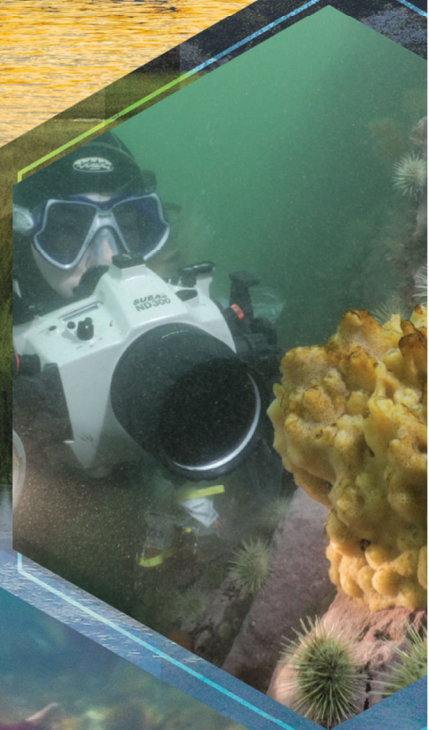




Fisheries and Oceans
Canada

Pêches et Océans
Canada

Departmental Results Report 2022-23



Canada

Table of Contents

From the Minister	1
Results at a glance	3
Results: what we achieved	5
Fisheries	5
Aquatic Ecosystems.....	17
Marine Navigation.....	31
Marine Operations and Response.....	38
Internal services	47
Spending and human resources	56
Spending.....	56
Human resources	58
Expenditures by vote.....	59
Government of Canada spending and activities	59
Financial statements and financial statements highlights	59
Corporate information	63
Organizational profile.....	63
Raison d’être, mandate and role: who we are and what we do.....	63
Operating context	63
Reporting framework	65
Supporting information on the program inventory	66
Supplementary information tables	66
Federal tax expenditures	66
Organizational contact information	66
Appendix: definitions	67
Endnotes	71

From the Minister

As Minister of Fisheries, Oceans and the Canadian Coast Guard, I am pleased to present the 2022–23 Departmental Results Report. It details our efforts to grow Canada’s ocean economy; ensure our fisheries and aquaculture are sustainably managed; protect Canada’s oceans, aquatic species and habitats; keep our waterways safe and navigable to enable trade and economic growth; advance reconciliation with Indigenous Peoples; and leverage science, technology, innovation, and partnerships. All of this work takes place against the backdrop of climate change, the warming of our oceans, biodiversity loss, marine pollution, and maritime security.



In 2022–23, our department responded to many destructive weather events including Hurricane Fiona, which profoundly impacted communities in Atlantic Canada and eastern Quebec. The fish and seafood sector were especially hard hit by this historic storm. To help fish harvesters and aquaculturists recover, our government provided significant funding to repair crucial infrastructure, retrieve lost fishing gear, and help offset costs associated with making infrastructure and harbours more resilient to climate change.

Our warming planet is also affecting Canada’s wealth of water and aquatic resources. To restore biodiversity in our oceans and help marine ecosystems become more resilient to climate change, my department is investing heavily in partnerships and science to conserve 25 per cent of our oceans by 2025 and 30 per cent by 2030. To date, we have protected nearly 15 per cent of our oceans, which is roughly the size of British Columbia, and we are well on our way to meeting our marine conservation targets.

Last year, Canada reaffirmed its ocean leadership when Montréal hosted the 15th Conference of the Parties (COP15) to the United Nations Convention on Biological Diversity. During this international gathering, world leaders agreed to the Kunming-Montréal Global Biodiversity Framework, which is designed to help safeguard nature, halt and reverse biodiversity loss, and put nature on a path to recovery by 2050. In February 2023, the Government of Canada, alongside Host First Nations, the International Union for Conservation of Nature, the Canadian Parks and Wilderness Society, and the Province of British Columbia, co-hosted the Fifth International Marine Protected Areas Congress (IMPAC5) in Vancouver where we showcased our marine conservation and protection expertise on the world stage.

With the help of our many partners, work also progressed on a number of key files related to: protecting and restoring Pacific salmon stocks; rebuilding wild Atlantic salmon populations; informing a responsible plan to transition from open-net pen salmon farming in coastal waters off British Columbia; developing Canada’s first ever Aquaculture Act; implementing the modernized *Fisheries Act*; addressing plastic pollution in the marine environment; and much more.

Over the previous year, the Canadian Coast Guard benefitted from substantial investments in its fleet, shore-based assets, infrastructure, and technology. Further work was done to recruit, train, and support its personnel, and to strengthen the critical partnerships that are needed for search and rescue and environmental response on all three coasts and major inland waterways.

Building on our government's important work of making historic ocean investments, last year also saw the renewal of Canada's flagship Oceans Protection Plan. Through Budget 2022, Fisheries and Oceans Canada and the Canadian Coast Guard received \$1.1 billion over nine years and \$67.9 million in ongoing funding for this work. This will lead to safer marine traffic, stronger incident prevention and response, better protected coastal ecosystems, and stronger partnerships with Indigenous and coastal communities across Canada.

Guided by our internal Reconciliation Strategy and the *United Nations Declaration on the Rights of Indigenous Peoples Act*, my department remains committed to building a renewed relationship with Indigenous Peoples based on the recognition of rights, respect, co-operation, and partnership. While there's still much work to be done, we continue to make progress in furthering a more collaborative approach to safeguarding our waters and managing Canada's fisheries and ocean resources. Over the last year, we worked closely with many Indigenous communities to establish new agreements that will help enable more collaborative management opportunities between Indigenous communities and the Department, incorporate Indigenous Knowledge, improve fishing access, and provide valuable training for many Indigenous harvesters. The Canadian Coast Guard also welcomed more Indigenous involvement in its operations that will help protect mariners and the marine environment on all three coasts.

I am extremely proud of everyone at Fisheries and Oceans Canada and the Canadian Coast Guard who helped bring this work to fruition. Thanks to your hard work, dedication, and professionalism, we are improving marine safety, growing a thriving and prosperous ocean economy, and ensuring our oceans, lakes, and rivers are healthy, bountiful, and rich in biodiversity for many generations to come.

The Honourable Diane Lebovillier, P.C., M.P.
Minister of Fisheries, Oceans and the Canadian Coast Guard

Results at a glance

WHAT FUNDS WERE USED?

The Department's total actual spending for 2022–23 was \$3,776,827,749.

WHO WAS INVOLVED?

The Department's total workforce (full-time equivalents) for 2022–23 was 14,681.

RECONCILIATION WITH INDIGENOUS PEOPLES

Guided by the *United Nations Declaration on the Rights of Indigenous Peoples Act*, the Department expanded on its ongoing co-development, co-design, and co-delivery work with Indigenous partners to improve programs and continued to implement the Fisheries and Oceans Canada and the Canadian Coast Guard (DFO-CCG) Reconciliation Strategy (for example, by working with the National Indigenous Fisheries Institute on the development of guidance to facilitate meaningful inclusion of Indigenous perspectives). In the Arctic, the Department continued working with Inuit, First Nations, and Métis governments and organizations to establish governance frameworks to advance their unique interests and priorities for program and service delivery and build on efforts to increase cultural awareness, Indigenous recruitment, procurement opportunities, and training.

A PROSPEROUS AND SUSTAINABLE BLUE ECONOMY

In 2022–23, DFO completed public engagement on the Blue Economy Regulatory Review and worked on rebuilding plans required by the Fish Stocks provisions of the modernized Fisheries Act. The Department released a discussion framework that guided engagement on a responsible plan to transition from open-net pen salmon farming in coastal British Columbia waters and supported clean-up efforts, dredging, and the beginning of repairs and rebuilding of critical infrastructure at core harbours impacted by Hurricane Fiona on the East Coast.

HEALTHY ECOSYSTEMS

To help protect biodiversity, the Department championed the establishment of Marine Protected Areas (MPAs) both at home and abroad, and funded projects that retrieved over 400 tonnes of ghost gear (abandoned, lost, or otherwise discarded fishing gear, which can pose hazards to ecosystems and safe navigation) and over 311 km of rope. DFO continued the Pacific Salmon Strategy Initiative to stabilize, protect, and rebuild salmon populations (for example, by retrofitting hatcheries and working with First Nations on planning new hatchery infrastructure) and engaged with Indigenous people, other partners, and stakeholders on the development of a Wild Atlantic Salmon Conservation Strategy.

SAFE WATERS AND EFFECTIVE MARINE RESPONSE

The CCG fleet continued to keep mariners safe and to provide vital services such as icebreaking and search and rescue. CCG completed work to extend the life of 15 vessels, continued work on new replacement vessels, and received four additional search and rescue lifeboats. The renewed Oceans Protection Plan supported a variety of activities, such as purchasing new equipment to respond to environmental pollution and enhancing the capacity of Indigenous communities to respond to on-water incidents and improve marine safety at a local level.

A DEPARTMENT THAT IS DIVERSE, INCLUSIVE, AND GREEN

To support and improve its delivery of services to Canadians, the Department used its Employment Equity, Diversity, and Inclusion Action Plan and employment systems review to identify barriers to employment and promoted its new Accessibility Action Plan to support the recruitment and retention of persons with disabilities. Climate change and resiliency was another main focus within the Department. For example, DFO-CCG increased the number of electric and hybrid vehicles in its on-road fleet, increased the use of low-carbon fuel in CCG vessels, and integrated climate resiliency considerations into its annual building management planning.

For more information on Fisheries and Oceans Canada’s plans, priorities and results achieved, see the [“Results: what we achieved”](#) section of this report.

Results: what we achieved

Fisheries

Description

Manage Canada’s fisheries, Indigenous fisheries programs, aquaculture activities and support commercial fishing harbours while applying relevant legislation.



Results

DFO works to support healthy and sustainable fishing and aquaculture sectors. Programs in the Fisheries core responsibility ensure that fisheries and the seafood industry are well-managed, that the rights of Indigenous Peoples are respected and Indigenous interests are supported, that safe commercial harbours support the industry, and that fish are harvested and farmed in a safe, orderly, and sustainable manner.

Key priorities for 2022–23 and beyond included commitments from the [Minister’s mandate letterⁱ](#) that was in effect during 2022–23.

SUSTAINABLE FISHERIES

In April 2022, the **Fish Stocks Provisions** of the modernized *Fisheries Act* came into effect for 30 major fish stocks, which also set out the required contents for rebuilding plans for any fish stock subject to the provisions that is at or below its limit reference point. Of the 30 fish stocks, 13 were found to require rebuilding plans, which DFO is developing and which are on track to be completed within the 24 to 36 month timeline set out in the regulation. This work will support the long-term sustainability and productivity of Canada’s fishing sector.

DFO leads the development of a comprehensive **Blue Economy¹ Strategy** that will set out the Government’s vision for Canada’s ocean space under a comprehensive framework and narrative. The Strategy aims to support the transformation of Canada’s ocean sectors into a blue economy, in which ocean health is restored and the long-term development of ocean sectors is founded on environmental sustainability, climate action, and social inclusion. In 2022–23, DFO’s work included the launch and engagement phase of the Blue Economy Regulatory Review in December 2022, which built off feedback in the [What We Heardⁱⁱ](#) report of 2021–22. DFO also continued to support and advance the work of the High Level Panel for a Sustainable Ocean Economy, made up of 17 national governments in pursuit of a sustainable ocean economy. Canada also led engagement in the Americas region with the United States, Mexico, Jamaica, and Chile on illegal, unreported, and unregulated fishing and on marine conservation.

Pacific salmon are socially, culturally, and economically important to communities across British Columbia and Yukon and are a critical part of many ecosystems, but their populations have been declining due to a combination of climate, habitat, and harvesting pressures. In 2021, the Government of Canada launched the [Pacific Salmon Strategy Initiativeⁱⁱⁱ](#) (PSSI), its largest-ever investment to stabilize, protect, and rebuild salmon populations. The PSSI focuses on four key

¹ The World Bank defines the blue economy as “the sustainable use of ocean resources for economic growth, improved livelihoods and jobs, and ocean ecosystem health.”

areas, namely conservation and stewardship, salmon enhancement, harvest transformation, and integration and collaboration. In 2022–23, DFO:

- introduced the Pacific Salmon Licence Retirement Program (LRP) in December 2022 and launched the Pacific Salmon Indigenous Communal Commercial Licence Alternation Program in February 2023, with the common goal of reducing harvest pressure and the size of the salmon harvesting fleet
- introduced the Derelict Vessel Mitigation and Gear Disposal Program for LRP participants
- provided funding to support new and innovative harvest opportunities for food, social and ceremonial (FSC) harvesting of Pacific salmon through partnership projects involving First Nations across British Columbia and Yukon
- worked closely with First Nations on planning activities towards new hatchery facility infrastructure in priority areas
- launched the Pacific Salmon Stewardship Directorate, which includes the Habitat Restoration Centre of Expertise, and seeks to increase DFO's capacity in the areas of salmon rebuilding, habitat restoration, and salmon partnerships, and to ensure that collective salmon stewardship, rebuilding, and habitat restoration efforts are integrated
- began work on management frameworks for a mass marking and mark-selective (clipping fish fins in specific ways to identify them as permitted for harvesting) fisheries approach following engagement with First Nations, harvesters, and stakeholders
- advanced engagement on the development of collaboration processes, including those with British Columbia, Yukon Territory, and First Nations partners

The 2022 departmental [Evaluation of DFO's Activities in Support of Pacific Salmon](#)^{iv} reconfirmed the importance of protections for Pacific salmon and recommended developing a consistent strategic direction and vision, a more unified approach to transfer payment programs, new tracking tools and methodologies, a performance measurement strategy, and a clearly defined governance structure. In 2022–23, DFO advanced the implementation of the Management Action Plan in response to the evaluation across all five recommendations. In particular, the Department made progress on developing a more integrated performance measurement approach across all implicated DFO salmon programs.

DFO developed a first-of-its-kind Precautionary Approach framework for the sustainable management of **snow crab in Newfoundland and Labrador**. Through extensive collaboration, DFO was able to address industry's concerns and the framework was finalized with industry support. This aligns with an ecosystems-based approach to fisheries management.

In 2022–23, DFO also worked with a number of stakeholder groups to develop key elements to include in a rebuilding plan for **Atlantic cod** on the south coast of Newfoundland. DFO is near finalizing this rebuilding plan that will meet the legislative requirements of the Fish Stocks Provisions of the *Fisheries Act*.

DFO programming supports innovation, sustainability, and the ability to meet the growing demands of a worldwide market in **the fish and seafood sector** through the delivery of three funds that are cost-shared with the provinces: the Atlantic Fisheries Fund (AFF); the British Columbia Salmon Restoration and Innovation Fund (BCSRIF); and the Quebec Fisheries Fund (QFF). In 2022–23, the AFF invested in 137 new projects with the aim of driving innovation throughout the Atlantic fish and seafood sector to improve the sector's resiliency to the impacts of the changing economic and environmental conditions, including climate change. This

represents a federal investment of over \$23.5 million under the program’s Infrastructure and Innovation pillars. BCSRIF continued to prioritize funding for projects that relate to aquaculture and the changing environment, including climate change effects like drought, forest fires, and flooding. Of the 97 projects funded under BCSRIF, almost half were aimed at addressing ecosystem shifts and climate change. In 2022–23, the QFF approved 42 projects valued at a total of \$6.2 million to adopt new technologies in the fish and seafood sector that aim to improve productivity and product quality and reduce fuel consumption.

The Department also engaged with key partners (including provinces and territories, Indigenous communities, industry, and regional stakeholders) to ensure that these programs continue to remain relevant to the evolving needs of the Canadian fish and seafood sector. For example, in 2022–23, BCSRIF held over 160 individual engagement sessions with prospective applicant organizations, 55 of which were held with Indigenous communities or organizations. These three funds will continue to help ensure that the fish and seafood sector in Canada is positioned for long-term environmental and economic sustainability.

Ghost gear (abandoned, lost, or otherwise discarded fishing gear, such as nets, traps and pots, ropes, and floats) is a form of marine pollution that often poses a navigational hazard; can be fatal to fish, marine mammals, and other marine life; threatens fish stocks and global food security; and also breaks down into other forms of pollution such as microplastics. DFO is committed to showing leadership in the prevention, mitigation, recovery, and management of ghost gear. Canada continued to demonstrate leadership in tackling ghost gear as the first nation to share reported lost gear data with the [Global Ghost Gear Initiative](#)^v.

