans Canada for the 2003-04 fiscal year totals \$1,547.8 million. This represents a decrease in net planned spending of close to 3% from 2002-03.

Historical trends

Net planned spending, 1998-99 to 2005-06



The decrease in net planned spending from 2002-03 to 2003-04 of close to \$44 million is due to several factors (figures are approximate):

- ❑ Decreases of close to \$94 million from items that were unique to 2002-03 and will not be received in future planning years (\$52 million for special incremental funding to address core operational requirements and \$42 million of budget carry forwards from 2001-02 to 2002-03).
- ❑ Further decreases from 2002-03 to 2003-04 total \$58 million: marine safety (\$13 million), Pacific Salmon Resource Rebuilding Program (\$12 million), Program Integrity II funding (\$11 million), Search and Rescue program reprofiling (\$8 million), and various other reductions (\$14 million).
- ❑ Increases in planned funding of close to \$108 million provided to the Department for 2003-04 partially offset the above decreases and include \$13 million for the Fisheries Access Program, \$47 million for Fleet, \$12 million for reprofiling of proceeds from disposals of real property, \$10 million for safety and security initiatives, \$4 million for research initiatives, and \$22 million for various other initiatives.



The planning period 2003-04 to 2005-06

Planned spending decreases between 2003-04 and 2004-05 by close to \$151 million mainly because of reductions in funding in the amount of \$146 million for the Fisheries Access Program.

Planned spending decreases further from 2004-05 to 2005-06 by close to \$62 million because of a reduction in the Department's capital budget amounting to approximately \$50 million, departmental *Species at Risk* operating funding of approximately \$6 million, and other decreases totalling \$6 million.

Table 3-1 presents information on planned spending for the coming three years.

**Table 3-1: Departmental planned spending
(Main Estimates, net planned spending, and total cost of Program)**

Gross planned spending as presented in the Main Estimates is shown for each business line, as are the adjustments made to determine net planned spending and the net cost of the Program. Net planned spending equals gross planned spending as presented in the Main Estimates minus spendable revenues, plus adjustments made to accommodate approvals obtained through supplementary estimates and Budget initiatives. Net cost of the Program equals net planned spending minus non-spendable revenue plus the cost of services received without charge.

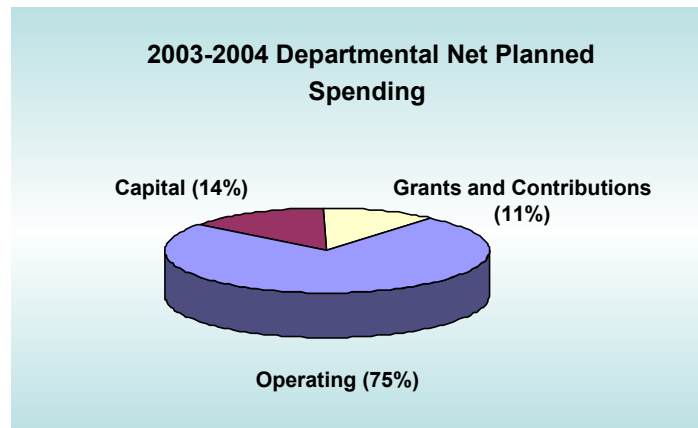
(in millions of dollars)	Forecast Spending 2002-03*	Planned Spending 2003-04	Planned Spending 2004-05	Planned Spending 2005-06
Marine Navigation Services	109.7	117.9	114.1	114.1
Marine Communications and Traffic Services	69.2	70.4	70.4	60.0
Icebreaking Operations	55.7	57.2	57.3	57.3
Rescue, Safety and Environmental Response	126.1	117.8	118.0	118.0
Fisheries and Oceans Science	152.3	160.0	152.6	140.8
Habitat Management and Environmental Science	96.0	84.8	84.8	84.1
Hydrography	33.9	30.8	30.8	30.3
Fisheries Management	356.6	373.7	228.9	228.0
Harbours	72.9	91.3	91.4	64.4
Fleet Management	142.3	131.0	138.6	84.2
Policy and Internal Services	270.0	280.8	281.3	323.5
Budgetary Main Estimates (gross)	1,484.7	1,515.7	1,368.2	1,304.7
Non-Budgetary Main Estimates (gross)	—	—	—	—
Less: Spendable Revenue	47.1	47.2	47.2	47.2
Total Main Estimates	1,437.6	1,468.5	1,321.0	1,257.5
Adjustments	153.5**	79.3***	76.0	78.0
Net Planned Spending	1,591.1	1,547.8	1,397.0	1,335.5
Less: Non-Spendable Revenue	48.0	47.6	47.6	47.6
Plus: Cost of Services Received Without Charge	84.3	83.0	84.5	84.8
Net Cost of the Department	1,627.4	1,583.2	1,433.9	1,372.7

* Reflects the best forecast of total net planned spending to the end of the fiscal year.

** Adjustments accommodate approvals obtained since the Main Estimates and include Budget initiatives, Supplementary Estimates, and other initiatives.

*** The adjustments to planned spending for 2003-04 include \$12 million for reprofiling of proceeds from disposals of real property, \$7 million for public security and anti-terrorism initiatives, \$4 million for research initiatives, \$47 million for the Fleet, and \$6 million for various other initiatives.

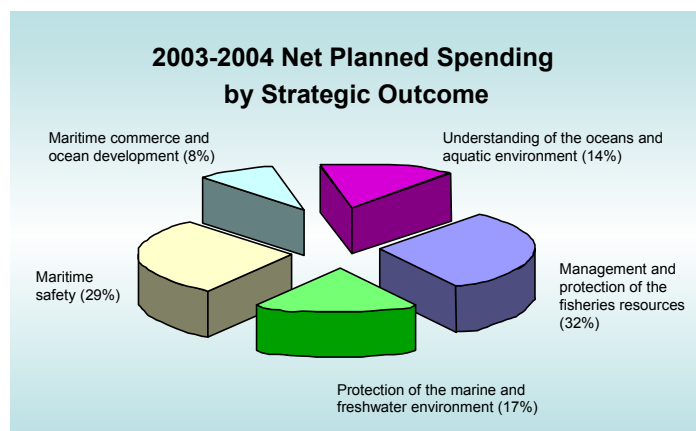
Full-time equivalents reflect the human resources that the Department uses to deliver its programs and services. This number is based on a calculation that considers full-time, part-time, term, and casual employment, and other factors such as job sharing. The Department is no longer required to control the number of full-time equivalents it may use. Rather, DFO manages a personnel budget within its operating expenditures and has the latitude to manage as needed. The Department has approximately 10,000 full-time equivalents.



Strategic outcomes

The Department manages its resources to deliver five strategic outcomes. The chart below shows how departmental resources for 2003-04 are allocated across these strategic outcomes. More information is provided in Section 6, on financial information.

To focus on benefits to Canadians, this document has been structured by strategic outcome rather than by business line. The financial systems currently in place do not report a precise allocation of resources to strategic outcomes. More detailed information on the resources associated with each business line is presented in Section 6.



The following table provides an approximation of business line resources by strategic outcome for the 2003-04 fiscal year.



Table 3-2: Net planned spending by strategic outcome, business line, and accountability for 2003-04

Figures provided for business lines represent Net Planned Spending (gross planned spending minus spendable revenues, plus adjustments) and consequently are different from the figures shown in Table 3-1, which provides gross expenditures for each business line. The figures provided below show the effects of spendable revenues of \$47.2 million and \$79.3 of adjustments. The departmental total for Net Planned Spending (\$1,547.8 million) remains identical in both tables.

Business Line (millions of dollars) Total \$		Departmental Strategic Outcome					Accountability	
		Management and protection of fisheries resources	Protection of marine and freshwater environment	Maritime safety	Maritime commerce and ocean development	Understanding of the oceans and aquatic resources	Total \$	
Marine Navigation Services	88.5	10.5	148.8	271.8	69.6	4.0	ADM, Marine/Commissioner, Canadian Coast Guard	504.7
Marine Communications and Traffic Services	76.8							
Icebreaking Operations	43.4							
Rescue, Safety and Environmental Response	117.6							
Fleet Management	178.4							
Fisheries and Oceans Science*	162.9	—	—	38.2	—	155.5	ADM, Science	193.7
Hydrography	30.8							
Habitat Management and Environmental Science**	88.6	—	68.6	—	—	20.0	ADM, Oceans	88.6
Fisheries Management	377.7	377.7	—	—	—	—	ADM, Fisheries Management	377.7
Harbours	91.9	—	1.0	69.0	21.9	—	ADM, Corporate Services	91.9
Policy and Internal Services	291.2	89.4	49.9	73.9	35.2	42.8	ADM, Corporate Services ADM, Policy ADM, Human Resources	291.2
Total \$	1,547.8	477.6	268.3	452.9	126.7	222.3		

* The February 2003 federal Budget announced \$2.9 million for the *Species at Risk Act*. At the time of printing, these funds had been allocated as operating funds to the Fisheries and Oceans Science business line.

** As a result of the January 18, 2002, consolidation of the Department's scientific program, the Environmental Science component of the Habitat Management and Environmental Science business line will be shown under the responsibility of the Assistant Deputy Minister (ADM) Science in future reporting documents.

Section 4 — Departmental Plans and Priorities



In this section:

- ◆ *Continuing to serve Canadians:
A summary of priorities* *Page 22*
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Continuing to serve Canadians: A summary of priorities

Though the Department is examining its business, the resources that are required to deliver the mandate, and the way benefits are delivered to Canadians, the Department must continue to support the key benefits it provides to Canadians through this time of transition. In short, the Department must focus on business as usual — and continue to do that in an efficient and effective manner — to protect the fisheries resource and environment and public safety while ensuring efficient vessel traffic and marine services that are responsive to the needs of Canadians in a global economy.





Most of the priorities of the Department are interconnected and serve to further the delivery of more than one strategic outcome. The table below provides a summary of the key priorities that are linked to each strategic outcome. Some priorities, however, affect the entire Department and consequently have not been linked to particular outcomes.

The Departmental Assessment and Alignment Project is a top priority for the Department that will examine all programs and services to determine how DFO's activities and resources align with departmental policy and Government of Canada priorities. The project will also recommend strategies to secure the long-term sustainability of DFO programs to ensure relevant and effective services to Canadians.

The implementation of the Fleet Management Renewal Initiative also seeks to improve the management and operations of a key area of the Department that contributes to all of the Department's strategic outcomes.

Strategic Outcome	Summary of Priorities for 2003-04
Management and protection of fisheries resources 	DFO will <ul style="list-style-type: none"> • continue to ensure that its governance frameworks reflect the requirements of today's fisheries • continue to strengthen its relationship with Aboriginal peoples • continue to advance conservation through its international activities • continue to modernize operations through the Fisheries Management Renewal Initiative



Strategic Outcome	Summary of Priorities for 2003-04
Protection of the marine and freshwater environment 	DFO will <ul style="list-style-type: none"> • continue to enhance the conservation, restoration, and development of marine and freshwater fish habitat through consistent application of the Fish Habitat Management Program • continue to conserve and sustainably develop Canada's oceans through its progress on Canada's Oceans Strategy • continue to conserve and sustainably develop Canada's oceans through its progress on international coordination • continue to act as the lead federal department in the provision of an effective Canadian oil-spill preparedness and response regime
Maritime safety 	DFO will <ul style="list-style-type: none"> • continue to ensure safe and secure waterways • continue to enhance maritime safety through its ongoing modernization initiatives • continue to provide high-quality hydrographic information
Maritime commerce and ocean development 	DFO will <ul style="list-style-type: none"> • continue to facilitate commercial activity through the provision of efficient and accessible waterways • continue to advance Canada's international trade agenda • further the development of Canada's aquaculture industry through the Aquaculture Action Plan • continue to develop a long-term agreement with industry with respect to marine services fees on navigation services
Understanding of the oceans and aquatic environment 	DFO will <ul style="list-style-type: none"> • continue to support its strategic outcomes through the provision of high-quality, timely new knowledge, products, and scientific advice • complete an assessment of its Science Program to ensure alignment of knowledge requirements with departmental and government-wide priorities



4.1 Management and protection of fisheries resources

Conservation of
Canada's fisheries
resources

Sustainable utilization of
Canada's fisheries
resources

Environmental and
economic stability in the
fisheries

2003-04: \$477.6 MILLION

2004-05: \$311.9 MILLION

2005-06: \$324.9 MILLION



Day-to-day operations and activities account for the majority of the resources used to support the management and protection of fisheries resources and related current priorities. In support of this strategic outcome, DFO

- fosters the protection, conservation, and sustainable use of fisheries resources;
- provides for the fair allocation and distribution of fishery resources among appropriate users;
- manages surveillance and enforcement programs in support of the *Fisheries Act* and the *Coastal Fisheries Protection Act*;
- ensures that Aboriginal and treaty rights are addressed in the formulation and implementation of fisheries management policies, plans, and programs;
- conducts international negotiations to advance conservation and assert Canadian interests on internationally managed fish stocks; and
- supports hatchery production and release of salmon in the Pacific to rebuild depressed stocks, to sustain fishing opportunities, and to restore fish habitat critical to the survival of wild salmon stocks.

During the current planning period, DFO will continue to provide these ongoing services. The Department will also focus on the following four key priorities.

