



# Fisheries and Oceans

1997-98  
Estimates

A Report on Plans and Priorities  
Pilot Document

## **The Estimates Documents**

The Estimates of the Government of Canada are structured in three Parts. Beginning with an overview of total government spending in Part I, the documents become increasingly more specific. Part II outlines spending according to departments, agencies and programs and contains the proposed wording of the conditions governing spending which Parliament will be asked to approve. The Part III documents provide additional detail on each department and its programs primarily in terms of the results expected for the money spent.

Instructions for obtaining each volume can be found on the order form enclosed with Part II.

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Approved

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Minister of Fisheries and Oceans

## Foreward

The Improved Reporting to Parliament Project (IRPP) was established within the Treasury Board Secretariat to improve the Expenditure Management information provided to Parliament, and to update the processes used to prepare this information. This is part of a broader initiative to increase the results orientation and increase the transparency of information provided to Parliament known as “Getting Government Right”.

During the period from August 1995 to December 1996, extensive consultations were held with members of Parliament and other key stakeholders to examine options to improve the information provided to Parliament. A clear requirement was identified to improve performance information and to provide planning information that is results oriented, longer term and more strategic in focus, and clearly communicated.

The IRPP has unfolded in three phases. In March, 1996, six departments tabled revised Part III of the Main Estimates documents. These documents responded to requirements to provide a better focus on planning and performance information.

In June 1996, the House of Commons gave its concurrence to expand the pilot project and to test the tabling of separate planning and performance documents. In October, 1996, sixteen departments tabled performance reports as phase two of the IRPP. These performance reports have been evaluated and found to provide relevant and timely information, with broad support for providing separate performance reports on an ongoing basis.

The Report on Plans and Priorities is being tabled by the same sixteen pilot departments as phase three of the IRPP. These documents, and the separation of planning and performance information will be assessed, and if Parliament agrees, all departments and agencies will move to a spring Report on Plans and Priorities, and a fall Performance Report, with the first complete package of separate performance reports beginning in the fall of 1997.

These documents are available electronically from the Treasury Board Secretariat Internet site:  
<http://www.tbs-sct.gc.ca/tb/key.html>

Comments or questions about this document, or the Improved Reporting to Parliament Project, can be directed to the TBS Internet site, or to:

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## I Minister's Main Message

The Department of Fisheries and Oceans (DFO) is going through a period of historic change, one that flows from and gives expression to the government's agenda to create jobs, strengthen Canada's competitiveness, achieve sustainable development and "get government right."

What will emerge in the years ahead is a new DFO, a department with an oceans mandate and a strategy to lead Canada into the next millennium. This comprehensive oceans strategy will be based on two fundamental ideas — sustainable development and an integrated approach to resource management.

Above all, my main priority as Minister is to develop better consultative arrangements with industry, to give clients greater responsibility for the management of our marine resources and to deliver marine services more efficiently and effectively to Canadians.

The merger of the Canadian Coast Guard with DFO is a profound event in our emerging approach to the oceans, an event that will place renewed emphasis on safety. The Coast Guard supports sustainable transportation, that is, transportation that is safe for both humans and the environment, by providing cost-effective services to the industry. The Coast Guard is "getting government right" by modernizing and reducing its costs in order to improve efficiency and effectiveness in the delivery of its programs. This means, for example, better aids to navigation, using state-of-the-art marine technologies and forming partnerships with stakeholders. The result will be better service and more effective encouragement of marine trade.

A cornerstone of our oceans strategy is the Canada Oceans Act, which received Royal Assent late in 1996. The Act will consolidate many federal responsibilities in the oceans under DFO's leadership. It will formally assert our authority over a 200-mile Exclusive Economic Zone, and it will define and outline the role of the Canadian Coast Guard.

Our oceans strategy will also support the development of a new fishery, one that can successfully deal with the challenges and opportunities of the future.

The first principle of this fishery will be sustainable development, the central idea that the enjoyment and use of resources today must not compromise the ability of future generations to similarly enjoy and use them. As a result, we are taking a cautious and conservation-based approach to the management of the fishery. We are being careful in developing plans for the selective reopening of some groundfish fisheries in Atlantic Canada.

We are undertaking significant initiatives to ensure the viability of the Pacific salmon fishery. For example, we are reviewing our respective roles and responsibilities in fisheries management with British Columbia. Our main aim is to develop and implement better collaboration and new institutional arrangements to more effectively support the fishery of the future and to bring decision making closer to fishers.

Within the Department, we are devising a sustainable development strategy, so that our decisions and our operations contribute to an environmentally sustainable and successful fishery.

The fishery of the future will become viable and self-reliant through initiatives that ensure our harvesting of the resource does not exceed its capacity to reproduce and that also ensure that fishing activities are carried out in a responsible manner. Although there will be fewer people in the fishery, those who remain will be able to make a real living, one in which they and their families can build lives and plan for the future. This fishery will be characterized by a deep sense of partnership between DFO and those whose livelihoods depend on harvesting fishery resources.

The continuance of the Aboriginal Fisheries Strategy will ensure that the Government of Canada meets its constitutional responsibility to Aboriginal people in the fishery. The fishery of the future will also feature the continuing development of an aquaculture industry that is supplementing the existing fishery and providing jobs for Canadians.

DFO's Science program, which underlies so much of what we do in the Department, is undergoing fundamental changes to meet the significant challenges posed by the developing oceans strategy. This program will become focused on the oceans and adopt an integrated approach that treats the oceans as whole ecosystems. Already, it is reaching out to partners to broaden its field of research and to bring their skills in a multi-disciplinary fashion into oceans research and environmental monitoring. For example, under the sentinel surveys program, experienced fishers are making important contributions to our scientific work in stock assessment.

The oceans do not end 200 miles from Canadian shores. Because we share the oceans with other nations, our strategy will seek to achieve ratification of the UN Agreement on Straddling Stocks and Highly Migratory Fish Stocks. We are working to improve the effectiveness of the Northwest Atlantic Fisheries Organization and we continue to press the United States to fully implement the Pacific Salmon Treaty.

But an oceans strategy will not work unless we get DFO's operations "right". We need to not only do the right things, but to also do them better. Among our many activities, we are implementing the Federal Review of Programs to reduce our budget and our dependence on appropriations. We have met our targets in the first year and are well on our way to meeting them in the second year.

We are moving toward cost recovery based on the principle that those who benefit directly from a public resource or service should pay a fair share of their costs. Fishing licensing programs and Marine Services Fees are important examples of cost recovery.

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The Honourable Fred J. Mifflin



## II Plans and Priorities

### A. Summary of Key Plans, Priorities and Strategies

The table below describes the objectives and performance commitments for each of the Department's business lines. Although we have articulated the results expectations, we are continuing to shift the focus of service delivery from activities to outcomes and are developing the strategies to measure these results. It is anticipated that these strategies will be more fully developed and incorporated in the Fall Performance Report, to be tabled in October of this year.

#### DFO Performance Commitments

| Business Line                              | To provide Canadians with —   | To be demonstrated by —   |
|--|---|---|
| Marine Navigation Services                 | Efficient operation of aids to navigation to assist mariners in determining their position in relation to land and hidden dangers, in order to reduce navigation risk and vessel transit time, in support of a safe and environmentally sound national transportation system.   | Minimized risks for injury, loss of life, threats to the environment, loss of property or undue economic loss resulting from impediments and obstructions to navigation.  |
| Marine Communications and Traffic Services | Communications and traffic services for the marine community and for the benefit of the public at large to ensure: safety of life at sea in response to international agreements; protection of the environment through traffic management; efficient movement of shipping; information for business and national interests.  | Access to a comprehensive, efficient, timely, and responsive marine communications and traffic services network which reduces the risk and incidence of marine accidents, marine pollution, and lives lost at sea and enhances the economic/operational performance for both marine industry and government programs. |
| Icebreaking Operations                     | Support for economic activities by facilitating safe and efficient movement of marine traffic through ice-covered waters in the Arctic and in southern waters which include the Great Lakes and east coast of Canada; a decrease in the risk of flooding in areas prone to or threatened by it as a result of ice build-up; assurance that Northern settlements and military sites are resupplied annually. | Minimized risks for injury, loss of life, loss of property, threats to the environment, or undue economic loss, due to the presence of ice for vessels travelling in Canadian waters.   |

| Business Line                                | To provide Canadians with —  | To be demonstrated by —  |
|--|--|--|
| Rescue, Safety and Environmental Response    | Saving of lives and the protection of the marine environment.  | Acceptable levels of risk for injury, loss of life, threats to the environment and loss of property through timely, efficient and effective response to marine search and rescue incidents; timely, efficient and effective response to marine oil and chemical emergencies; and safe recreational boating through safety promotion and regulatory activities.   |
| Hydrography                                  | A reliable scientific basis to enhance the safety and efficiency of navigation for vessels operating in Canadian and bordering international waters.   | Improved scientific understanding of, and improved accessibility to information on water depths, tides, currents, water levels, and geographic relationship between Canadian waters, adjacent waters, and the Canadian landmass to enhance safe and efficient transportation and to satisfy other client needs.  |
| Fisheries and Oceans Science                 | A reliable scientific basis for the conservation of marine and anadromous fishery resources, and for the sustainable development of aquaculture; scientific information on ocean and coastal waters and ecosystems in support of integrated resource management, offshore development, climate prediction, marine services, coastal engineering, defense and shipping. | Provision of a reliable scientific basis for fisheries resource conservation.<br>For aquaculture, the transfer of knowledge and technology from research projects to make possible the cultivation of new species, and success in preventing the spread of fish diseases.  |
| Habitat Management and Environmental Science | Achievement of marine environmental and fish habitat protection and conservation through an integrated approach.   | Healthy and productive aquatic ecosystems through improved scientific understanding and effective management.  |
| Fisheries Management                         | Conservation and protection of Canada's fishery resource and, in partnership with stakeholders, assurance of its sustainable utilization.  | Enhanced conservation and biological sustainability of fish stocks both within and adjacent to Canada's 200-mile zone through an integrated approach to resource management;<br>An industry characterized by a reduced number of vessels and professional participants who will share responsibility and accountability for the co-management of the resource;<br>An integrated monitoring and enforcement regime which contributes to the conservation and sustainability of the resource by enforcing compliance with regulations promulgated under the Fisheries Act. |

| Business Line                | To provide Canadians with —   | To be demonstrated by —  |
|------------------------------|---|--|
| Fish Product Inspection      | Reasonable assurance that fish and fish products for domestic and export trade meet Canadian or foreign country grade, handling, identity, process, quality and safety standards.   | Domestic and imported fish and fish products that meet appropriate national and international safety, quality and identity standards.  |
| Harbours                     | Harbours critical to the fishing industry open for business and in good repair; divestiture of recreational harbours from inventory.  | A locally managed network of core fishing harbours that are safe, accessible and operable.   |
| Fleet Management             | Efficient sea and air support to the DFO program areas of Marine Navigation Services; Marine Communications and Traffic Services; Icebreaking Operations; Rescue, Safety and Environmental Response; Fisheries Management; Fisheries and Oceans Science; and Hydrography.             | Access to appropriate, cost efficient, effective sea and air platforms for the delivery of marine operational activities.  |
| Policy and Internal Services | To support the above business lines, the Department will maintain the infrastructure and service base required to provide staff with the information, technology and support needed to achieve DFO's vision and mission, in Canada and abroad, in a timely and cost effective manner. | A department fully supported by policy, communications and other corporate services such as finance and human resources, based on quality service delivery, appropriate infrastructure and functional expertise. |

## B. Departmental Overview

### Roles, Responsibilities and Mission

#### Mandate

The Department of Fisheries and Oceans (DFO), 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 sustained 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.

The jurisdictional framework in Canada is such that all levels of government have some responsibility in the country's fishery, coastal and marine resources. Provincial governments contribute significantly to fisheries and oceans issues. Aboriginal groups and fisheries and marine industries are also important contributors to fisheries and oceans

management, as are universities and scientific institutions. The mandate, program objective, long-term priorities and goals, and business lines described in this document refer to those responsibilities that fall under federal jurisdiction.

## Vision and Mission

The departmental vision is

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

The departmental mission is

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

## Organization and Program Composition

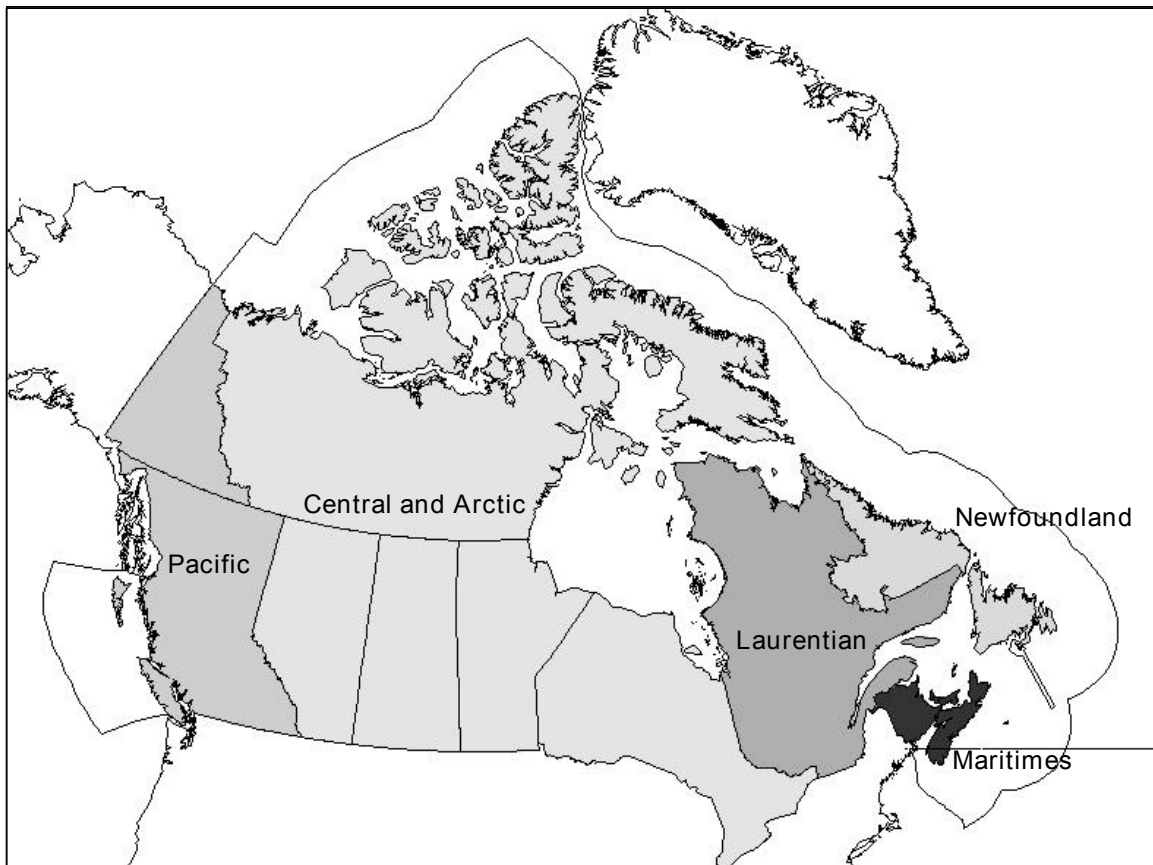
The Department has five Assistant Deputy Ministers (ADMs) responsible for the following business lines:

- Commissioner, Coast Guard, is responsible for Marine Navigation Services; Marine Communications and Traffic Services; Icebreaking Operations; Rescue, Safety and Environmental Response; and Fleet Management.
- ADM Science is responsible for Hydrography; Fisheries and Oceans Science; and Habitat Management and Environmental Science.
- ADM Fisheries Management is responsible for the Fisheries Management business line with the exception of the special capacity-reduction programs.
- ADM Policy is responsible for the Policy component of the Policy and Internal Services business line including special capacity-reduction programs.
- ADM Corporate Services is responsible for the Corporate Services component of the Policy and Internal Services business line in addition to the Harbours business line.