An important part of the Department’s work in this area has been the implementation of the [Sustainable Fisheries Solutions and Retrieval Support Contributions Program](#)^{vi} (or Ghost Gear Fund), which assists Indigenous groups, fish harvesters, the aquaculture industry, not-for-profit organizations, and communities to take concrete actions by supporting third-party led retrieval actions, fish harvesters’ acquisition of new technologies that reduce gear loss and improve gear retrieval actions, international leadership, and the responsible disposal and recycling of ghost gear. In 2022–23, the Department worked to support the Minister’s mandate letter commitment to expand the Ghost Gear Program. In response to Hurricane Fiona in September 2022, the Ghost Gear Fund received an additional \$1.5 million in emergency funding for immediate cleanup, and \$28.5 million for 2023–24 to continue cleanup and recovery efforts of the hardest hit areas. In total, in 2022–23, DFO funded 47 projects, which retrieved 10,884 units of gear (409 tonnes) and over 311 km of rope. This work helped conserve and restore our marine environment to benefit marine life, food security, and coastal communities.

DFO’s **fishery officers** continued to work with partners to promote compliance with legislation, regulations, and management measures for the conservation and sustainable use of aquatic resources. The Department uses intelligence and strategic assessments to support and direct enforcement efforts to the highest risk areas and target large-scale threats to Canada’s fisheries and aquatic ecosystems.

In 2022–23, DFO fully launched the ambitious and innovative **Open Source Information Collection** (OSIC) program. The OSIC program enables the development of actionable intelligence products, including real-time operational support to fishery officers throughout Canada, from the collection of online (or open source) information. The new program also expanded its training campaign to increase the number of officers capable of detecting and

collecting relevant information from open sources. This information was used to produce 73 separate products that focus regional attention on high-risk species and activities such as elvers, marine ivory, and salmon. With the OSIC program’s emphasis on building a more technically proficient frontline workforce, the Department is poised and equipped to use 21st century tools to monitor fishing activity and ultimately thwart those who pose an elevated risk to Canada’s fisheries, oceans, and aquatic ecosystems, which will help ensure they are protected from unlawful exploitation and interference.

In the area of **international illegal, unreported, and unregulated (IUU) fishing**, DFO worked with Global Affairs Canada to establish the Shared Ocean Fund, an initiative announced under Canada’s Indo-Pacific Strategy. The goal of the Fund is to champion sustainable and healthy oceans through improved international ocean governance, work to strengthen and enforce the rules-based order in the region, and support Indo-Pacific states’ blue economy potential. This initiative received \$84.3 million and heavily focuses on combatting IUU fishing through the use of the Dark Vessel Detection platform, which remotely identifies and tracks vessels whose location transmitting devices have been switched off. DFO also led, alongside the United States and the United Kingdom, the establishment of the [IUU-Action Alliance^{vii}](#) (IUU-AA) at the UN Ocean Conference in 2022. The IUU-AA is a group of 10 states and many non-governmental organizations committed to tackling IUU fishing through concrete actions and advocating for strong counter-IUU policies.

The Department also continued its work to eliminate **harmful fisheries subsidies** that contribute to overcapacity and overfishing through ongoing negotiations at the World Trade Organization (WTO). The Agreement on Fisheries Subsidies was adopted in June 2022 by the WTO. The agreement prohibits certain subsidies, notably those contributing to IUU fishing, those for fishing in unregulated areas and for species on the high seas, and certain subsidies related to overfished stocks. Canada ratified the agreement in May 2023, becoming the fifth WTO member to do so. Canada's ratification of the agreement demonstrated Canada's strong commitment to protecting global fisheries and oceans resources. This was also the first environmental agreement to be negotiated at the WTO since its inception, a landmark achievement for the WTO.

SUSTAINABLE AQUACULTURE

Aquaculture is important to food security in Canada and delivers significant economic and social benefits, including well-paying, full-time jobs in rural and coastal communities. DFO manages aquaculture activities to contribute to an environmentally, economically, and socially sustainable Canadian aquaculture sector. DFO’s Indigenous programs support aquaculture operation, creation, and expansion for Indigenous communities across Canada seeking a role in sustainable aquaculture. Aquaculture science and innovation play key roles in DFO’s work. For more information on targeted and collaborative research, scientific findings and advice, and projects, please see [Fisheries and Oceans Canada’s website^{viii}](#).

In 2022–23, DFO continued its work with the province of British Columbia, Indigenous communities, and industry and other stakeholders on a responsible plan to transition from **open-net pen salmon farming** in coastal British Columbia waters by 2025, including engagement with partners and stakeholders to ensure the plan is environmentally responsible, economically feasible, and takes into account social considerations. On July 29, 2022, DFO released a [discussion framework^{ix}](#) that outlines a proposed vision for the transition. The framework guided engagement with the Government of British Columbia, First Nations, industry, local

governments, stakeholders, and British Columbians. Engagement on the discussion framework ran until early 2023. A “[what we heard](#)” report on phases one and two of engagement, which involved intensive engagement and the development of plan elements, was published in May 2023 and will be used to inform and guide continued engagement.

In parallel, the Department continued to work on an **Aquaculture Act** to support the continuous improvement of aquaculture management in Canada by:

- undertaking ongoing work and preliminary engagement on the proposed Act with Regional Indigenous Organizations/National Indigenous Organizations
- engaging with provinces and territories on the proposed new Act, including at the meeting of the Canadian Council of Fisheries and Aquaculture Ministers in November 2022
- continuing to advance legislative policy and analysis

In 2022–23, DFO continued to improve on the delivery of the **Fisheries and Aquaculture Clean Technology Adoption Program** (FACTAP), with a more strategic approach to funding, expansion of eligible activities, and increased marketing and promotion. FACTAP funds projects to support Canada’s fisheries and aquaculture industries in adopting clean technologies for fish and seafood farming while improving environmental performance and competitiveness. For example, in 2022–23, FACTAP projects focussed on recirculating aquaculture systems, using fish waste for fertilizer, and transition from grid-based power to solar.

RECONCILIATION WITH INDIGENOUS PEOPLES

Guided by the Government of Canada’s reconciliation mandate to renew the relationship with Indigenous Peoples, DFO’s Reconciliation Strategy, and the *United Nations Declaration on the Rights of Indigenous Peoples Act*, DFO expanded on the ongoing co-development, co-design, and co-delivery work with Indigenous partners to improve programs. To address commitments identified in the [Action Plan for the Renewal and Expansion of DFO’s Indigenous Programs](#)^{xi}, DFO made improvements, including implementing a program-specific annual call out for funding proposals and application processes that is more straightforward and flexible, updating funding application templates to better reflect new policies and have better clarity and flexibility, and exploring the possibility of multi-year funding arrangements to increase efficiency.

In addition, the Department continued its work to align DFO’s commercial and collaborative Indigenous programs with Indigenous organizations’ and communities’ **definitions of success**, which aims to support long-term capacity development and economic sustainability, including employment, in Indigenous communities and organizations through participation in commercial fisheries and the management of aquatic resources and ecosystems. In 2022–23, DFO worked with Indigenous experts to focus investments on community-based technical capacity and participation in fisheries monitoring and fieldwork, including the co-design and co-delivery of an Indigenous-led Capacity Development Team offering access to a trusted third-party advisor for capacity building objectives, and a new \$3 million investment in community-based fisheries and habitat monitoring capacity through the multi-year Resource Management Officer Technician initiative.

DFO performed the Eastern Canada Communal Commercial Licensing Policy Review and worked with Indigenous partners to support greater clarity, transparency, and predictability in communal commercial licensing decisions. The Department also issued a Government Response to the findings and recommendations included in the 2022 Standing Senate Committee on

Fisheries and Oceans report “Peace on the Water: Advancing the Full Implementation of Mi’kmaq, Wolastoqiyik, and Peskotomuhkati Rights-Based Fisheries.”

The joint DFO-Indigenous National Aboriginal Aquatic Resource and Oceans Management (AAROM) Steering Committee worked closely with Akaitcho Territory Government to plan and host the third National AAROM meeting in the Yellowknives Dene community of Dettah, Northwest Territories, the first opportunity to gather in person and share knowledge and best practices since the onset of the COVID-19 pandemic.

DFO further addressed the recommendations of the Indigenous Program Review and Action Plan by co-creating the **Indigenous Training and Skills Development (ITSD) project**, supporting training and skills development for Indigenous involvement in fisheries and oceans management. In partnership with the National Indigenous Fisheries Institute, ITSD targets work with educational institutions and provincial/territorial/federal departments to deliver consistent training and skill development curriculum across Canada, including elements of Indigenous Knowledge. The ITSD project advances reconciliation efforts by providing Indigenous Peoples with transferrable skills to work in a vast range of marine-related industries.

DFO Indigenous Programs, working in partnership with Indigenous Services Canada, developed the Indigenous Marine Servicing Initiative (IMSI) which helps to fill a gap in programming that assists Indigenous communities in diversifying their commercial fishing enterprises. Through training and supporting participation in the marine servicing industry, this initiative aims to build the local capacity and business management skills of Indigenous communities. DFO continued to fund successful projects in 2022–23, with plans to mainstream this initiative into core Indigenous fisheries programs following 2023–24.

The Department also continued to negotiate and implement reconciliation agreements and treaties with Indigenous communities to further the recognition and implementation of Indigenous rights and put in place collaborative management and governance processes. In 2022–23, DFO negotiated and signed a total of 16 agreements with 30 First Nation partners. These agreements consisted of five Rights Reconciliation Agreements with 12 First Nations, seven Moderate Livelihood Fishing Plans with 14 First Nations in Eastern Canada, and four additional agreements with four First Nations in Manitoba, Saskatchewan, Nunavut, and Labrador.

In 2020–21, DFO conducted an [Evaluation of the Indigenous Commercial Fisheries Programs](#)^{xii}, which focus on building capacity in Indigenous communities to support meaningful involvement in the commercial fishing sector. The evaluation included an assessment of the collaborative approaches (co-design, co-development, and co-delivery) used to deliver the programs. The evaluation found that the programs demonstrate flexibility and responsiveness to diverse and changing needs, are viewed as important contributors to both the Government’s reconciliation agenda and DFO’s responsibility to sustainably manage fisheries, and have objectives that are well aligned with key needs expressed by Indigenous communities and the priorities of DFO and the broader federal government. It also found that while many needs are being met, there is an ongoing need for funding to support increased access to commercial licences and quota so that Indigenous commercial fishing enterprises can continue to grow.

In 2022–23, DFO improved the programs by continuing to implement the evaluation’s findings and recommendations, including clarifying eligibility criteria for the training funded

by the programs, updating the process used to monitor and report on program performance (e.g., milestones and performance indicators), and continuing to implement the Indigenous Program Review action plan.

Approximately 40 per cent of British Columbia Salmon Restoration and Innovation Fund (BCSRIF) projects are led by Indigenous organizations and approximately two thirds of BCSRIF projects are led by and/or implemented through partnerships with Indigenous organizations. In addition, approximately 50 per cent of BCSRIF-funded projects report the incorporation and/or use of Indigenous Knowledge in their project activities. BCSRIF policies and processes have been developed to reflect the unique role of Indigenous Peoples as stewards of fishery resources, such as including clauses in the contribution agreement to address the use and collection of Indigenous Knowledge (i.e. if Indigenous Knowledge is to be used, the recipient must take appropriate steps to ensure that it either owns, holds sufficient rights, or has obtained consent to permit the project to be carried out, and to permit the submission of any reports or documentation).

DFO continued to represent Canada as chair for the **international Agreement to Prevent Unregulated High Seas Fisheries in the Central Arctic Ocean (CAOFA)**, which entered into force in June 2021. At the first meeting of the 15th Conference of the Parties in November 2022, rules of procedure to guide the work were adopted and the Scientific Coordinating Group was established to support the ongoing development and implementation of the CAOFA's scientific program, where DFO ensured appropriate references to the inclusion of Indigenous Knowledge were maintained.

The Government hosted a **Seal Summit** in November 2022 in St. John's, Newfoundland and Labrador, bringing together 150 participants. The Canadian seal harvest is one of the world's most highly-regulated and monitored harvests of wild animals. It is also an important economic and cultural activity for many Indigenous and non-Indigenous communities along the coasts of Canada. The Seal Summit facilitated discussion and collaboration among Indigenous partners, the commercial fishing industry, environmental non-governmental organizations, academia, and provincial and territorial representatives. Concluding the Summit, the Government announced the launch of an open call for project proposals to increase our understanding of ocean and freshwater environments, including the role of seals in the ecosystem.

SMALL CRAFT HARBOURS

DFO operates and maintains a national network of harbours that are critical to the success of the commercial fishing industry. Although the main focus is on the evolving needs of the commercial fishing industry, these harbours also support businesses involved in many other aspects of the blue economy, including fish processing, transportation, commercial recreational operations, aquaculture, and tourism. Through Budget 2021, DFO invested \$300 million over two years to repair, renew, and replace small craft harbours. In 2022–23, DFO completed 100 of the 228 planned projects.

The program also worked to ensure that future modifications to small craft harbour assets, such as wharves and breakwaters, appropriately take into consideration **the impacts of climate change**. Harbour infrastructure is particularly vulnerable to climate change as the increased frequency of storms and winds, the increased salinity of sea water (which causes corrosion), and rising sea levels all contribute to faster degradation and higher cost of repairs. The impact of climate change and significant weather events was clearly demonstrated during Hurricane

Fiona, when 142 out of 184 small craft harbours that were hit by Fiona were damaged. Analysis showed that those assets that were regularly maintained suffered less damage, confirming the need for preventative, climate-informed work. The program received \$70 million from the \$300 million **Hurricane Fiona Recovery Fund** to support clean up efforts, dredging, and the beginning of repairs and rebuilding of critical infrastructure at core harbours impacted by the hurricane.

Climate-resilient infrastructure projects at Petit-Cap in New Brunswick, Neil's Harbour in Nova Scotia, and Cowichan Bay and Prince Rupert (Rushbrook) in British Columbia improved protection at these harbours against storms, strong winds, and waves. In addition, harbour infrastructure continued to be designed and planned using a variety of tools to ensure that assets are built using the best climate-resilience information available, such as coastal studies, Canada Extreme Water Level Adaptation Tool, and the Coastal Infrastructure Vulnerability Index.

As part of establishing a new Tallurutiup Imanga National Marine Conservation Area in the **High Arctic**, the Government of Canada, the Government of Nunavut, and the Qikiqtani Inuit Association (QIA) [announced in August 2019](#)^{xiii} that new harbours would be constructed in Nunavut. Construction began on the new harbour in Clyde River and is expected to be completed in the next five years. New harbour facilities in these communities will address a lack of infrastructure that has impacted local economic development and will improve the safety and security of existing and emerging fisheries. This initiative contributes to the Government of Canada priority of working towards reconciliation with Canada's Indigenous Peoples.

Gender-based analysis plus²



The Department implemented guidance to more consistently and effectively integrate GBA Plus considerations into its programs' tracking and reporting of the results they achieve for Canadians. This will guide the systematic review and consideration of how best to measure the outcomes and impacts of programs on different and intersecting identity groups, leading to better outcomes for Canadians of all identities. Some examples can be found below.

The **Atlantic Fisheries Fund's** (AFF) self-identification section of its application form was introduced in April 2021 and, since that time, 60 per cent of applicants have completed it. Of these, 9.4 per cent indicated that they were Indigenous-owned and 4 per cent have indicated that they were women-owned. In addition, AFF also reviewed the geographic diversity of all of its approved projects to date and determined that projects have taken place in 471 unique locations through Atlantic Canada, demonstrating the geographic diversity of the program's investments and the significant positive impact it is having on Atlantic Canada's vulnerable coastal communities.

The Small Craft Harbours Program developed a GBA Plus data collection strategy to use in its performance management. Small craft harbours are typically located in remote and/or rural areas where economic development opportunities are often limited. First Nations communities

² GBA Plus is an analytical approach used to assess how diverse groups of women, men, and gender-diverse people may experience policies, programs and initiatives. The "plus" in GBA Plus acknowledges that the gender-based analysis goes beyond biological (sex) and socio-cultural (gender) differences. For more information, consult the [Women and Gender Equity Canada website](#)^{xiv}.

are often located nearby, as approximately 18 per cent of core harbours are within 10 km of a First Nations reserve.

United Nations 2030 Agenda for Sustainable Development and the Sustainable Development Goals

More information on how the Department is advancing the United Nations Sustainable Development Goals is available on [Fisheries and Oceans Canada's website](#)^{xv}.