DFO will continue to ensure that its governance frameworks reflect the requirements of today's fisheries



"SUSTAINABLE NATURAL
RESOURCES"

To deliver the programs and services needed to ensure the sustainable use of the fisheries resource for future generations of Canadians, DFO must continue the reforms of fisheries management policies initiated in the late 1990s. These renewal efforts in the areas of policy and governance frameworks are designed to both direct operational change and address the Department's legal obligations to Aboriginal peoples. In the coming planning period, DFO will continue to advance the National Policy Framework, the Atlantic Fisheries Policy Review, Pacific New Directions, and Aboriginal policy and governance.

The **National Policy Framework** was initiated in 2001 to serve as an overarching set of policy principles for fisheries management in Canada. This framework will inform regionally and locally based initiatives and outline future

directions for fisheries management in Canada. This initiative is integral to DFO's policy work in the areas discussed below (Atlantic Fisheries Policy Review, Pacific New Directions, and Aboriginal policy), as well as other broad fisheries issues. The timeframe for the development of this framework is also linked to the successful completion of these policy efforts.



The **Atlantic Fisheries Policy Review** (AFPR) was initiated in 1999 to build a consistent and cohesive policy framework for the management of Canada's East Coast fish stocks, clarify direction where goals conflicted with one another, and commit to principles to guide fisheries management decision making over the long term. Phase I of this review will conclude with the release of a new policy framework in the spring of 2003. Following this, Phase II of the initiative will involve implementation of the new framework. Part of the implementation of Phase II has been accelerated by the Independent Panel on Access Criteria (IPAC), an expert panel established by the Minister of Fisheries and Oceans Canada. IPAC provided the Minister with a set of recommendations regarding access decisions in March 2002, and the Minister formally responded to these recommendations in November 2002.



http://www.dfo-mpo.gc.ca/afpr-ppa/home_e.htm

The **Pacific New Directions** initiative was undertaken in the late 1990s to clarify policy direction for Pacific salmon fisheries. The policies developed under this initiative all reflect the principles of the promotion of conservation-based fisheries, community-based stewardship initiatives, restoration and enhancement work for fish habitat, and an improvement in consultation processes to ensure that all parties can participate in fisheries management decision making. Two operational policies — one on the allocation of Pacific salmon, the other on selective fishing in Canada's Pacific fisheries — have now been finalized, and three more — on wild salmon, improved decision making, and catch monitoring — are in various stages of development. The policy on wild salmon is slated for completion in the fall of 2003. The Department is continuing to develop policies under this initiative.

The **Aboriginal Fisheries Strategy** (AFS) was introduced in 1992 mainly to assist in managing fisheries in a manner consistent with the *Sparrow* decision of the Supreme Court of Canada. This decision affirmed an Aboriginal right to fish for food, social, and ceremonial purposes. Under AFS, the Department negotiates fisheries agreements with First Nations for the management of their food, social, and ceremonial harvest. Most of these agreements also provide funding to support First Nations participation in stock assessment, monitoring, enforcement, and habitat enhancement.



"STRONG AND SELF-SUFFICIENT FIRST NATION, INUIT, AND NORTHERN COMMUNITIES"

DFO will continue to strengthen its relationship with Aboriginal peoples

The Department is continuing to take steps to engage Aboriginal peoples in the fisheries management process and to address land claims and treaty rights. Regarding the *Marshall* decision, for example, DFO has signed long-term fisheries



http://www.dfo-mpo.gc.ca/communic/marshall/marshall_e.htm

agreements with a majority of the 34 First Nations affected by the decision. These agreements provide Aboriginal communities with increased access to commercial fisheries, as well as equipping them for success through arrangements involving capacity building and training. The target for signing fisheries agreements with the remaining First Nations is March 31, 2004, and the target for delivering on commitments within the agreements is March 31, 2006.



“STRONG AND SELF-SUFFICIENT FIRST NATION, INUIT, AND NORTHERN COMMUNITIES”

The goals of achieving an orderly fishery and of reconciling Aboriginal and treaty rights require that DFO participate fully in land claims negotiations. On the west coast, new treaty processes may lead to more interim fisheries agreements with First Nations. This year, DFO expects to reach a treaty agreement with the Snuneymuxw First Nation, on the west coast; the Department also expects to conclude agreements this year with the Tliche (Dogrib) First Nation, in the North, and the Labrador Inuit Association on the east coast.

DFO will continue to advance conservation through its international activities

The Department’s international activities play a major role in Canada’s capacity to manage and protect its fisheries resources. In the current planning period, DFO will focus on advancing international fisheries agreements, policies, and instruments.

One step in this regard will be the promotion of increased membership in the United Nations Fisheries Agreement (UNFA) and its effective implementation. UNFA is a framework agreement for the effective conservation and management of straddling and highly migratory fish stocks on the high seas. Canada continues to work toward full and effective implementation of UNFA, which involves the adoption of its principles, rights, and obligations domestically, regionally, and globally.

Another step is to improve conservation and compliance effectiveness at the North Atlantic Fisheries Organization (NAFO). NAFO consists of 18 contracting parties, and it is the forum for international cooperation in scientific research, as well as in the conservation and management of groundfish and shrimp resources in the high seas of the Northwest Atlantic Ocean outside Canada’s 200 nautical-mile limit. While there have been significant improvements in NAFO conservation and enforcement efforts, wilful non-compliance with NAFO’s management measures is increasing among the contracting parties. There is growing pressure for Canada to take tougher action and address the deficiencies in NAFO; however, the solutions proposed, such as extending Canadian fisheries jurisdiction, are inconsistent with international law and cannot be advanced in the short term.

Canada is committed to fixing these problems and to working constructively with all NAFO contracting parties to improve NAFO and its performance. DFO will therefore continue to participate actively in negotiations and to advocate the effective and efficient administration of international treaties and agreements



affecting the conservation and allocation of straddling, highly migratory, and transboundary fish stocks.

The Department also plans to develop international fisheries policies and instruments such as a port access policy to ensure the long-term sustainable use of the resource.

DFO will continue to modernize operations through the Fisheries Management Renewal Initiative

A number of initiatives are under way to modernize Canada's fisheries. In the current planning period, DFO will continue to implement Objectives-Based Fisheries Management (OBFM). OBFM is a structured, systematic, and inclusive approach to fisheries management. Under this approach, resource users and the Department work together to develop clear, measurable, long-term fisheries-management objectives for a fishery. OBFM also provides a framework for quantifying fisheries-management objectives, as well as risk-analysis processes; this in turn makes possible the development of management strategies designed to achieve specific objectives. OBFM also tracks the progress made in achieving objectives through a formal process of performance measurement and post-season analysis.

The Department will also continue to update Integrated Fisheries Management Plans to both incorporate new interests in the fisheries management planning process and strengthen an ecosystem-based approach to resource management.

Implementation of the *Species at Risk Act* as it relates to fisheries will, for the most part, be an extension of activities already under way with respect to the management of fisheries. A new governance structure will ensure that DFO takes a proactive and cost-effective approach to account for species at risk in its management plans for fisheries.



"CANADIAN BIODIVERSITY
IS CONSERVED"

DFO will also continue to ensure transparent and fair licence and allocation decisions, establish strong working relationships with stakeholders to achieve shared responsibility and accountability for resource stewardship, and monitor and control surveillance and enforcement modernization.

DFO will assess its progress toward these priorities

The Department will evaluate its progress toward these priorities through internal monitoring mechanisms, including the use of criteria to evaluate progress on key business plan priorities. The Department will also continue to develop and apply performance measures to specific initiatives that support the delivery of its priorities. For example, once performance measures have been established, they will become, with the post-season evaluation criteria DFO already uses, an integral part of Integrated Fisheries Management Plans.

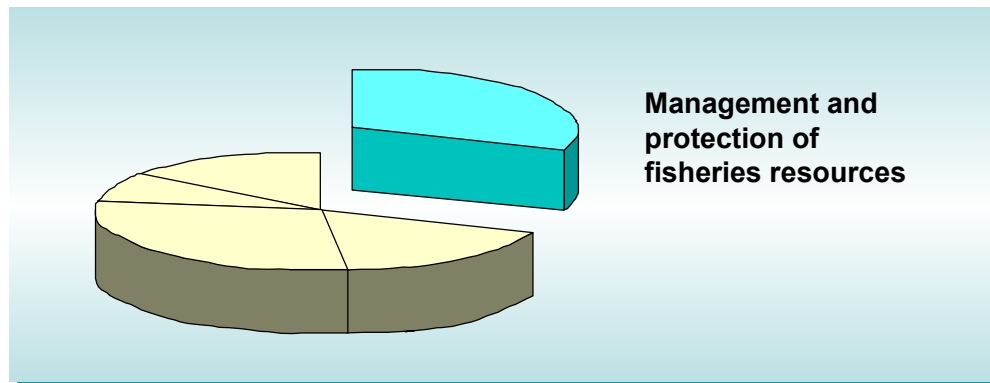
The Department will also continue to work with the provinces, territories, industry, First Nations, stakeholders, environmental groups, and communities to ensure collectively that its strategic challenges are met.

How much will DFO spend?



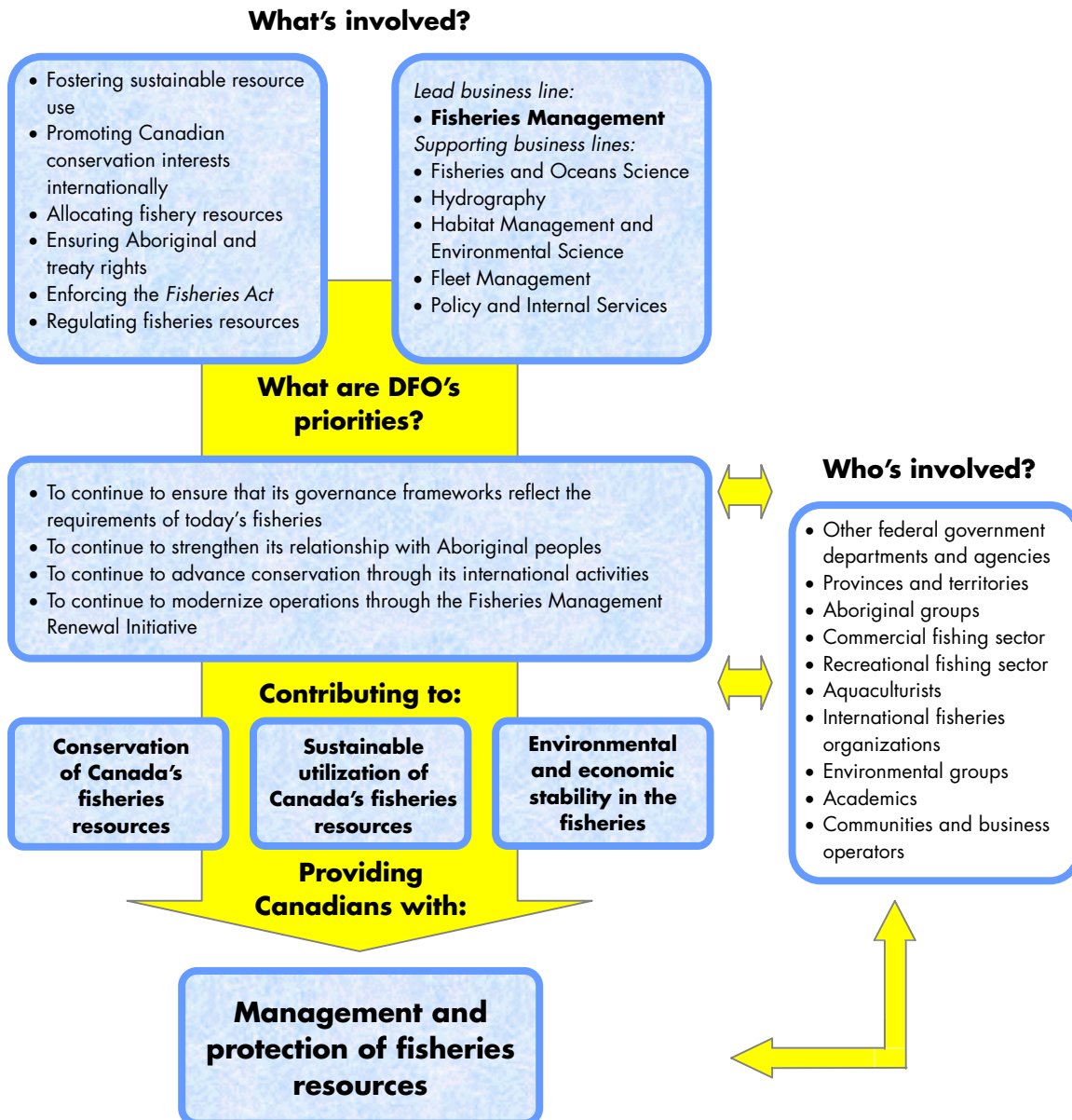
In 2003-04, the Department will use approximately \$478 million (32% of its planned spending) to manage and protect fisheries resources.

Included in this total are some \$165 million in contributions mainly for the Fisheries Access Program (increased support for Native participation in commercial fisheries, cooperative fisheries management arrangements, and consultations respecting Aboriginal fisheries agreements).





Management and protection of fisheries resources: How does it happen?