As an interim measure, until arrangements for the creation of the new food inspection agency are finalized, the Fish Product Inspection business line headed by the Director General, Inspection, reports directly to the Deputy Minister.

The Program is delivered in the following Fisheries and Oceans regions, each headed by a Regional Director General in regional headquarters: Newfoundland Region — St. John's, Newfoundland; Maritimes Region — Halifax, Nova Scotia; Laurentian Region — Québec City, Quebec; Central and Arctic Region — Winnipeg, Manitoba; and Pacific Region — Vancouver, British Columbia.

### Department of Fisheries and Oceans Regions



### Corporate Objectives, Priorities and Strategies

#### Long-Term Priorities and Goals

**Manage and Protect the Fisheries Resource:** To manage, protect and allocate living ocean resources supporting self-reliant fisheries by conserving Canada's fisheries resources and ensuring sustainable utilization.

**Manage and Protect the Marine and Freshwater Environment:** To achieve an integrated, cohesive approach to the management of the marine and freshwater environment through stewardship and protection of productive fish habitat and reduction in the risks and impacts of oil and chemical spills at sea.

**Understand the Oceans and Aquatic Resources:** To acquire, apply and communicate knowledge on Canada's oceans, as well as on marine and freshwater resources, to support the activities of clients, partners and the operational branches of DFO.

**Maintain Maritime Safety:** To improve the safe use of the marine and freshwater environment in order to reduce the number and severity of incidents such as collisions and groundings, and to provide aid to persons in distress or imminent danger, thereby minimizing loss of life and damage to property.

**Facilitate Maritime Trade, Commerce and Ocean Development:** To develop the requisite policy and regulatory framework, and to provide the operational services that support commercially sustainable maritime industries.

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

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

The relationship between business lines and long-term priorities and goals is summarized in the table on the following page.

## DFO Business Lines: Contribution to Departmental Priorities

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

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

## Resource Plans and Financial Tables

### Departmental Overview\*

| (in millions of dollars)                               | Planned Expenditures |         |         |         |
|--|----------------------|---------|---------|---------|
|  | 1996-97**            | 1997-98 | 1998-99 | 1999-00 |
| Gross Planned Expenditures                             | 1,399.8              | 1,149.0 | 1,098.0 | 1,097.8 |
| Less Revenue Credited to the Vote                      | 34.0                 | 53.4    | 53.2    | 52.7    |
| Net Planned Expenditures                               | 1,365.8              | 1,095.6 | 1,044.8 | 1,045.1 |
| Less Revenue Credited to the Consolidated Revenue Fund | 71.7                 | 59.8    | 60.8    | 60.8    |
| Plus Estimated Cost of Services by other Departments   | 63.1                 | 63.1    | 63.1    | 63.1    |
| Net Cost of the Department                             | 1,357.2              | 1,098.9 | 1,047.1 | 1,047.4 |

\* The objective of the Departmental Overview is to present the full scope of departmental activity and resource requirements, as well as the actual net cost of the Department. Gross planned expenditures include budgetary items from the Main Estimates (appropriations plus revenues the Department can retain) and also include other adjustments that could not be reflected in Main Estimates. For a reconciliation of Main Estimates and planned spending levels, see page 46.

\*\* Based on the In-Year Update less unplanned revenue of \$7.6 million for items such as fines and forfeitures, refund of previous years' expenditures, and proceeds from the sale of surplus Crown assets.

### Gross Planned Expenditures by Business Line for the Planning Period

| (in millions of dollars)                     | Planned Expenditures |         |         |         |
|--|----------------------|---------|---------|---------|
|  | 1996-97*             | 1997-98 | 1998-99 | 1999-00 |
| Marine Navigation Services                   | 160.2                | 138.6   | 135.2   | 136.8   |
| Marine Communications and Traffic Services   | 62.5                 | 58.8    | 57.3    | 57.2    |
| Icebreaking Operations                       | 78.7                 | 65.9    | 63.5    | 64.5    |
| Rescue, Safety and Environmental Response    | 149.1                | 135.4   | 121.7   | 123.3   |
| Hydrography                                  | 30.6                 | 25.0    | 23.5    | 23.5    |
| Fisheries and Oceans Science                 | 136.0                | 113.3   | 106.9   | 102.3   |
| Habitat Management and Environmental Science | 46.1                 | 39.3    | 37.2    | 37.1    |
| Fisheries Management                         | 339.7                | 224.3   | 205.7   | 203.7   |
| Fish Product Inspection                      | 30.6                 | 27.2    | 27.2    | 27.2    |
| Harbours                                     | 55.8                 | 52.2    | 52.1    | 52.2    |
| Fleet Management                             | 144.7                | 117.7   | 125.7   | 126.3   |
| Policy and Internal Services                 | 165.8                | 151.3   | 142.0   | 143.7   |
| Gross Planned Expenditures                   | 1,399.8              | 1,149.0 | 1,098.0 | 1,097.8 |

\* Based on the In-Year Update.



## Details of Planned Expenditures by Business Line for 1997-98

| (in millions of dollars)                     |              |              |              |                          |                            |             |                  |                              |                            |  |
|--|--------------|--------------|--------------|--------------------------|----------------------------|-------------|------------------|------------------------------|----------------------------|--|
| Business Line                                | FTE          | Budgetary    |              |                          |                            | Gross Voted | Statutory Items* | Less:                        |                            |  |
|  |              | Operating    | Capital      | Grants and Contributions | Gross Planned Expenditures |             |                  | Revenue Credited to the Vote | Total Planned Expenditures |  |
| Marine Navigation Services                   | 1,281        | 115.4        | 23.2         | —                        | 138.6                      | —           | 138.6            | 28.2                         | 110.4                      |  |
| Marine Communications and Traffic Services   | 630          | 47.0         | 11.8         | —                        | 58.8                       | —           | 58.8             | 0.7                          | 58.1                       |  |
| Icebreaking Operations                       | 444          | 65.9         | —            | —                        | 65.9                       | —           | 65.9             | 23.6                         | 42.3                       |  |
| Rescue, Safety and Environmental Response    | 1,288        | 129.1        | 4.6          | 1.7                      | 135.4                      | —           | 135.4            | 0.1                          | 135.3                      |  |
| Hydrography                                  | 341          | 25.0         | —            | —                        | 25.0                       | —           | 25.0             | —                            | 25.0                       |  |
| Fisheries and Oceans Science                 | 1,165        | 113.3        | —            | —                        | 113.3                      | —           | 113.3            | —                            | 113.3                      |  |
| Habitat Management and Environmental Science | 442          | 39.3         | —            | —                        | 39.3                       | —           | 39.3             | —                            | 39.3                       |  |
| Fisheries Management                         | 1,423        | 172.1        | —            | 52.0                     | 224.1                      | 0.2         | 224.3            | —                            | 224.3                      |  |
| Fish Product Inspection                      | 408          | 27.2         | —            | —                        | 27.2                       | —           | 27.2             | —                            | 27.2                       |  |
| Harbours                                     | 89           | 40.2         | 12.0         | —                        | 52.2                       | —           | 52.2             | —                            | 52.2                       |  |
| Fleet Management                             | 364          | 58.9         | 58.8         | —                        | 117.7                      | —           | 117.7            | —                            | 117.7                      |  |
| Policy and Internal Services                 | 1,314        | 142.2        | 8.7          | 0.4                      | 151.3                      | —           | 151.3            | 0.8                          | 150.5                      |  |
| <b>Total Planned Expenditures</b>            | <b>9,189</b> | <b>975.6</b> | <b>119.1</b> | <b>54.1</b>              | <b>1,148.8</b>             | <b>0.2</b>  | <b>1,149.0</b>   | <b>53.4</b>                  | <b>1,095.6</b>             |  |

\* Excludes contributions to employee benefit plans and Minister's allowance, which are allocated to operating expenditures.

### C. Plans and Priorities by Business Line

#### Global Operating Context for the Canadian Coast Guard

Before embarking on a discussion of the individual DFO business lines, it should be noted that the operating contexts for the business lines related to the Canadian Coast Guard (CCG) were much the same. Consequently, the operating contexts for the following business lines have been consolidated and presented below: Marine Navigation Services; Marine Communications and Traffic Services; Icebreaking Operations; Rescue, Safety and Environmental Response; and Fleet Management.

Budgetary constraints, coupled with increasing public demands for more efficient use of tax dollars, have led to the most comprehensive restructuring of government in the past 50 years. One significant result of this process, known as Program Review, occurred in April 1995 with the merger of the Canadian Coast Guard and DFO. With its new mandate, the Coast Guard moved to consolidate two separate fleets into the principal marine civilian fleet for the Government of Canada. The new DFO — in addition to protecting the fisheries inside the 200-mile Exclusive Economic Zone (which represents 32% of Canada's total territory) — is now responsible for facilitating marine shipping and protecting the marine environment from ship-source pollution and for ensuring marine safety along the world's longest coastline. With approximately 8 to 10 million recreational boaters, 20,000

professional fishers, \$84 billion in goods moved by commercial shippers in 1994, and an active and developing cruise industry, safe, efficient and affordable marine services are critical to public safety and Canada's economic and environmental well-being.

Program Review examined what could be done differently and at less cost to taxpayers. The fiscal situation demanded substantial reductions in costs and parliamentary appropriations, the money Parliament has provided to operate Coast Guard programs. Moreover, recent consultations on cost recovery for Coast Guard's core programs resulted in calls for further reductions in costs and refined levels of service based on stakeholders' needs.

To meet these objectives, CCG of the 21st century will be substantially smaller. For instance, by the end of fiscal year 1997-98, CCG commits to the employment of approximately 21% fewer employees than it had in 1994-95. Over the same period, operating and maintenance expenditures will be reduced by 25%. Consistent with the government's commitment to shift a portion of program funding from the public purse to those who directly benefit from service delivery, CCG will permanently achieve, by the year 2000, an approximate 35% reduction from previous spending plans.

The indisputable challenge for CCG will be to implement these historical and substantial reductions and, at the same time, to continue to do its part to ensure traditional levels of safety, protection of the marine environment, and support to maritime trade. Moreover, as services are changed and partial cost recovery is implemented, new demands are being placed on clients who have historically received high levels of Coast Guard service, often at little or no direct cost. Consequently, CCG is obliged to make difficult decisions that affect employees, CCG's direct clients, and the public at large. While cost reduction is a priority, it will be attained in balance with the Coast Guard's enduring commitment to marine safety. Safety standards will be upheld, but at a lower cost, as the organization advances such key strategies as:

- ❑ **Alternative Methods of Delivering Service:** CCG is promoting partnerships, devolution of service, and, in some cases, a partial or complete withdrawal of services not related to the core CCG safety role.
- ❑ **Enhancing Client Focus:** CCG has established close working relationships with stakeholders through national and regional marine advisory boards. These boards provide ongoing advice on service requirements for commercial shipping. As an example, the national board has established a task force to develop the appropriate level of service and cost-recovery methods for icebreaking services. In the same vein, CCG has established the National Recreational Boating Advisory Council to advise on CCG services provided to recreational boaters.
- ❑ **Leveraging Technology:** CCG is promoting cost-effective and innovative means to deliver services in ways that are more accessible, responsive and affordable. In partnership with the private sector, CCG is harnessing the power of new technologies in order to reduce service costs and to enhance safety.

- ❑ Revenue: The government has emphasized an important new principle, that direct beneficiaries of public services and resources should pay a fair proportion of costs. CCG is implementing fees to commercial shipping for navigational aids and icebreaking services and is considering fees to cover a portion of the cost of services provided to the recreational boating community. (See individual business lines for more information.)
- ❑ Redesign and Multitasking: CCG is redesigning program delivery to provide services in a manner that provides best value for taxpayers' money. For instance, the integration of the Marine Communications and Traffic Centres with Coast Guard Radio Stations will accrue savings from reduced staff and facilities. Also, new multitasking requirements will allow the merged fleet, with fewer vessels, to carry out various tasks including: search and rescue; fisheries conservation and protection; science research; icebreaking; and the placing of aids to navigation.

The overall reduction strategy, which includes Program Review and other planned reductions, will be accomplished through the aggressive reduction of operating and maintenance costs, by judicious management of our substantial capital assets, and through the implementation of fees to those that benefit most directly from Coast Guard services. Of these measures, cost reductions, by far, will play the greatest role.

## Marine Navigation Services

### Objective

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

### Change Management Issues

- ❑ To better focus on its core roles (e.g., safety), and in keeping with the government's policy that beneficiaries of services should bear a portion of the costs, the Coast Guard will withdraw from dredging responsibilities with the exception of those related to obligations under existing treaties.
- ❑ Advisory boards are being established to provide ongoing advice on service requirements. Ultimately, costs for aids to navigation will be lowered and service levels will be adjusted by reducing or eliminating equipment and maintenance requirements. Safety will be retained with a different mix of visual and electronic aids.
- ❑ More effective equipment will reduce maintenance requirements.