Innovation



Innovation is one of the pillars of the **Fish and Seafood Sector Programs**, which helps to mitigate the initial financial risk and enables participants to research, develop, and pilot new techniques, technologies, and processes that will help to modernize fisheries. In 2022–23, these funds supported projects that:


- performed trials of selective mid-water trawl gear (nets towed below the surface of the water) in the exploratory redfish fishery, which demonstrated that the experimental trawls are able to obtain as good a catch as a standard trawl with a reduction in unwanted bycatch
- developed a new, more accurate methodology for detecting lobster mortality
- developed a standard framework for evaluating ropeless fishing gear technologies

In a **multi-departmental** project under the Genomics Research and Development Initiative, whole genome sequencing and machine learning were used to better understand the vulnerability of a variety of aquatic species to climate change in the coming years. This information will be used to inform fisheries management and support conservation, adaptation, and mitigation measures across Canada’s freshwater and marine habitats.

Key risks

There is an ongoing risk that the Department may not be able to build collaborative relationships with Indigenous communities at a sufficient pace to meet expectations. For example, while digital advancements have broadened opportunities for remote engagement, in-person meetings remain integral to meaningful discussions with Indigenous partners. This increased the need to reallocate resources to support community and regional engagement budgets. To mitigate these challenges, the Department actively sought resources to support the development of new programs and policies in collaboration with Indigenous partners. For example, in recent years, the Department provided funding to the National Indigenous Fisheries Institute and Atlantic Policy Congress. These partnerships aimed to collaboratively formulate proposals with Indigenous organizations and communities to enhance the implementation of community priorities. Moving forward, the Department will continue to monitor potential risks and implement mitigation strategies where appropriate to ensure successful delivery of services under this core responsibility.

Results achieved

	Departmental results	Performance indicators	Target	Actual results
	Canadian fisheries are sustainably managed	Percentage of major fisheries that have limit reference points and harvest control rules	At least 50% by March 31, 2023	2020–21: 48% ³ 2021–22: 50% 2022–23: 44% ⁴
		Percentage of decisions for major fisheries where harvest control rules were followed	At least 100% by March 31, 2023	2020–21: 98% ⁵ 2021–22: 99% 2022–23: 98% ⁶
		Percentage of major stocks in the cautious and healthy zone	At least 55% by March 31, 2023	2020–21: 46% ⁷ 2021–22: 44% 2022–23: 48% ⁸
	Canadian aquaculture is sustainably managed	Percentage of aquaculture farms that are compliant with <i>Fisheries Act</i> regulations	At least 90% by March 31, 2023	2020–21: 95% 2021–22: 99% 2022–23: 96%
		Level of Canadian aquaculture production	At least 170,000 tonnes by December 31, 2022	2020–21: 187,026 tonnes 2021–22: 170,805 tonnes 2022–23: 191,249 tonnes
	The commercial fishing industry has access to safe harbours	Percentage of core harbours that are in fair or better condition	At least 87% by March 31, 2023	2020–21: 91% 2021–22: 92% 2022–23: 90%
	Fisheries, oceans and other aquatic ecosystems are protected from unlawful exploitation and interference	Percentage of inspection activities that have resulted in compliance actions	At most 60% by March 31, 2023	2020–21: N/A 2021–22: 57% 2022–23: 60%

³ The 2020–21 result is higher than previous years due to a combination of a stabilization of the number of stocks in the survey and progress in the development of harvest control rules and limit reference points.


⁴ In the 2020 survey, 90 out of 180 stocks had LRPs and HCRs. In 2021, 12 stocks were added, but with a net loss of 5 stocks that have both an LRP and an HCR, which has led to a lower result.

⁵ For 2020–21, the Department used a two-year average to set the total allowable catches in two areas. This was to account for fluctuations in the total allowable catches for the fishery but was not in line with the harvest control rule. The harvest control rule will be followed for 2021–22.

⁶ The advice for three of the fisheries stocks was not available before applying the harvest control rules.


⁷ Due to a large number of stocks being added and having a default status of "uncertain", the percentage of stocks in the cautious and healthy zone has declined. DFO continues the work needed to identify reference points for all the stocks in the survey.

⁸ While the trend is increasing, 40 per cent of the stocks on the 2021 survey had an uncertain stock status and while they are counted as key stocks, they do not add to the number of stocks in the cautious or healthy zone. DFO continues the work needed to identify reference points for all the stocks in the survey.

 Departmental result	Performance indicators	Target	Actual results
Scientific information on fisheries resources is available to inform management decisions	Percentage of scheduled fisheries science advisory processes that were completed	At least 90% by March 31, 2023	2020–21: 79% ⁹ 2021–22: 69% ¹⁰ 2022–23: 82% ¹¹
	Percentage of sustainable aquaculture research projects which provide information and/or advice to policy and decision-makers	Exactly 100% by March 31, 2023	2020–21: 92% 2021–22: 84% 2022–23: 79% ¹²
Enhanced relationships with, involvement of, and outcomes for Indigenous people	Number of agreements / arrangements involving Indigenous groups	At least 452 by March 31, 2023	2020–21: 388 2021–22: 457 2022–23: 517
	Number of Indigenous people trained through agreements / arrangements ¹³	At least 546 by March 31, 2023	2020–21: 639 2021–22: 524 2022–23: 1,310
	Number of Indigenous people employed through agreements / arrangements ¹⁰	At least 4,982 by March 31, 2023	2020–21: 4,727 2021–22: 5,183 2022–23: 5,369

Note: N/A indicates that the performance indicator was not in effect at that time, and therefore, data is not available

Budgetary financial resources (dollars)

	2022–23 main estimates	2022–23 planned spending	2022–23 total authorities available for use	2022–23 actual spending (authorities used)	2022–23 difference (actual spending minus planned spending)
	1,276,607,880	1,276,607,880	1,698,273,643	1,077,264,555	-199,343,325

⁹ Some of the planned advisory processes were deferred due to COVID-19 restrictions and other challenges or were withdrawn.


¹⁰ Additional advice was provided early in 2022–23 and some planned processes were deferred based on consultations with clients and operational challenges.

¹¹ Some planned processes were deferred based on consultations with clients and operational challenges.

¹² This metric includes all projects underway. Aquaculture research projects often take several years to complete and in most instances advice for decision-makers is only available at the end of the project.

¹³ These targets also include people employed / trained under Indigenous-led activities funded by agreements if the program cannot validate individuals' Indigenous status.

Human resources (full-time equivalents)

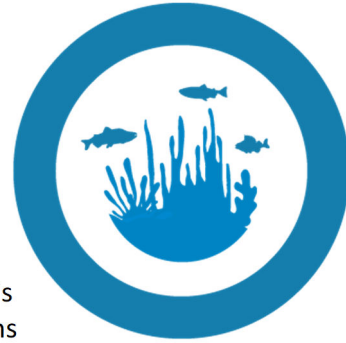
	2022–23 planned full-time equivalents	2022–23 actual full-time equivalents	2022–23 difference (actual full-time equivalents minus planned full-time equivalents)
	3,644	3,734	90

Financial, human resources and performance information for Fisheries and Oceans Canada’s Program Inventory is available in the [GC InfoBase^{xvi}](#).

Aquatic Ecosystems

Description

Conserve and protect Canada's oceans and other aquatic ecosystems and species from human impact and invasive species.



Results

DFO has a significant responsibility to protect the health of Canada's oceans and aquatic ecosystems. Programs in the Aquatic Ecosystems core responsibility work to protect fish habitats and species at risk, manage aquatic invasive species, and perform scientific research to support decision-making.

Key priorities for 2022–23 and beyond included commitments from the [Minister's mandate letter](#)^{xvii} that was in effect during 2022–23.

PROTECT AND RESTORE OCEAN ECOSYSTEMS

DFO continued its work on the Minister's mandate letter commitment to **modernize the *Oceans Act*** to explicitly consider climate change impacts on marine ecosystems and species in regional ocean management, ensuring the Act provides for measurable progress indicators and objectives, and to create a national, interdisciplinary working group focused on climate-resilient ocean conservation planning. The Department is currently exploring options to amend the Act to meet this mandate commitment.

DFO continued its important work towards the mandate commitment to **conserve 25 per cent of Canada's oceans by 2025** and 30 per cent by 2030, which will help to protect biodiversity for generations to come. As of February 2023, 14.66 per cent of Canada's oceans were recognized as conserved and work progressed on advancing and identifying a number of new areas for protection. In February 2023, 15 First Nations, DFO, and the Government of B.C. jointly announced the endorsement of the Marine Protected Area (MPA) Network Action Plan for the Northern Shelf Bioregion. This Action Plan is a model of collaborative governance and provides a planned approach to the establishment of new MPAs in this area. It includes a proposed design for the network and recommendations for potential designation tools, conservation objectives, and implementation timelines for the protection of future sites.

DFO continued to champion ocean protection, including the global ocean conservation target of 30 per cent protection by 2030, internationally. This culminated with the successful adoption of the **Kunming-Montréal Global Biodiversity Framework**^{xviii} at the 15th Conference of Parties to the Convention on Biological Diversity. Departmental representatives also played a pivotal role in the adoption of the new international, legally-binding treaty on the conservation and sustainable use of marine biological diversity of areas beyond national jurisdiction (BBNJ). By providing the necessary framework for the establishment of MPAs and other Area-based Management Tools in areas beyond national jurisdiction, the BBNJ Agreement will play an important role in achieving the collective goal of halting and reversing biodiversity loss, and greatly contribute to the delivery of the global ocean conservation target of 30 per cent protection by 2030.

DFO recognized a **marine refuge** to help protect the ecologically and culturally significant Gwaxdlala/Nalaxdlala area in Knight Inlet on the coast of British Columbia, which is also

designated by the Mamalilikulla First Nation as an Indigenous Protected and Conserved Area. In addition, a Memorandum of Understanding agreement was signed between the Government of Canada and First Nations for collaborative management of the proposed Tang.gwan - ḥačxwiqak – Tsigis MPA. This proposed MPA, once established, will protect a large (approximately 2.3 per cent of Canada’s ocean territory) ecologically-unique ocean area off the Pacific Coast.

In December 2022, at the United Nations Biodiversity Conference, the Prime Minister announced funding of up to \$800 million to support up to four **Indigenous-led conservation initiatives** in Great Bear Sea (Northern Shelf Bioregion, B.C.), Qikiqtani Region (Nunavut), Northwest Territories, and Omushkego (Ontario). This investment is intended to support the establishment of protected areas through an innovative funding model, Project Finance for Permanence (PFP), which is based on partnership. It brings together Indigenous organizations, governments, and the philanthropic community to identify shared goals for protecting nature and ultimately halting biodiversity loss. PFPs have been established throughout the world, including in Brazil, Costa Rica, Columbia, and Canada’s own Great Bear Rainforest in British Columbia. Though PFPs vary in how they are developed and implemented, the common theme of the approach is to achieve large-scale, long-term conservation that is supported by a durable approach to financing, financial management, and governance.

DFO also continued its work to effectively **manage existing MPAs and marine Other Effective Area-based Conservation Measures** (OECMs). Scientific data are used in the management of sites, together with Indigenous Knowledge, local knowledge, compliance information, and socio-economic data, where available.

In December 2022, DFO and the Government of Canada published the [Guidance for Recognizing Marine OECMs](#)^{xix}, which will apply to existing and future federal marine OECMs, including marine refuges. In February 2023, the Department provided clarification on the scope of activities subject to the Government’s 2019 MPA Protection Standard, which will help safeguard new federal MPAs from the potentially harmful effects of some industrial activities and provide greater consistency and clarity for industry on activities subject to the standard. These activities include oil and gas exploration, development, and production; mineral exploration and exploitation; disposal of waste and other matter, dumping to fill, and deposit of drugs and pesticides; and mobile, bottom-trawl gear.

In February 2023, DFO co-hosted, along with Parks Canada, and Environment and Climate Change Canada, the fifth International Marine Protected Areas Congress (IMPAC5), with the highest level of participation to date, which helped reinforce Canada’s leadership at home and abroad on marine planning and conservation issues. This work also offered opportunities for collaboration to identify new areas of opportunity and discuss the transition to a sustainable ocean economy where sustainable production, effective protection, and equitable prosperity go hand-in-hand.

The Department also advanced international polar matters of interest. For example, DFO continued to advance conversations on the draft Letter of Intent for Cooperation on the Pikialasorsuaq (Pikialasoruaq LOI), an Inuit-led process to establish joint management of the portion of the Savarjuaq, or North Water Polyna, that is located along the Canada-Greenland border. In the Antarctic, DFO supported efforts towards the creation of MPAs in the Southern Ocean under the Commission for the Conservation of Antarctic Marine Living Resources.

The Department continued to implement the [Charlevoix Blueprint for Healthy Oceans, Seas and Resilient Coastal Communities^{xx}](#). This included addressing the threat to ecosystems of ocean plastic waste and marine litter. Canada’s investments in mitigating marine pollution, both domestically and internationally, are seen as leading efforts to clean up the ocean. For example, Canada’s Marine Litter Mitigation Fund, launched under Canada’s G7 Presidency in Charlevoix in 2018, ended in March 2023 with a total of \$100 million disbursed across four projects from 2019 to 2023: the Afri-Plastics Challenge implemented by Challenge Works; the World Economic Forum’s Global Plastic Action Partnership; the Incubation Network managed by two consulting firms in Asia; and PROBLUE, the World Bank’s global blue economy program. The projects generated new analytics and tools, set up multi-stakeholder partnerships and networks, and nurtured innovative enterprises while building gender-responsive decision-making and solutions for plastic waste reduction and the circular economy.

One of the Department’s key tools in integrated oceans management is **Marine Spatial Planning (MSP)**, a collaborative approach that brings together federal, provincial, territorial, and Indigenous governments and other stakeholders to better coordinate the use and management of oceans to achieve sustainable ecological, economic, cultural, and social objectives. In 2022–23, DFO undertook MSP processes in five marine areas: the Pacific North Coast, Southern British Columbia, the Bay of Fundy-Scotian Shelf, the Newfoundland and Labrador Shelves, and the Estuary and Gulf of St. Lawrence. These first-generation plans or frameworks are strategic documents resulting from ongoing MSP processes that provide assessments of planning areas and set intentions for ongoing planning with partners. With the groundwork laid, future iterations of these initial Marine Spatial Planning activities will continue to advance MSP in these regions.

DFO also continued to strengthen relationships with Indigenous groups, with an initial focus on capacity building and Indigenous Knowledge gathering and mapping. This work continued to be carried out in the spirit of the Government of Canada’s Truth and Reconciliation agenda. The Department’s work on MSP also contributes to the implementation of the Charlevoix Blueprint for Healthy Oceans, Seas and Resilient Coastal Communities. The development of a collective vision and plan to guide the sustainable management of marine activities in each area will provide greater certainty and assist stakeholders in planning activities and investments.

In January 2023, DFO announced the [Canada Marine Planning Atlas^{xxi}](#) (the Atlas), an interactive mapping tool that supports MSP by providing public access to published data and information on economic, ecological, and sociocultural activities taking place in Canada’s marine spaces. It allows users to compare MSP data from multiple sources (including importing their own data for comparison, consolidating MSP-relevant information, and exploring data using Geographic Information System functionality) and supports data downloads and metadata access. The Atlas was developed with input from external partners and stakeholders, including feedback and user testing by participants from DFO, Environment and Climate Change Canada, Transport Canada, Natural Resources Canada, several provinces, Indigenous rights holders, and industry stakeholders.

DFO continued to work with Statistics Canada and the [Global Ocean Accounts Partnership^{xxii}](#) to develop **ocean accounts** as initial national accounts of the extent and condition of ocean and coastal ecosystems, and the value of ecosystem services. One example of the Department’s ocean accounts work in 2022–23 was the publication of the first version of the NET Force project national dynamic map of eelgrass distribution to the Open Data Portal. This dynamic map

estimates both the potential for carbon sequestration by eelgrass and assigns it economic value. This information may help DFO make further investments in coastal and ocean areas that may have a potential to absorb and store carbon, like tidal wetlands, seagrass meadows, and riparian habitats.

Canada's work to pilot ocean accounts also supports commitments outlined in the Charlevoix Blueprint for Healthy Oceans, Seas and Resilient Coastal Communities made under Canada's G7 Presidency. More broadly, the development of ocean accounts is important for ensuring, among other things, that future coastal development is based on a complete accounting of the value of natural and produced assets. Ocean accounts will inform policy, support decision-making, and provide metrics for monitoring progress on the implementation of sustainable ocean development initiatives.