4.2 Protection of the marine and freshwater environment

Conservation and sustainable development of Canada's oceans

Responsible environmental stewardship of marine resources

Conservation, restoration, and development of marine and freshwater habitat

2003-04: \$268.3 MILLION

2004-05: \$275.9 MILLION

2005-06: \$263.2 MILLION



Day-to-day operations and activities account for the majority of the resources used to protect the marine and freshwater environment. These activities are crucial to the sustainable management of the marine and freshwater environment, as well as the current priorities related to the conservation and protection of fisheries resources, fish habitat, and navigation. To support this strategic outcome, DFO

- administers and enforces the fish habitat protection provisions of the *Fisheries Act*;
- assesses the environmental effects of certain projects under the *Canadian Environmental Assessment Act*;
- strives to ensure that all harbours under its jurisdiction meet environmental standards;
- minimizes property damage by maintaining safe, efficient, and accessible waterways through the provision of clearly marked and properly designed and maintained waterways and safety information to mariners;
- provides vessel screening, communication, traffic, and information services for the safe and efficient movement of vessels within Canada's areas of responsibility;
- prevents flooding within the St. Lawrence River waterway by providing an effective ice-management program, thereby minimizing damage to vessels and in turn reducing environmental damage;
- acts as the federal lead for an effective oil-spill prevention, preparedness, and response regime for Canada's waterways to assist in the protection of the environment; and
- initiates measures to improve and enhance the effectiveness of the regime to reduce environmental damage by ensuring that Canada is prepared to respond to marine pollution incidents, ensures compliance with environmental regulations, and assists in the prevention of marine incidents and environmental damage.

During the current planning period, DFO will continue to provide these ongoing services. The Department will also focus on the following four key priorities.

DFO will continue to enhance the conservation, restoration, and development of marine and freshwater fish habitat through consistent application of the Fish Habitat Management Program

Canada's Fish Habitat Management Program is a key component of DFO's commitment to conserve and protect fish and fish habitat from the adverse effects of development activities conducted in, near, or within water. Under this program, the Department strives to balance unavoidable habitat losses with habitat replacement or compensation on a project-by-project basis and to achieve "no net loss" of fish habitat.

DFO initially focused on fish habitat conservation and protection on Canada's Atlantic and Pacific coasts. Since 1999, however, departmental conservation and protection activities have encompassed the inland provinces, thus making the Fish Habitat Management Program a true national program.

The Department's current priority is to ensure the consistent application of the Program across the country. In the next 12 months, DFO plans to improve the consistency of program policy and operational guidance through a training program. For example, DFO is working toward completing practitioners' guides that will assist Program staff in the field. The Department is also working toward establishing a National Habitat Management Training Program. DFO also plans to develop various governance agreements that clearly articulate the roles and responsibilities of provinces and territories, as well as all stakeholders, and thus enhance Program consistency.

The Department will assess its progress in the conservation and protection of fish habitat through a Results-based Management and Accountability Framework for the Program and through the requirement to report to Parliament annually on the administration and enforcement of the fish habitat protection and pollution prevention provisions of the *Fisheries Act*.

DFO will continue to conserve and sustainably develop Canada's oceans through its progress on Canada's Oceans Strategy

In 1997, the Government of Canada brought the *Oceans Act* into force, making Canada the first country in the world to have comprehensive oceans management legislation. The Act authorizes the Minister of Fisheries and Oceans Canada to lead the development of a national oceans management strategy, guided by the principles of sustainable development, the precautionary approach, and integrated management. Canada's Oceans Strategy, released in July 2002, provides a strategic approach to oceans management.

In the next planning period, DFO will demonstrate practical progress on its oceans strategy. To do this, the Department will develop and revise national policy and operational frameworks, work toward the development of integrated management



Fostering innovation
Since the spring of 2002, DFO has contributed to an Industry Canada-led consultation and engagement strategy called *Achieving Excellence* by including stakeholders in consultations and highlighting the opportunities for innovation in fisheries and oceans industries. Feedback received has informed action plans for the aquaculture and oceans technology communities.





"CANADIAN BIODIVERSITY IS CONSERVED"

Did you know?

Under the leadership of DFO's oceanography program, Canada participates in an international project designed to increase our ability to predict climate variability. To date, DFO has launched 60 floats, called Argo floats, that collect and transmit ocean data in real time as part of the larger international effort that will eventually see the deployment of 3000 Argo floats.

<http://www.meds-sdmm.dfo-mpo.gc.ca>.



"A POLLUTION-FREE ENVIRONMENT"

plans for Large Ocean Management Areas and the designation of Marine Protected Areas, and develop strategic approaches to addressing the differing interests of stakeholders.

DFO will also develop partnerships and collaborative arrangements with the provinces and territories, with other international oceans players, and with key stakeholders such as Aboriginal organizations, First Nations, coastal communities, and industry and non-governmental organizations.

Challenges to departmental plans include the legal and regulatory complexity of the activities involved; growing pressures on resources from commercial activity, particularly from the energy, aquaculture, and eco-tourism industries; the need to manage expectations in an environment of limited resources and a lack of funds; and the capacity of the Department's partners to engage meaningfully in the process.

The Department will assess its progress on this priority through a Results-based Management and Accountability Framework and through the development of state-of-the-oceans reporting methodology and indicators.

DFO will continue to conserve and sustainably develop Canada's oceans through its progress on international coordination

The capacity to fulfil Canada's domestic and international oceans obligations and to provide international oceans leadership depends on having effective guidelines for carrying out the Department's international activities. Having such guidelines in place and working ceaselessly to make them more effective will provide Canadians with better value for money in international programming, and more effective international activities.

DFO has developed an International Strategy to assist in the enhancement of such guidelines, and the Department is now completing an International Action Plan. These plans and strategies will result in greater coherence and less overlap in the Department's international activities. In the coming year, DFO will promote the implementation of the International Action Plan and update its international business development strategy.

The Department is preparing a Results-based Management and Accountability Framework as part of its International Action Plan, and DFO will use this framework to track its progress toward the results it seeks to achieve.

DFO will continue to act as the lead federal department in the provision of an effective Canadian oil-spill preparedness and response regime

As the federal lead for an effective Canadian oil-spill preparedness and response regime, DFO will continue to initiate measures to improve and enhance the



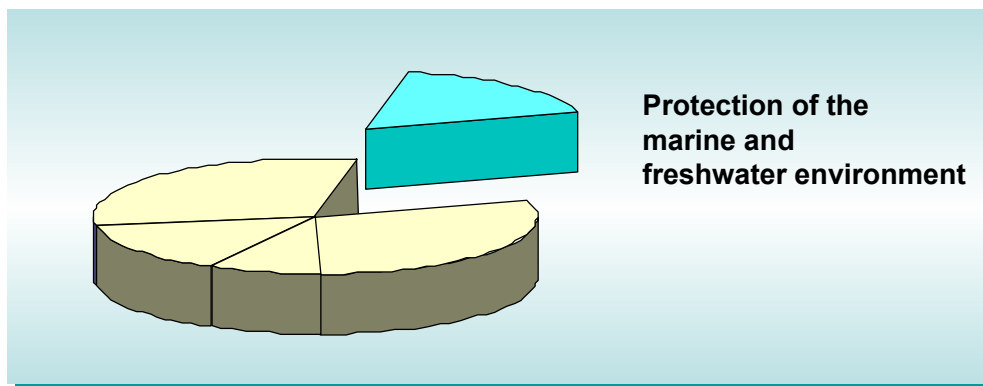
effectiveness of the regime. This will ensure effective and appropriate response to all marine-pollution incidents. In addition, through the Department's aerial surveillance program, DFO conducts pollution surveillance patrols over waters of Canadian jurisdiction. The Department will also continue to improve or develop, with partners, effective measures to address illegal discharges of oil from ships. As well, DFO sets rigorous certification standards for the industry-operated regime and maintains its own significant response capacity to complement this national system.

How much will DFO spend?

In 2003-04, the Department will use approximately \$268 million (17% of its planned spending) to protect the marine and freshwater environment.

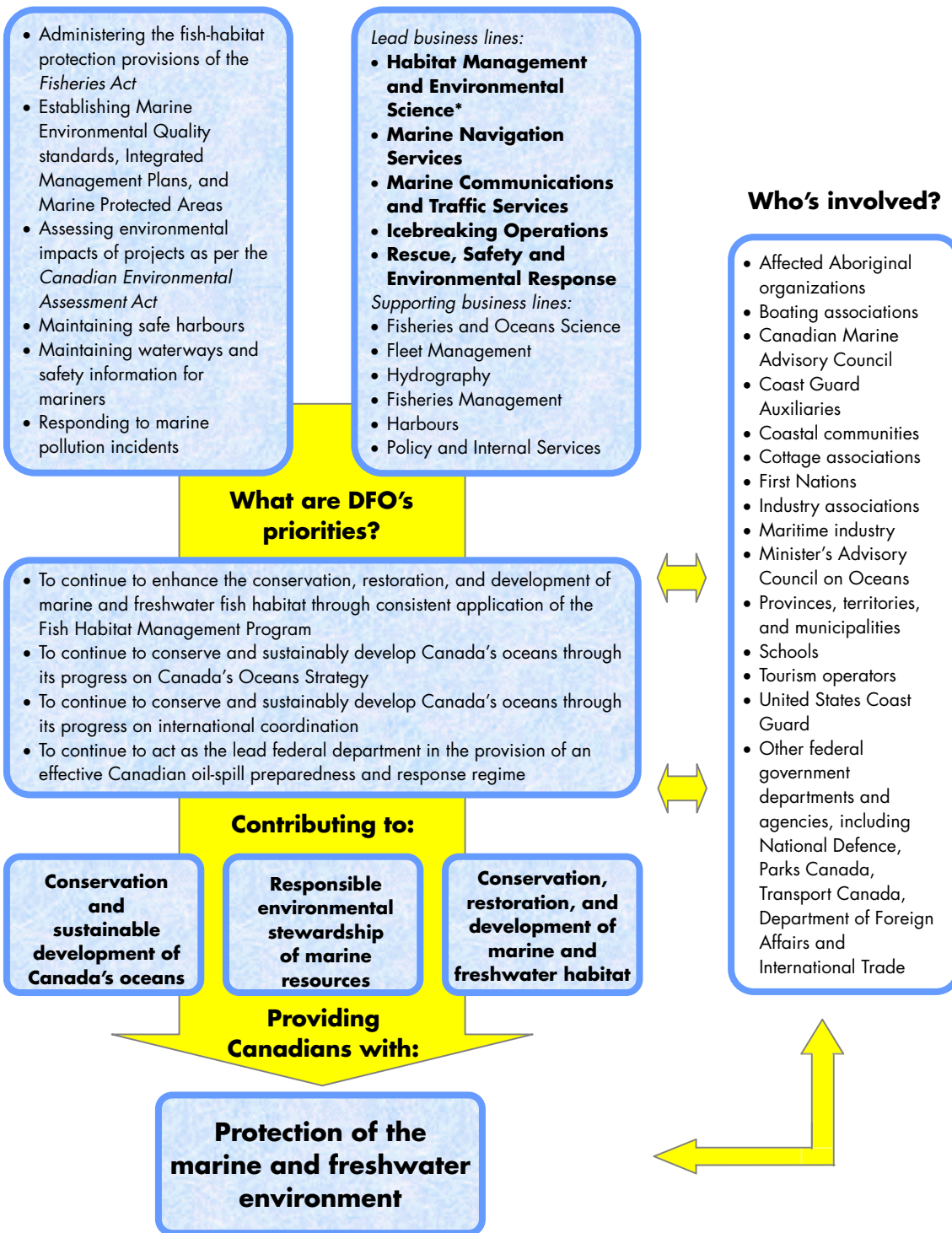


Many of the expenditures in this area are operating expenditures, with most of the remaining balance being capital expenditures. Grants and contributions of almost \$2 million also support this outcome.



Protection of the marine and freshwater environment: How does it happen?

What's involved?



* The habitat management component of this business line has a lead role, the environmental science component a support role.



4.3 Maritime safety

Safe and responsible recreational boating

Safe and efficient movement of marine traffic

Effective response to marine search-and-rescue incidents

Day-to-day operations and activities account for the majority of the resources used to maintain maritime safety. These activities are crucial to the delivery of both maritime safety and the current priorities related to it. To support this strategic outcome, DFO

- provides and maintains a system of aids to navigation;
- ensures safe navigation and shipping channels;
- protects the public right to navigation on Canadian waterways;
- produces up-to-date, timely, and accurate navigational products;
- provides distress and safety communications and coordination capacity to detect ships in distress situations;
- screens vessels to prevent unsafe vessels from entering Canadian waters;
- regulates vessel traffic movements for marine risk reduction;
- provides services for navigating in ice-covered waters;
- responds to marine incidents;
- ensures that harbours critical to the fishing industry are in good repair;
- promotes safe and responsible recreational boating activities; and
- manages an integrated marine information system and a public correspondence service.

During the current planning period, DFO will continue to provide these ongoing services. DFO will also focus on the following three key priorities.