- ❑ CCG is facilitating new technology such as Electronic Chart Display and Information Systems and satellite technology to enhance navigational safety and environmental protection and to support the substantial reduction of national aids to navigation.
- ❑ CCG will recover a portion of the costs of providing navigational services to commercial shipping through the Marine Services Fees. Revenue targets for both navigational and icebreaking operations are \$40 million for each year of the planning period.
- ❑ CCG is exploring the implementation a fee for examination of applications under the Navigable Waters Protection Act.

#### MARINE NAVIGATION SERVICES CHANGE MANAGEMENT

- Withdrawal from some dredging responsibilities
- Lowering costs and adjusting service levels for aids to navigation
- Modernizing aids to navigation and defining the aids to navigation of tomorrow
- New satellite technology to enhance navigation and environmental protection
- An increasing portion of full cost of service recovered from commercial shipping

### Results Expectations

Minimized risks for injury, loss of life, threats to the environment, loss of property or undue economic loss resulting from impediments and obstructions to navigation.

This business line and its activities directly contribute to the above-noted results expectation and three of the Department's long-term objectives. By providing and maintaining an integrated system of short- and long-range aids to navigation, removing obstructions, and reviewing new projects that may interfere with navigation, the Coast Guard:

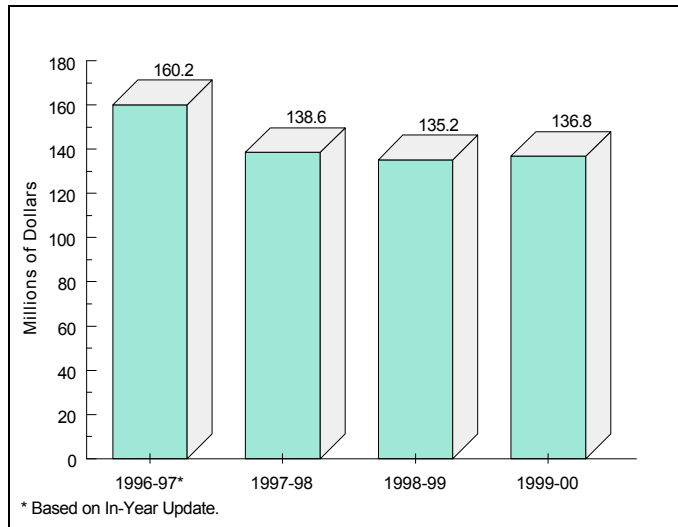
- ❑ reduces the number and severity of collisions and groundings, which leads to a safe national transportation system and DFO's objective to Maintain Maritime Safety.
- ❑ reduces the risk and impact of spills resulting from collisions and groundings, which leads to an environmentally sound transportation system and DFO's objective to Manage and Protect the Marine and Freshwater Environment.
- ❑ reduces vessel transit time, which improves clients' operational/economic performance and DFO's objective to Facilitate Maritime Trade, Commerce and Ocean Development.

## Key Plans and Strategies

- ❑ Accelerate the modernization of aids to navigation through:
  - full implementation of the Differential Global Positioning System (DGPS) by January 1998;
  - planned elimination, by 2000, of Loran C — a long-range navigational system used by mariners to determine position;
  - assistance to the Canadian Hydrographic Service to implement full electronic chart coverage of Canadian waters;
  - facilitation of domestic and international acceptance for Electronic Chart Systems, Electronic Chart Display and Information Systems, and DGPS;
  - continuation of the Lightstation Services project through automation and destaffing;
  - implementation of a five-year buoy; and
  - conducting of appropriate environmental scanning.
- ❑ Adjust levels of service to one national standard with a new mix of visual and electronic aids over the three-year planning period.
- ❑ Scale back dredging:
  - Fraser and Athabasca rivers — withdrawal within three years;
  - St. Lawrence River ports — withdrawal within one year; and
  - Lake Winnipeg — reduced dredging over the next three years.
- ❑ Amend the Navigable Waters Protection Act to confirm applicability of legislation, streamline the application process, and provide for cost recovery.

## Comparative Financial Plans

### Gross Planned Expenditures, Marine Navigation Services



## Marine Communications and Traffic Services

### Objective

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

### Change Management Issues

- CCG is exploring new technologies including the use of Automatic Identification Systems (AIS) for ships for improved service and to help lower overall traffic management costs.
- CCG is developing the National Information System on Marine Navigation a real-time information system that will automate the collection, processing, display and distribution of timely and accurate marine traffic information.
- Integration of Vessel Traffic System and Coast Guard Radio Stations will continue into 1998-99, when the reduction from 43 to 22 staffed Marine Communications and Traffic Services (MCTS) stations and training of personnel will be completed. There will be no consequential reduction in the level of service.

- ❑ CCG, with the international shipping community, is proceeding with the implementation of the Global Maritime Distress and Safety System (GMDSS) in accordance with amendments to the Safety of Life at Sea (SOLAS) convention.
- ❑ CCG is currently studying opportunities for further site integration and related resource reductions through a level of service review, risk ranking, and consideration of new technology.
- ❑ CCG is undertaking a renewed client focus with a renewed emphasis on partnerships.
- ❑ CCG must resolve questions relating to the replacement of aging MCTS assets at a time of decreasing budgets and cost-recovery initiatives.

## Results Expectations

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

This business line and its activities directly contribute to the above-noted results expectation and three of the Department's long-term objectives. By providing distress and safety communications and co-ordination, screening vessels to prevent entry of unsafe vessels into Canadian waters, regulating vessel traffic movements, facilitating industry ship-to-shore communications, and managing an integrated system of marine information to optimize traffic movements, the Coast Guard:

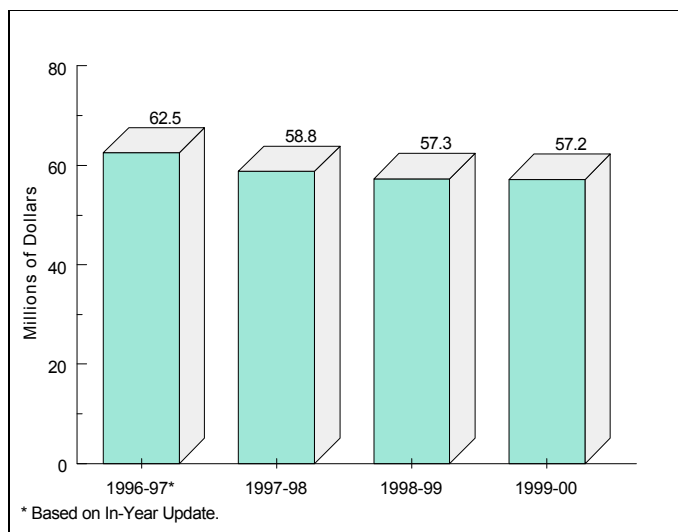
- ❑ reduces the number and severity of collisions and groundings, which leads to a safe national transportation system and DFO's objective to Maintain Maritime Safety.
- ❑ reduces the number and severity of incidents that place people in distress or imminent danger, which minimizes loss of life, which leads to a safe national transportation system and DFO's objective to Maintain Maritime Safety.
- ❑ reduces the risk and impact of spills resulting from collisions and groundings, which leads to an environmentally sound transportation system and DFO's objective to Manage and Protect the Marine and Freshwater Environment.
- ❑ reduces vessel transit time, which improves clients' operational/economic performance and supports DFO's objective to Facilitate Maritime Trade, Commerce and Ocean Development.

## Key Plans and Strategies

- Finalize the MCTS integration by 1998-99.
- Complete a strategic plan that looks beyond the year 2000.
- Proceed with the proposal to implement VHF/DSC (very high frequency/digital selective calling) as part of an international GMDSS commitment, which is in the planning stage; the project is to start in 1998-99.
- Proceed with phase I of the National Information System on Marine Navigation, with a completion date of March 1998. Phase II is in the final stages of approval, with the project to be completed by 1999.
- Conduct further testing and evaluation of the AIS technology in view of potential applications on the St. Lawrence River and on Canada's west coast. Other areas, such as Placentia Bay (for traffic from the Hibernia field or Voisey's Bay) or Kitimat (LNG transshipment terminal), may provide opportunities to move toward an AIS type of long-range, non-intrusive surveillance and regulation mode.
- Use digital and multiplexing technologies in voice and data transmission to allow further radio site consolidation after 1998-99, along with radar data extraction for greater consolidation of centres.
- Implement an MCTS Quality Assurance policy in 1997.

## Comparative Financial Plans

### Gross Planned Expenditures, Marine Communications and Traffic Services





## Icebreaking Operations

### Objective

To support economic activities by facilitating safe and efficient movement of marine traffic through ice-covered waters in the Arctic and in southern waters, which include the Great Lakes and waters of the east coast of Canada; a decrease in the risk of flooding in areas prone to or threatened by it as a result of ice build-up; and assurance that Northern settlements and military sites are resupplied annually.

### Change Management Issues

- CCG will continue negotiations to transfer responsibility for the Eastern Arctic Sealift to the Government of the Northwest Territories.
- Advisory boards are being established to provide ongoing advice on service requirements. Ultimately, costs and service levels for icebreaking may be lowered.
- CCG will introduce an icebreaking component of the Marine Services Fee to recover a portion of the costs of icebreaking from commercial shipping. Revenue targets for navigational and icebreaking services are \$40 million for each year of the planning period.

#### ICEBREAKING OPERATIONS CHANGE MANAGEMENT

- Transfer Eastern Arctic Sealift and resupply sites to Government of the Northwest Territories
- Establish advisory boards on service requirements to lower costs and service levels
- Introduce Icebreaking Component in Marine Services Fee

### Results Expectations

Minimized risks for injury, loss of life, loss of property, threats to the environment, or undue economic loss, due to the presence of ice for vessels travelling in Canadian waters.

This business line and its activities directly contribute to the above noted results expectation and two of the Department's long-term objectives. By providing icebreaking escort, channel maintenance, harbour breakouts, ice routing, flood control and information services, the Coast Guard:

- increases confidence that ships can travel in Canadian waters during ice season, which improves clients' operational/economic performance and supports DFO's objective to Facilitate Maritime Trade, Commerce and Ocean Development.

- reduces vessel transit time, which improves clients' operational/economic performance and supports DFO's objective to Facilitate Maritime Trade, Commerce and Ocean Development.
- reduces the risk of property damage along the rivers, which supports DFO's objective to Manage and Protect the Maritime and Freshwater Environment.

By co-ordinating the Arctic resupply and sites, CCG:

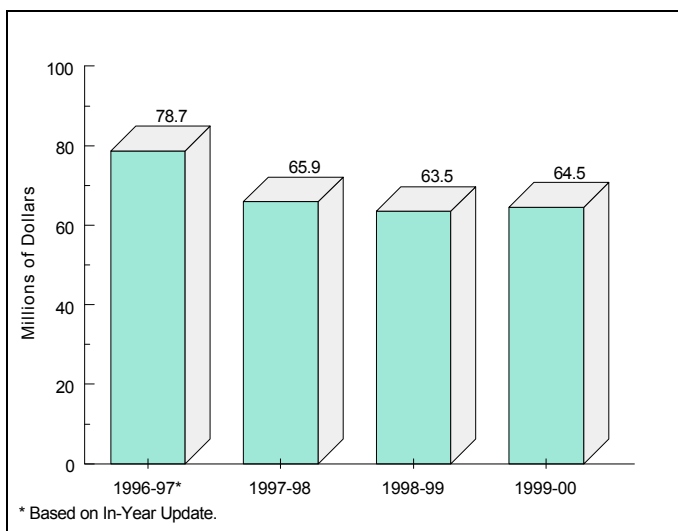
- ensures Canada actively demonstrates its sovereignty in the North.
- ensures the well-being and economic viability of Inuit communities.

### Key Plans and Strategies

- Take the lead role, with Transport Canada's Marine Safety Branch, in the harmonization of polar ship rules, which govern the construction and operation of ships navigating polar waters. The objectives are to improve safety for ships, to prevent pollution in sensitive Arctic areas and to implement more cost-effective transportation of Canada's Arctic resources.
- Introduce the Icebreaking component of the Marine Services Fee.
- Transfer Arctic Sealift and resupply sites to the Government of the Northwest Territories.

### Comparative Financial Plans

#### Gross Planned Expenditures, Icebreaking Operations



## Rescue, Safety and Environmental Response

### Objective

To save lives and protect the marine environment.

### Change Management Issues

- ❑ Small Vessel Identification/Licensing Initiative: CCG is enhancing — in partnership with recreational boaters, governments and enforcement agencies — efficient, affordable and self-funded improvements in the recreational boating safety system.
- ❑ CCG is consulting with recreational users on how best to develop and implement a modern boat identification system, as well as new operator proficiency standards.

### Results Expectations

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

This business line and its activities directly contribute to the above-noted results expectation and three of the Department's long-term objectives. By responding to marine search and rescue incidents, performing safety promotion and regulatory activities, and responding to marine oil and chemical emergencies, the Coast Guard:

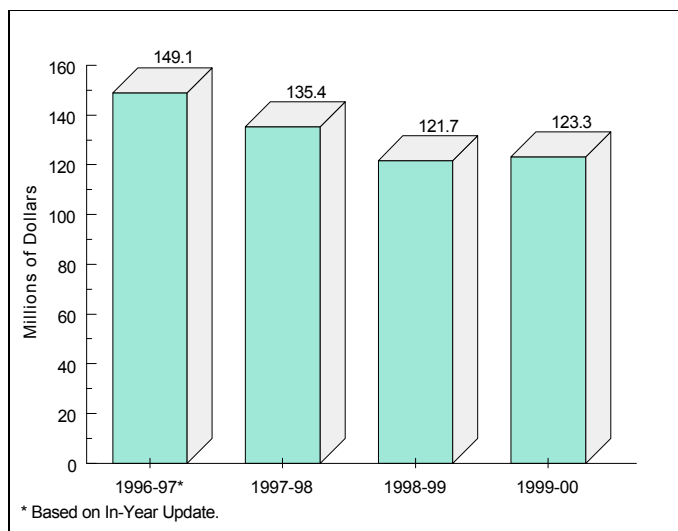
- ❑ reduces the number and severity of incidents that place people in distress or imminent danger, which minimizes loss of life, which leads to a safe national transportation system and DFO's objective to Maintain Maritime Safety.
- ❑ reduces the risk and impact of spills resulting from collisions and groundings, which leads to an environmentally sound transportation system and DFO's objective to Manage and Protect the Marine and Freshwater Environment.
- ❑ ensures a sustainable balance between environmental protection and the long-term viability of marine trade and commerce, which supports DFO's objective to Facilitate Maritime Trade, Commerce and Ocean Development.