DFO worked toward fulfilling the Minister's mandate letter commitment to renew and expand the **Coastal Restoration Fund (CRF)**, a successful fish habitat restoration funding program that was originally funded for five years, ending in 2021–22. In 2022–23, the Department:

- launched the [Aquatic Ecosystems Restoration Fund \(AERF\)](#)^{xxiii}, formerly called the CRF, under the Ocean Protection Plan 2.0, including a public call for proposals
- conducted engagement sessions to better shape program priority areas and activities
- approved 45 projects totaling \$75 million over five years (2022 to 2027) in support of strategic fish habitat restoration priorities
- signed three contribution agreements with the Marine Institute (establishing healthy coastal habitats for species such as Atlantic salmon, cod, American eel, and lobster through the restoration of degraded/damaged eelgrass beds in partnership with the Miawpukek and Qalipu First Nations), St. Mary's University (leveraging a two-eyed seeing approach with the Mi'kmaw to restore 35 hectares of salt marsh to sequester carbon and reduce greenhouse gas emissions), and the Nature Conservancy of B.C. (establishing a network of estuary monitoring and assessment activities in estuaries in the Salish Sea to evaluate resilience to sea level rise and identify restoration opportunities)

Human activities in or near the ocean can introduce stressors like [noise into the marine environment](#)^{xxiv}, potentially disrupting ecosystems and reducing the ability of species to travel, communicate, and find food. In 2022–23, DFO advanced work on the **Ocean Noise Strategy** for Canada, which will establish a whole-of-government approach and long-term plan to guide federal science research, technology development, and management of human-generated underwater noise in Canada's oceans. The strategy is expected to be published by the end of 2023–24. This is just one example of DFO's work with its partners to understand and address the impacts of environmental stressors, help protect marine ecosystems, and ensure that Canada's oceans economy can grow in a sustainable, environmentally-responsible way.

PROTECTION OF FISH AND FISH HABITAT UNDER THE MODERNIZED FISHERIES ACT

DFO continued to gather input from Indigenous groups, partners, and stakeholders to continue modernizing and/or developing policies, frameworks, instruments, and guidance to further implement the **fish and fish habitat protection provisions of the Fisheries Act**. Engagement materials and information are housed on the [talkfishhabitat.ca](#)^{xxv} platform. DFO launched a third wave of public engagement in March 2023 and is also completing a What We Heard report for feedback received in Wave Two of engagement, which ran throughout 2022.

DFO also advanced work on its interim guide to the implementation of the Indigenous Knowledge provisions for the Fish and Fish Habitat Protection Program and prepared and delivered training to the Program’s regional Indigenous relations teams.

To help minimize and avoid negative impacts on Canada’s oceans and other aquatic ecosystems, DFO continued to implement the recently modernized *Fisheries Act*, including the **prohibitions against the death of fish** (by means other than fishing) and the unauthorized and harmful alteration, disruption, or destruction of fish habitat. In 2022–23, DFO completed a draft Cumulative Effects Policy for *Fisheries Act* authorizations and sought external feedback.

The Department also published a national Framework to Identify Fish Habitat Restoration Priorities on its talkfishhabitat.ca platform after undertaking engagement in summer 2022. The Framework informs the development of regional fish habitat restoration priorities that identify important regional species, areas, and ecosystem functions and define restoration goals. The Framework and the regional restoration priorities aim to improve coordination of marine and freshwater restoration and inform resource management decisions by leveraging partnerships to help reverse habitat loss and degradation. Engagement with provinces and territories, stakeholders, and Indigenous groups is ongoing and the identification of restoration priorities is expected to be completed in 2024.

In support of the Act, the Department continued to update the online [Fisheries Act Registry](#)^{xxvi}, which provides information about authorizations issued under the fish and fish habitat protection provisions of the Act.

In 2019, the **Ecologically Significant Areas** (ESA) provisions (section 35.2) of the *Fisheries Act* were modernized and strengthened. An ESA is an area-based conservation tool that aims to provide long-term protection of key areas of fish and fish habitat that are sensitive, highly productive, and/or rare or unique. Between January 2022 and January 2023, DFO received input from Indigenous Peoples, provinces and territories, and stakeholders on a Framework for the Identification, Establishment and Management of Ecologically Significant Areas. The Framework was published in April 2023 and is available on talkfishhabitat.ca. It provides clarity on the ESA provisions, details on how to determine conservation and protection objectives and how ESAs could be implemented, guiding principles, and a comparison of ESAs to other conservation tools.

To demonstrate its work and the progress made through new investments in the **Fish and Fish Habitat Protection Program**, DFO developed the first of a series of “Habitat Highlights” reports outlining the different ways that the Department and its partners and stakeholders work together to assess and manage threats to fish and fish habitat across the country. Each report examines one or more threats in a specific geographic area of Canada, with a focus on freshwater ecosystems, using different storytelling approaches and styles to appeal to a wide range of audiences. The aim of these reports is to ignite curiosity, foster a culture of stewardship, and showcase the ways that DFO collaborates with others to protect fish and fish habitat. A longer-term goal of these new reports will be to examine how place-based fish and fish habitat data can be used to support evidence-based decision-making and indicators of aquatic ecosystem sustainability. These reports will be published in the second half of 2023 on DFO’s website.

DFO engaged partners and stakeholders in the development of a **Prescribed Works and Waters regulation** to increase both DFO’s effectiveness at protecting fish and fish habitat (e.g., by

mandating best practices) and regulatory efficiency for routine, low-impact projects. DFO conducted public engagement on three proposed classes (or types) of works, shoreline stabilization, aquatic habitat rehabilitation, and drain maintenance in Ontario, which received significant input. DFO also signaled duty to consult with Indigenous Peoples on the regulation and received input and questions regarding the proposals. DFO then began work on the first of the three sets of regulations.

In 2022–23, DFO continued to engage on the modernization of the **offsetting and banking policies**. Offsetting plans set out how the residual death of fish or the harmful alteration, disruption, or destruction of fish habitat from a project (after avoidance and mitigation have been undertaken) will be counter-balanced by project proponents. Fish habitat banking is the process of offsetting in advance project activities that are anticipated to cause impacts. The Department performed the third wave of engagement activities in spring 2023 to take stock of how things have changed since the offsetting and fish habitat banking policies were first developed (in 2013 and 2016, respectively), what has been learned to date, and what can be applied from international best practices.

AQUATIC INVASIVE SPECIES

Aquatic invasive species (AIS) are fish, aquatic plants, and other organisms that can displace native species by competing for food, degrading habitats, and/or introducing diseases. The Department works to prevent their introduction into Canadian habitats, respond to new species detected, and manage the spread of established AIS. Key activities in 2022–23 included work on the development of guidelines and policies for the continued implementation of the ***Aquatic Invasive Species Regulations*** (2015) and advanced training for intra- and inter-departmental partners in the Incident Command System (ICS) to be better prepared to respond to AIS incursions and enforce the *AIS Regulations*.

In response to the **Commissioner of the Environment and Sustainable Development’s spring 2019 report on AIS^{xxvii}**, a national process for identifying and nominating species for addition to the *Aquatic Invasive Species Regulations* (2015) was developed and tested, and the first nomination process was completed, including screening 45 species in 2022–23. This work was done in collaboration with provinces and territories through the National Aquatic Invasive Species Committee (NAISC). These species will be considered for addition to the *Aquatic Invasive Species Regulations* (2015) in future general amendments.

A new image recognition mobile application, called InvaderID (the app), was developed with the purpose of helping the public identify and report **Grass Carp**, which represent an immediate threat to Canadian waters of the Great Lakes. Users can submit a Grass Carp report through the app to the Invading Species Hotline, and DFO can respond as appropriate. The mobile application is complete and is being fine-tuned to improve the accuracy of the predictions. The app is expected to be publicly available in 2023–24.

At the beginning of March 2021, DFO was notified that moss ball products used in aquariums were infested with **Zebra Mussels**, which are prohibited under the *AIS Regulations*. The incident resulted in a massive nation-wide response involving multiple jurisdictions and agencies. DFO is also currently developing a national response plan for the Aquatic Organisms in Trade pathway to be better prepared for future AIS detections through this pathway.

CONSERVATION AND RECOVERY OF SPECIES

The Department works to protect and recover aquatic species at risk. Under the **Nature Legacy for Canada**, a large-scale, cross-departmental investment in Canada's biodiversity and ecosystems, DFO works to improve its results by transitioning from single-species approaches to place-based, multi-species, and threat-based approaches, where possible. To support this transition, DFO furthered its work on a Framework for Aquatic Species at Risk, which will help guide the modernized delivery of DFO's responsibilities under the *Species at Risk Act* (SARA)^{xxviii}. The goal is to better support ecosystems as a whole by focusing on common threats and geographical areas where biodiversity loss and conservation can be most effectively addressed, which will help to protect more species, more effectively. Engaging with Indigenous groups as well as with other partners and stakeholders is essential in shaping the approach. In 2022–23, DFO performed the first round of public engagement on key concepts and began planning for the second round of engagement (to be held in 2023).

In 2022–23, DFO continued to support in-the-water stewardship actions through DFO's **Canada Nature Fund for Aquatic Species at Risk**, which aims to build relationships with Indigenous Peoples, provinces and territories, industry, and other partners in advancing protection and recovery of aquatic species at risk. Activities included the removal of barriers and habitat restoration to recover aquatic species at risk, and the development and testing of mitigation measures to reduce vessel strike and noise impacts to at-risk whale species.

In 2019, a landslide at **Big Bar** canyon in B.C. threatened the spawning of Pacific salmon, and in 2022–23, DFO completed its work to restore passage and to significantly reduce both the likelihood and impact of future landslides. With improvements made to the shoreline stretches through the canyon, river flows through the area have diminished, allowing for unimpeded fish passage. As of now, the Big Bar canyon is not expected to pose a significant barrier to salmon migration, but DFO will perform ongoing monitoring of fish movement and water conditions, and a conservation enhancement program will continue in 2023–24.

The iconic **wild Atlantic salmon** are also facing declines, with many populations now assessed as endangered or threatened. In 2022–23, the Department engaged with Indigenous people, other partners, and stakeholders on the development of a Wild Atlantic Salmon Conservation Strategy. This strategy will serve to strengthen the implementation of Canada's **Wild Atlantic Salmon Policy**^{xxix}, which aims to restore and maintain healthy wild Atlantic salmon populations now and for future generations of Canadians. DFO received over 470 responses to its engagement to identify high-level priorities, and completed a public online engagement on draft elements of the Strategy in December 2022. In addition, DFO published a **Status Report on the Wild Atlantic Salmon Conservation Implementation Plan 2019-21**^{xxx} in May 2022.

The **Whales Initiative** encompasses the Department's many activities to understand and manage whales in Canadian waters. It focuses on three endangered species and populations – Southern Resident killer whales (SRKW) in British Columbia, St. Lawrence Estuary Belugas (SLEB) in Quebec, and North Atlantic right whales (NARW) on the East Coast, but may provide benefits across other co-occurring whale species.

The 2022 measures for **SRKW** included two mandatory speed restricted zones, two interim sanctuary zones, fishery closures for commercial and recreational salmon fisheries, and continued work to reduce contaminants in the environment that affect whales and their prey.

NARW dynamic and seasonal fishing closure protocols were again implemented in 2022–23, including:

- enhancements to the Fisheries Aerial Surveillance and Enforcement program with additional dedicated flights
- continued systematic aerial surveys as well as acoustic surveillance of NARW with gliders and Viking buoys, which listen for whales, including a new buoy installed in the Gulf of St. Lawrence in 2022

DFO also instituted additional management measures, including ghost gear retrieval, continued testing of **whalesafe^{xxxii} fishing gear**, and responding to entangled whales when operationally safe. DFO also continued its work to extend the Marine Mammal Response Program, including through the National Necropsy Fund, by establishing contracts with organizations in Canada that are experts at responding to incidents involving marine mammals, such as a whale entangled in fishing rope or injured by a vessel. This included providing funds to support training and appropriate equipment to enable organizations and Indigenous communities to safely respond to marine mammal incidents.

In 2022, DFO launched **Whale Insight**, an interactive mapping tool that displays up-to-date NARW visual sightings and acoustic detections in Canadian waters, as recorded by the Government of Canada (DFO and Transport Canada) and trusted partners and collaborators from academia, industry, non-governmental organizations, and the general public. This tool broadly disseminates detections of NARW to decision-makers, stakeholders, and to the general public in a manner that is transparent and accessible to all. In addition to displaying NARW detections, Whale Insight can also display detections of other cetaceans, including blue, fin, humpback, and sei whales. Whale Insight promotes Canada’s efforts related to NARW survey and monitoring activities and informs the dynamic management measures (i.e. fishery closures) that aim to keep NARW safe from entanglements in fishing gear and vessel strikes while they are in Canadian waters.

In November 2022, the five consortia involved in the **smartWhales initiative^{xxxiii}**, which monitors NARW from space, participated in a workshop hosted by DFO in Moncton, New Brunswick. This workshop included updates from the consortia on the progress of their projects to date, as well as presentations from partner organizations, including other government departments, on research related to NARW detection and predictive modeling.

RECONCILIATION WITH INDIGENOUS PEOPLES

In 2022–23, DFO continued its work on **collaborative arrangements** through the Aboriginal Fund for Species at Risk and the Canadian Nature Fund for Aquatic Species at Risk, which give preference to projects that clearly demonstrate Indigenous partnerships or leadership in project planning, development, and/or implementation. In 2022–23, DFO provided over \$7.5 million in support for 130 new and previously approved projects through these programs, aimed at benefitting over 140 aquatic species at risk.

DFO also engaged with several partners on establishing an aquatic ecosystems-specific Indigenous Advisory Circle (IAC) to ensure the consideration of Indigenous perspectives in the development of key policy, program, and regulatory initiatives. When it’s launched, the IAC will consist of First Nations, Inuit, and Métis members from across the country and will include Elders and youth. The IAC’s guidance will improve DFO’s ability to consider Indigenous

perspectives and address concerns before launching broader engagement on key policies, programs, and regulations.

The final year of the **Indigenous Habitat Participation Program** was 2022–23. Agreements established with Indigenous groups under the program include funding to support Indigenous participation in the conservation and protection of fish and fish habitat, including engagement during the development of policy, program, and regulatory initiatives, as well as the development of capacity in the inland areas of the country, and initiatives such as planning, monitoring, and data collection. In this final year, focus was on finalizing agreements initiated in past years and on initiating new agreements. The program was a case study associated with the 2022 [Horizontal Evaluation of the Impact Assessment and Regulatory Processes Horizontal Initiative^{xxxiii}](#), which indicated strong support for the continuation of the program, though with changes needed to address administrative challenges. The program was renewed for two additional years.

In response to the Phase III consultations on the **Trans Mountain Expansion Project (TMX)**, DFO continued to work with partner agencies and 129 eligible Indigenous groups in British Columbia and Alberta to advance three accommodation measures and Canada Energy Regulator recommendations. Active engagement with Indigenous communities informed the delivery approach for the Aquatic Habitat Restoration Fund, the Terrestrial Cumulative Effects Initiative, and the Salish Sea Initiative. Input from Indigenous groups informed the development and implementation of each initiative, which will provide capacity and project funding support for active participation in fish and fish habitat restoration activities, cumulative effects studies, and the monitoring and evaluation of impacts of human activities on local marine ecosystems. Indigenous participation in the accommodation measures was high, ranging from 85 to 94 per cent. Funding support, through negotiations of contribution agreements, was the focus of 2022–23, enabling Indigenous capacity building and participation in habitat restoration activities, cumulative effects works, and marine stewardship. Substantial progress was made in co-developing an approach to establish an Indigenous-led fund through the Salish Sea Initiative. The fund will provide resources for eligible First Nations to continue their cumulative effects work beyond the life of the contribution programs delivered through these accommodation measures.

In addition, the Coast Guard continued to work with partner agencies and eligible Indigenous governments, communities, and organizations by increasing eligible Indigenous communities' capacity to participate in oil spill preparedness and responses and marine incident management. The **Co-Developing Community Response (CDCR)** measures involve collaboratively working with Indigenous groups along the marine route to protect culturally important and sacred sites on their traditional territories. This includes approximately \$70 million for:

- the CDCR contribution agreement program
- the Communication Portal for Integrated Incident Response tool
- the Port Renfrew Multi-Purpose Marine Response Facility, which is being co-developed with Pacheedaht First Nation

Under this CCG-led initiative, funding is provided to eligible Indigenous communities along the TMX tanker route to increase their capacity to participate in oil spill preparedness and response as well as marine incident management. Supported activities include training, exercising, and equipment acquisition. The initiative helps define a more meaningful role for Indigenous

communities in Canada’s broader marine response system, as well as empowering these communities to protect culturally important and sacred sites on their traditional territories and to mitigate risks posed by project-related shipping.