DFO will continue to ensure safe and secure waterways

In the coming year, DFO will continue to deliver the programs, services, and assets (vessels, equipment, and infrastructure) necessary to ensure safe and secure waterways. The Department will accomplish this by reducing the number and severity of collisions and groundings, helping people in distress and in danger, and preventing loss of life and damage to property. Various programs are essential to achieving this priority, including Aids to Navigation, Navigable Waters Protection, Marine Communications and Traffic Services, Maritime Search and Rescue, Pollution Response, Boating Safety, Icebreaking, and Waterways Development and Maintenance. These programs are outlined in acts and legislation such as the *Oceans Act*, the *Canada Shipping Act*, and the *Navigable*

2003-04: \$452.9 MILLION
2004-05: \$466.2 MILLION
2005-06: \$419.7 MILLION



"AN EFFECTIVE REGULATORY REGIME"



"PROTECTION FROM PREVENTABLE RISKS"

Waters Protection Act. By providing these programs, DFO remains a key player in the maintenance of a sustainable national marine transportation and safety system.

DFO will continue to enhance maritime safety through its ongoing modernization initiatives

Efficient operational and information systems are essential to maritime safety. The Department has undertaken significant modernization initiatives in the past several years, and these efforts remain a priority. In the current planning cycle, DFO will be focusing on the following:

- ❑ developing and implementing a workable and affordable Automatic Identification System (AIS) to identify and track vessels approaching and operating in Canadian waters in response to safety, enhanced maritime security, and environmental protection.
- ❑ continuing the modernization and rationalization of the aids to navigation program, through the implementation of a national strategic approach to the program.
- ❑ establishing a strategic plan for Marine Communications and Traffic Services (MCTS) to determine the overall requirements necessary to deliver the mandated MCTS services.
- ❑ continuing to implement the Fleet Management Renewal Initiative. See page 48 for more information on this initiative.
- ❑ recapitalizing the fleet. Key vessels of the Government of Canada's civilian marine fleet are exceeding their life expectancy and will have to be replaced (approximately 30% are over 25 years old). Based on user-defined requirements and government expectations, DFO will work to determine appropriate options and renew the fleet so that it continues to accomplish multiple tasks and be operationally ready to meet the needs of Canadians.

To facilitate all these activities, the Department will establish a financial information management framework that will provide the data needed for planning and decision making. DFO will also continue the development and implementation of a risk-management policy framework and management tools to integrate risk-management principles and concepts into the decision-making process.

DFO will continue to provide high-quality hydrographic information

In the coming year, the Department's strategies for the delivery of high-quality hydrographic information in support of maritime safety will continue to reflect

- ❑ the increased demands for hydrographic charts, products, and services arising from the increase in navigation, and necessary changes to existing charts to ensure they are up-to-date; and
- ❑ the need to innovate, through cost-effective approaches, in the acquisition, management, and distribution of hydrographic information to the commercial shipping industry, recreational boaters, fishers, and Canadians at large.



To manage the increased demand for hydrographic information, DFO will develop and implement a formalized approach to the assessment and prioritization of each hydrographic chart based on a risk management approach. This risk-based chart classification system will enable decision making that ensures hydrographic information is first and foremost provided on areas that are essential to the safe and efficient navigation of Canadian waterways.

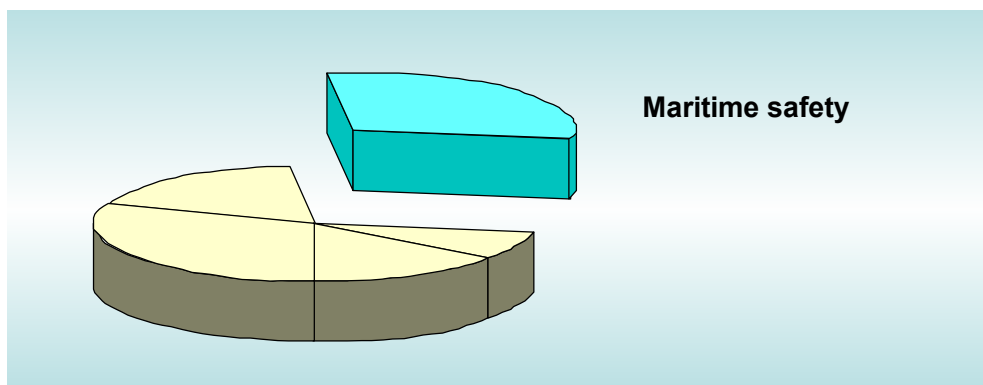
The Department will investigate opportunities for private sector involvement in the design, marketing, and distribution of products for the recreational market, as well as the distribution of products for the commercial market.

How much will DFO spend?

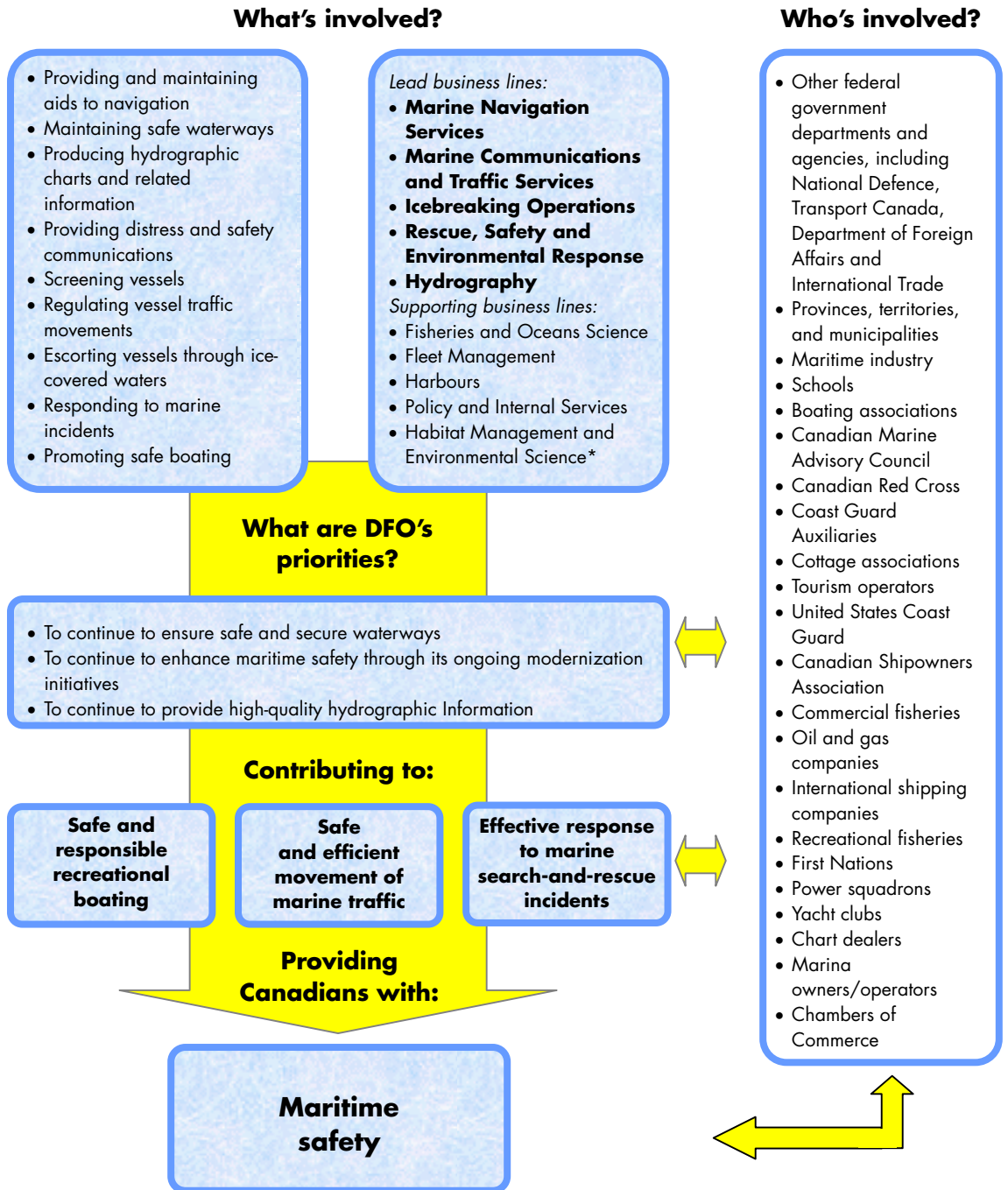
In 2003-04, the Department will use approximately \$453 million (29% of its planned spending) to ensure maritime safety. Approximately three-quarters of this represents operating expenditures, with the remainder being spent on capital, and a small amount of grants and contributions (approximately \$3 million).



The percentage of departmental resources spent on delivering this outcome has remained relatively consistent over the past two years and will continue to represent approximately one-third of departmental planned spending.



Maritime safety: How does it happen?



* The environmental science component of this business line has a support role.



4.4 Maritime commerce and ocean development

Economic and operational benefits through marine trade and commerce

Protection of property from flood damage caused by ice build-up

Harbours critical to the fishing industry open and in good repair

Day-to-day operations and activities account for the majority of the resources used to facilitate maritime commerce and ocean development. These activities are crucial to achieving this benefit for Canadians, as well as to the current priorities related to this benefit. The challenge in doing this is to carefully balance the needs of commercial user groups with the general public's interests. To support these benefits, DFO

- facilitates year-round maritime trade and commerce in Canada;
- provides aids to navigation, water-depth forecasts, and harbour breakouts;
- escorts vessels in ice-covered waters;
- regulates vessel traffic movements;
- ensures the shared use of Canada's waterways;
- develops policy and regulatory frameworks;
- advances the Department's international agenda;
- works with partners and stakeholders to support the global competitiveness of the fisheries and oceans sector;
- ensures that harbours critical to the fishing industry are open;
- continues its divestiture of recreational and less active fishing harbours while seeking to increase and strengthen the sites managed by Harbour Authorities; and
- supports the sustainable development of aquaculture.

During the current planning period, DFO will continue to provide these ongoing services. The Department will also focus on the following four key priorities.

DFO will continue to facilitate commercial activity through the provision of efficient and accessible waterways

DFO will continue to facilitate commercial activity by

- maintaining efficient and accessible waterways through the provision of clearly marked and properly designed and maintained waterways;
- providing radio communications and vessel traffic services to improve the efficiency of vessel traffic;

2003-04: \$126.7 MILLION
2004-05: \$114.6 MILLION
2005-06: \$101.1 MILLION



"A COMPETITIVE ECONOMY"

- ❑ providing timely icebreaking and escort services, harbour and channel breakouts, and ice routing information; and
- ❑ developing a marine information technology for the provision of an integrated electronic navigation service through a marine information electronic network.

DFO will continue to advance Canada’s international trade agenda



“A COMPETITIVE ECONOMY”

Canadians have benefited and will continue to benefit from trade. To advance Canada’s international trade agenda and obtain the best global access for Canadian goods and services, DFO works with other federal government departments and agencies, as well as provincial governments and industry stakeholder groups.

DFO’s immediate focus in this regard is to actively participate in all facets of the negotiations resulting from the Fourth World Trade Organization (WTO) Ministerial Conference, in Doha, Qatar. The next major decision point will be the Fifth WTO Ministerial Conference, to be held in September 2003 in Cancún. These negotiations are the best place for Canada to pursue three priority interests, known as the core agenda:

- ❑ reforming world agriculture trade, specifically European import subsidies;
- ❑ opening markets in areas of key export interests for both goods and services; and
- ❑ strengthening the rules, particularly adding more restrictions to the United States capacity to take trade remedy actions.

Regarding the Free Trade Area of the Americas (FTAA), DFO will be fully engaged in seeking more liberalized access for goods and services for industry stakeholders. In particular, the Department will attempt to increase market access through the lowering of tariffs on fish and sea products and to maintain fish services interests as negotiated in the General Agreement on Trade in Services (GATS).

The WTO and FTAA trade negotiations have the potential to affect relations with DFO’s trading partners. Active participation in these negotiations reduces the risk of a negative impact on fish and seafood export trade. Involvement in these negotiations will expand market access for Canadian products.

DFO will further the development of Canada’s aquaculture industry through the Aquaculture Action Plan



“REGIONAL ECONOMIC GROWTH”

Aquaculture is one of the fastest growing food production industries in the world. In Canada, aquaculture sales reached an all-time high in 2000, in the wake of higher production and modest growth in product exports. To increase public confidence in the sustainability of aquaculture and industry competitiveness in international markets, DFO developed a five-year Aquaculture Action Plan and started to implement it in 2001. The Plan has six elements: an enabling policy



environment, an enabling regulatory framework, the Program for Sustainable Aquaculture, industry development programs, inter-jurisdictional cooperation, and communicating with Canadians.

In the coming year, DFO will continue to implement the Plan. New activities will include

- ❑ seeking options to fund Phase 2 of the National Aquatic Animal Health Program;
- ❑ identifying and facilitating industry access to existing federal programs in support of aquaculture development;
- ❑ increasing information sharing among federal agencies;
- ❑ working with departmental sectors and regions to develop operational policies and a results-based management and accountability framework for the implementation of the Aquaculture Policy Framework; and
- ❑ preparing a report on aquaculture issues of national concern, including the site access application and review processes and the coordination of aquaculture research and development.

Implementing the Aquaculture Action Plan involves several challenges. Given that aquaculture is a shared responsibility between the federal and provincial governments, maintaining the relationships needed to address key aquaculture development issues in a timely manner can be a challenge. Regional and sectoral support for the Plan is also essential, as is public understanding of the challenges and opportunities associated with the aquaculture industry.