## Key Plans and Strategies

- Continue monitoring and review of the Canadian Marine Response regime and developing proposals for changes, such as developing a Marine Chemical Spills and HAZMAT (hazardous material) response regime for Canada.
- Implement a vessel identification/licensing and operator proficiency regime, including revenue and financial systems, and identify and implement a funding mechanism for CCG services.
- Increase search and rescue capability and the delivery of boating safety programs through greater use of volunteer organizations.
- Oversee the development of a departmental national emergency response framework at corporate and regional centres.

## Comparative Financial Plans

### Gross Planned Expenditures, Rescue, Safety and Environmental Response



## Environmental Perspective for the Science Sector 1997-98

Science in DFO involves the collection, analysis and interpretation of data in the fields of fisheries biology, aquaculture science and oceanography, fish habitat and the marine environment, and hydrography. Using this analysis and interpretation, Science provides timely advice in support of management for the conservation, protection, and sustainable utilization of marine and aquatic resources, and for safe navigation.

DFO Science is currently operating in a socio-economic environment characterized by uncertainty and ferment in the following areas:

- ❑ Sustainable Development of Marine Resources: Expectations among stakeholders about the management of coastal and ocean resources, arising from the implementation of the recently enacted Canada Oceans Act and Canadian ratification of the United Nations Convention on the Law of the Sea.
- ❑ Commercial Fish Stocks: Continuing concerns over the collapse and closure of east coast groundfish fisheries, including when they will have recovered to the point where some fisheries can be reopened. Concerns about the declining coho and chinook returns on the west coast. Recognition that the recent high levels of Atlantic lobster landings are not sustainable.
- ❑ Marine Aquaculture: High expectations for aquaculture as an economic engine in coastal areas, tempered by concern about minimizing potential adverse environmental effects of large-scale aquaculture installations and the risk of transfers of diseases and genes from cultured fish to the wild.
- ❑ Pollution: Continuing concerns about toxic chemicals in the marine environment and their absorption into the food chain, especially in the Arctic, where wild marine species (fish and marine mammals) are a significant element of the daily diet of rural residents.
- ❑ Environmental Assessment: Departmental involvement in the review of several large-scale development projects, particularly in eastern Canada; possible harmonization agreements on environmental assessment and habitat management with provincial governments could facilitate approval processes.
- ❑ Hydrography Challenges: Reconciling the need for surveys of inadequately charted isolated areas with the demands for electronic charts in areas of heavier marine traffic.
- ❑ Shrinking Program Resources: The need to find new ways to deliver essential programs and services with a smaller resource base. Starting in fiscal year 1994-95 and continuing for the next four years, the Science sector is going through a major downsizing, restructuring and reorientation process. This transformation involves changes in the mandate of the Science sector, the addition of new responsibilities, the relinquishment of other responsibilities, significant budget reductions of about 32%, and changes in the ways Science programs are delivered. The new approaches will include using innovative technologies and collaborating with clients, stakeholders and non-DFO research organizations.
- ❑ Changed Mandate: In the context of Program Review and the federal budget, the government has decided that DFO should focus on oceans and marine fisheries. As a result, Science now comprises three redefined activities: Fisheries and Oceans Science, Habitat Management and Environmental Science, and Hydrography

To meet the challenge for the 21st century, Science's strategic direction will involve the following:

❑ Focusing on Core Activities:

- Science in support of conservation of marine resources and habitat, with emphasis on an ecosystem-based approach.
- Research in support of integrated management of estuarine, coastal and ocean resources and activities.
- A policy and administrative structure in support of legislation aimed at protection of fish habitat.
- Research in support of marine aquaculture development.
- Oceanographic research on issues of importance to the conservation of fisheries resources.
- Research and monitoring on toxic substances affecting commercial fisheries and human health.
- Multitasking of vessels and alternative data-gathering platforms and technologies.
- Harbour and harbour approach surveys.
- Electronic chart development and production.

❑ Delaying and Implementing Program-based Management:

- Multi-disciplinary, inter-regional teams will deliver a greater share of the Science program through a program management system. Key areas have been selected and implemented for pilot projects.

❑ Implementing Zonal Management in Atlantic Science:

- A zonal approach has been adopted for the management of Science on the Atlantic coast in order to improve the cost-effectiveness of research programs. A co-ordination committee, working groups and key zonal research programs in the area of fishery aquaculture and oceanography are already being implemented.

❑ Collaborating with Partners:

- There will be more partnering to carry out research and solve scientific issues with, among others, industry and universities. There are many examples of collaboration with clients and partners now under way in the areas of fisheries

science (e.g., sentinel surveys, redfish, snow crab, sablefish), aquaculture, and hydrography (e.g., electronic chart development).

❑ Science and Technology:

- In response to a recognition within the federal system about the importance of science and technology (S&T) to Canada's future prosperity in the emerging knowledge economy, DFO is working collaboratively with other science-based departments and agencies on a range of initiatives. DFO is also assisting in the implementation of a broad federal S&T strategy, which encompasses a range of activities, including the identification of coherent national S&T goals, as well as the articulation of a federal international S&T framework. Of utmost importance to the overall success of this strategy is the development and implementation an S&T human resource framework to encourage innovation and entrepreneurship among federal S&T employees.

## Hydrography

### Objective

To provide a reliable scientific basis to enhance the safety and efficiency of navigation for vessels operating in Canadian and bordering international waters.

### Operating Context and Key Initiatives

Many areas of Canada's navigable waters are inadequately charted to support modern shipping. This has resulted in a significant number of vessel groundings, mainly in isolated coastal areas. In addition, lack of adequate hydrographic data slows resource development that depends on marine transport, and precludes the introduction of electronic charts for these areas.

### Change Management Issues

- ❑ To meet the demands from the marine community for charts in electronic format, the Canadian Hydrographic Service is attempting to have electronic navigation charts available for all major shipping routes by the end of 1997. This demand is accentuated by the fact that while charts in electronic form are increasingly being demanded, paper charts must still be maintained. This is because electronic navigation charts will not be recognized as equivalent to paper charts until 1998 at the earliest.

- To respond to the government's revenue initiatives, the price of charts and other navigational publications has been increased by approximately 50%, effective April 1, 1996.

## Results Expectations

Improved scientific understanding of and improved accessibility to information on water depths, tides, currents, water levels, and geographic relationship among Canadian waters, adjacent waters and the Canadian landmass to enhance safe and efficient transportation and to satisfy other client needs.

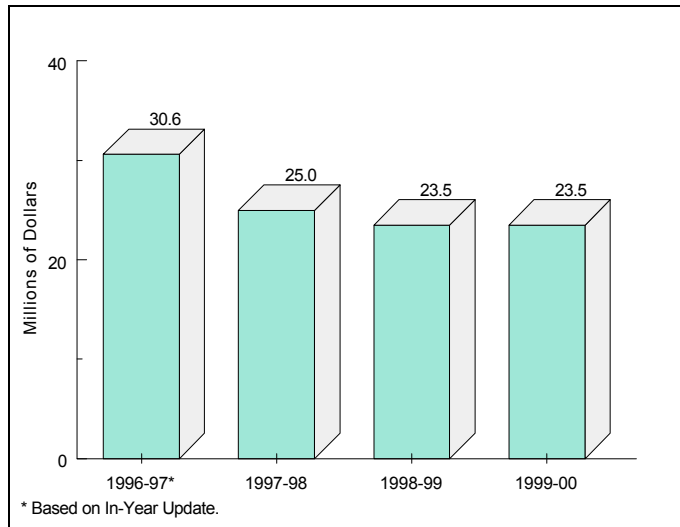
## Key Plans and Strategies

- Develop and implement plans to incorporate all existing survey data into charts where feasible.
- Produce electronic navigation charts for areas where there is high demand.
- Negotiate and implement agreements with private sector hydrographic companies to develop and market hydrographic technology, in order to improve scientific understanding of and accessibility to information.
- Increase collaboration with partners and reliance on partners/clients to pay for surveys to meet their special needs.
- Use multi-beam sonar and provide total sea flow coverage in areas where vessels operate with minimal keel clearance to enhance safe and efficient transportation.



## Comparative Financial Plans

### Gross Planned Expenditures, Hydrography



## Fisheries and Oceans Science

### Objective

To provide a reliable scientific basis for the conservation of marine and anadromous fishery resources, and for the sustainable development of aquaculture; and scientific information on ocean and coastal waters and ecosystems in support of integrated resource management, offshore development, climate prediction, marine services, coastal engineering, defence and shipping.

### Operating Context and Key Initiatives

Science is responding to the ongoing challenge of commercial fish stock assessment. The challenge includes striving for a better understanding of the harvesting, environmental and ecological factors behind the declines in groundfish landings on the east coast and coho and chinook returns on the west coast. Efforts are also being made to understand the dynamics of currently healthy stocks, such as lobster and crab, in order to provide information and advice for sustainable use of these resources. DFO Science will also be working with its partners and clients in the fishing industry and academic research sector to predict the recovery of depleted commercial stocks and to identify the appropriate strategies for reopening fisheries as stocks are rebuilt.

These challenges accentuate the need to make fisheries research more understandable to fishermen, processors and coastal communities. There is also a need to involve fishermen

and make use of local knowledge in stock assessment through such innovative approaches as sentinel fisheries and co-operative surveys.

There are high expectations for aquaculture as an economic engine in coastal areas. DFO Science is rising to the challenge of helping the aquaculture industry solve technical problems in the areas of disease diagnosis, prevention and control, broodstock and seedstock management, nutrition and physiology. At the same time, DFO will continue to work to determine the environmental interactions between wild and cultured fish. DFO will encourage the aquaculture industry to become more involved in research and development, both operationally and financially.

#### FISHERIES AND OCEANS SCIENCE — CONTEXT

- Working with partners and clients
- Encouraging increased involvement of the aquaculture industry in research and development
- Providing information and advice for sustainable use of resources

#### Change Management Issues

- Mechanisms are needed to overcome obstacles impeding the successful implementation of partnership initiatives.
- There are threats of competing uses for estuarine, coastal, and marine resources.

#### Results Expectations

Provision of a reliable scientific basis for fisheries resource conservation.

For aquaculture, the transfer of knowledge and technology from research projects to make possible the cultivation of new species, and success in preventing the spread of fish diseases.

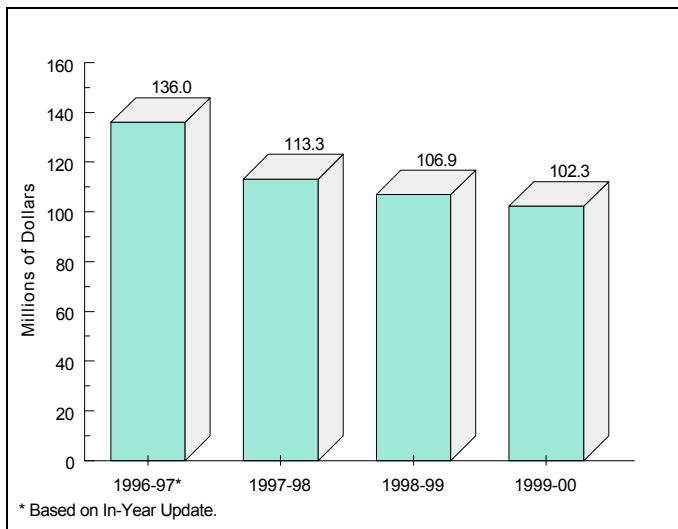
#### Key Plans and Strategies

- Negotiate and implement integrated collaborative agreements for research on selected fish stocks and marine mammals to provide a reliable scientific basis for conservation.
- Develop strategies for integrated management of estuarine, coastal and marine resources.
- Develop and implement a co-ordinated program between DFO research institutes, the Marine Environmental Data Service collection and management units to identify and make available scientific data according to the terms of the service standards.

- ❑ Target research in support of diversification of Canadian marine aquaculture production by the transfer of knowledge and technology from research projects.

## Comparative Financial Plans

### Gross Planned Expenditures, Fisheries and Oceans Science



## Habitat Management and Environmental Science

### Objective

To achieve marine environmental and fish habitat protection and conservation through an integrated approach.

### Operating Context and Key Initiatives

There is increasing concern about the health of aquatic ecosystems, the productivity and quality of aquatic resources, and the effect of habitat disruption on these resources. The presence of toxic chemicals, their transfer through the food chain to humans, and their impact on the health of ecosystems (including fish and marine mammals) requires that DFO continue to target its efforts to understand ecosystem functions and the impact of pollutants on aquatic resources and that it develop regulatory and non-regulatory tools for conservation and protection, including guidelines and standards to prevent and reduce impacts on aquatic renewable resources and their habitats.

As part of its renewal, DFO is focusing on innovative ways to ensure the protection of aquatic resources. Conservation and protection tools, including marine protected areas, marine ecosystem health standards, and integrated management plans for coastal areas, are priority requirements. In addition, DFO's strategy under Program Review calls for delegation of many responsibilities for the management of freshwater fish habitat to the inland provinces. This would result in provinces making decisions on behalf of the Minister of Fisheries and Oceans pursuant to certain habitat provisions of the Fisheries Act

and would eliminate the Fisheries Act as a trigger for the Canadian Environmental Assessment Act for delegated provisions. Amendments to the Fisheries Act have been introduced; they would require mandatory permits for projects with the potential to significantly impact fish habitat, which would be issued only by the federal government and would trigger the Canadian Environmental Assessment Act.

#### CONTEXT

- Health of aquatic ecosystems concerns
- Priority requirements for —
  - ⇒ marine protected areas
  - ⇒ marine ecosystem health standards
  - ⇒ integrated management plans for coastal areas

#### Change Management Issues

- New approaches to the management of oceans issues with the passage of the Canada Oceans Act.
- Rationalization of habitat protection responsibilities in inland areas in a manner that recognizes program delivery realities and the need for consistent and effective approaches to conservation.
- Sunsetting of Green Plan initiatives.
- Focus on an ecosystem-based approach rather than on a single-resource approach and increase efforts in the marine environment, including the sustainable management of marine resources and their habitats.