In 2022–23, the [Evaluation of Grants and Contributions Programming in the Ecosystems and Oceans Science Sector](#)^{xxxiv} was conducted to determine whether activities were being implemented as intended, what was working well, and whether adjustments were required. These programs promote and facilitate the development of marine scientific knowledge and related science activities by external organizations in areas aligned with departmental priorities. Through this enhanced knowledge, DFO seeks to better understand fisheries resources and the aquatic ecosystems that support them. In response to the evaluation’s findings, additional information on all of the sector’s grants and contributions programming was made available on the Department’s Funding Opportunities website for use by potential applicants. In addition, DFO began undertaking annual open processes to solicit projects for funding, which provides an additional pathway for early career researchers, community groups, Indigenous organizations, or other scientific entities.

Gender-based analysis plus



DFO, on behalf of Canada, continued to demonstrate leadership in advancing gender equity in ocean science in the context of the United Nations Decade of Ocean Science for Sustainable Development 2021-2030 (“Ocean Decade”) and through the Department’s role as the Commonwealth Blue Charter Champion of Ocean Observation. In 2022–23, DFO provided financial support for programming related to gender equity in ocean science, which supported several graduate students interested in a career in ocean science as well as a variety of relevant events/webinars, and the development of resources to help advance gender equity in ocean science. The [2020 Global Ocean Science Report](#)^{xxxv} revealed that **women in ocean science** continue to be underrepresented, with the global average of all ocean science personnel (i.e. researchers, technicians, and supporting staff) at 37 per cent.

DFO also continued to seek opportunities to advance equity, diversity, and inclusion in the field of ocean science as part of the Ocean Decade. Some achievements in 2022–23 included:

- continued yearly allocations of \$100,000 through the Natural Sciences and Engineering Research Council to support financial awards for up to ten doctoral students per year identifying as a member of an [employment equity group](#)^{xxxvi} and who are focusing on aquatic science topics
- continued an ongoing partnership with Ingenium - Canada's Science and Technology Museums to generate online resources to promote and advance gender equity
- the provision of \$48,000 (financial and in-kind support) to the Canadian node of the Early Career Ocean Professionals (ECOPs) Ocean Decade Program, which aims to generate opportunities for ECOPs and to achieve intergenerational equity in ocean science
- representing Canada on the International Council for the Exploration of the Sea (ICES) working group to identify and address barriers to equity, diversity and inclusion in ocean science

In addition, DFO co-hosted the 4th International Council for the Exploration of the Sea (ICES) and North Pacific Marine Science Organization (PICES) **Early Career Scientist Conference** with ICES and PICES in July 2022 in St. John’s, Newfoundland. The conference was focused on providing early career scientists with programming to foster the development of scientific

networks and build scientific knowledge and understanding. Over 140 early career scientists from around the north Atlantic and Pacific Ocean basins participated in diverse programming aimed at building scientific knowledge and skills relevant to a career in ocean science.

DFO programs continued to study and apply GBA Plus methods, which will inform the Department's work to improve its programs and services and achieve more inclusive outcomes. For example, the Marine Conservation Targets initiative developed and administered a public opinion research survey to collect 2022 data on the percentage of Indigenous Peoples engaged in marine planning and conservation who indicate that the engagement was meaningful. Results from this survey suggest that 77 per cent of responding Indigenous partners felt that overall, DFO engaged with them in a meaningful way. In addition, a GBA Plus review was conducted for the Tuvaijuittuq MPA as part of the required process to repeal the existing Ministerial Order for Tuvaijuittuq and replace it with a new Ministerial Order while long-term protection measures are developed with partners. DFO also conducted a GBA Plus review for the proposed Tang.gwan - ḥačxwiqak - Tsigis MPA and results of the analysis were included in the Canada Gazette, Part I prepublication of the proposed regulations in February 2023.

United Nations 2030 Agenda for Sustainable Development and the Sustainable Development Goals

More information on how the Department is advancing the United Nations Sustainable Development Goals is available on [Fisheries and Oceans Canada's website](#)^{xxxvii}.

Innovation




DFO's scientists continued to work towards better understanding the composition of the **diets of pinnipeds**, like seals, through the use of traditional and novel scientific methods which, together, should provide more precision about what food is eaten and where. Looking through scat (i.e. animal droppings) is a technique that has been used for decades and gives information on recent meals, but not always with high precision. These same samples, as well as samples obtained through other methods like biopsies, can be analyzed using a new technique, DNA metabarcoding, which provides more accurate and precise information on what species were eaten. Tissues collected from animals can also be analyzed using other relatively new techniques, fatty acid and stable isotope analyses, to provide a picture of the diet over the longer term (i.e. weeks to months). In 2022–23, throughout Canada, DFO studied the diets of harbour seals, Steller sea lions, harp seals, and grey seals. DFO plans to deliver the final results of these new combined methods in 2023–24.

DFO developed and began testing a **hand-held, field-friendly tool to detect environmental DNA** (DNA obtained from the environment, such as the water, rather than directly from the specimen) in a field setting. This tool is expected to detect Zebra Mussel DNA on the surfaces of boats, fishing equipment, and other common gear without the need of a laboratory. Field samples were run using the hand-held detection tool in the field and also in the laboratory and test results for the hand-held detection tool compared well with the laboratory results, suggesting that the approach has potential. This study will focus on detecting invasive mussels on high-risk dispersal paths, like moss balls, aquarium gear, and watercraft. This will enhance early detection and response work, including by non-specialist users. This study will build a foundation for developing and transferring methods to establish protocols for other species.

Key risks

In fulfilling its mandate commitment to conserve 25 per cent of lands and waters by 2025, DFO encountered risks related to Indigenous engagement, which are closely tied to the engagement capacity of stakeholders, including Indigenous governments and organizations, resulting in limitations to their full participation. Consequently, these challenges have significantly impacted the Department's efforts to protect aquatic ecosystems and achieve conservation goals. In addition, there was a risk associated with the completion of an Inuit Impact and Benefit Agreement in Nunavut, which carried the potential to cause delays in designating areas for conservation. In response to these risks, the Department has fostered close collaboration with Inuit partners, explored alternative financial resources, and leveraged initiatives such as Project Finance for Permanence to support Inuit-led conservation efforts. The Department has diligently worked to cultivate collaboration with Indigenous groups, minimized overlapping requests, promoted reconciliation, and encouraged sustainable development. Through diligent risk monitoring and appropriate mitigation measures, the Department is committed to ensuring continuous progress and tangible outcomes in preserving our marine environment.

Results achieved

 Departmental results	Performance indicators	Target	Actual results
Negative impacts on Canada's oceans and other aquatic ecosystems are minimized or avoided	Percentage of marine and coastal areas that are protected	At least 25% by 2025	2020–21: 13.81% 2021–22: 13.90% 2022–23: 14.66%
	Percentage of development projects occurring in or near water that effectively avoid, mitigate or offset impacts to fish and fish habitat	At least 100% by March 31, 2023	2020–21: 95% ¹⁴ 2021–22: 96% 2022–23: 93%
	Percentage of aquatic species / populations at risk listed under the <i>Species at Risk Act</i> for which a recovery strategy / management plan is completed	At least 80% by March 31, 2023	2020–21: 86% 2021–22: 87% 2022–23: 90%
	Percentage of approved requests for science advice on aquatic invasive species that are completed	At least 90% by March 31, 2023	2020–21: 67% ¹⁵ 2021–22: 50% ¹⁶ 2022–23: 100%
Scientific information on Canada's oceans and other aquatic ecosystems is available to inform management decisions	Number of science products related to aquatic ecosystems that are available	At least 60 by March 31, 2023	2020–21: 60 2021–22: 60 2022–23: 60
	Percentage of scheduled science advisory processes on aquatic ecosystems that were completed	At least 90% by March 31, 2023	2020–21: 77% ¹⁷ 2021–22: 69% ¹⁸ 2022–23: 76% ¹⁹
Enhanced relationships with, involvement of, and outcomes for Indigenous people	Number of agreements / arrangements involving Indigenous groups	At least 225 by March 31, 2023	2020–21: 52 2021–22: 297 2022–23: 300
	Number of Indigenous people trained through agreements / arrangements	At least 208 by March 31, 2023	2020–21: Data not available 2021–22: Data not available 2022–23: At least 211 ²⁰
	Number of Indigenous people employed through agreements / arrangements	At least 2 by March 31, 2023	2020–21: Data not available 2021–22: Data not available 2022–23: At least 53 ²¹

Note: N/A indicates that the performance indicator was not in effect at that time, and therefore, data is not available

¹⁴ Of the 613 projects monitored, 31 projects were assessed as having compliance and effectiveness measures that were not adequate.

¹⁵ Some of the planned advisory processes were deferred due to COVID-19 restrictions and other challenges or were withdrawn.

¹⁶ A number of requests were deferred to 2022–23 and an additional advisory process was undertaken early in 2022–23.

¹⁷ Some of the planned advisory processes were deferred due to COVID-19 restrictions and other challenges or were withdrawn.


¹⁸ Additional processes were deferred due to operational challenges.

¹⁹ Some of the planned advisory processes were cancelled or deferred due to operational challenges.


²⁰ Data for 2022–23 was still being collected at the time this report was prepared.

²¹ Data for 2022–23 was still being collected at the time this report was prepared.

Budgetary financial resources (dollars)

	2022–23 main estimates	2022–23 planned spending	2022–23 total authorities available for use	2022–23 actual spending (authorities used)	2022–23 difference (actual spending minus planned spending)
	391,884,341	391,884,341	483,543,148	406,631,105	14,746,764

Human resources (full-time equivalents)

	2022–23 planned full-time equivalents	2022–23 actual full-time equivalents	2022–23 difference (actual full-time equivalents minus planned full-time equivalents)
	1,762	2,010	248

Note: The variance between planned and actual FTEs is primarily due to new funding received in-year for the Oceans Protection Plan.

Financial, human resources and performance information for Fisheries and Oceans Canada’s Program Inventory is available in the [GC InfoBase^{xxxviii}](#).

Marine Navigation

Description

Provide information and services to facilitate navigation in Canadian waters.

Results

DFO and CCG are responsible for ensuring that Canada's waters are safe and navigable for mariners. This includes the charting and managing of waterways, as well as the management of marine communications and traffic services, aids to navigation, and icebreaking services.

Key priorities for 2022–23 and beyond included commitments from the [Minister's mandate letter^{xxxix}](#) that was in effect during 2022–23.

MODERNIZE MARINE NAVIGATION PROGRAMS AND SAFETY SERVICES

To improve the safety, security, and efficiency of maritime transportation and better protect the marine environment, CCG finalized a **modernization strategy for marine navigation and safety services** to ensure accessibility to marine navigation information including safety, ice, and weather information, environmental data, and information on vessel traffic, channel depths, speed restrictions, and marine protected areas. The modernization strategy aims to enhance the delivery of CCG's marine navigation services through actions such as leveraging new technologies; using more sensor data; and advancing CCG's ability to collect, process, synthesize, and analyze data, and to readily exchange it with its partners in an integrated and streamlined way. CCG intends to integrate existing programs, systems, and tools to deliver seamless, efficient, and real-time services to maritime clients and federal, provincial, territorial, and Indigenous partners.

DFO and CCG implemented **e-navigation²² initiatives** to ensure accessibility of marine navigation information. DFO increased its complement of digital navigational products for Canadian waters, surveyed 41,000 km² of Arctic waters, collected data, and developed navigational products for the Canadian Arctic, resulting in the release of 25 new Electronic Navigation Charts (ENCs) of the Arctic. Compared to paper- or image-based charts, ENCs streamline the production, delivery, and useability of charts to the public and can include enriched data content. This will make it easier to catalogue, monitor progress, and support other data initiatives. Recently, DFO began developing ENCs using a modernized cell-based



DID YOU KNOW?



Under the Oceans Protection Plan, DFO and CCG continued to prevent accidents through actions such as providing improved navigation products (e.g. charts) and services (e.g. transmitting warnings about marine hazards).

²² Electronic navigation (e-navigation) is the harmonized collection, integration, exchange, presentation, and analysis of marine information on-board and ashore by electronic means to enhance navigation and related services for safety and security at sea and protection of the marine environment.

format and released 144 modernized ENC's, bringing the total to 192. These new cell-based ENC's constitute one portion of the navigational products that DFO delivered to the public. In total, 1,174 navigational products were created or updated in 2022–23, greatly exceeding the target of 200 for the year. E-navigation contributes to marine safety and navigation, environmental and marine mammal protection, increased maritime domain awareness, and supports local, regional, and national economies.

CCG furthered other digitalization work through:

- the launch of the first phase of the Collaborative Voyage Management System (CVMS). CVMS will streamline offshore reporting in all the Vessel Traffic Services Zones by using an electronic form to capture all information required for vessels to enter Canadian waters.
- the use of virtual Automatic Identification System aids to navigation (AIS AtoN) to identify marine mammal protection and slowdown zones to support efforts to protect North Atlantic right whales and Southern Resident killer whales
- continued collaboration with other government partners such as Environment and Climate Change Canada to bring environmental information, such as weather and water levels, directly to navigational equipment on-board ships via Automatic Identification System (AIS) messages
- added daily ice briefings and weather alerts to the CCG [e-Navigation Portal](#)^{xl}, which provides information needed to plan a voyage in Canadian waters and catalogues relevant maritime information

CCG made significant progress on installing new **radar coverage areas** under the Oceans Protection Plan, with this work close to completion in 2022–23. The new radar installations will be instrumental in ensuring the reliability and accuracy of vessel traffic monitoring through Canadian waters. CCG also made significant progress on the Oceans Protection Plan **operation network (OpNet) modernization** project. To date, 96 per cent of the modernization of main connections were completed, 78 per cent of installation of backups of remote connections were achieved, and 100 per cent of Marine Communications and Traffic Services business continuity plans (which help CCG continue to provide critical services in the event of a disruption) were completed. Operational network equipment modernization will increase the robustness of the system and the redundancy built in as part of this project will ensure a continuity of communication in the event of a failure at a remote site. Both of these initiatives are instrumental in ensuring that Canada continues to have a world-leading marine safety system.

An evaluation was conducted to examine the performance and efficiency of the **Shore-based Asset Readiness (SBAR) Program**^{xii} from 2014-15 to 2018-19. This program is responsible for the life-cycle management of non-fleet assets (e.g. buoys, electronic navigation systems). The program ensures that these assets are available, capable, and reliable to support the delivery of CCG programs.

In 2022–23, CCG took the following actions to improve the program’s performance and efficiency:

- streamlined and standardized the methodology used in the asset condition assessment program, which will be instrumental in informing future investment decisions
- updated the service level agreements for Aids to Navigation, Marine Communications and Traffic Services, and Environmental Response clients, including performance targets for service availability and time to repair commitments
- reviewed the consolidated inventory data from all databases to identify and record missing assets. Missing assets were entered into the asset management system.

DFO enhanced its **digital hydrographic**²³ **data and services** by launching the Canadian Hydrographic Service’s new web-based integrated **water level application**^{xliii}, a national network available to all Canadians to support safe navigation through enhanced e-navigation services. This work supports both e-navigation and research on non-navigational topics (e.g. the use of bathymetric, or water-depth, data in research on fish and marine mammal habitat, coastal planning, ecosystems management, and earthquake and fault studies). The system is an IT solution that collects and shares water level information in real-time from DFOs’ tide gauges. This information is critical for safe navigation and effective oil spill response, both of which depend on up-to-date tsunami and sea level rise monitoring and storm surge modelling. DFO also contributed to the development and sharing of dynamic waterway modelling and prediction services in key Canadian areas.

RECONCILIATION WITH INDIGENOUS PEOPLES

In support of the **2021 Speech from the Throne**’s^{xliiii} priority of moving faster on the path to reconciliation and of Indigenous self-determination and socio-economic development, CCG implemented the first phase of its newly-developed **National Indigenous Relations Strategic Framework**. Linked to, and informed by, federal reconciliation mandates, legislation such as the *United Nations Declaration on the Rights of Indigenous Peoples Act*, and principles outlined in the DFO Reconciliation Strategy, the Framework has two interconnected goals.

Firstly, it will create tangible processes to capture and organize reconciliation-related activities undertaken by CCG and enable the setting of annual organizational and planning priorities, which will then be informed through collaboration with CCG’s Indigenous partners. This will allow the creation of stronger internal long-term and integrated structures that advance reconciliation priorities by supporting enhanced outcomes for Indigenous Peoples in annual work planning and by identifying gaps in processes, policies, programs, and resourcing.

Secondly, it will guide respectful and meaningful collaboration and engagement with First Nations, Inuit, and Métis partners on the incorporation of partner feedback into processes, policies, and tools, including by supporting the development of a Department-wide Indigenous Knowledge policy. The Department also worked on an ongoing project in partnership with the

²³ Relating to hydrography, the science of surveying and charting waters.