DFO will continue to develop a long-term agreement with industry with respect to marine services fees on navigation services

DFO will continue to work toward a long-term arrangement with the commercial shipping industry for the charging of marine services fees. This will include the preparation of a business case to support policy, fee levels, fee structure, and other elements of a long-term approach to the fees. In addition, DFO will examine the Marine Navigation Services Fees schedule and Ice Services Fees schedules under the *Oceans Act*.

Small Craft Harbours

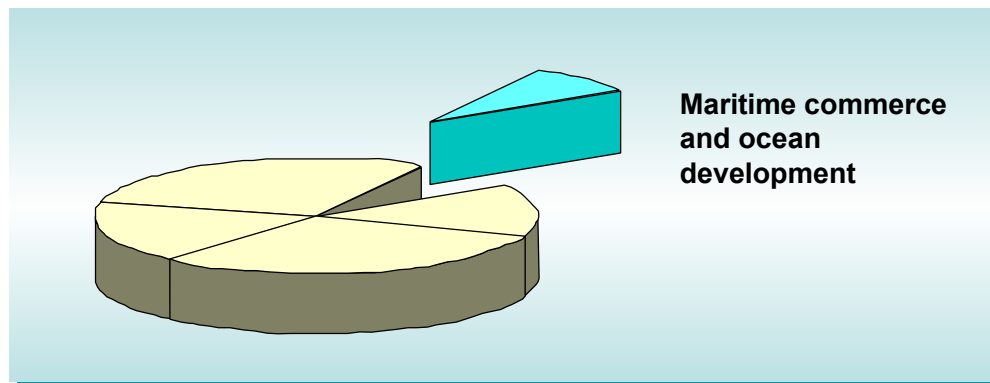
The Small Craft Harbours program is undergoing a review on how it could better serve commercial fishing communities in Canada, including aquaculture and First Nations users.



How much will DFO spend?

In 2003-04, the Department will use approximately \$127 million (8% of its planned spending) to facilitate maritime commerce and ocean development. The bulk of this represents operating expenditures.

The percentage of departmental resources spent on delivering this outcome has increased significantly over the past two years because of increased funding for active fishing harbours and aquaculture; however, planned spending will stabilize at 8% to 9% for the next three planning years.



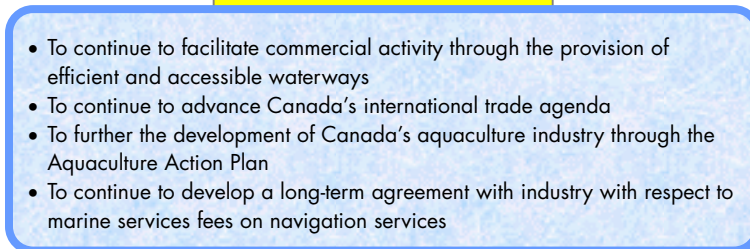


Maritime commerce and ocean development: How does it happen?

What's involved?



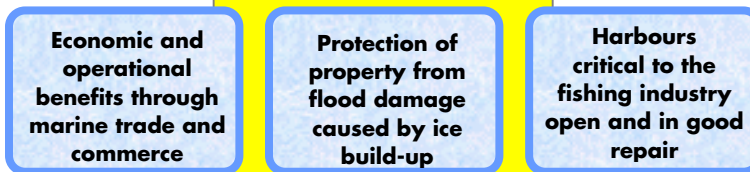
What are DFO's priorities?



Who's involved?



Contributing to:



Providing Canadians with:





4.5 Understanding of the oceans and aquatic resources

High-quality and timely new knowledge, products, and scientific advice

Integration of information to ensure healthy and productive ecosystems

Canadian excellence in ocean and aquatic resource science and technology research

2003-04: \$222.3 MILLION
2004-05: \$228.4 MILLION
2005-06: \$226.6 MILLION



A Precious Legacy

Canada's oceans and inland waterways, and their resources, provide great social, economic, and recreational benefits. But they are also finite and vulnerable, and therefore must be protected and managed for the benefit of present and future generations.

Scientific research and related activities, such as the monitoring of aquatic environments, are the main day-to-day activities required to generate an understanding of the oceans and aquatic resources. This scientific knowledge is used to assist in decision making and in the development of policy, regulations, and standards essential to the sustainable management of Canada's oceans and aquatic resources. To support this strategic outcome the Department undertakes research and related activities, including the management and dissemination of data, in five major program areas:

- fisheries research — advice on the status of fish stocks and on conservation objectives, and information on marine ecosystem issues;
- environmental science — the monitoring of chemical, physical, and biological conditions that affect the aquatic environment, such as the effect of toxic chemicals and physical disturbances of habitat;
- oceanography — physical and biological oceanographic research, ocean climate studies, and environmental descriptions;
- aquaculture — the monitoring of wild and cultured stocks of finfish and shellfish for disease, research on the interactions between wild and cultured stocks, and technology transfer to Canada's aquaculture industry; and
- hydrography — the surveying, measuring, describing, and charting of the physical features of Canada's oceans, seas, rivers, and lakes.

In the next three years, DFO will focus on two key priorities. These priorities and the plans for achieving them are described below.

DFO will continue to support its strategic outcomes through the provision of high-quality, timely new knowledge, products, and scientific advice

High-quality, relevant, and timely scientific knowledge is central to advancing progress against *all* DFO's strategic outcomes. Year in and year out, DFO uses this knowledge to make informed decisions about the conservation and protection of the fisheries resource and species at risk, the management of fish habitat, and the integrated management of aquatic ecosystems. The Department also uses this



"SOUND ENVIRONMENTAL DECISIONS"



knowledge to assist decision making with regard to the impacts of human activities on aquatic environments and ocean processes, as well as the sustainable development of aquaculture and other ocean-based industries.

Sound science advice is essential to the delivery of DFO's mandate. Moreover, the scientific knowledge needed to assist in decision making, policy development, regulations, and standards continually evolves to reflect newer and emerging marine and freshwater issues of importance to Canadians and to the achievement of the Department's strategic outcomes. This increased demand for new and more specialized knowledge continues to challenge the Department's ability to provide the necessary breadth and depth of scientific advice and information. In the next three years, DFO will continue to provide science advice on long-standing responsibilities such as the status of coastal fish stocks. DFO will also take steps to ensure that its Science Program reflects the knowledge requirements associated with newer and emerging areas such as species at risk, implementation of the *Oceans Act*, climate change, aquatic alien invasive species, and sustainable aquaculture.

DFO will complete an assessment of its Science Program to ensure alignment of knowledge requirements with departmental and government-wide priorities

To ensure the continued provision of the high-quality, timely, and relevant scientific knowledge required to address long-standing responsibilities and newer and emerging issues, DFO will complete an assessment of its Science Program in the next year. The Department will also develop and begin to implement a strategy that will improve the alignment of its scientific efforts and resources with the needs of today and the future in support of departmental and government-wide priorities.

In keeping with the objectives of the Departmental Assessment and Alignment Project (see page 13), DFO will accomplish this by

- ❑ ensuring that the Science Program within the Department is organized, managed, and delivered in a manner that capitalizes on opportunities to increase efficiencies.
- ❑ defining shorter and longer term priorities for scientific knowledge through the establishment of risk-based priority-setting mechanisms. This will enable a systematic, formalized approach to the identification, validation, and subsequent prioritization of scientific research and related activities in support of knowledge requirements.
- ❑ optimizing Science Program delivery by enhancing DFO's ability to partner with universities and colleges, the private sector, other levels of government, and international governments and research organizations. The objectives of this enhanced partnering strategy are to improve the Department's ability to engage in multi-year collaborations, simplify administrative procedures associated with partnering, and increase the availability of resources to be used as seed money to leverage partnerships.

Did you know?

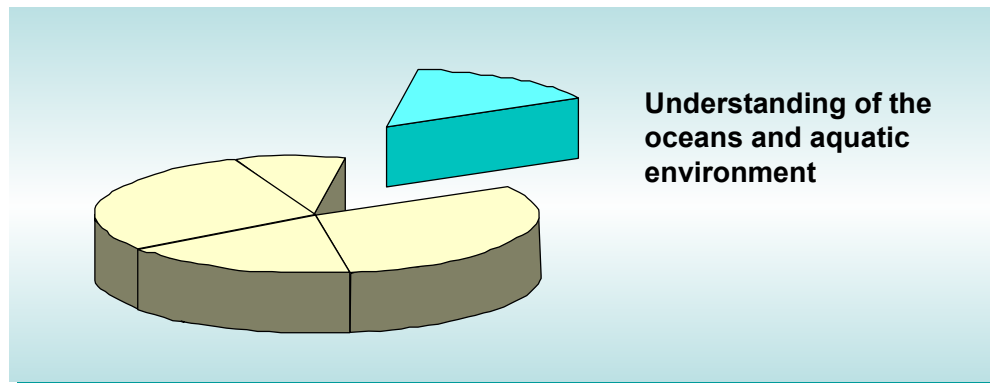
The technology used to produce hydrographic charts in support of Maritime Safety (see section 4.3) is also used to assist in the assessment of fish stocks, to delineate marine protected areas, and to determine the preferred locations for routing underwater cables.

How much will DFO spend?



In 2003-04, the Department will use approximately \$222 million (14% of its planned spending) to understand the oceans and aquatic environment. Most of the resources associated with this outcome are operating expenditures.

The percentage of departmental resources spent on delivering this outcome has decreased slightly over the past two years, but planned spending has stabilized at 14%-15% for the next three planning years.



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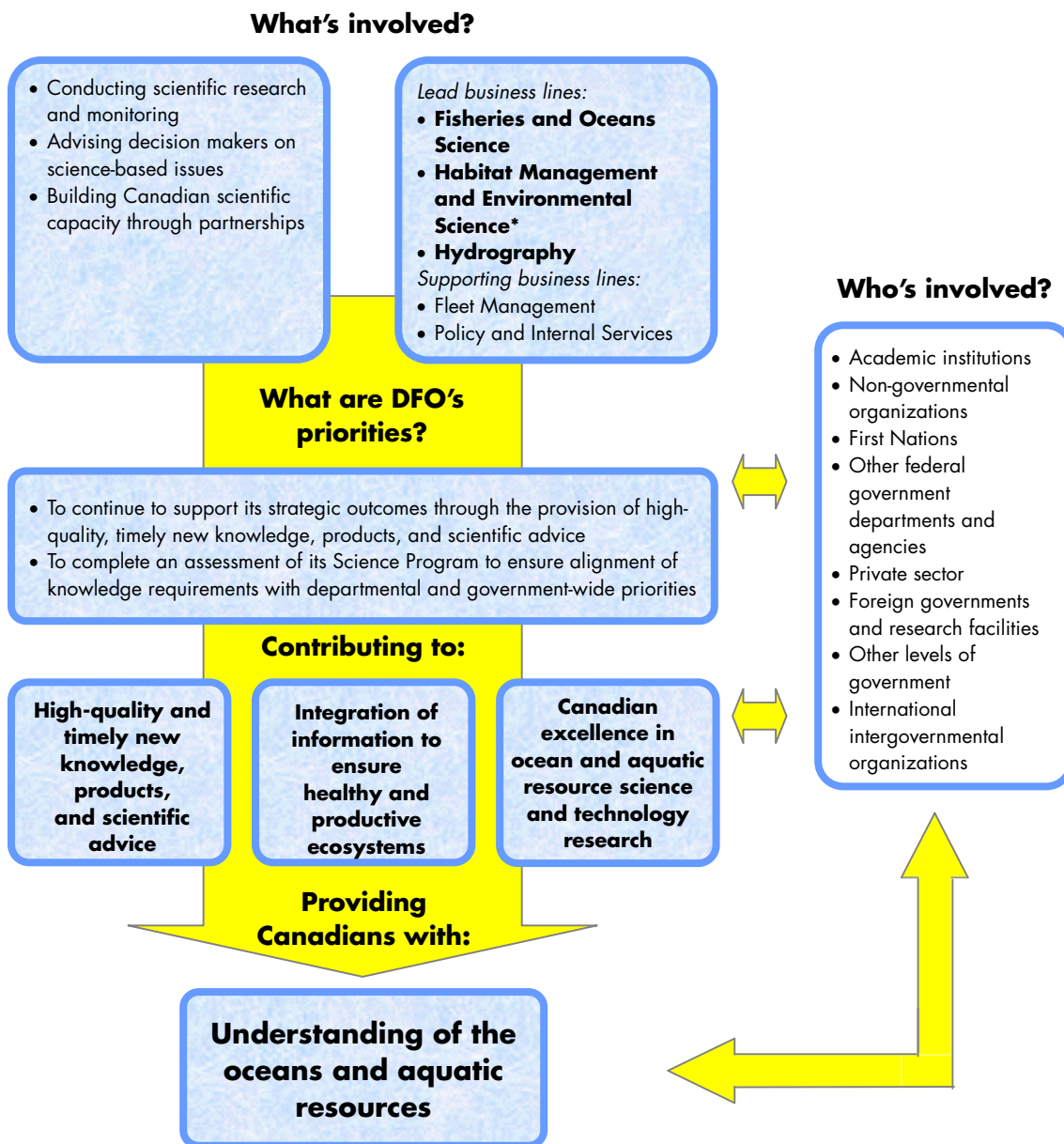
Benefiting from partnering...