#### Results Expectations

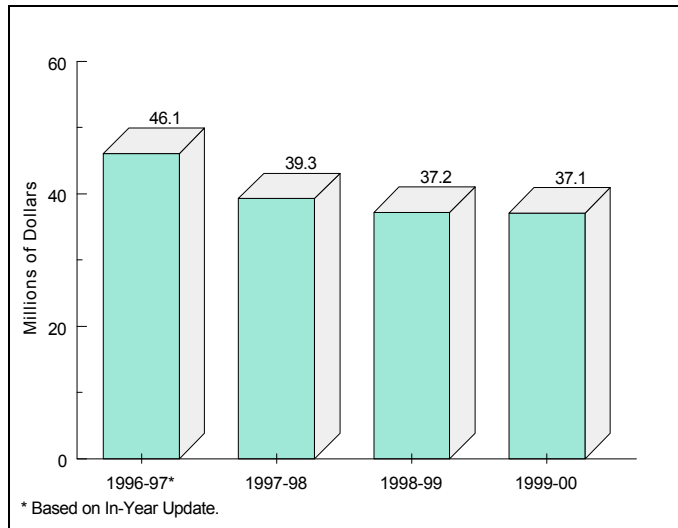
Healthy and productive aquatic ecosystems through improved scientific understanding and effective management.

## Key Plans and Strategies

- Negotiate with inland provinces for provincial administration of many habitat management activities.
- Determine and mitigate effects on aquatic ecosystems, their habitats and resources related to physical, chemical and biological disruptions, increased pressures related to exploration and exploitation activities, and natural influences including predator-prey abundance and climate change.
- Develop, in collaboration with ocean stakeholders, strategies, policies, and programs to implement the conservation and protection authorities of the Canada Oceans Act.
- Develop and implement, in consultation with key clients and partners, a new strategic plan for Environmental Science that will address high-priority environmental issues in aquatic ecosystems.

## Comparative Financial Plans

### Gross Planned Expenditures, Habitat Management and Environmental Science



## Fisheries Management

### Objective

To conserve and protect Canada's fishery resource and, in partnership with stakeholders, assure its sustainable utilization.

## Operating Context and Key Initiatives

Program Review has resulted in fewer budgetary resources available to fulfill our commitment to the conservation and sustainable utilization of the fishery resource. It is in this context that the Fisheries Management program must respond, through a fundamentally redesigned program to a number of widely divergent and often conflicting demands from fishers and the public at large.

The core mandate of Fisheries Management is conservation as a means to achieve the vision of a biologically sustainable resource supporting self-reliant fisheries. The mission and vision statements and service standards established for Fisheries Management under Program Review support the priority of conservation and the duty of resource users to comply with conservation standards and harvesting conditions, and to take a greater decision-making role and responsibility for costs in resource conservation and management.

The overall challenge for Fisheries Management will be to ensure that the renewal and institutional change within DFO proceeds in step with the restructuring of the fishing industry and the ability of resource users to accept an increased role, particularly in fisheries currently under moratorium, characterized by severely depleted stocks or low economic returns to fishers.

## Change Management Issues

- Amendments to the Fisheries Act (legally binding partnerships, fisheries tribunals).
- Negotiation and implementation of the co-management process, including the development of integrated management plans and joint project agreements.
- Implementation of a new strategic mix of enforcement tools.

## Results Expectations

Conservation and biological sustainability of fish stocks both within and adjacent to Canada's 200-mile zone through an integrated approach to resource management.

An industry characterized by a reduced number of vessels and professional participants who will share responsibility and accountability for the co-management of the resource.

An integrated monitoring and enforcement regime that contributes to the conservation and sustainability of the resource by enforcing compliance with regulations promulgated under the Fisheries Act.

## Key Plans and Strategies

- ❑ Negotiate and extend co-management arrangements with fishers across Canada as part of DFO's fisheries management renewal. Co-management arrangements are precursors to partnering agreements and spell out the terms, conditions and funding arrangements under which a fishery will be managed for a period of time. The co-management process includes two separate components: an integrated management plan and a joint project agreement. The direction is toward a position of accountability and cost-sharing with stakeholders in a joint effort to ensure conservation and sustainable utilization of the resource. Between 20 and 30 such arrangements will be developed in 1997-98.

### FISHERIES MANAGEMENT STRATEGIES

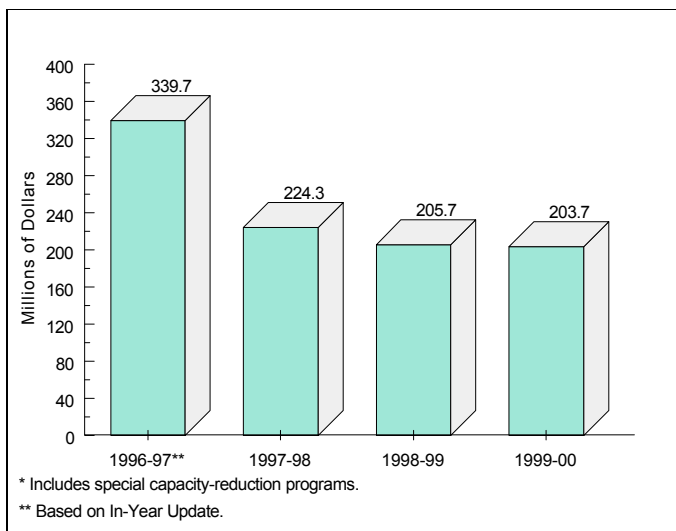
- Co-management arrangements
- Integrated fisheries management plans
- Pacific Revitalization Strategy
- Aboriginal Fisheries Strategy
- Administrative sanction boards

- ❑ Refine the process and structure for integrated fisheries management plans. Integrated plans recognize conservation as the first priority and take into account all disciplines and costs involved in the management of a particular fishery, and the role of participants in achieving the conservation objectives that have been jointly established.
- ❑ Continue implementation of the Pacific Revitalization Strategy, which is designed to deal with fleet overcapacity and other institutional changes required to ensure conservation and resource sustainability. Two key elements are a 50% reduction in the size of the fishing fleet, and the introduction of a range of licensing measures to reduce fishing pressure in key fisheries. Other initiatives include habitat, restoration and enhancement programs, financial assistance programs, improved consultative structure and the introduction of a Pacific Resource Conservation Council.
- ❑ Assist industry with the elaboration of a Canadian Code of Conduct for responsible fishing.
- ❑ Develop a proposal and implementation strategy for the introduction of administrative sanctions boards on both coasts. These will remove a broad range of fisheries infractions from the criminal process and place them under an independent administrative process.
- ❑ Complete implementation of the two-year Conservation and Protection Fleet Rationalization Plan by March 31, 1998. This plan is designed to reduce the number of crewed vessels from 44 to 19 and allow for the purchase of approximately 20 smaller vessels that are better suited to a range of inshore enforcement situations.

- ❑ Strengthen conservation and enforcement among front-line fishery officers by: re-initiating recruitment to maintain a front-line cadre in the order of 500 fishery officers; increasing operating budgets for field enforcement and ensuring a minimum operating level across all regions; and reducing non-enforcement duties for fishery officers.
- ❑ Restructure the Fisheries Observer Program by separating sea days from administrative costs with a view to devolving sea-day costs to industry participants who stand to benefit from this conservation measure.
- ❑ Negotiate or renegotiate fisheries agreements with First Nations or First Nations organizations under the Aboriginal Fisheries Strategy (AFS). Currently there are agreements with 144 (80%) First Nations in British Columbia, 52 (90%) First Nations in Atlantic Canada, as well as 14 (36%) Inuit groups in Quebec (there are no agreements with Micmac, Malecite, and Montagnais First Nations). The AFS provides the framework for the orderly management of Aboriginal fisheries in line with recent court decisions that have confirmed Aboriginal rights in this area.
- ❑ With respect to international fishery issues, seek: agreement with the United States to ensure full implementation of the equity principle in the Pacific Salmon Treaty; Canadian legislation to provide for ratification of the United Nations Agreement on Straddling Stocks and Highly Migratory Stocks (UN Fish Agreement); improvements to Northwest Atlantic Fisheries Organization (NAFO) conservation and enforcement measures (e.g., 100% observer coverage on NAFO member vessels in NAFO Regulatory Areas).

## Comparative Financial Plans

### Gross Planned Expenditures, Fisheries Management\*





## Fish Product Inspection

### Objective

To provide reasonable assurance that fish and fish products for domestic and export trade meet Canadian or foreign country grade, handling, identity, process, quality and safety standards.

### Operating Context and Key Initiatives

Inspection contributes to DFO's long-term objective of Facilitation of Maritime, Trade, Commerce and Ocean Development by developing and promoting appropriate product and process standards that contribute to the achievement of acceptable quality, safety and identity of fish and fish products, and by providing reasonable assurance of compliance with these standards.

The mandatory Quality Management Program (QMP) enables Canadian fish processors to monitor their own processes for compliance with regulations and to identify, and quickly deal with, problems in processing operations, and provides added assurance that fish products produced in Canada comply with regulatory requirements. A key initiative involves the re-engineering of QMP to ensure consistency of the program with internationally recognized Hazard Analysis and Critical Control Point (HACCP) principles, and to simplify and streamline QMP procedures.

The Import Inspection Program is designed to prevent the importation into Canada of unsafe, unwholesome or mislabelled fish products. The introduction of a voluntary Quality Management Program for Importers is a key initiative for enhancing the Inspection program.

The Molluscan Shellfish Program ensures a safe, wholesome supply of product to both domestic and foreign markets through monitoring of shellfish for the presence of paralytic shellfish poison and other marine toxins, opening and closing of harvesting areas as required, and monitoring of commercial shipments for the presence of bacteria of public health significance.

The development of memoranda of understanding (MOUs), mutual recognition agreements (MRAs) or partnership agreements with program clients, the provinces or inspection agencies in foreign countries provides opportunities for improvement in program performance and cost-sharing, as well as improving access to markets for Canadian exporters and reducing inspection costs for both DFO and producers.

## Change Management Issues

- ❑ The transition of the Fish Inspection Program to the Canadian Food Inspection Agency, proceeding at the same time as major redesign of the program, requires sensitive and effective management. The transition process needs to be managed in such a way as to minimize the impact of these changes on the delivery of services to clients and to maintain staff morale and motivation throughout the transition.
- ❑ It will be crucial to the effective management of the program that industry understand and accept cost-recovery initiatives, the QMP for importers and re-engineering of QMP.

### INSPECTION CHANGES

- Transition to the Canadian Food Inspection Agency
- Industry understanding and acceptance of
  - ⇒ cost-recovery initiatives
  - ⇒ Quality Management Program changes

## Results Expectations

Domestic and imported fish and fish products that meet appropriate national and international safety, quality and identity standards.

Fish processors and importers are treated in a fair and equitable manner; service standards are met.

Trade and commerce in fish products is facilitated through the establishment of inspection agreements with industry, the provinces and foreign governments.

Users who benefit directly from inspection services contribute to the cost of providing these services; program performance is improved through cost avoidance, partnering and cost-sharing with program clients.

Efficient and effective utilization of Inspection resources.

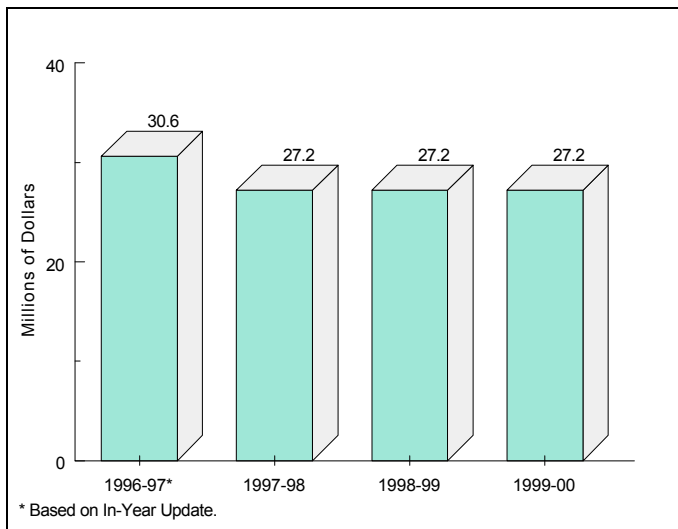
## Key Plans and Strategies

- ❑ Amalgamation of the Fish Inspection Program with inspection components of Agriculture and Agri-Food Canada and Health Canada into a single food inspection agency.
- ❑ Update the Fish Inspection Act and Regulations to provide modern fish inspection legislation consistent with other Canadian food legislation.

- ❑ Review and adjust the Molluscan Shellfish Monitoring Program to remove or reduce administrative hurdles associated with the trade of molluscan shellfish between Canada and the United States.
- ❑ Re-engineer the QMP in line with international HACCP principles.
- ❑ Introduce a Quality Management Program for Importers to enable importers to assume responsibility and accountability for inspection of imported fish products for compliance with grade, handling, identity, process, quality and safety standards.
- ❑ Adjust the cost-recovery regimes for the domestic and import inspection programs, as required, in consultation with industry.
- ❑ Develop and monitor MOUs, MRAs, or partnership agreements with program clients, the provinces, or inspection agencies in foreign countries. Compliance with international standards is measured by monitoring MOUs and MRAs that have been signed with other governments.
- ❑ Service standards have been established and published for all of Inspection's major activities, to outline to all stakeholders the levels of service which are to be normally expected. These define targets such as frequency of inspections and turnaround times for laboratory analyses. It is recognized that resource constraints, periods of heavy workload, and other special circumstances will affect levels of service in some cases. In such cases, priority for delivery of service is the regulatory requirement for (1) safety, (2) minimum acceptable quality and (3) identity. To ensure compliance with these standards, periodic operational reviews are carried out by each region.

## Comparative Financial Plans

### Gross Planned Expenditures, Fish Product Inspection



## Harbours

### Objective

To keep harbours that are critical to the fishing industry open for business and in good repair. To divest recreational harbours from the inventory.

### Operating Context and Key Initiatives

DFO is not financially able to maintain its full inventory of 2,137 harbours. Public safety, disruption to client operations and increased government liability have become major concerns as harbour structures age and deteriorate beyond DFO's ability to repair and replace them. Revenues have been traditionally low compared with expenditures. Funding shortfalls and mandate reviews have resulted in decisions to pursue the following key initiatives:

- significant reductions in the number of DFO harbours, including divestiture of all recreational harbours and rationalization of the fishing harbour inventory;
- direct client involvement and responsibility in the management of harbours (Harbour Authorities); and
- increased client contribution to harbour costs (user-pay/cost-sharing).

In the future, concentration must be on a smaller number of harbours, specifically those of critical importance to the commercial fishing industry while also reducing or eliminating DFO's involvement in harbours of little or no importance to the industry. These decisions will have a direct impact on 90% of Canada's commercial fishers (66,000) using DFO harbours. They rely on the availability of safe, accessible facilities to house fishing vessels, to service boats and gear, to stage fishing operations and to land product. Also affected are on-site businesses and the over 1,300 communities hosting fishing harbours.