National Indigenous Fisheries Institute to further develop a recommendation for effective practices for respectfully seeking and incorporating Indigenous perspectives into departmental policies.

A collaborative and distinctions-based approach has been used to establish the boundaries and priorities of the DFO and CCG **Arctic regions**. In 2022–23, the Arctic regions continued to work with Inuit, First Nations, and Métis governments and organizations to establish governance frameworks to advance their unique interests and priorities for program and service delivery and build on efforts to increase cultural awareness, Indigenous recruitment, procurement opportunities, and training. Some of this work included:

- meeting with key Inuit, First Nations, and Métis organizations in the Arctic, as well as co-management boards and community hunter and trapper organizations, to formalize governance committees with all Indigenous organizations in the Arctic region
- the development of an action plan, in collaboration with Indigenous partners and other federal and territorial government departments, to implement improved approaches to hiring and retention
- work on the development of a CCG Arctic Strategy based on the bedrock principle of “for the North, and by the North,” articulating CCG’s ambition for enhanced operations in the Arctic for the next ten years
- collaboration with Inuit organizations and government to support the implementation of service delivery priorities in Inuit Nunangat
- the further transition of reporting relationships for departmental programs and staff to report to the Arctic region

The Department supported Transport Canada in the launch of the next phase of the **Oceans Protection Plan (OPP)** in partnership with Indigenous and coastal communities. In partnership with Transport Canada, the Department also participated in the Pacific Dialogue Forum Vancouver in early 2023, which brought together governmental, Indigenous, and industry partners to discuss the new phase of OPP.

Gender-based analysis plus



DFO, on behalf of Canada, continued to demonstrate leadership in advancing gender equity in ocean science. Canada participated in the International Hydrographic Organization's Empowering Women in Hydrography project, with the aim of organizing initiatives to enable more women to participate equitably in the field of hydrography and to assume more leadership roles within the hydrographic community. This has increased awareness and momentum of the issue in DFO and internationally.

CCG continued its work to improve internal policies to encourage and celebrate a more **diverse workforce**. Since 2020, CCG has worked with Women in Governance (WiG), a not-for-profit organization that supports leadership development, career advancement, and access to executive positions for women; rates an organization’s values, priorities, policies, programs and practices; assigns a level of certification; and recommends best practices for continued progress. For 2022, CCG received silver-level certification (out of bronze, silver, gold, or platinum).

United Nations 2030 Agenda for Sustainable Development and the Sustainable Development Goals

More information on how the Department is advancing the United Nations Sustainable Development Goals is available on [Fisheries and Oceans Canada's website](#)^{xliv}.

Innovation



DFO continued its **Science Micro-innovation Funding Initiative**, which is designed specifically to support DFO science staff in innovating, experimenting and/or ‘test-driving’ a new idea, solution, or process in their work. DFO’s scientific staff are able to propose innovative new ideas and request internal funding up to \$10,000. In 2022–23, the initiative awarded support for six small scale, short-term projects and activities. For example, a project based in Quebec developed and tested an improved Baited Remote Underwater Video system. This lighter, more cost-efficient, and more portable design supported the monitoring of fish and marine species in remote sites with difficult environmental conditions.


In 2022–23, CCG pioneered a number of innovative initiatives that enhanced maritime navigation and safety:

- improvement to the life-cycle management of navigation aids and streamlined mooring systems through the “Four-season Buoy” project and an Aids to Navigation Anchorage Development project
- a Maritime Security Common Operating Picture Software trial, which allows CCG to evaluate improved real-time information sharing and situational awareness, in support of enhancing navigation safety and security
- evaluation of an Artificial Intelligence solution through the Innovative Solutions Canada Testing Stream Program to help monitor Global Navigation Satellite System (GNSS) disruptions, a made-in-Canada solution that aims to guard against known GNSS vulnerabilities, offering safer navigation, and improved decision support

Key risks

Under this Core Responsibility, CCG encountered a series of challenges stemming from the use of outdated tools and technologies. These challenges had a negative impact on the service delivery of its programs and priorities. Both industry stakeholders and mariners have expressed a growing expectation to keep pace with evolving technology, particularly in the context of modernizing and digitizing marine navigation services. In response to this feedback and with a keen understanding of the importance of meeting these expectations, CCG proactively undertook various measures to confront these historical challenges. The primary objective is to implement modern and digital marine navigation services and to strive to adapt to a rapidly evolving technology landscape. As part of the commitment to ensure effective navigation in Canadian waters, the Department will continue to monitor any potential risks to marine navigation and implement appropriate mitigation strategies. By leveraging industry insights and advancements, CCG remains dedicated to enhancing its technological capabilities and delivering efficient, reliable, and innovative solutions for the maritime community.

Results achieved

 Departmental results	Performance indicators	Target	Actual results
Mariners safely navigate Canada's waters	Rate of marine incidents versus vessel movements	At most 1% by March 31, 2023	2020–21: 0.03% 2021–22: 0.02% 2022–23: 0.02%
	Number of official navigational products created and/or updated from incorporation of new and/or archived modern hydrography per year in key areas	At least 200 by March 31, 2023	2020–21: 673 2021–22: 895 2022–23: 1,174
A Canadian maritime economy that is supported by navigable waters	Rate of marine incidents versus vessel movements	At most 1% by March 31, 2023	2020–21: 0.03% 2021–22: 0.02% 2022–23: 0.02%
	Percentage of ship ice escort requests south of the 60th parallel north that are delayed beyond level of service response time standards	Exactly 0% by March 31, 2023	2020–21: 4% ²⁴ 2021–22: 4.8% ²⁵ 2022–23: 3.6% ²⁶
	Average time (in hours) beyond level of service response time standards for ice escort requests south of the 60th parallel north	Exactly 0 by March 31, 2023	2020–21: 33.03 ²⁷ 2021–22: 13.29 ²⁸ 2022–23: 13.12 ²⁹
Enhanced relationships with, involvement of, and outcomes for Indigenous people	Number of agreements / arrangements involving Indigenous groups	At least 4 agreements by March 31, 2023	2020–21: Data not available 2021–22: 8 2022–23: 11
	Number of Indigenous people employed through agreements / arrangements	To be established for 2023–24	2020–21: Data not available 2021–22: N/A 2022–23: N/A

Note: N/A indicates that the performance indicator was not in effect at that time, and therefore, data is not available.

²⁴ Of the 161 escort requests received in 2020–21, 6 were delayed.

²⁵ Of the 415 ice escort requests received, 20 were delayed beyond the level of service response time standards.


²⁶ Twelve of the 333 ice escorts were delayed. For this reporting cycle, Icebreaking Services is including freeing beset vessels and escorts. In previous years, only escorts were included. This change provides a more complete image on Icebreaking Services' escort performance. Caution should therefore be used when comparing 2022–23 results to those of previous years.

²⁷ There were a total of six delays totaling 198.17 hours beyond levels of service (79.18 hours in Atlantic, 0.62 hours in St. Lawrence, 118.37 hours in Great Lakes), for an average time of 33.03 hours.


²⁸ Twenty requests were delayed, totaling 265.97 hours beyond levels of service response time standards (43.5 hours in Atlantic, 69.68 hours in St. Lawrence, 152.79 hours in Great Lakes), for an average time of 13.29 hours.

²⁹ Atlantic – 64.90 Hours over, St. Lawrence – 23.52 hours over, Great Lakes – 69.08 hours over. For this reporting cycle, Icebreaking Services is including freeing beset vessels and escorts. In previous years, only escorts were included. This change provides a more complete image on Icebreaking Services' escort performance. Caution should therefore be used when comparing 2022–23 results to those of previous years.

Budgetary financial resources (dollars)

	2022–23 main estimates	2022–23 planned spending	2022–23 total authorities available for use	2022–23 actual spending (authorities used)	2022–23 difference (actual spending minus planned spending)
	347,356,957	347,356,957	423,545,039	352,716,561	5,359,604

Human resources (full-time equivalents)

	2022–23 planned full-time equivalents	2022–23 actual full-time equivalents	2022–23 difference (actual full-time equivalents minus planned full-time equivalents)
	1,964	1,794	-170

Financial, human resources and performance information for Fisheries and Oceans Canada's Program Inventory is available in the [GC InfoBase](#)^{xlv}.

Marine Operations and Response



Description

Provide marine response services and operate Canada's civilian maritime fleet.

Results

CCG is responsible for ensuring safety on Canadian waters by maintaining clear commercial shipping and supply routes and responding to incidents that involve risks to mariners or substance spills on the water.

Key priorities for 2022–23 and beyond included commitments from the [Minister's mandate letter](#)^{xlvi} that was in effect during 2022–23.

CCG continued to maintain the civilian maritime fleet and advance its renewal, creating employment for Canadians in the process. CCG also continued to build capacity and meaningful participation by Indigenous Peoples in maritime pollution preparedness and responses. To further support reconciliation, CCG continued to address barriers to employment by prioritizing Indigenous appointments, engaging Indigenous employees to provide feedback in the process, and by using certain Indigenous languages in advertisements. CCG further enhanced training resources and gender parity supports to ensure that its people have the resources needed for a strong fleet and inclusive workplace, today and in the future.

FLEET RENEWAL

CCG continued to ensure that the fleet could keep mariners safe, protect coasts and waterways, maintain essential icebreaking and aids to navigation services, enable the safe delivery of commercial goods, and deliver other vital services by procuring new vessels, extending the life of the existing fleet, and using interim measures where required.

Fleet renewal efforts at Vancouver Shipyards continued with the ongoing construction of the Offshore Oceanographic Science Vessel and the launch of construction engineering and material procurement on a Polar Icebreaker with superior, year-round capabilities. In addition, work under the ancillary contract continued to progress engineering plans for the Multi-purpose Vessel project in preparation for the construction engineering award, which is currently planned for 2023–24. On the East Coast, CCG saw meaningful progress in 2022–23 on the Arctic and Offshore Patrol Vessels, with the advancement of vessel design. This paved the way for the amended build contract award in fall 2022 and the start of material procurement for two Arctic and Offshore Patrol Ships. The small vessel portfolio also saw progress in 2022–23 with the delivery of four additional search and rescue lifeboats. After a thorough search for qualified proposals to build a new Near-shore

DID YOU KNOW?



New vessels use a modular design, so they can serve different functions by adding or removing "modules" of equipment like science laboratories. This versatility enables the Fleet to continue to deliver core services such as search and rescue, while meeting new challenges posed by climate change.

Fishery Research Vessel, CCG expects to award the contract by fall 2023. CCG also made meaningful progress on negotiations with Chantier Davie to become the third shipyard under the National Shipbuilding Strategy.

Continued progress on the required **Vessel Life Extension Program**, which is scheduled to run from 2020 to 2029, saw vessel life extension work completed on 15 ships and begun on an additional 13 vessels that entered drydock. In addition, planned maintenance was completed for 70 vessels on the water at CCG bases throughout Canada and 27 vessels in drydock at Canadian shipyards. CCG's systematic maintenance, vessel life extension work, and ongoing fleet renewal supports the Canadian blue economy, ensures the delivery of CCG and DFO's critical on-water services from coast to coast to coast, and provides employment for Canadians near CCG bases and in Canadian shipyards.

RECONCILIATION WITH INDIGENOUS PEOPLES

In support of the [2021 Speech from the Throne's](#)^{xlvii} priority of advancing the path to reconciliation, CCG (with support from Transport Canada) and Heiltsuk First Nation ("Heiltsuk Nation") conducted a **year-long pilot project** under which CCG shared reports of marine pollution with Heiltsuk Nation. CCG dedicated staff to this project and successfully shared pollution reports with Heiltsuk Nation. The goals of this work were to inform and complement the establishment of Heiltsuk Nation's Marine Emergency Response Teams initiative, increase response capacity in Indigenous communities, and further integrate these communities into Canada's marine safety system. The pilot project also informed new protocol agreements under the Co-developing Community Response Measures initiative. This protocol resulted in the completion of two emergency training exercises and a new contribution agreement with four First Nations for a communication portal for Integrated Incident Response, a key information sharing tool.

CCG is strongly committed to building **cultural competency and safety**. In 2022–23, CCG conducted an employment systems review to help identify barriers in employment systems, policies, and practices for Employment and Equity seeking groups. Following the review, CCG saw increased representation of all such groups through measures including promoting participation in networks, mentorship opportunities, and sponsorship programs for racialized groups; targeted staffing strategies; and mandatory and recommended diversity training for all staff. CCG also promoted its Indigenous Relations and Reconciliation Toolkit, which includes information to help CCG staff access courses and resources to strengthen their understanding of the foundations of reconciliation and build renewed relationships with Indigenous Peoples.

SEARCH AND RESCUE

CCG's maritime **Search and Rescue (SAR) program** is responsible for delivering and maintaining preparedness for the 5.3 million square kilometre maritime component of the federal SAR system, with the support of stakeholders and partners, including the CCG Auxiliary (CCGA) and the Department of National Defence. Through communication, coordination, and delivery, the program increases the chances of rescue for people caught in on-water distress situations. Communities are often the first responders to marine incidents in their surrounding waters and, in remote locations, may be the only available responder. Under the renewed Oceans Protection Plan, CCG maintained regular engagement to support the participation of Indigenous partners in programs that included the Indigenous Community Boat Volunteer program, the Indigenous Search and Rescue training and exercising project, and reviews conducted under the Risk-based Analysis of Maritime SAR Delivery. CCG engaged Indigenous partners in the Coastal Nations

Coast Guard Auxiliary and representatives of Arctic Auxiliary units on the renewal of contribution agreements to support their continued growth in membership and participation in marine emergency response activities. Increased funding, representing the first increase to their core budgets in 15 years, will enable auxiliaries to undertake significant projects including lifecycle management of their fleet of dedicated and community-based response vessels and aging assets, which will lead to safer coasts for mariners. These actions supported stronger partnerships with Indigenous communities while strengthening marine safety.

ENVIRONMENTAL RESPONSE

CCG reduces the impacts of marine pollution in Canadian waters through national and regional emergency planning, specialized response teams strategically located across Canada, and an incident command system that manages responses to marine spills. Under the Oceans Protection Plan, the Government of Canada is ensuring that CCG has the equipment it needs to respond to **environmental pollution** quickly and effectively. In 2022–23, CCG took delivery of three offshore skimmers, five high-speed sweep systems, and 14 offshore booms (floating barriers that can be rapidly deployed) to recover, safely contain, or redirect spilled oil. The sweep systems can recover oil in sheltered or calm waters and from inside small vessels, while the skimmers can be used in unsheltered waters. This equipment supports quick and effective responses to environmental pollution.

In 2022–23, CCG launched the implementation of its new **Environmental Response Equipment Life Cycle Management Program**. This program includes both preventive and corrective maintenance measures to keep environmental response vessels, equipment, and other assets in good working order and ready to respond to marine pollution incidents when required. In alignment with industry standards, CCG developed its performance standard for assets based on maintenance records and a disposal strategy for legacy assets, as well as working on the development of performance and baseline information against which future results can be measured. CCG also implemented new asset management software that will be used to calculate life expectancy and replacement costs over spans of five years or more. The overall program is a substantive improvement in the care and maintenance of environmental response assets and will contribute to CCG’s ability to respond to marine pollution incidents in Canada.

VESSELS OF CONCERN

Under the Oceans Protection Plan, CCG assesses reported wrecked, abandoned, and hazardous vessels that threaten the health and safety of Canada’s waters. Vessels are prioritized using a risk and evidence-based approach to inform the mitigation strategy for high-risk, hazardous vessels that threaten the environment, public health and safety, Indigenous and other coastal communities, and local industries. Operations may include technical risk assessments, pollution mitigation measures, or deconstruction and recycling of the vessels. In November 2022, CCG also launched the [National Inventory of Wrecked, Abandoned, and Hazardous Vessels^{xlviii}](#), a publicly searchable database that is updated four times per year. This work will support other government departments as Canada takes proactive action on hazardous vessels and on the preservation and restoration of marine ecosystems.

DID YOU KNOW?



Members of the public can easily search the National Inventory of Wrecked, Abandoned, and Hazardous Vessels by vessel name (if known) or location, and can also report a problem vessel by phone or online.