Partnering is fundamental to much of DFO's scientific research and related activities. Through partnering initiatives with universities, industry, other government departments, and the international community, DFO increases

- the scope and depth of research;
- scientific knowledge;
- the national capacity for aquatic science;
- transparency and credibility of science;
- scientific innovation; and
- technology development and transfer.



Understanding of the oceans and aquatic resources: How does it happen?



* The environmental science component of this business line has a lead role, the habitat management component a support role.

A closer look: Fleet

The Department's fleet provides sea and air support to all five of the Department's strategic outcomes by acquiring, maintaining, and scheduling the Department's fleet. Within available resources, the Department also arranges for additional support to other government departments as per Treasury Board cost-recovery policies.

DFO's fleet has undergone significant changes in the past years. Building on the foundations of the Canadian Coast Guard Headquarters Renewal Initiative and in response to the December 2000 report of the Office of the Auditor General on fleet management, the Fleet Management Renewal Initiative was created to examine and address several important issues.

A project team and steering committee undertook a comprehensive review and developed recommendations that focus on improving management and operation of the fleet and shore support resources.

In December 2002, DFO's Departmental Management Committee made several decisions confirming the Department's commitment to improving the management of the fleet and supporting significant changes in how the fleet will be operated. These changes include an enhanced governance structure, a zonal approach to delivering programs, stronger functional direction from Headquarters, an integrated planning process to maximize vessel usage, and a clear financial framework for funding and accountability of the fleet.

The integrated planning process that is being implemented over the next two years will contribute to addressing the gap between funded and unfunded departmental program levels for ship days. This work was done in conjunction with the Departmental Assessment exercise as part of a multi-faceted, multi-year effort aimed at providing effective and efficient management of vessels and personnel along with clear accountability for results to Canadians.

The successful implementation of the Fleet Management Renewal Initiative will ensure that the Department remains compliant with the recommendations set out by the Office of the Auditor General.

Managing fleet assets

As the Technical Authority for the Canadian Coast Guard, Integrated Technical Support provides for the acquisition, maintenance, repair, improvement, and replacement of all physical assets, excluding real property and information systems not unique to the Canadian Coast Guard. The Integrated Technical Support Strategy Project (ITS SP) was initiated to develop and implement a national strategy for the life cycle management of physical assets. The successful outcome of ITS SP will result in the reduction in recurring cost of technical services where savings and economies of scale may be achieved through class plans for nationally managed assets.

A closer look: Management improvements



Modern Comptrollership

Modern Comptrollership is a long-term effort to develop standards and practices to provide managers with integrated financial and non-financial performance information, a mature approach to risk management, appropriate control systems, and a shared set of values and ethics. Moving forward toward this goal requires modernizing management, including the development of new competencies and technical capacities. DFO's Modern Comptrollership efforts are consistent with the direction and themes inherent in its Departmental Assessment and Alignment Project (for more information on this project, see page 13).

Based on a Comptrollership capacity assessment completed in 2002-03, DFO has elaborated a strategy to deal with priority improvements to move the Department toward the new Modern Comptrollership standards of management excellence. In 2003-04 and 2004-05, DFO will implement a Modernization Action Plan in the priority elements of Strategic Leadership, Integrated Performance Information, and Clear Accountability to set out the basic groundwork for the longer-term strategy. Improving the capacity and competencies of DFO staff will be key features of this basic work.

Internal audit

Consistent with the Treasury Board's Policy on Internal Audit, the Department, through its Review Directorate, will develop objective assessments of the design and operation of its management practices, control systems, risk management, and financial and non-financial information, in keeping with modern comptrollership principles. In accordance with the Treasury Board's Evaluation Policy, policies, programs, and initiatives will be objectively assessed through the development of results-based management and accountability frameworks, as well as through evaluations conducted to assess the effectiveness of these policies, programs, and initiatives. These assessments and evaluations will contribute to DFO's continuous management improvement program and accountability for results.

Internal audit and evaluation projects will be conducted based on an assessment of departmental and governmental priorities and related risks. Internal audits and evaluations are described in the Department's Risk-based Evaluation and Internal Audit Plan. The implementation of this plan will assure senior management that the departmental management control framework provides for the safeguarding and efficient use of human, financial, and materiel resources, as well as for reporting on the Department's actual performance in achieving its strategic outcomes. This will contribute to the identification, design, and implementation of alternatives and improvements to the management control framework and departmental performance.

Government On-Line and Service Improvement Initiative

Government On-Line and Service Improvement are two closely related government-wide initiatives. In the fall 2002, DFO adopted the following vision for service delivery: DFO will provide easy access to high-quality, integrated information and services required by Canadians that support delivery of the Department's strategic outcomes. Through the Department's Access DFO initiative, some significant progress has already been made. Access DFO integrates the Department's primary contacts with the general public - such as interactive kiosks, general inquiries and publications - into a multi-channel, "one-stop" information source. As a backbone to the delivery of services and information on-line, work will continue on establishing a "client-centred" Web presence. DFO will also be continuing on-line pilot projects for commercial and recreational fishing licences.



Sustainable Development

Sustainable Development (SD) practices are an integral part of DFO's mandate. The Department's approach to SD has been to provide a framework in which SD principles and objectives are embedded and integrated in departmental strategic and business planning processes. For example, DFO's sustainable development strategy (SDS) has been a key influence on the development of the Aquaculture Policy Framework (APF). The APF endeavours to articulate a balance between DFO's enabling and regulatory functions, and its acceptance by departmental senior management represents a positive contribution to DFO's evolution as a department of sustainable development.

As outlined in the *Auditor General Act*, DFO is required to table its third SDS in December 2003. The Department will continue to focus on the four priority areas identified in the existing SDS: new forms of governance and shared stewardship; knowledge and technology for sustainable development; sustainable operations; and managing for progress and performance.

Human Resources

The Human Resources Sector will support the Department to build an adaptive, high-performing organization for the 21st century that is representative of Canadian society and promotes a continuous and enhanced capacity to learn, adapt, and change. In achieving this objective, the challenge will be to attract and retain the best employees, given the loss of human and intellectual capital associated with having a large percentage of DFO's workforce nearing retirement. In light of these challenges, the HR Sector will continue to improve the delivery of human resource services, assess the implications of and make progress on the new Human Resources modernization legislation and implement a strategy in response to the results of the 2002 Public Service Employee Survey.

Section 5 — Delivering Results



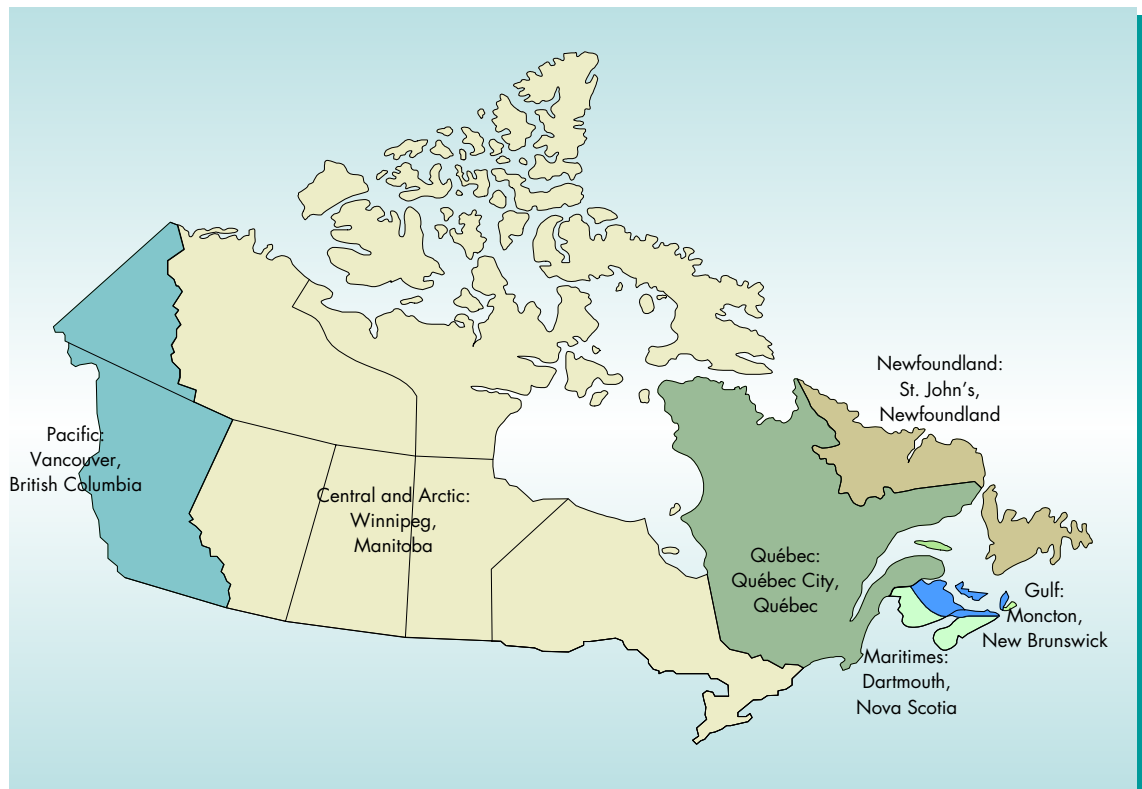
In this section:

- ◆ *Regional structure* *Page 52*
- ◆ *Contacts for further information* *Page 53*
- ◆ *Organizational structure* *Page 53*
- ◆ *Statutes and regulations* *Page 54*

Regional structure

Fisheries and Oceans Canada operates across Canada from six regional offices, as well as national headquarters in Ottawa. The regions and their headquarters are as follows.

Fisheries and Oceans Canada regions



Each of the six regions is headed by a Regional Director General in regional headquarters. The Regional Directors General are responsible for organizing and managing the delivery of programs and activities in their regions in accordance with national and regional priorities and with national performance parameters set for each program and activity. In short, their role is to mobilize the process and translate the strategic direction into actions at the field level.

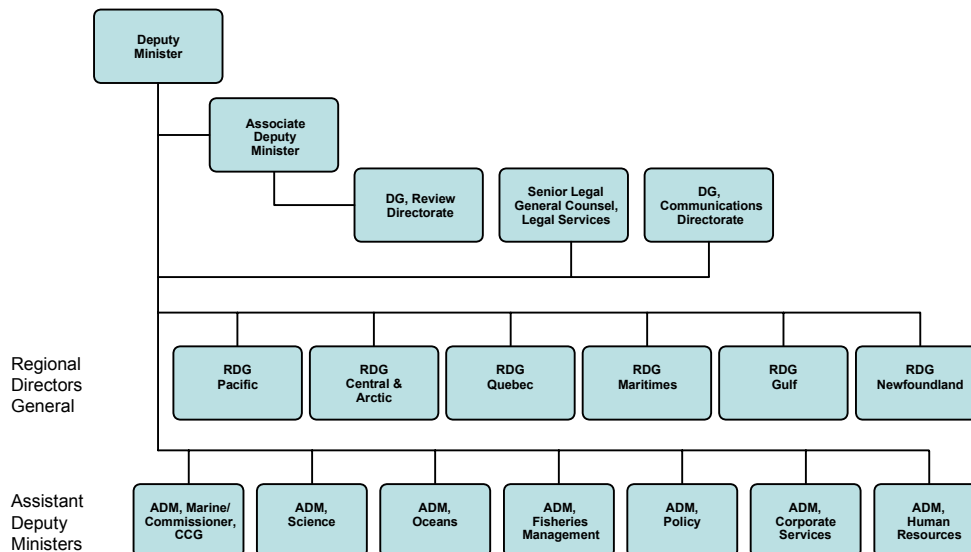


Contacts for further information

Departmental contacts		
For more information, contact the following Communications personnel:		
Region	Name	Telephone
Newfoundland	Jan Woodford	(709) 772-7622
Maritimes	Kathy Kieley	(902) 426-3866
Gulf	Terrance Boucher	(506) 851-7757
Québec	Marcel Thérien	(418) 648-7316
Central and Arctic	Lawrence Swift	(519) 383-1804
Pacific	Deborah Phelan	(604) 666-0385
Headquarters	Anne Lamar	(613) 990-0219

Organizational structure

The Department has 11 business lines, with seven Assistant Deputy Ministers (ADM) responsible for the 11 business lines. The ADMs are responsible for establishing national objectives, policies and procedures, and standards for their respective business lines.