The recreational harbour inventory will be reduced to zero as 825 recreational facilities are divested to communities or the private sector (target year 2001). There will be a direct, but likely minimal, impact on 825 communities hosting these harbours. It will also affect 50,000 Canadian and U.S. boaters and anglers, and the general public who use these facilities for recreational and leisure activities. Main public concerns will include maintenance of traditional public access to waterways and the condition of facilities on transfer.

### Change Management Issues

- The rate of recreational harbour divestiture could be slowed by funding shortfalls as communities (and provincial governments) will be concerned that remedial

maintenance work be done prior to transfer. Where required, however, the need for environmental remediation will significantly increase the costs of transferring harbour facilities to third parties.

- ❑ Eventually, it is expected that the DFO inventory will be reduced to fewer than 1,000 fishing harbours with priority given to those that are client-managed and self-sufficient in ongoing operational and minor maintenance costs. DFO will provide or cost-share major maintenance works. The main management challenge in the harbour rationalization exercise is the need for a fair and transparent process that will result in a system of fishing harbours that will balance the essential needs of the industry with the ability of both client and government, in partnership, to fund its maintenance. Public consultation will form the basis for decisions on the future of individual harbours, but difficulties are anticipated in getting clients to readily accept the need to reduce the inventory and to take on a greater proportion of responsibility and cost.
- ❑ Management concerns include the possibility that while, in some of the cases, users may be willing to participate in harbour management and financial contribution, their ability to generate sufficient revenue to become sufficiently self-supporting may not be adequate in the long term. Of particular concern is the ability of the remaining harbours to cost-share major repair projects at a level sufficiently high to make up for the gap between DFO resources and the actual maintenance requirements.

## Results Expectations

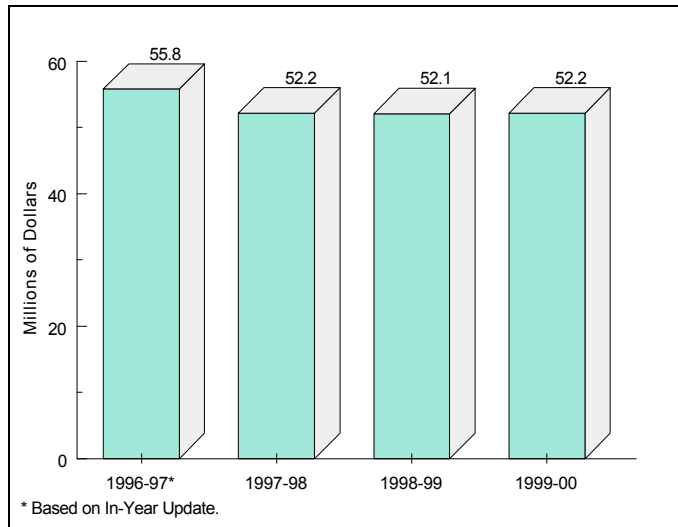
A locally managed network of core fishing harbours that are safe, accessible, and operational.

## Key Plans and Strategies

- ❑ As there is no ongoing funding for the divestiture of recreational harbours, funds are being temporarily diverted from fishing harbour maintenance to act on this initiative. This reduces, however, the ability to provide essential safety maintenance and to meet fishing harbour rationalization commitments. Other arrangements will likely be examined to ensure that divestiture targets and environmental regulations can be met.
- ❑ Remaining program funds will be concentrated on a smaller number of harbours that are essential to the fishing industry with local users sharing the cost of their harbours. Program expenditure at unmanaged harbours will be minimized and directed at low-cost solutions to public safety issues. Furthermore, derelict or inactive sites, and sites no longer used or needed by the fishing industry, will be declared surplus and removed from inventory through divestiture or demolition. Structures that cannot be maintained by reason of funding availability or low priority will be barricaded, use-restricted, or removed if public safety is at risk.

## Comparative Financial Plans

### Gross Planned Expenditures, Harbours



## Fleet Management

### Objective

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

### Change Management Issues

- New multitasking requirements will allow the merged fleet, with fewer vessels, to carry out various tasks, including search and rescue, fisheries conservation and protection, science research, icebreaking, and the placing of aids to navigation.

### Results Expectations

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

This business line and its activities directly contribute to the above-noted results expectation and all of the Department's long-term objectives. By acquiring, maintaining, and scheduling vessel and air fleets; co-ordinating and managing fleet operations;

providing fleet engineering, and technical and specialty services; and co-ordinating and managing fleet environmental services, the Coast Guard:

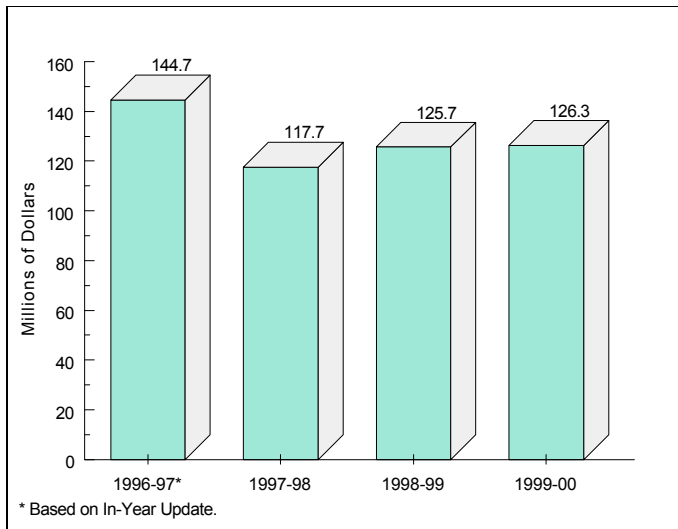
- ❑ provides appropriate, efficient, and cost-effective sea and air platforms, which ensures delivery of marine operational activities and DFO's objectives to Manage and Protect the Fisheries Resource, Manage and Protect the Marine and Freshwater Environment, Understand the Oceans and Aquatic Resources, Maintain Maritime Safety, and Facilitate Maritime Trade, Commerce and Ocean Development.

### Key Plans and Strategies

- ❑ Implementation of optimal fleet mix.
- ❑ Introduction of more efficient fleet management and maintenance processes to reduce the cost of fleet support.
- ❑ Development and implementation of a new Maintenance Information Management System.
- ❑ Rationalization of facility and base-shore support to the fleet.
- ❑ Implementation of ISM/ISO 9000 — International Safety Management/International Organization for Standardization.

### Comparative Financial Plans

#### Gross Planned Expenditures, Fleet Management



## Policy and Internal Services

### Objective

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

### Operating Context and Key Initiatives

DFO's external operating context reflects the recent declines in key fish stocks, requiring continued initiatives to revitalize Canada's fisheries on both the east and west coasts and the need to strengthen the competitiveness of Canada's marine and fishing industries.

The government-wide operating context includes a greater emphasis on the cohesive management of policy and communications functions and horizontal issues affecting a number of departments. In the area of alternative services delivery, DFO has a process to assess employee takeover proposals. DFO is implementing La Relève, a government-wide work force renewal initiative, to build and retain a work force with the required skills and leadership abilities and to create a workplace that enables employees to achieve their maximum potential.

DFO's internal operating context continues to be characterized by the major organizational change launched in support of Program Review. This includes a 45% reduction in the Department's corporate services costs (from 1995-96 to 1999-00). The reduced reliance on government appropriations through Program Review is resulting in an increased emphasis on devolution, cost reduction, revenue generation, and cost-recovery initiatives.

Part of "Getting Government Right" includes updating the Department's legislative and regulatory bases — some elements of which are a century old.

### Change Management Issues

- The development of stronger, more consultative and co-operative relations with internal and external clients and stakeholders.
- The reduction of overhead costs through improved automated systems, amalgamation of regional facilities, and interfaces between functions and headquarters and the regions.
- The enhancement of service delivery and client relations during a period of major overhead reductions.



## Results Expectations

A department fully supported by policy, communications and other corporate services, such as finance and human resources, based on quality service delivery, appropriate infrastructure, and functional expertise.

## Key Plans and Strategies

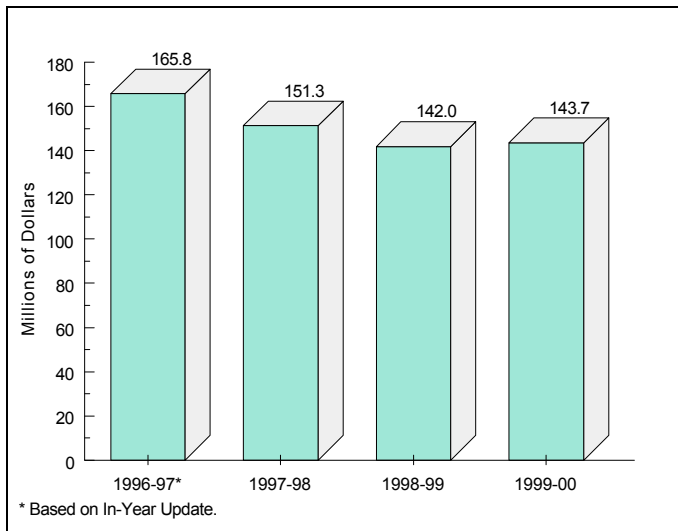
- Lead the development of an Oceans Management Strategy to implement the new Canada Oceans Act.
- Lead the development of a Sustainable Development Strategy for DFO.
- Lead and co-ordinate the modernization and strengthening of fisheries legislation and associated management practices (e.g., a shift to greater self-regulation of the fishery), with those who benefit directly from the resource assuming greater responsibility through partnering.
- Co-ordinate a legislative agenda that includes amendments to the Navigable Waters Protection Act, Canada Shipping Act and the Fish Inspection Act.
- Lead a series of initiatives to ensure the long-term viability of the fishery through the rationalization of the industry, the greater professionalization of fishers and the development of a smaller core of fishers.
- Conduct negotiations with the provinces and territories, beginning with British Columbia, to modernize the management of the fisheries and to eliminate any overlap and duplication between governments.
- Develop a new client relations strategy, measurement indicators, new standards, consultation policy and approaches.
- Co-ordinate regulatory reform to improve Canada's global competitiveness, encourage greater self-regulation of the fishing industry and ensure a dynamic and vibrant aquaculture industry in Canada.
- Lead the development of DFO performance measurement frameworks, with full implementation to follow in 1998-99.
- Implement service standards for Corporate Services, with measurement of adherence to standards and client satisfaction beginning in 1997-98.
- Foster changes in DFO's organizational culture(s) and address forecast human resource requirements through the introduction of executive bridging and mentoring programs in 1997-98 (to ensure the development of a pool of capable people ready to

take on management positions over the next 10 years), department-specific training, an upward feedback exercise for managers, and downward delegation of authorities.

- ❑ Develop a plan for internal communications, examining the application of new technology to the communications function.
- ❑ Improve the human resources and financial automated information systems, document management, desktop computing and the information technology infrastructure.

## Comparative Financial Plans

### Gross Planned Expenditures, Policy and Internal Services



### III Supplementary Information

#### Appendix 1 — Spending Authorities

##### 1.1 Authorities for 1997-98 — Part II of the Estimates

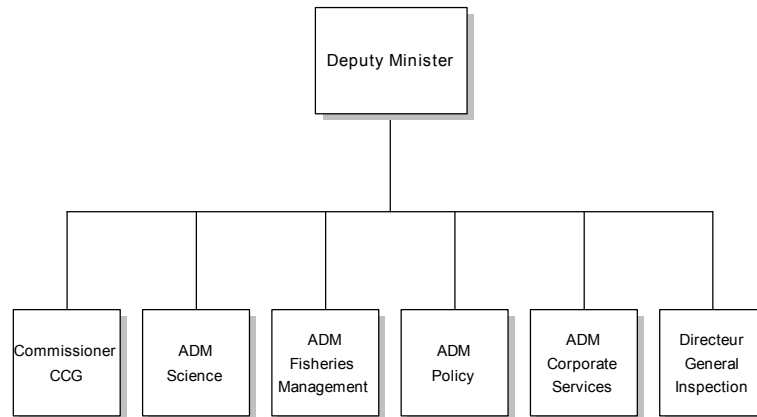
##### Financial Requirements by Authority

| Vote (in millions of dollars)  | Main Estimates |         |
|--|----------------|---------|
|  | 1997-98        | 1996-97 |
| 1 Operating expenditures   | 845.5          | 970.4   |
| 5 Capital expenditures   | 113.3          | 117.5   |
| 10 Grants and contributions  | 41.1           | 162.6   |
| (S) Minister of Fisheries and Oceans —<br>Salary and motor car allowance | —              | —       |
| (S) Liabilities under the Fisheries<br>Improvement Loans Act             | 0.2            | 0.2     |
| (S) Contributions to employee benefit plans                              | 76.6           | 72.8    |
| Total Main Estimates   | 1,076.7        | 1,323.5 |
| Subsequent Adjustments*  | 18.9           | —       |
| Total Department   | 1,095.6        | 1,323.5 |

\* This table is intended to provide a reconciliation, where necessary, between Estimates as found in Part II and departmental planned spending. Subsequent to the tabling of the Main Estimates, adjustments to actual planned spending may be required to account for budget initiatives, planned legislation, and departmental priorities.