GREENING GOVERNMENT

CCG is emerging as a federal leader in the greening space among national safety and security departments in Canada and the U.S., due to the Department’s successes in achieving immediate, tangible decarbonization actions. In support of the 2021 Speech from the Throne’s priority of bolder climate action, as well as the [Greening Government Strategy’s](#)^{xlix} commitment to net-zero emissions from the Government of Canada’s operations by 2050, CCG collaborated with government, industry, and international partners to prepare the first draft of an **operational fleet decarbonization plan**. The plan will have a ship-air-shore approach to decarbonization, with ambitious but achievable targets. The draft is consistent with Environment and Climate Change Canada’s National Adaptation Strategy. The plan outlines how CCG will reduce greenhouse gas emissions from its operations through:

- accelerated adoption of low-carbon fuel
- an operational energy strategy for procuring, using, transporting, and storing energy and researching the challenges and opportunities that lie ahead
- a modern strategy to improve efficiency, pursue zero-emission vessels, and design alternative service delivery

In response to the “Climate Resilient Services and Operations” commitment of the TBS Greening Government Strategy and in alignment with the objectives of Environment and Climate Change Canada’s National Adaptation Strategy, CCG is developing a Roadmap to Climate Change Resilience. This Roadmap will provide guidance for CCG to increase its resilience to climate change through a series of adaptation and mitigation key actions in the short-, medium-, and long-term.

CCG also supported the ongoing development of an **Earth Observation Monitoring System for Marine and Coastal Environments** that is capable of delivering real-time, actionable data and information related to marine contamination, coastal ecosystems, and ice conditions to end-users across all levels of government, Indigenous groups, industry, academia, and the public. Funded through Defence Research and Development Canada’s Canadian Safety and Security Program, the project provides CCG with an opportunity to assess the capabilities of space-based maritime domain awareness tools to support service delivery. This type of technology offers the potential for reducing ship-based monitoring activities and fuel use.

In the meantime, CCG worked to achieve **immediate-term impacts** to reduce emissions and environmental impacts. CCG increased the use of low-carbon biodiesel fuel in its vessels and reduced greenhouse gas emissions from facilities and the on-road vehicles by 35.3 per cent compared to the 2005-06 baseline, and is therefore well on track to meet the Government of Canada’s interim reduction target of 40 per cent by 2025. CCG further advanced electrification of its on-road vehicles by completing installation of telematics modules, which track vehicles’ usage pattern in real-time, on 83 per cent of the fleet (up from 70 per cent in 2021–22). CCG also developed a plan to install recharging stations at its bases located in the corridor from the beginning of the St. Lawrence Seaway up to the Great Lakes, the highest-mileage area. The Department also collaborated with the National Research Council to test for the optimal blend of renewable diesel and bio-diesel fuels.

PERSONNEL

CCG operational personnel perform demanding tasks, often under challenging conditions where the consequence of error may be loss of human life or significant environmental impact, and they require ongoing specialized training, primarily delivered by the CCG College (CCGC). In

2022–23, CCG introduced a number of critical training improvements. To increase training opportunities and reduce travel requirements for personnel from coast to coast to coast, CCG made progress toward launching Regional Learning Centres where classroom equipment was successfully synchronized and tested to connect the learning centres.

CCG also installed the Wärtsilä 8L26 model diesel training engine, which will greatly enhance the hands-on training experience of CCG’s Fleet Marine Engineering Officers, ultimately resulting in lower maintenance costs and an increase in the reliability of the fleet of vessels. This is the first of three training engines needed to recreate the engine room of current and future CCG vessels. CCGC also installed a new vessel traffic services simulator with the ability to integrate real-life elements into training scenarios for Marine Communications and Traffic Services (MCTS) officers, who provide safety and navigation services like broadcasting maritime safety information, screening vessels prior to entry into Canadian waters, and managing marine traffic in designated waterways. CCGC’s new resources improved training and reduced travel requirements, contributing to lower maintenance costs and ultimately an increase in the reliability of CCG vessels in future.

In 2022–23, DFO also launched **All Hands on Deck**, a national recruitment campaign designed to reduce gaps in employment equity, diversity, and inclusion by ensuring accessibility and removing barriers to potential candidates. The campaign used innovative, streamlined technology to enhance inclusivity, flexibility, and customization in the hiring process, and provided valuable statistics to inform future talent-attraction initiatives.

Gender-based analysis plus



CCG continued to use the GBA Plus lens to enhance inclusion of and opportunities for Indigenous Peoples, increase gender and diversity parity in personnel recruitment and training, and inform its vessel procurement.

Marine incidents often disproportionately affect coastal, Indigenous and Arctic communities. CCG’s work to ensure marine safety is supported by the Canadian Coast Guard Auxiliary (CCGA). The CCGA is a national network of non-profit organizations, many with strong links to these communities, including one Indigenous-led Auxiliary, the Coastal Nations Coast Guard Auxiliary. Funding these programs helps increase the capacity of Indigenous communities to respond to on-water incidents, improve marine safety at a local level, and benefit mariners operating in the safer waters near these communities. In addition, the program monitors whether its funding is received by remote and under-serviced or under-resourced areas where there are gaps in search and rescue and marine emergency response services. With new funding from the renewed Oceans Protection Plan, CCG enabled Auxiliaries to increase their membership in under-represented areas and engaged with Indigenous leadership on the renewal of the six Arctic Auxiliary contribution agreements. This work supported the implementation of Call to Action number 43 of the Truth and Reconciliation Commission to implement the United Nations Declaration on the Rights of Indigenous Peoples and continued CCG’s work on the *United Nations Declaration Act* process led by Justice Canada.

The MariTime Fleet Management System, which records and assists with fleet crew management activities, was changed to include non-binary gender and salutation disclosure so that it can be representative of all Canadians. CCG also continued to ensure that vessel designs incorporated best practices for enabling a diverse workforce in a user-friendly environment,

including by providing quiet spaces for religious observance; single-occupancy, gender-neutral washrooms; and physically-accessible public spaces on board large vessels. This included implementing, wherever possible, a barrier-free physical work environment to accommodate ship crew of different physical needs.

The **Canadian Coast Guard College** continued its GBA Plus data collection plan and used the data to inform Officer training program recruitment strategies. Also, the College further supported gender parity by promoting gender-neutral washrooms and signage, providing a dedicated space on campus for non-denominational religious and cultural practices, and ensuring that the language and content of all new College training materials represented diversity and gender equality. In addition, the College library added to its collection of print materials on anti-racism, inclusion methodology, and 2SLGBTQI+ issues, and the College provided awareness sessions and training to staff and students and participated in 2SLGBTQI+ activities at the community level. Finally, the College ensured that meals prepared for officer cadets, students, and staff reflected the diverse College community. The goal of these actions is an increasingly inclusive and diverse workforce that fully represents and better serves all Canadians.

United Nations 2030 Agenda for Sustainable Development and the Sustainable Development Goals

More information on how the Department is advancing the United Nations Sustainable Development Goals is available on [Fisheries and Oceans Canada's website](#)¹.

Innovation



The Department launched the experimental design phase for replacing its **human resources and ship assignment system** for seagoing employees over a four-year period (2022–23 to 2025–26), focusing on crewing requirements and identifying potential vendors offering systems to test. Given the complexities of aligning systems across ships and with regional offices and national headquarters, CCG determined that separate systems, one for time and labour management and another for training, are needed rather than one fully-integrated system. These systems will work together to reduce the administrative resource burden and improve service delivery to the CCG fleet.

CCG also led design work on hybrid elements for both CCG's first **hybrid electric vessel** (the Near-Shore Fishery Research Vessel) and a zero-emission **hydrogen fuel cell design** concept for the Special Shallow Draft Buoy Tender (a small vessel that maintains aids to navigation in the Great Lakes—St. Lawrence River corridor). Progress on these design concepts continued to develop concrete options for future contributions to CCG's net-zero commitment in the Fleet Decarbonization Plan and Treasury Board Secretariat's Greening Government Strategy.

In partnership with Innovative Solutions Canada, CCG procured 39 BRNKL Rapid Deploy Units and are testing them on wrecked, abandoned or hazardous vessels across Canada. These **remote monitoring devices** allow CCG to monitor these vessels in real time 24/7 and receive alerts of any changes in vessel condition, such as damage from severe weather, listing, fire, or if the vessel begins to sink. This enables faster deployment of marine response teams if needed.


CCG also advanced the **Structural Digital Twin Project**, a promising technology that could support service life extension for the large vessel fleet, as well as measure and monitor vessel

operations and ice loads. The digital twin is a 3D virtual representation of the physical ship structure, as well as its associated processes, systems, and information. The structural digital twin provides a platform for information management and collaboration, where stakeholders share a common understanding of the ship's condition to support decision-making. This will allow CCG to identify maintenance actions most needed on the vessel and evaluate its capability of achieving or exceeding its target service life.

Key risks

The Department faced both internal and external challenges within this core responsibility. Specifically, internal operational capacity was constrained by the aging fleet and delays in Vessel Life Extension work. In addition, labour shortages and supply chain disruptions, beyond the Department's control, added further complexity to delivering optimal service to Canadians. However the successful implementation of the integrated vessel maintenance plan led to the effective reduction of specific operational risks. For instance, obtaining a new training engine at the Canadian Coast Guard College has provided improved training opportunities for CCG marine engineers. The Department will continue to closely monitor potential risks by implementing strategies to lessen their impact, using monitoring techniques to track progress and having contingency plans ready to adapt fleet planning.

Results achieved

 Departmental results	Performance indicators	Target	Actual results
Canadian Coast Guard has the capability to respond to on-water incidents	Percentage of responses to environmental incidents that meet established standards	Exactly 100% by March 31, 2023	2020–21: 100% 2021–22: 100% 2022–23: 100%
	Percentage of search and rescue responses that meet established standards	At least 99% by March 31, 2023	2020–21: 99% 2021–22: 99% 2022–23: 99%
Canada's civilian fleet has the capability to meet established service standards for clients	Operational days delivered versus operational days planned	At least 90% by March 31, 2023	2020–21: 96% 2021–22: Data not available ³⁰ 2022–23: Data not available ³¹
	Percentage of operational days lost due to crewing and logistical issues	At most 3% by March 31, 2023	2020–21: 1% 2021–22: Data not available ³⁰ 2022–23: Data not available ³²
	Percentage of operational days lost due to unplanned maintenance	At most 3% by March 31, 2023	2020–21: 3% 2021–22: Data not available ³⁰ 2022–23: Data not available ³³
Enhanced relationships with, involvement of, and outcomes for Indigenous people	Number of agreements / arrangements involving Indigenous groups	To be established for 2023–24	2020–21: Data not available 2021–22: 51 2022–23: N/A
	Number of Indigenous people trained through agreements / arrangements	At least 24 by March 31, 2023	2020–21: Data not available 2021–22: N/A 2022–23: 291

Note: N/A indicates that the performance indicator was not in effect at that time, and therefore, data is not available, unless otherwise specified.


³⁰ Results for 2021–22 are not available due to ongoing issues with CCG-specific software.

³¹ Results not available at this time due to ongoing significant technical issues with the operational data system, iFleet. An alternative reporting solution is in development.


³² Results not available at this time due to ongoing significant technical issues with the operational data system, iFleet. An alternative reporting solution is in development.

³³ Results not available at this time due to ongoing significant technical issues with the operational data system, iFleet. An alternative reporting solution is in development.

Budgetary financial resources (dollars)

	2022–23 main estimates	2022–23 planned spending	2022–23 total authorities available for use	2022–23 actual spending (authorities used)	2022–23 difference (actual spending minus planned spending)
	1,402,567,112	1,402,567,112	1,534,326,104	1,361,661,824	-40,905,288

Human resources (full-time equivalents)

	2022–23 planned full-time equivalents	2022–23 actual full-time equivalents	2022–23 difference (actual full-time equivalents minus planned full-time equivalents)
	4,177	4,594	417

Note: The variance between planned and actual FTEs is primarily due to new funding received in-year for the Oceans Protection Plan.

Financial, human resources and performance information for Fisheries and Oceans Canada’s Program Inventory is available in the [GC InfoBase](#)ⁱ.

Internal services

Description

Internal services are those groups of related activities and resources that the federal government considers to be services in support of programs and/or required to meet corporate obligations of an organization. Internal services refers to the activities and resources of the 10 distinct service categories that support program delivery in the organization, regardless of the internal services delivery model in a department. The 10 service categories are: Acquisition Management Services; Communications Services; Financial Management Services; Human Resources Management Services; Information Management Services; Information Technology Services; Legal Services; Materiel Management Services; Management and Oversight Services; and Real Property Management Services.



Results

The Department's Internal Services support all programs and activities to ensure that they have the resources needed to provide effective services to Canadians. This includes a complement of staff that is well trained, whose mental and physical wellbeing are supported, whose diversity is celebrated, and who have the strong information technology tools needed for their work. Internal Services also ensure that the Department's work is done in a fiscally responsible manner that effectively manages Canadian taxpayers' dollars, and does so in a sustainable manner that protects Canada's environment.

RECONCILIATION STRATEGY

In support of the 2021 Speech from the Throne's^{lii} priority of moving faster on the path to reconciliation, the Department continued to implement the DFO-CCG Reconciliation Strategy^{liii}, a roadmap for advancing reconciliation and a framework for rethinking how to accelerate the Department's efforts. The strategy will also serve as an important guidepost and tool for advancing departmental reconciliation efforts in line with [The United Nations Declaration on the Rights on Indigenous Peoples Act](#)^{liv}. The strategy, which is also discussed further in the above sections of this report, is intended to adapt over time, responding to challenges and building on successes, and will evolve in step with the Government of Canada's implementation of the Declaration. In 2022–23, the Department advanced implementation of the strategy through the following activities:

- ongoing support for efforts to increase employees' awareness of Indigenous Peoples' rights, expected roles, and aspirations through a virtual Métis history learning event; workshops on Two-Eyed Seeing and Indigenous Knowledge approaches; a keynote speech from an Indigenous scholar focusing on deconstructing colonialism in the federal public service; participation in the national Indigenous student recruitment initiative; and the launch of several new Indigenous employee networks
- co-leading with the National Indigenous Fisheries Institute on the development of guidance to facilitate meaningful inclusion of Indigenous perspectives in the continued implementation of the Reconciliation Strategy and the CCG National Indigenous Relations Strategic Framework

GREENING GOVERNMENT AND CLIMATE RESILIENCY

DFO is preparing for the possibility that climate change will damage its sites and trigger new infrastructure needs. As part of its 2021 Carbon Neutral Portfolio Strategy, the Department evaluated some of its priority sites and outlined appropriate measures for different types of assets. This framework is the basis for a comprehensive climate resiliency approach that was recently developed for key **real property assets** (such as buildings), which will include prioritization of assets from most to least vulnerable. DFO effectively integrated regional and site-level climate resiliency considerations into its annual building management planning to identify sites that would benefit from climate resiliency assessments or plans, and completed an assessment of the Department's base in Sorel, Quebec in 2022–23.

To account for the remainder of the holdings, the Department adapted its Coastal Infrastructure Vulnerability Index tool, which has been used for several years by the Small Craft Harbours program to identify the risk and vulnerability assets may face due to climate change, to include indicators and variables that are applicable to other coastal sites. These changes will support a continuity of core programs and services to Canadians while ensuring the integrity of our facilities is maintained and climate risks are mitigated.

In support of the Greening Government Strategy and the Federal Sustainable Development Strategy, and as part of DFO-CCG's Carbon Neutral Portfolio Strategy, the Department worked to implement **energy efficiency infrastructure improvements** and conduct an increased number of energy efficiency studies to better plan future improvements. For example, in 2022–23, DFO acquired seven additional **electric vehicles** (bringing the fleet total to 11) and ten plug-in hybrid electric vehicles (bringing the total to 37), which increased the zero-emission vehicles in DFO-CCG's on-road fleet by 55 per cent. DFO also implemented a comprehensive **project checklist tool** to evaluate and enhance the energy efficiency of proposed new projects. The tool incorporates environmental considerations during the design and documentation of various projects, ensuring they align with the Department's and the Government of Canada's environmental commitments and targets, and encompasses diverse operational areas.

Under the Greening Government Fund, work on the **St. Lewis Conservation and Protection Satellite Office** made significant progress in 2022–23. This project will make the facility net-zero by eliminating fossil fuel consumption in the office building and by generating renewable energy onsite to export to the local electric grid, further reducing fossil fuel consumption elsewhere in St. Lewis, an area where many communities and facilities rely on fuel consumption for oil-fired furnace heating and electricity generated from diesel generators.

DFO also initiated a pilot project to incorporate all facilities at the Bedford Institute of Oceanography into Natural Resources Canada's **RETScreen^{lv}** software by 2025, as required by

**DID YOU
KNOW?**



The Government of Canada is transitioning to **net-zero carbon** and climate-resilient operations, while also reducing environmental impacts beyond carbon, including on waste, water, and biodiversity. Led by the Centre for Greening Government of the Treasury Board of Canada Secretariat, the Government of Canada is working to ensure that the public service is a global leader in government operations that are net-zero, resilient, and green.

the Greening Government Strategy. The **RETScreen Clean Energy Management Software** platform enables low-carbon planning; implementation; monitoring and reporting; benchmarking; as well as feasibility modelling, performance, and portfolio analysis for various types of facilities, including commercial, institutional, residential, industrial, and power generation, all in one comprehensive platform. For example, the platform helps institutions better monitor energy use. By moving towards energy efficiency and carbon neutrality, DFO is reducing its climate impact and providing a better overall environment for Canadians.