Statutes and regulations

Statutes

*Atlantic Fisheries Restructuring Act*¹, R.S.C. 1985, c. A-14

*Canada Shipping Act*², R.S.C. 1985, c. S-9

Coastal Fisheries Protection Act, R.S.C. 1985, c. C-33

Department of Fisheries and Oceans Act, R.S.C. 1985, c. F-15

Fisheries Act, R.S.C. 1985, c. F-14

Fisheries Development Act, R.S.C. 1985, c. F-21

Fisheries Improvement Loans Act, R.S.C. 1985, c. F-22

Fishing and Recreational Harbours Act, R.S.C. 1985, c. F-24

Freshwater Fish Marketing Act, R.S.C. 1985, c. F-13

Great Lakes Fisheries Convention Act, R.S.C. 1985, c. F-17

*National Energy Board Act*³, R.S.C. 1985, c. N-7

Navigable Waters Protection Act, R.S.C. 1985, c. N-22

Oceans Act, S.C. 1996, c. 31

*Resources and Technical Surveys Act*⁴, R.S.C. 1985, c. R-7

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

 <http://laws.justice.gc.ca/en>

Regulations

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



“AN EFFECTIVE REGULATORY
REGIME”



Section 6 — Financial Information

In this section:

- ◆ *Overview* *Page 57*

- ◆ *Financial tables* *Page 57*
 - Summary of capital spending by business line* *Page 57*
 - Details on major capital project spending* *Page 59*
 - Summary of transfer payments* *Page 66*
 - Details on transfer payments programs* *Page 67*
 - Sources of respendable and non-respendable revenue* *Page 68*
 - Net cost of program for 2003-04* *Page 69*
 - Legislative and regulatory initiatives* *Page 69*



Overview

The financial tables presented in this section have been compiled using the Department's accountability structure as approved by Parliament. DFO is required to report to Parliament under this structure.

Financial tables

Table 6-1: Summary of capital spending by business line

(in millions of dollars)	Forecast	Planned	Planned	Planned
Business Line	Spending	Spending	Spending	Spending
	2002-03	2003-04	2004-05	2005-06
Marine Navigation Services	—	—	—	—
Marine Communications and Traffic Services	9.0	13.0	20.0	18.6
Icebreaking Operations	—	—	—	—
Rescue, Safety and Environmental Response	—	—	—	—
Fisheries and Oceans Science	—	—	—	—
Habitat Management and Environmental Science	—	—	—	—
Hydrography	—	—	—	—
Fisheries Management	—	—	—	—
Harbours	29.0	27.0	27.0	22.0
Fleet Management	53.5	100.8	105.6	82.7
Policy and Internal Services	66.8	75.8	64.2	41.2
Total	158.3	216.6	216.8	164.5

Table 6-2 lists major capital projects over \$1 million by business line. To help identify the type or class of project, five definitions are listed below. The code in brackets is used to identify the class and is displayed at the end of each project.

- ❑ Substantive Estimate (S): This estimate is one of sufficiently high quality and reliability as to warrant Treasury Board approval as a cost objective for the project phase under consideration. It is based on detailed system and component design and takes into account all project objectives and deliverables.
- ❑ Indicative Estimate (I): This is a low-quality order of magnitude estimate that is not sufficiently accurate to warrant Treasury Board approval as a cost objective.
- ❑ Preliminary Project Approval (PPA): This defines Treasury Board's authority to initiate a project in terms of its intended operational requirement, including approval of, and expenditure authorization for, the objectives of the project definition phase. Sponsoring departments and agencies are to submit for PPA when the project's complete scope has been examined and costed, normally to the indicative level, and when the cost of the project definition phase has been estimated to the substantive level.
- ❑ Effective Project Approval (EPA): Treasury Board's approval of, and expenditure authorization for, the objectives of the project implementation phase. Sponsoring departments and agencies are to submit for EPA only when the scope of the overall project has been defined and when the estimates have been refined to the substantive level.
- ❑ Departmental Authority (DA): Projects for which Treasury Board has delegated authority to the Department.



**Table 6-2: Details on major capital project spending
(Capital projects over \$1 million)**

(millions of dollars)						
Province/ Project Description	Current Estimated Total Cost	Forecast Spending to March 31, 2003	Planned Spending 2003-04	Planned Spending 2004-05	Planned Spending 2005-06	Future Years Spending Require- ment
MARINE COMMUNICATIONS AND TRAFFIC SERVICES						
New Brunswick						
MCTS Halifax Renewal (S-DA)	4.0	4.0	—	—	—	—
Nova Scotia						
Marine Aids						
Modernization (S-DA)	1.2	1.2	—	—	—	—
Newfoundland and Labrador						
Communication Tower						
Replacement (S-DA)	6.0	0.6	3.9	1.5	—	—
Nfld Tower Replacement (S-DA)	1.7	1.7	—	—	—	—
British Columbia						
North Coast Micro Wave Replacement (S-DA)						
	4.0	2.2	0.9	0.9	—	—
West Coast Very High Frequency Network (S-DA)						
	5.1	4.0	1.1	—	—	—
Mt. Ozzard Road and Electrical Power Upgrade (S-DA)						
	1.4	0.1	1.3	—	—	—
Ontario & Nunavut						
Tower Structural and Safety Compliance (I-DA)						
	1.0	1.0	—	—	—	—
Multi-province						
DGPS Navigation Service Network (S-DA)						
	11.3	11.3	—	—	—	—
Marine Navigation System NAVTEX (S-DA)						
	6.6	1.0	0.5	5.1	—	—
Global Marine Distress Safety System (I-DA)						
	13.1	12.4	0.7	—	—	—
National Communications Control System (CCS) – Phase I and II (I-DA)						
	19.1	0.7	1.0	3.7	6.4	7.3
HARBOURS						
Newfoundland and Labrador						
Bay de Verde – Breakwater Construction (S-DA)						
	1.7	1.7	—	—	—	—
Joe Batt's Arm – Wharf Reconstruction (S-DA)						
	1.3	0.4	0.9	—	—	—
Lumsden – Breakwater Reconfiguration (S-DA)						
	1.3	1.3	—	—	—	—
Makkovik – Harbour Development (S-DA)						
	1.8	1.8	—	—	—	—
Ochre Pit Cove – Breakwater Reconstruction & Extension (S-DA)						
	1.2	1.2	—	—	—	—
Old Perlican – Harbour Development (S-DA)						
	1.8	1.3	0.5	—	—	—

**Table 6-2: Details on major capital project spending
(Capital projects over \$1 million) (cont'd)**

(millions of dollars)						
Province/ Project Description	Current Estimated Total Cost	Forecast Spending to March 31, 2003	Planned Spending 2003-04	Planned Spending 2004-05	Planned Spending 2005-06	Future Years Spending Require- ment
Seal Cove – Breakwater Repairs (S-DA)	1.1	1.1	—	—	—	—
St. Lawrence – Wharf Reconstruction (S-DA)	1.2	0.9	0.3	—	—	—
New Brunswick						
Burnt Church – Wharf Reconstruction (S-DA)	2.1	0.1	0.7	0.8	0.5	—
Dipper Harbour – Wharf Reconstruction (I-DA)	1.4	0.3	—	0.4	0.4	0.3
North Head-Basin Dredging (I-DA)	1.2	0.2	0.3	0.3	0.4	—
Caraquet – Wharf Reconstruction (S-DA)	2.0	2.0	—	—	—	—
Shippigan – Wharf Reconstruction (S-DA)	4.2	2.5	1.7	—	—	—
Nova Scotia						
Bayfield – Wharf Reconstruction (S-DA)	1.2	1.2	—	—	—	—
Little Judique Ponds – Harbour Development (S-DA)	2.0	2.0	—	—	—	—
Port Latour – Harbour Consolidation (S-DA)	1.2	1.2	—	—	—	—
Tiverton – Harbour Development (S-DA)	2.5	0.1	1.3	0.7	0.4	—
Yarmouth Bar – Breakwater Construction (S-DA)	2.1	2.1	—	—	—	—
Dennis Point – Breakwater/ Wharf Reconstruction (I-DA)	1.7	0.1	0.9	0.5	0.2	—
Inverness - Channel Dredging (I-DA)	1.5	0.1	—	0.5	0.6	0.3
Louisbourg - Wharf Repairs (I-DA)	1.3	0.1	0.1	0.7	0.4	—
Big Tancook Island- Wharf Reconstruction (I-DA)	1.6	0.1	0.8	0.4	0.3	—
Prince Edward Island						
Launching Pond-Entrance Reconstruction (I-DA)	3.8	1.6	0.1	0.7	0.5	0.9
Judes Point – Wharf Reconstruction (S-DA)	1.3	1.2	0.1	—	—	—
Savage Harbour – Breakwater Reconstruction (S-DA)	1.3	1.3	—	—	—	—
Québec						
Gascons (Ruisseau Chapados) – Breakwater Reconstruction (I-DA)	1.4	0.1	0.1	1.2	—	—
Havre-Aubert – Wharf Reconstruction (I-DA)	5.5	0.1	0.2	0.2	2.5	2.5



**Table 6-2: Details on major capital project spending
(Capital projects over \$1 million) (cont'd)**

(millions of dollars)						
Province/ Project Description	Current Estimated Total Cost	Forecast Spending to March 31, 2003	Planned Spending 2003-04	Planned Spending 2004-05	Planned Spending 2005-06	Future Years Spending Require- ment
Rivière au Tonnerre- Breakwater Reconstruction (I-DA)	2.8	0.1	0.1	1.5	1.1	—
Grande Entrée – Harbour Development (S-DA)	6.5	6.2	0.3	—	—	—
Ile d'Entrée – Wharf Reconstruction (S-DA)	6.4	2.9	3.5	—	—	—
Rivière-au-Renard – Wharf Extension (S-DA)	8.8	0.4	3.9	4.5	—	—
British Columbia						
Cowichan Bay (I-DA)	2.7	0.1	1.3	1.3	—	—
Pacific Breakwater Reconstruction (Phase 2 and 3) (S-DA)	2.0	1.0	1.0	—	—	—
FLEET MANAGEMENT						
Nova Scotia						
North Bar Replacement (S-DA)	1.3	1.2	0.1	—	—	—
Louis St-Laurent – Main Engine Repair (S-DA)	2.9	1.9	1.0	—	—	—
Aquariel replacement (S-DA)	1.4	0.6	0.4	0.4	—	—
Life Extension of the Hudson (S-DA)	5.4	5.4	—	—	—	—
Newfoundland and Labrador						
Harp – Hull Lengthening (I-DA)	2.7	2.7	—	—	—	—
Franklin Reactivation (S-DA)	2.8	2.6	0.2	—	—	—
British Columbia						
Hovercraft CG-45 Replacement (S-DA)	6.2	2.3	3.5	0.4	—	—
Gordon Reid – Vessel Life Extension (S-DA)	3.1	0.4	2.7	—	—	—
Manitoba						
Replacement of the Waubuno VAKTA (S-DA)	3.0	1.4	1.6	—	—	—
Québec						
Le Québécois Replacement (I-DA)	13.8	1.5	0.3	2.8	5.8	3.4
Air Cushion Vehicle (S-DA)	22.9	0.3	5.7	10.7	4.8	1.4
Des Groseilliers Vessel Life Extension (S-DA)	7.2	2.7	2.4	2.1	—	—
Frederick G. Creed Replacement (I-DA)	12.5	3.1	—	1.8	1.9	5.7
Replacement of GC-03 (I-DA)	6.3	0.1	0.2	3.0	3.0	—
Calanus II Modifications (S-DA)	2.5	0.3	2.2	—	—	—

**Table 6-2: Details on major capital project spending
(Capital projects over \$1 million) (cont'd)**

(millions of dollars)						
Province/ Project Description	Current Estimated Total Cost	Forecast Spending to March 31, 2003	Planned Spending 2003-04	Planned Spending 2004-05	Planned Spending 2005-06	Future Years Spending Require- ment
Ontario						
Limnos Vessel Life Extension (I-DA)	2.5	2.5	—	—	—	—
Griffon Vessel Life Extension (S-DA)	6.1	2.6	3.5	—	—	—
Multi-province						
Electronic Navigation Charts (S-DA)	3.5	0.7	1.1	0.9	0.8	—
E-mail Aboard Ships (S-DA)	7.2	0.9	3.9	2.4	—	—
Communication Security Equipment (I-DA)	2.7	2.7	—	—	—	—
Fleet Lifeboat Standardization Plan (S-DA)	2.0	1.0	0.8	0.2	—	—
Miranda Davits (I-PPA)	1.9	0.1	1.2	0.6	—	—
Replacement/Overhaul of Major Helicopter Components (I-PPA)	1.4	1.4	—	—	—	—
Search and Rescue Lifeboat Replacement (Phase I) (S-EPA)	35.3	35.0	0.3	—	—	—
Inshore Science Vessel Replacement (I-PPA)	24.4	4.5	4.6	5.5	3.9	5.8
Ship's Integrated Systems Technology and Renewal (S-DA)	1.6	1.1	0.5	—	—	—
DGPS for Vessels (S-DA)	2.1	0.3	0.9	0.9	—	—
Replacement of Conservation and Protection Post Class Vessels (I-PPA)	20.2	0.1	0.2	4.9	5.0	10.0
Search and Rescue Lifeboat Replacement — Phase II (S-EPA)	40.0	3.8	9.7	13.9	8.8	3.8
POLICY AND INTERNAL SERVICES						
Newfoundland and Labrador						
Fishway Reconstruction — Torrent River (I-DA)	1.4	0.1	1.0	0.3	—	—
Lightstations Revitalization Project (S-DA)	19.5	16.0	3.0	0.5	—	—
Burgeo Wharf Replacement (I-DA)	2.6	0.1	2.5	—	—	—
Nova Scotia						
Canso Canal — Concrete and Steel Pile (S-DA)	6.3	5.2	1.1	—	—	—
Marine Navigation Sites Structural Restoration (S-DA)	1.3	0.2	1.1	—	—	—
Bedford Institute of Oceanography — Energy Centre (S-DA)	6.1	6.1	—	—	—	—