## Appendix 2 — Organization

### 2.1 Organization Chart



### 2.2 Gross Resource Requirements by Sector and Business Line

| Business Line  | 1997-98                  |                |                          |               |   |                                       | Total          |
|--|--------------------------|----------------|--------------------------|---------------|---|---------------------------------------|----------------|
|  | Commis-<br>sioner<br>CCG | ADM<br>Science | ADM<br>Fisheries<br>Mgt. | ADM<br>Policy | Executive<br>and<br>Corporate<br>Services | Director<br>General<br>Inspectio<br>n |                |
| Marine Navigation Services   | 138.6                    | —              | —                        | —             | —   | —                                     | 138.6          |
| Marine Communications<br>and Traffic Services                          | 58.8                     | —              | —                        | —             | —   | —                                     | 58.8           |
| Icebreaking Operations<br>Rescue, Safety and<br>Environmental Response | 65.9                     | —              | —                        | —             | —   | —                                     | 65.9           |
| Hydrography  | —                        | 25.0           | —                        | —             | —   | —                                     | 25.0           |
| Fisheries and Oceans<br>Science  | —                        | 113.3          | —                        | —             | —   | —                                     | 113.3          |
| Habitat Management and<br>Environmental Science                        | —                        | 39.3           | —                        | —             | —   | —                                     | 39.3           |
| Fisheries Management   | —                        | —              | 198.1                    | 26.2          | —   | —                                     | 224.3          |
| Fish Product Inspection  | —                        | —              | —                        | —             | —   | 27.2                                  | 27.2           |
| Harbours   | —                        | —              | —                        | —             | 52.2                                      | —                                     | 52.2           |
| Fleet Management   | 117.7                    | —              | —                        | —             | —   | —                                     | 117.7          |
| Policy and Internal Services   | —                        | —              | —                        | 12.0          | 139.3                                     | —                                     | 151.3          |
| <b>Total</b>   | <b>516.4</b>             | <b>177.6</b>   | <b>198.1</b>             | <b>38.2</b>   | <b>191.5</b>                              | <b>27.2</b>                           | <b>1,149.0</b> |

## Appendix 3 — Capital Projects

### 3.1 Major Capital Expenditures by Business Line

| (in millions of dollars)<br>Business Line    | Planned Expenditures |              |              |              |
|--|----------------------|--------------|--------------|--------------|
|  | 1996-97*             | 1997-98      | 1998-99      | 1999-00      |
| Marine Navigation Services                   | 18.9                 | 23.2         | 26.8         | 28.2         |
| Marine Communications and Traffic Services   | 9.3                  | 11.8         | 14.3         | 14.3         |
| Icebreaking Operations                       | —                    | —            | —            | —            |
| Rescue, Safety and Environmental Response    | —                    | 4.6          | —            | —            |
| Hydrography                                  | —                    | —            | —            | —            |
| Fisheries and Oceans Science                 | —                    | —            | —            | —            |
| Habitat Management and Environmental Science | —                    | —            | —            | —            |
| Fisheries Management                         | 6.7                  | —            | —            | —            |
| Fish Product Inspection                      | —                    | —            | —            | —            |
| Harbours                                     | 16.4                 | 12.0         | 12.1         | 12.3         |
| Fleet Management                             | 61.1                 | 58.8         | 70.8         | 70.8         |
| Policy and Internal Services                 | 7.8                  | 8.7          | 9.5          | 9.5          |
| <b>Total</b>                                 | <b>120.2</b>         | <b>119.1</b> | <b>133.5</b> | <b>135.1</b> |

\* Based on the In-Year Update.

The following table shows the details of approved capital projects with an estimated total cost of \$1 million or more, as well as all projects listed in previous Estimates as having future years' requirements. Projects are listed by activity, province and location; in addition, class of estimate and approval status are indicated for each project. The following definitions apply:

- Substantive Estimate (S):** This estimate is of sufficiently high quality and reliability 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. It replaces the classes of estimates formerly referred to as Class A or B;
- 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. It replaces the classes of estimates formerly referred to as Class C or D;
- Preliminary Project Approval (PPA):** This is Treasury Board's authority to initiate a project in terms of its intended operational requirement, including approval of the objectives of the project definition phase and any associated expenditures. Sponsoring departments 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): This is Treasury Board's approval of the objectives (project baseline), including the Cost Objective, of the project implementation phase and provides the necessary authority to proceed with implementation. Sponsoring departments submit for EPA when the scope of the overall project has been defined and when the estimates have been refined to the substantive level;
- ❑ Departmental Authority (DA): Effective project authority is delegated to the Department up to and including \$11.3 million; and
- ❑ Environment (ENV): These projects are environment-related.

### 3.2 List of Capital Projects over \$1,000,000 by Business Line

(in millions of dollars)

| Business Line/<br>Province/<br>Project Description                    | Currently<br>Estimated<br>Total Cost | Forecast                             |                                    | Future<br>Years'<br>Requirements |
|---|--------------------------------------|--------------------------------------|------------------------------------|----------------------------------|
|   |                                      | Expenditures<br>to March 31,<br>1997 | Planned<br>Expenditures<br>1997-98 |                                  |
| <b>MARINE NAVIGATION SERVICES</b>                                     |                                      |                                      |                                    |                                  |
| New Brunswick   |                                      |                                      |                                    |                                  |
| Urgent Repair of Brickwork — Saint John (S-DA)                        | 2.6                                  | —                                    | 1.7                                | 0.9                              |
| Commercial Channel Dredging — Caraquet (S-DA) (ENV)                   | 1.6                                  | 1.6                                  | —                                  | —                                |
| Prince Edward Island  |                                      |                                      |                                    |                                  |
| Wharf Reconstruction — Charlottetown (S-DA)                           | 2.8                                  | 2.8                                  | —                                  | —                                |
| Quebec  |                                      |                                      |                                    |                                  |
| Relocation of Air-Cushioned Vehicles — Trois-Rivières (S-DA)          | 3.6                                  | 3.5                                  | 0.1                                | —                                |
| Resurfacing of Roof — Québec (S-DA)                                   | 1.9                                  | 1.5                                  | 0.4                                | —                                |
| Construction of Ice Control Centres — Lac St-Pierre (S-DA) (ENV)      | 2.9                                  | 1.9                                  | 0.4                                | 0.6                              |
| Ontario   |                                      |                                      |                                    |                                  |
| Southeast Bend Dredging — Lake St. Clair (S-DA) (ENV)                 | 1.5                                  | 0.6                                  | 0.9                                | —                                |
| British Columbia  |                                      |                                      |                                    |                                  |
| Paint and Grit Blast — Victoria Facility (S-DA)                       | 2.1                                  | 0.3                                  | —                                  | 1.8                              |
| Construction of Hovercraft Hangar and Apron — Sea Island Base (I-PPA) | 2.1                                  | 0.1                                  | 1.9                                | 0.1                              |
| Multi-province  |                                      |                                      |                                    |                                  |
| Differential GPS Navigation Service Network (SDA)                     | 6.1                                  | 6.1                                  | —                                  | —                                |
| Solarization of Seasonal Buoys (S-DA)                                 | 3.7                                  | 2.2                                  | 1.1                                | 0.4                              |
| Lightstation Services Project — Phase 1 (S-DA)                        | 3.6                                  | 3.6                                  | —                                  | —                                |
| National Telecommunications Network Optimization (S-DA)               | 2.9                                  | 2.9                                  | —                                  | —                                |
| CCG Database Consolidation (S-DA)                                     | 1.7                                  | 1.0                                  | —                                  | 0.7                              |
| Aids Inventory and Maintenance Management System (S-DA)               | 1.8                                  | 1.2                                  | 0.6                                | —                                |
| <b>MARINE COMMUNICATIONS AND TRAFFIC SERVICES</b>                     |                                      |                                      |                                    |                                  |
| Quebec  |                                      |                                      |                                    |                                  |
| Vessel Traffic Information System — Québec (S-DA)                     | 7.4                                  | 3.8                                  | 3.6                                | —                                |

| (in millions of dollars)   |                                      |  |                                    |                                  |
|--|--------------------------------------|--|------------------------------------|----------------------------------|
| Business Line/<br>Province/<br>Project Description                                   | Currently<br>Estimated<br>Total Cost | Forecast<br>Expenditures<br>to March 31,<br>1997 | Planned<br>Expenditures<br>1997-98 | Future<br>Years'<br>Requirements |
| Ontario  |                                      |  |                                    |                                  |
| VTS Equipment — Green Plan — Sarnia(S-DA)  | 2.7                                  | 2.7  | —                                  | —                                |
| Multi-province   |                                      |  |                                    |                                  |
| Integration of Marine Communications and Traffic Services<br>(S-DA)                  | 8.1                                  | 5.9  | 2.0                                | 0.2                              |
| RESCUE, SAFETY AND ENVIRONMENTAL<br>RESPONSE   |                                      |  |                                    |                                  |
| Multi-province   |                                      |  |                                    |                                  |
| Search and Rescue Equipment (S-DA)   | 2.7                                  | 2.7  | —                                  | —                                |
| FISHERIES AND OCEANS SCIENCE   |                                      |  |                                    |                                  |
| Nova Scotia  |                                      |  |                                    |                                  |
| Main Frame Replacement (S-DA)  | 2.4                                  | 2.4  | —                                  | —                                |
| FISHERIES MANAGEMENT   |                                      |  |                                    |                                  |
| British Columbia   |                                      |  |                                    |                                  |
| Salmonid Enhancement Program — Nimpkish Hatchery<br>(S-EPA)                          | 4.1                                  | 4.1  | —                                  | —                                |
| HARBOURS   |                                      |  |                                    |                                  |
| Newfoundland   |                                      |  |                                    |                                  |
| Port de Grave — Harbour Redevelopment (S-DA)   | 5.9                                  | 1.7  | 1.5                                | 2.7                              |
| Garnish — Wharf Reconstruction (S-DA)  | 1.1                                  | 0.6  | 0.5                                | —                                |
| Nova Scotia  |                                      |  |                                    |                                  |
| Falls Point — Wharf Reconstruction (S-DA)  | 1.0                                  | 1.0  | —                                  | —                                |
| FLEET MANAGEMENT   |                                      |  |                                    |                                  |
| Newfoundland   |                                      |  |                                    |                                  |
| Cape Roger — Midlife Refit (S-DA)  | 9.7                                  | 9.7  | —                                  | —                                |
| Quebec   |                                      |  |                                    |                                  |
| Fleet Data Integration — Québec (S-DA)   | 2.3                                  | 1.4  | 0.9                                | —                                |
| Headquarters   |                                      |  |                                    |                                  |
| Fleet Restructuring — 2 Air-Cushioned Vehicles (SEPA)                                | 28.6                                 | 19.0   | 9.0                                | 0.6                              |
| CCGS Pierre Radisson — Vessel Upgrade (S-DA)   | 4.0                                  | 2.3  | 1.7                                | —                                |
| LAN Renewal (S-DA)   | 1.2                                  | 0.8  | 0.2                                | 0.2                              |
| Multi-province   |                                      |  |                                    |                                  |
| Expand Flag/Datahail System (S-DA)   | 2.8                                  | 0.4  | 2.4                                | —                                |
| Communications Security Equipment (S-DA)   | 2.6                                  | 0.2  | 1.3                                | 1.1                              |
| Chart-Based Navigation Display System (S-DA)   | 6.1                                  | 1.4  | 2.8                                | 1.9                              |
| Search and Rescue Lifeboat Replacement (SEPA)  | 46.5                                 | 18.1   | 17.2                               | 11.2                             |
| POLICY AND INTERNAL SERVICES   |                                      |  |                                    |                                  |
| Newfoundland   |                                      |  |                                    |                                  |
| Northwest Atlantic Fisheries Centre — New High-Voltage<br>Distribution System (S-DA) | 1.2                                  | 1.1  | 0.1                                | —                                |
| Northwest Atlantic Fisheries Centre — Roof Replacement<br>(S-DA)                     | 1.6                                  | 0.9  | 0.2                                | 0.5                              |
| Nova Scotia  |                                      |  |                                    |                                  |
| Office Automation Upgrade Project (S-DA)   | 1.1                                  | 1.1  | —                                  | —                                |
| New Brunswick  |                                      |  |                                    |                                  |
| Gulf Fisheries Centre — Upgrade (I-PPA)  | 1.9                                  | —  | 0.6                                | 1.3                              |

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(in millions of dollars)

| Business Line/<br>Province/<br>Project Description                 | Currently<br>Estimated<br>Total Cost | Forecast<br>Expenditures<br>to March 31,<br>1997 | Planned<br>Expenditures<br>1997-98 | Future<br>Years'<br>Requirements |
|--|--------------------------------------|--|------------------------------------|----------------------------------|
| Quebec   |                                      |  |                                    |                                  |
| Maurice Lamontagne Institute — Roof and Skylight Repairs<br>(S-DA) | 3.1                                  | 0.1  | 0.5                                | 2.5                              |
| Maurice Lamontagne Institute — Seal Reservoirs (I-PPA)             | 1.1                                  | —  | 0.3                                | 0.8                              |
| Ontario  |                                      |  |                                    |                                  |
| Office Automation Upgrade Project (S-DA)                           | 1.5                                  | 1.5  | —                                  | —                                |
| Manitoba   |                                      |  |                                    |                                  |
| Freshwater Institute — CFC Removal (S-DA) (ENV)                    | 1.3                                  | 0.6  | 0.2                                | 0.5                              |
| British Columbia   |                                      |  |                                    |                                  |
| Institute of Ocean Science — Wharf Fendering (I-PPA)               | 1.4                                  | —  | 0.8                                | 0.6                              |
| Headquarters   |                                      |  |                                    |                                  |
| Electronic Document Management System (S-DA)                       | 3.0                                  | 1.0  | 1.0                                | 1.0                              |

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## Appendix 4 — Additional Financial Information