**Table 6-2: Details on major capital project spending
(Capital projects over \$1 million) (cont'd)**

(millions of dollars)						
Province/ Project Description	Current Estimated Total Cost	Forecast Spending to March 31, 2003	Planned Spending 2003-04	Planned Spending 2004-05	Planned Spending 2005-06	Future Years Spending Require- ment
Search and Rescue Base Restoration (Maritimes) (I-DA)	3.5	1.1	2.1	0.3	—	—
Bio-Lab Facilities (New Lab) (I-DA)	19.0	0.8	2.0	14.1	2.1	—
Bio-Lab Facilities (Van Steenburg Renovations) (I-DA)	14.5	12.1	1.5	0.2	0.2	0.3
Bio-Lab Facilities (Strickland Renovations) (I-DA)	4.9	0.6	0.3	0.3	2.9	0.7
Bio-Lab (Vulcan Renovation) (I-DA)	6.7	0.3	0.5	3.9	2.0	—
New Brunswick						
Saint John CGB — Brickwork Restoration (S-DA)	2.5	1.8	0.2	—	0.5	—
St. Andrews Biological Station — Wet Lab Construction (I-DA)	15.1	2.9	0.8	3.9	4.6	2.9
St. Andrews Biological Station — New Science Building (I-DA)	16.8	2.4	1.1	2.8	3.7	6.8
St. Andrews Biological Station — Consolidated Storage Space (S-DA)	1.5	1.5	—	—	—	—
Mactaquac & Science Sites Revitalization (S-DA)	3.5	1.3	2.1	0.1	—	—
Québec						
Fond. Prince — Major repair, pillar (emerging aids) (S-DA)	1.5	1.5	—	—	—	—
Banc Cap Brulé — Pillar Restoration (S-DA)	2.0	2.0	—	—	—	—
Maurice Lamontagne — Emergency Electrical Capacity (S-DA)	1.4	0.2	1.2	—	—	—
Maurice Lamontagne Institute — Extension of bassin room equipment and infrastructure (S-DA)	2.3	2.3	—	—	—	—
Ontario						
Relocation of Kugluktuk Re- Supply Site (S-DA)	1.7	1.2	0.5	—	—	—
SAR Base Restoration — Amherstberg (S-DA)	1.1	1.1	—	—	—	—
Southeast Bend Channel Restoration (S-DA)	2.5	2.5	—	—	—	—
British Columbia						
Bella Bella Facility Replacement (S-DA)	3.9	0.8	3.1	—	—	—

**Table 6-2: Details on major capital project spending
(Capital projects over \$1 million) (cont'd)**

(millions of dollars)						
Province/ Project Description	Current Estimated Total Cost	Forecast Spending to March 31, 2003	Planned Spending 2003-04	Planned Spending 2004-05	Planned Spending 2005-06	Future Years Spending Require- ment
Salmonid Enhancement Program Facilities Health and Safety Priority (S-DA)	2.2	2.2	—	—	—	—
Salmonid Enhancement Program Facilities Health & Safety (Phase II) (S-DA)	3.5	0.4	0.8	0.9	0.8	0.6
Hell's Gate Fish Passage Improvement (S-DA)	1.5	0.4	0.7	0.4	—	—
Horne Lake Dam Modification (S-DA)	2.0	2.0	—	—	—	—
Sandheads Light Replacement (S-DA)	1.4	1.4	—	—	—	—
Cape Lazlo Cliff Erosion (I-DA)	1.3	0.7	—	0.6	—	—
Lightstations Restoration (S-EPA)	25.0	22.7	2.3	—	—	—
Institute of Ocean Sciences — Wharf Repair Phase 2 (S-DA)	2.8	2.8	—	—	—	—
Institute of Ocean Sciences — Wharf Fendering (I-DA)	3.6	—	3.6	—	—	—
Institute of Ocean Sciences — Roofing Mid-Life Replacement (S-DA)	2.5	2.5	—	—	—	—
Comox Lake / Puntedege River Cold Water Release Facility (I-DA)	3.4	0.4	0.1	—	—	2.9
PBS Freezer Storage and Central Chiller Facility (I-DA)	3.2	0.3	—	1.3	1.6	—
Aquaculture Centre of Excellence – West Vancouver Lab (I-DA)	4.9	0.5	3.0	1.4	—	—
IOS Life Safety / Non Structural Seismic (I-DA)	1.3	0.4	0.2	0.2	0.2	0.3
Pinkut Creek Spawning Channel (S-DA)	1.6	1.4	0.2	—	—	—
Multi-Province						
Regional Informatics Infrastructure Replacement (S-EPA)	19.5	19.5	—	—	—	—
Maintenance Information Management System (MIMS) (I-DA)	15.0	13.8	1.2	—	—	—
Fisheries Info Management Systems (FIMP) (S-DA)	5.5	5.5	—	—	—	—
Hydrography System (S-DA)	2.5	2.5	—	—	—	—
Science Data Management System (S-DA)	2.5	2.5	—	—	—	—



**Table 6-2: Details on major capital project spending
(Capital projects over \$1 million) (cont'd)**

(millions of dollars)						
Province/ Project Description	Current Estimated Total Cost	Forecast Spending to March 31, 2003	Planned Spending 2003-04	Planned Spending 2004-05	Planned Spending 2005-06	Future Years Spending Require- ment
IM Data Management Policy (S-DA)	0.9	0.9	—	—	—	—
Enhanced Corporate Oracle Data Management Capabilities (S-DA)	7.3	6.6	0.7	—	—	—
Electronic Knowledge Management Environment (EKME) System (S-DA)	7.7	5.0	2.7	—	—	—
Peoplesoft Interface (S-DA)	1.1	1.1	—	—	—	—
Peoplesoft Version 8 (S-DA)	1.4	1.4	—	—	—	—
Windows XP and Office XP Migration (S-DA)	11.9	8.7	3.2	—	—	—
Abacus (I-DA)	5.8	5.8	—	—	—	—
Enhanced National Security Network (S-DA)	2.0	2.0	—	—	—	—

Table 6-3: Summary of transfer payments (grants and contributions)

(in millions of dollars)	Forecast	Planned	Planned	Planned
Business Line	Spending	Spending	Spending	Spending
	2002-03	2003-04	2004-05	2005-06
Grants				
Marine Navigation Services	—	—	—	—
Marine Communications and Traffic Services	—	—	—	—
Icebreaking Operations	—	—	—	—
Rescue, Safety and Environmental Response	—	—	—	—
Fisheries and Oceans Science	1.0	—	—	—
Habitat Management and Environmental Science	—	—	—	—
Hydrography	—	—	—	—
Fisheries Management	—	—	—	—
Harbours	1.8	0.9	0.5	0.5
Fleet Management	—	—	—	—
Policy and Internal Services	0.2	2.0	0.2	0.2
Total Grants	3.0	2.9	0.7	0.7
Contributions				
Marine Navigation Services	—	—	—	—
Marine Communications and Traffic Services	—	—	—	—
Icebreaking Operations	—	—	—	—
Rescue, Safety and Environmental Response	4.7	4.7	4.7	4.7
Fisheries and Oceans Science	0.9	1.0	—	—
Habitat Management and Environmental Science	5.5	0.1	—	—
Hydrography	—	—	—	—
Fisheries Management	172.6	165.5	42.7	44.0
Harbours	—	—	—	—
Fleet Management	—	—	—	—
Policy and Internal Services	0.4	0.2	0.2	0.2
Total Contributions	184.1	171.5	47.6	48.9
Total Grants and Contributions	187.1	174.4	48.3	49.6



Table 6-4: Details on transfer payments programs (grants and contributions)

Program	Objective	Planned Results	Milestones
Fisheries Management \$165.5 million	<ul style="list-style-type: none"> • To conserve and protect Canada's fishery resource and, in partnership with stakeholders, assure its sustainable use 	<ul style="list-style-type: none"> • Integration of Aboriginal people into the management of the fishery and providing them with economic benefits. • Increased participation of Aboriginal people in the fishery while maintaining the conservation principle. • An orderly harvest while accommodating Aboriginal fishing interests. 	<ul style="list-style-type: none"> • Number of agreements signed compared to eligible list of First Nations. • Number of licences transferred to eligible First Nations. • Number of First Nations graduates of training and mentorship programs. • Number of Aboriginal people in the fishery and related activities.

Table 6-5: Sources of responsible and non-responsible revenue

(in millions of dollars)	Forecast Revenue 2002-03	Planned Revenue 2003-04	Planned Revenue 2004-05	Planned Revenue 2005-06
Responsible Revenue				
Marine Navigation Services				
Maintenance Dredging Services in the St. Lawrence Shipping Channel	1.5	1.5	1.5	1.5
Marine Services Fees	27.7	27.7	27.7	27.7
Employee Deductions for Employee Housing	0.2	0.2	0.2	0.2
	29.4	29.4	29.4	29.4
Marine Communications and Traffic Services				
Coast Guard Radio Tolls	0.1	0.1	0.1	0.1
Icebreaking Operations				
Icebreaking Services Fees	13.8	13.8	13.8	13.8
Rescue, Safety and Environmental Response				
Small Vessels Regulations for Capacity Plates Construction Decals	0.1	0.2	0.2	0.2
Policy and Internal Services				
Canadian Coast Guard College	3.7	3.7	3.7	3.7
Total Responsible Revenue	47.1	47.2	47.2	47.2
Non-responsible Revenue				
Marine Navigation Services				
Aids to Navigation Services in the Deep Water Channel between Montreal and Lake Erie	0.2	0.2	0.2	0.2
Commercial Licences	0.2	0.2	0.2	0.2
	0.4	0.4	0.4	0.4
Fisheries and Oceans Science				
Lab Tests and Analyses	0.1	0.1	0.1	0.1
Hydrography				
Sale of Charts and Publications	2.7	2.7	2.7	2.7
Fisheries Management				
Commercial Licences	15.1	15.2	15.2	15.2
Individual Vessel Quotas	21.6	21.5	21.5	21.5
Sportfish Licences	5.3	4.8	4.8	4.8
Conservation Stamps	1.3	1.3	1.3	1.3
Rental of Land, Building, and Equipment	0.2	0.2	0.2	0.2
	43.5	43.0	43.0	43.0
Harbours				
Small Craft Harbour Revenue	1.2	1.2	1.2	1.2
Habitat Management and Environmental Science				
Rental of Land, Building, and Equipment	0.1	0.1	0.1	0.1
Policy and Internal Services				
Rental of Land, Building, and Equipment	—	0.1	0.1	0.1
Total Non-responsible Revenue	48.0	47.6	47.6	47.6
Total Responsible and Non-responsible Revenue	95.1	94.8	94.8	94.8



Table 6-6: Net cost of program for 2003-04

(in millions of dollars)	Total
Net Planned Spending	1,547.8
Plus: Services Received without Charge	
Accommodation Provided by Public Works and Government Services Canada	35.3
Contributions Covering Employers' Share of Employees' Insurance Premiums and Expenditures Paid by Treasury Board Secretariat	41.8
Workers' Compensation Coverage Provided by Human Resources Development Canada	1.7
Salary and Associated Expenditures of Legal Services Provided by Justice Canada	4.2
	83.0
Less: Non-respendable Revenue	47.6
2003-04 Net Cost of Program	1,583.2

Table 6-7: Legislative and regulatory initiatives

Legislation and Regulations	Planned Results
<p>Boating Restriction Regulations</p> <ul style="list-style-type: none"> • Add and adjust restrictions to ensure safety of boaters and other users of the waterway • Update False Creek (anchoring and mooring) 	<ul style="list-style-type: none"> • Reduction in injury and death on Canadian waterways • Increased safety and environmental protection
<p>Competency of Operator of Pleasure Craft Regulations</p> <ul style="list-style-type: none"> • Accreditation issues/testing 	<ul style="list-style-type: none"> • Increased safety and reduction of accidents on waterways
<p>Amendments to Provincial and Territorial Fishery Regulations</p> <ul style="list-style-type: none"> • To improve fisheries management 	<ul style="list-style-type: none"> • Improved fisheries management and enforcement
<p>Nunavut Fishery Regulations</p> <ul style="list-style-type: none"> • Development of Fishery Regulations for the new Nunavut Territory 	<ul style="list-style-type: none"> • Regulate fishing in the new territory
<p>Fishery (General) Regulations</p> <ul style="list-style-type: none"> • Organizational changes in British Columbia and the implementation of an MOU with New Brunswick 	<ul style="list-style-type: none"> • Implement administrative changes in B.C. and establishment of a Federal-Provincial MOU with N.B.
<p>Marine Protected Areas</p> <ul style="list-style-type: none"> • Establishment of selected Marine Protected Areas in Canada's three oceans (Basin Head, The Gully) 	<ul style="list-style-type: none"> • Conservation and protection of distinctive areas of the marine environment
<p>Coastal Fisheries Protection Regulations</p> <ul style="list-style-type: none"> • Domestic implementation of <i>United Nations Fish Stock Agreement</i> • Port Access Policy 	<ul style="list-style-type: none"> • To meet international obligations under the <i>United Nations Fish Stocks Agreement</i> • Greater clarity and modernization of port access policy



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