### 4.1 Gross and Net Departmental Expenditure by Business Line

| (in millions of dollars)   | Planned Expenditures |                |                |                |
|--|----------------------|----------------|----------------|----------------|
|  | 1996-97*             | 1997-98        | 1998-99        | 1999-00        |
| <b>Gross Expenditures by Business Line</b>                                     |                      |                |                |                |
| Marine Navigation Services   | 160.2                | 138.6          | 135.2          | 136.8          |
| Marine Communications and Traffic Services                                     | 62.5                 | 58.8           | 57.3           | 57.2           |
| Icebreaking Operations   | 78.7                 | 65.9           | 63.5           | 64.5           |
| Rescue, Safety and Environmental Response                                      | 149.1                | 135.4          | 121.7          | 123.3          |
| Hydrography  | 30.6                 | 25.0           | 23.5           | 23.5           |
| Fisheries and Oceans Science   | 136.0                | 113.3          | 106.9          | 102.3          |
| Habitat Management and Environmental Science                                   | 46.1                 | 39.3           | 37.2           | 37.1           |
| Fisheries Management   | 339.7                | 224.3          | 205.7          | 203.7          |
| Fish Product Inspection  | 30.6                 | 27.2           | 27.2           | 27.2           |
| Harbours   | 55.8                 | 52.2           | 52.1           | 52.2           |
| Fleet Management   | 144.7                | 117.7          | 125.7          | 126.3          |
| Policy and Internal Services   | 165.8                | 151.3          | 142.0          | 143.7          |
| <b>Total Gross Expenditures</b>  | <b>1,399.8</b>       | <b>1,149.0</b> | <b>1,098.0</b> | <b>1,097.8</b> |
| Less:  |                      |                |                |                |
| <b>Revenue Credited to the Vote</b>  |                      |                |                |                |
| <b>Revenue Credited to Consolidated Revenue Fund</b>                           |                      |                |                |                |
| Marine Navigation Services   | 22.6                 | 28.2           | 28.2           | 28.2           |
|  | 0.7                  | 0.6            | 0.6            | 0.6            |
| Marine Communications and Traffic Services                                     | 1.2                  | 0.7            | 0.5            | 0.3            |
| Icebreaking Operations   | 9.4                  | 23.6           | 23.6           | 23.3           |
| Rescue, Safety and Environmental Response                                      | 0.1                  | 0.1            | 0.1            | 0.1            |
| Hydrography  | 2.2                  | 2.2            | 2.3            | 2.3            |
| Fisheries and Oceans Science   | 0.4                  | 0.1            | 0.1            | 0.1            |
| Fisheries Management   | 59.7                 | 50.1           | 51.2           | 51.1           |
| Fish Product Inspection  | 4.8                  | 4.8            | 4.8            | 4.8            |
| Harbours   | 3.7                  | 1.8            | 1.6            | 1.7            |
| Policy and Internal Services   | 0.7                  | 0.8            | 0.8            | 0.8            |
|  | 0.2                  | 0.2            | 0.2            | 0.2            |
| <b>Total Revenue Credited to the Vote and to the Consolidated Revenue Fund</b> | <b>105.7</b>         | <b>113.2</b>   | <b>114.0</b>   | <b>113.5</b>   |
| <b>Net Expenditures by Business Line</b>                                       |                      |                |                |                |
| Marine Navigation Services   | 136.9                | 109.8          | 106.4          | 108.0          |
| Marine Communications and Traffic Services                                     | 61.3                 | 58.1           | 56.8           | 56.9           |
| Icebreaking Operations   | 69.3                 | 42.3           | 39.9           | 41.2           |
| Rescue, Safety and Environmental Response                                      | 149.0                | 135.3          | 121.6          | 123.2          |
| Hydrography  | 28.4                 | 22.8           | 21.2           | 21.2           |
| Fisheries and Oceans Science   | 135.6                | 113.2          | 106.8          | 102.2          |
| Habitat Management and Environmental Science                                   | 46.1                 | 39.3           | 37.2           | 37.1           |
| Fisheries Management   | 280.0                | 174.2          | 154.6          | 152.6          |
| Fish Product Inspection  | 25.8                 | 22.4           | 22.4           | 22.4           |
| Harbours   | 52.1                 | 50.4           | 50.4           | 50.5           |
| Fleet Management   | 144.7                | 117.7          | 125.7          | 126.3          |
| Policy and Internal Services   | 164.9                | 150.3          | 141.0          | 142.7          |
| <b>Total Net Expenditure by Business Line</b>                                  | <b>1,294.1</b>       | <b>1,035.8</b> | <b>984.0</b>   | <b>984.3</b>   |
| Estimated Cost of Services Provided by Other Departments                       | 63.1                 | 63.1           | 63.1           | 63.1           |
| <b>Total Net Cost</b>  | <b>1,357.2</b>       | <b>1,098.9</b> | <b>1,047.1</b> | <b>1,047.4</b> |

\* Based on the In-Year Update less unplanned revenue of \$7.6 million for items such as fines and forfeitures, refund of previous years' expenditures, and proceeds from the sale of surplus Crown assets.

#### 4.1.1 Details of Revenues by Business Line

| (in millions of dollars)  | Planned Revenues |              |              |              |
|---|------------------|--------------|--------------|--------------|
|   | 1996-97*         | 1997-98      | 1998-99      | 1999-00      |
| <b>Revenue Credited to the Vote by Business Line</b>                                    |                  |              |              |              |
| <b>Marine Navigation Services</b>   |                  |              |              |              |
| Marine Services Fees  | 21.0             | 26.6         | 26.6         | 26.6         |
| Federal-Provincial Partnerships   | 1.0              | 1.0          | 1.0          | 1.0          |
| Employee Deductions for Employee Housing  | 0.5              | 0.5          | 0.5          | 0.5          |
| Prescott Shop Operations  | 0.1              | 0.1          | 0.1          | 0.1          |
|   | 22.6             | 28.2         | 28.2         | 28.2         |
| <b>Marine Communications and Traffic Services</b>                                       |                  |              |              |              |
| Coast Guard Radio Tolls   | 1.2              | 0.7          | 0.5          | 0.3          |
| <b>Icebreaking Operations</b>   |                  |              |              |              |
| Eastern Arctic Sealift  | 9.0              | 9.0          | 9.0          | 9.0          |
| Resupply the Community at Pelly Bay for<br>Government of the Northwest Territories      | 0.3              | 0.3          | 0.3          | —            |
| Marine Services Fees  | —                | 14.3         | 14.3         | 14.3         |
| Resupply Environment Canada Station at Eureka   | 0.1              | —            | —            | —            |
|   | 9.4              | 23.6         | 23.6         | 23.3         |
| <b>Rescue, Safety and Environmental Response</b>  |                  |              |              |              |
| Small Vessels Regulations for Capacity Plates and<br>Construction Decals                | 0.1              | 0.1          | 0.1          | 0.1          |
| <b>Policy and Internal Services</b>   |                  |              |              |              |
| Canadian Coast Guard College  | 0.7              | 0.8          | 0.8          | 0.8          |
| <b>Total Revenue Credited to the Vote</b>   | <b>34.0</b>      | <b>53.4</b>  | <b>53.2</b>  | <b>52.7</b>  |
| <b>Revenue credited to the Consolidated Revenue<br/>Fund (CRF) by Business Line</b>     |                  |              |              |              |
| <b>Marine Navigation Services</b>   |                  |              |              |              |
| Aids to Navigation Services in the Deep Water<br>Channel between Montreal and Lake Erie | 0.7              | 0.6          | 0.6          | 0.6          |
| <b>Hydrography</b>  |                  |              |              |              |
| Sale of Charts and Publications   | 2.2              | 2.2          | 2.3          | 2.3          |
| <b>Fisheries and Oceans Science</b>   |                  |              |              |              |
| Technology Transfer Licences  | 0.4              | 0.1          | 0.1          | 0.1          |
| <b>Fisheries Management</b>   |                  |              |              |              |
| Commercial Licences   | 31.3             | 28.0         | 28.0         | 28.0         |
| Individual Vessel Quotas  | 15.5             | 11.5         | 12.5         | 12.5         |
| Foreign Licences  | 0.4              | 0.2          | 0.3          | 0.2          |
| Sportfish Licences  | 11.3             | 9.9          | 9.9          | 9.9          |
| Sale of Bait  | 0.8              | —            | —            | —            |
| Sale of Fish and Eggs   | 0.3              | 0.4          | 0.4          | 0.4          |
| Rental of Land, Buildings, and Equipment  | 0.1              | 0.1          | 0.1          | 0.1          |
|   | 59.7             | 50.1         | 51.2         | 51.1         |
| <b>Fish Product Inspection</b>  |                  |              |              |              |
| Import Inspection Licences, Fees, and Charges   | 2.4              | 2.4          | 2.4          | 2.4          |
| Domestic Inspection Fees  | 2.4              | 2.4          | 2.4          | 2.4          |
|   | 4.8              | 4.8          | 4.8          | 4.8          |
| <b>Harbours</b>   |                  |              |              |              |
| Small Craft Harbour Revenue   | 3.7              | 1.8          | 1.6          | 1.7          |
| <b>Policy and Internal Services</b>   |                  |              |              |              |
| Rental of Land, Buildings, and Equipment  | 0.2              | 0.2          | 0.2          | 0.2          |
| <b>Total Revenue Credited to the CRF</b>  | <b>71.7</b>      | <b>59.8</b>  | <b>60.8</b>  | <b>60.8</b>  |
| <b>Total Program Revenues</b>   | <b>105.7</b>     | <b>113.2</b> | <b>114.0</b> | <b>113.5</b> |

\* Based on the In-Year Update less unplanned revenue of \$7.6 million for items such as fines and forfeitures, refund of previous years' expenditures, and proceeds from the sale of surplus Crown assets.

## 4.2 Transfer Payments by Business Line\*

| (in millions of dollars)                     | Planned Expenditures |             |             |             |
|--|----------------------|-------------|-------------|-------------|
|  | 1996-97**            | 1997-98     | 1998-99     | 1999-00     |
| Marine Navigation Services                   | —                    | —           | —           | —           |
| Marine Communications and Traffic Services   | —                    | —           | —           | —           |
| Icebreaking Operations                       | —                    | —           | —           | —           |
| Rescue, Safety and Environmental Response    | 1.7                  | 1.7         | 1.7         | 1.7         |
| Hydrography                                  | —                    | —           | —           | —           |
| Fisheries and Oceans Science                 | 0.2                  | —           | —           | —           |
| Habitat Management and Environmental Science | 0.6                  | —           | —           | —           |
| Fisheries Management                         | 160.0                | 52.2        | 50.5        | 47.1        |
| Fish Product Inspection                      | —                    | —           | —           | —           |
| Harbours                                     | —                    | —           | —           | —           |
| Fleet Management                             | —                    | —           | —           | —           |
| Policy and Internal Services                 | 0.3                  | 0.4         | 0.4         | 0.4         |
| <b>Total</b>                                 | <b>162.8</b>         | <b>54.3</b> | <b>52.6</b> | <b>49.2</b> |

\* Additional detail on transfers by business line can be found in Part II of the Estimates.

\*\* Based on the In-Year Update.

### 4.3 Presentation by Standard Object

| (in millions of dollars)                | Planned Expenditures |                |                |                |
|---|----------------------|----------------|----------------|----------------|
|   | 1996-97*             | 1997-98        | 1998-99        | 1999-00        |
| <b>Personnel</b>                        |                      |                |                |                |
| Salaries and Wages                      | 498.4                | 447.4          | 437.0          | 438.3          |
| Contributions to Employee Benefit Plans | 72.8                 | 76.6           | 74.8           | 75.0           |
| Other Personnel Costs                   | 3.8                  | 3.4            | 3.1            | 3.1            |
| <b>Total Personnel</b>                  | <b>575.0</b>         | <b>527.4</b>   | <b>514.9</b>   | <b>516.4</b>   |
| <b>Goods and Services</b>               |                      |                |                |                |
| Transportation and Communications       | 68.1                 | 57.4           | 50.2           | 50.2           |
| Information                             | 9.2                  | 8.1            | 7.1            | 7.1            |
| Professional and Special Services       | 159.7                | 135.9          | 121.2          | 121.4          |
| Rentals                                 | 36.9                 | 29.0           | 25.2           | 25.2           |
| Purchased Repairs and Maintenance       | 84.9                 | 76.1           | 67.3           | 67.3           |
| Utilities, Materials, and Supplies      | 101.4                | 88.3           | 78.1           | 78.2           |
| Other Subsidies and Payments            | 8.0                  | 8.4            | 7.3            | 7.3            |
| Minor Capital                           | 76.9                 | 63.4           | 62.4           | 62.4           |
| <b>Total Goods and Services</b>         | <b>545.1</b>         | <b>466.6</b>   | <b>418.8</b>   | <b>419.1</b>   |
| <b>Total Operating</b>                  | <b>1,120.1</b>       | <b>994.0</b>   | <b>933.7</b>   | <b>935.5</b>   |
| <b>Capital</b>                          | <b>116.9</b>         | <b>100.7</b>   | <b>111.7</b>   | <b>113.1</b>   |
| <b>Total Transfer Payments</b>          | <b>162.8</b>         | <b>54.3</b>    | <b>52.6</b>    | <b>49.2</b>    |
| <b>Gross Expenditures</b>               | <b>1,399.8</b>       | <b>1,149.0</b> | <b>1,098.0</b> | <b>1,097.8</b> |
| <b>Revenue Credited to the Vote</b>     | <b>(34.0)</b>        | <b>(53.4)</b>  | <b>(53.2)</b>  | <b>(52.7)</b>  |
| <b>Net Budgetary Expenditures</b>       | <b>1,365.8</b>       | <b>1,095.6</b> | <b>1,044.8</b> | <b>1,045.1</b> |

\* Based on the In-Year Update.

### 4.4 Summary of Loans Outstanding and Advances by Business Line

| (in millions of dollars)                                   | Balance<br>March 31,<br>1995 | New<br>Loans/<br>(Repay-<br>ments)<br>1995-96 | Balance<br>March 31,<br>1996 | New Loans/(Repayments) |          |          |          |
|--|------------------------------|---|------------------------------|------------------------|----------|----------|----------|
|  |                              |   |                              | 1996-97                | 1997-98  | 1998-99  | 1999-00  |
| <b>Business Line</b>                                       |                              |   |                              |                        |          |          |          |
| <b>Fisheries Management</b>                                |                              |   |                              |                        |          |          |          |
| <b>Freshwater Fish Marketing Corporation</b>               |                              |   |                              |                        |          |          |          |
|  | 2.8                          | 2.2   | 5.0                          | —                      | —        | —        | —        |
| <b>Loans to Haddock Fishermen</b>                          |                              |   |                              |                        |          |          |          |
|  | 1.3                          | —   | 1.3                          | —                      | —        | —        | —        |
| <b>Advances to Canadian Producers of Frozen Groundfish</b> |                              |   |                              |                        |          |          |          |
|  | 0.1                          | —   | 0.1                          | —                      | —        | —        | —        |
| <b>Total</b>   | <b>4.2</b>                   | <b>2.2</b>                                    | <b>6.4</b>                   | <b>—</b>               | <b>—</b> | <b>—</b> | <b>—</b> |

## Appendix 5 — Statutes Administered by the Department

|  |                     |
|--|---------------------|
| Atlantic Fisheries Restructuring Act               | R.S., 1985, c. A-14 |
| Canada Oceans Act                                  | S.C., 1996, c. C-31 |
| Canada Shipping Act                                | R.S., 1985, c. S-9  |
| Coastal Fisheries Protection Act                   | R.S., 1985, c. C-33 |
| Department of Fisheries and Oceans Act             | R.S., 1985, c. F-15 |
| Fish Inspection Act                                | R.S., 1985, c. F-12 |
| Fisheries Act                                      | R.S., 1985, c. F-14 |
| Fisheries and Oceans Research Advisory Council Act | R.S., 1985, c. F-16 |
| Fisheries Development Act                          | R.S., 1985, c. F-21 |
| Fisheries Improvement Loans Act                    | R.S., 1985, c. F-22 |
| Fishing and Recreational Harbours Act              | R.S., 1985, c. F-24 |
| Freshwater Fish Marketing Act                      | R.S., 1985, c. F-13 |
| Great Lakes Fisheries Convention Act               | R.S., 1985, c. F-17 |
| Navigable Waters Protection Act                    | R.S., 1985, c. N-22 |

## Appendix 6 — References and Departmental Contacts

### Statutory Reports

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

These documents are available from —

Fisheries and Oceans  
Publications Distribution  
200 Kent Street  
Ottawa, Ontario K1A 0E6  
(613) 993-1516

### Departmental Contacts

For more information, contact the following Communications personnel:

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

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