To reduce ecological and human health risks, the **Federal Contaminated Sites Action Plan** aims to either close or implement a risk management regime at 95 per cent of all existing federally-controlled contaminated sites by 2035. A contaminated site is one at which substances occur at concentrations that exceed levels specified in policies and regulations or that are above background levels and either pose or are likely to pose a hazard to human health or the environment. In 2022–23, the Department reduced financial liabilities and improved ecological health in support of Sustainable Development Goals related to Life Below Water and Safe and Healthy Communities by successfully implementing assessments at 454 sites (more than the 410 sites originally planned for the year) and remediation at 181 sites, for a total investment of \$28.6 million. This work also supports a robust Canadian economy, creates jobs, and reinforces reconciliation with Indigenous Peoples.

DIVERSITY AND INCLUSION

The Government of Canada has committed to increasing diversity and fostering inclusion in the public service and the Clerk of the Privy Council made a [Call to Action on Anti-racism, Equity, and Inclusion in the Federal Public Service](#)^{vi}, seeking greater diversity among leadership and increased actions to improve equity and inclusion. In support of these goals, DFO-CCG took meaningful action to combat all forms of racism, discrimination, and hate and foster **a culture of accessibility and inclusiveness** in the organization through:

- support for initiatives promoting gender equity and increased participation of employment equity groups in ocean science fields, including supporting the development of a common framework towards anti-racism in science
- the Department’s 2022 to 2025 Employment Equity, Diversity, and Inclusion Action Plan in fall 2022, which was informed by an employment systems review to assist in identifying employment barriers in systems, policies, and practices
- increased representation of all employment equity-seeking groups (the Department currently meets the representation of workforce availability for Indigenous Peoples and women³⁴) through the implementation of measures including the promotion of learning opportunities on hiring practices for a diverse workforce, anti-racism, and reconciliation; fostering career development and advancement of Black people and other racialized groups, Indigenous Peoples, and persons with disabilities; and implementing specific staffing strategies to close representation gaps

In summer 2022, for example, DFO-CCG began hiring under its **All Hands on Science** initiative, which includes mechanisms to close employment equity representation gaps, remove systemic

³⁴ Workforce availability (WFA) statistics are used as hiring goals and are derived from the census and the Canadian Survey on Disability. WFA is data collected on the number or percentage of designated employment equity group members possessing the requisite skills in the relevant Canadian labour market for particular occupations or groups of occupations in the public service.

barriers, and allow equal employment opportunities. This led to the appointment of 50 candidates from employment equity-seeking groups.

In addition, the annual **National Indigenous Student Recruitment Initiative** continued in 2022–23. This employment equity-driven initiative strategically recruits Indigenous students for various opportunities across the Department. In the 2022 campaign, 38 students were hired, of which 14 were later rehired in 2023, and another 24 students were rehired from the 2021 campaign.

DFO-CCG also prioritized respect for and celebration of differences and increased support for disabled employees to help them succeed. The Department published and promoted a new **Accessibility Action Plan, Shaping our Accessible Future 2022-2025**, to support the recruitment and retention of persons with disabilities by identifying, removing, and preventing barriers to accessibility. The Department also implemented a feedback mechanism for employees and clients to raise concerns on various aspects of accessibility in the Department. Finally, the Department included language in every staffing competition advertisement to give priority to employment equity members, including persons with disabilities.

DFO-CCG also fostered healthy, respectful workplaces and supported the **physical and psychological health and safety** of employees through:

- the prevention and resolution of harassment and discrimination by completing the implementation of all *Bill C-65 (Workplace Violence and Harassment Prevention regulations)* requirements
- active promotion of departmental accessibility and disability management resources and internal complaint resolution processes
- a shift in the national mandate on holistic health for CCG operational personnel
- the facilitation of harassment and violence prevention training developed in collaboration with unions

In addition, the Department’s communications team continued to use **inclusive language and images** in both external and internal communications to promote equity and reflect the diversity of Canadian society, with the goal of building and maintaining a safe, diverse, equitable, and welcoming environment for all employees and the public they serve. The team also promoted content to staff that recognizes the various days, weeks, or months that celebrate and/or brings awareness to the diversity of Canadian society, such as International Women’s Day, International Day for the Elimination of Racial Discrimination, National Day of Awareness for Missing and Murdered Indigenous Women and Girls, National Day for Truth and Reconciliation, and more.

DATA AND DIGITAL INNOVATION

As a scientific, regulatory, and operational department, DFO-CCG acquires significant amounts of data through program activities and exchanges with external organizations. The Department makes constant use of data to manage resources, deliver programs, and make research, policy, regulatory, investment, and operational decisions. Decades of investment in long-term monitoring, modelling, field surveys, and high-tech laboratory research have resulted in a large volume of irreplaceable data that is foundational to understanding Canada’s oceans and freshwater environments, how they’re changing over time, and the environmental and socioeconomic impacts on coastal communities and the livelihoods of Canadians. In 2022–23, the Department advanced efforts to be a reliable, modern data steward.

Specifically, DFO made progress in advancing its **data strategy**, a critical component needed in the improvement in the stewardship of the department’s large data stores. Phase 1 of the cloud-based Enterprise Data Hub (EDH) successfully concluded with the delivery of a comprehensive portal, a dynamic catalogue, and an analytics workspace. These tools bring the Department further into alignment with the Government of Canada’s Digital Standards by effectively and securely protecting the large volumes of irreplaceable data that DFO-CCG acquires through program activities. The EDH also empowers decision-making through data availability by providing integration tools that allow the exchange of information, previously in digital silos, across organizational boundaries to all stakeholders, including the Canadian public. The Department also adopted an **Information Management Roadmap** that incorporates the latest technologies and best practices. This roadmap, which will be implemented in the coming years, will ensure DFO-CCG stays at the forefront of information management and ensures the security and privacy of our information assets while continuously improving and adapting to the evolving digital landscape.

In 2022–23, the Department completed the development of the **Enterprise AI Strategy proposal** to harness the potential value of artificial intelligence for DFO, accelerate AI adoption in the Department, and improve the strategic use of data. The AI strategy proposal outlines an AI vision for DFO, the strategic goals, and the focus areas to accelerate AI adoption. It also defines metrics to evaluate the success of executing the strategy. The strategy defines an approach for identifying AI use cases and proposes developing a prioritization framework. DFO drafted roles and responsibilities, along with an accompanying set of guiding principles, for ensuring the ethical use of data and the responsible use of AI technologies across the Department. These guidance materials will ensure the Department exercises due diligence in responsible development, usage, management, and monitoring of AI models. DFO completed a pilot project in the use of AI in the processing and quality control of ocean temperature and salinity data in the Pacific region. Also, a pilot project was successfully completed in the use of AI to support the review of significant volumes of ocean data to find anomalies and to gain insights that can be used to answer any questions about dynamic changes in our oceans.

In 2022–23, DFO also made significant strides in **modernizing applications management** through the implementation of the Product Management approach. This approach encompasses a greater understanding of problems, uses modern technologies, and focuses on user-centric service delivery to meet the needs of stakeholders, including Canadian citizens. By establishing a governance committee for each product family the Department uses, such as the Microsoft suite of programs, DFO-CCG can prioritize digital investments based on and aligned with departmental priorities and the Government of Canada’s [Digital Ambition^{lvii}](#), with service design focused on citizens. For example, the flagship Canadian Fisheries Information System (CFIS) embraced product management, offering an agile, flexible, and cost-effective cloud-based solution. The CFIS not only replaces outdated systems but also modernizes departmental applications, reducing technical debt³⁵ and using digital technologies to deliver superior programs and services to Canadians.

The rapid shift to **remote work** brought on by the COVID-19 pandemic brought challenges but also opportunities to improve the Department’s management of information. In 2022–23, DFO

³⁵The term “technical debt” refers to long-term information technology work that builds up while an organization addresses pressing short- and medium-term needs.

continued to increase and improve its security capabilities to ensure that the Department's information is appropriately managed and protected. For example, DFO-CCG implemented additional detection and protection features to further protect departmental data and employees' personal information. The Department also organized tailored cyber security training to all employees working in this field to increase expertise and provide more efficient services. DFO-CCG's self-assessed maturity level went up in 2022–23 and continued to be higher than the government-wide cyber maturity level. These cyber improvements help DFO-CCG employees provide more secure and reliable services to Canadians.

Considerable attention was dedicated to managing **digital talent** in the organization. DFO emphasized supporting employees and managers in acquiring the necessary skills outlined by the digital strategy. The focus on cultivating a strong and responsive digital workforce is ongoing, fostering maturity in this area and enabling continued success. The integration of the core elements of service, data, and technology will enhance the efficiency and effectiveness of the Department's offerings to Canadians and mariners.

As part of the implementation and expansion of the digital strategy, the Department also continued to modernize its **Access to Information Act**^{lviii} and **Privacy Act**^{lix} (collectively referred to as ATIP) request process. Building on the Department's implementation of digital solutions that shifted from a paper-based process to a fully electronic one, DFO-CCG continued to work closely with the Treasury Board Secretariat and Public Services and Procurement Canada to implement new, industry-standard ATIP processing software, contributing to an overall on-time response rate of 92.07 per cent in 2022–23 and a 100 per cent compliance rate for meeting requirements under Part II of the *Access to Information Act*. This is in line with the Government's commitment to transparency so that Canadians and Parliament are better able to hold Government and public sector officials to account.

SCIENCE FACILITIES

The Government of Canada's **Laboratories Canada**^{lx} strategy is creating world-class, innovative, and collaborative science research centres across the nation. Specifically, in 2022–23, DFO's work was on schedule to turn the Moncton-based **Atlantic Science Enterprise Centre (ASEC)** into a multi-disciplinary science facility with a focus on climate change research. While ASEC was being modernized and expanded, work also continued to upgrade the laboratory facilities at the **St. Andrews Biological Station (SABS)** to include a **climate change aqualab**, a laboratory designed for live-animal research. This aqualab will support the ASEC science plan and act as a satellite site for ASEC, providing access to aquatic research capacity sooner and reducing the overall cost of construction at the Moncton ASEC site. Scientific data about aquatic environments, fish, marine mammals, climate change, and hydrography is an essential component of DFO's work and decision-making. Modernized, multi-purpose facilities will enable Canada's federal researchers and scientists to collaborate and deliver cutting-edge, world-class science.

FINANCIAL AND ASSET MANAGEMENT

DFO continued its work to implement **accrual budgeting**, which will enable the management of DFO's substantial portfolio of capital assets according to their lifecycle. Accrual budgeting will be a more strategic, long-term (20-year horizon) approach to planning capital investments, which will increase DFO's flexibility to better meet Government of Canada priorities, such as promoting reconciliation with Indigenous Peoples and reducing greenhouse gas emissions from the Department's buildings and fleet. This transition is also expected to improve both the

governance and stewardship of public funds and the maintenance and replacement of capital assets that are crucial to achieving results for Canadians, such as laboratories, harbours, scientific equipment, ships, and aids to navigation. By clearly articulating financial risks and the full financial impact of future investment decisions, the Department will continue to improve its ability to ensure value for money over the long term for all Canadians through enhanced early planning.

As part of its stewardship of public funds, the Department continued to effectively manage the **Real Property portfolio** by focusing on right-sizing and exploring further opportunities in light of the shift to hybrid working that was accelerated by the COVID-19 pandemic. DFO implemented the Treasury Board Secretariat's new common hybrid work model, with office workers now working on site a minimum of two days each week, while field and operational employees continue to work on-site on a full-time basis. The Department ensured that the workplace was compliant with health and safety guidelines for those working in and out of the office, in accordance with guidance from local health authorities. The Department also worked on the development of a reporting tool with the capability to provide insights on actual and forecasted office occupancy. In addition, to embrace right-sized, optimized hybrid workplaces, DFO-CCG:

- developed a Disposal and Repurposing Strategy that examined surplus sites and assets to identify and assess their disposal potential and barriers to disposals
- drafted national and regional modernization strategies, allowing the Department to identify sites that require modernization to accommodate hybrid requirements following the pandemic and the increase in employees in certain regions
- evaluated opportunities and implemented consolidation options at two Ottawa office locations as a result of the acquisition of the new CCG headquarters

This work will allow DFO to optimize its office footprint and reduce greenhouse gas emissions from employees' daily commuting.

Gender-based analysis plus



In 2022–23, DFO-CCG promoted Gender-based Analysis Plus through a number of initiatives. These included:

- the implementation of the Department's 2022 Action Plan
- the continued integration of GBA Plus across departmental functions and activities, including the establishment of processes to effectively incorporate analysis and data collection into Department-led regulatory proposals and Treasury Board Submissions
- the launch of the GBA Plus Ambassadors Networks to build capacity through training and sharing of best practices
- the promotion and greater awareness of GBA Plus across the organization through activities and events held as part of the 2022 GBA Plus Awareness Week
- the continued development and delivery of generalized and specialized training across the organization on the GBA Plus analytical process across the policy lifecycle
- the distribution of guidance on how to integrate GBA Plus into program performance information profiles for monitoring all departmental results
- the development of a GBA Plus risk exposure assessment tool for audits of departmental programs and internal services

United Nations 2030 Agenda for Sustainable Development and the Sustainable Development Goals

More information on how the Department is advancing the United Nations Sustainable Development Goals is available on [Fisheries and Oceans Canada's website](#)^{lxii}.

Innovation



The Department continued to support experimentation through the annual **Results Fund** process, which funds promising pilot projects and related innovations and experiments by departmental staff. Proposals from across the Department are rigorously assessed against a set of criteria to select those that best demonstrate innovation, experimentation, an acceptable level of risk, and the potential to achieve results. In 2022–23, the fund supported 21 projects, including six new ones, for a total of \$8.9 million. For example, one project was funded to advance an ecosystem approach to fisheries management to help respond and/or adapt to increased fishery and ecosystem risks in the face of climate change and biodiversity loss by incorporating systematic environmental information into stock assessment and management decisions. This kind of targeted funding allows the Department to advance initiatives that experiment with innovative ideas to achieve results for Canadians.

DFO-CCG also experimented in 2022–23 with a new cloud technology, **Azure B2C**, to replace the Department's current method for authenticating external users for DFO applications, which is obsolete and resource-intensive to maintain. The proof of concept was successful, and the Department is working to implement the project into production systems and applications.

Key risks

The Department played a crucial role in providing internal services that supported various programs and fulfilled the organization's overall responsibilities, and employed a number of strategies to reduce any associated risks. In particular, improved collaboration between the Chief Digital Officer Sector (CDOS) and the Chief Financial Officer Sector led to the establishment of a new financial plan for delivering the Department's digital services. This initiative empowered CDOS to introduce new functionalities and execute transformative processes and tools. In addition, a new sector dedicated to People and Culture was established. This sector's primary focus was to enhance resources for managing personnel, optimize efficiency, streamline operations, and providing better overall support for both the Department's programs and its employees. Looking ahead, DFO will continue to monitor any potential risks and implement sound mitigation strategies, where appropriate, to ensure the Department's ability to continue to meet its goals.

Contracts awarded to Indigenous businesses

The Government of Canada is committed to reconciliation with Indigenous Peoples and to improving socio-economic outcomes by increasing opportunities for First Nations, Inuit, and Métis businesses through the federal procurement process.


Under the *Directive on the Management of Procurement*^{lxiii}, departments must ensure that a minimum of five per cent of the total value of the contracts they award are held by Indigenous businesses. This requirement is being phased in over three years, and DFO is committed to achieving the minimum five per cent target by the end of 2024–25.

In 2022–23, DFO awarded \$28.3 million in contract value to Indigenous businesses, a 40 per cent increase in contract value from the previous year. Highlights of efforts to meet the minimum five per cent target included:


- Indigenous procurement planning and monitoring
 - Creation and monitoring of departmental Indigenous Procurement Plans. These plans identify business targets, ensure alignment of resources to obtain these objectives, and provide a target against which to monitor progress.
 - DFO has verified its departmental supplier database and awarded contracts with the Indigenous Business Directory from Indigenous Services Canada to ensure contracts awarded and Indigenous businesses identified were valid.
- Outreach to Indigenous business and communities
 - Participated in Industry Days such as Reverse Trade Shows and National Conferences (e.g., AFOA Canada), that serve to educate Indigenous businesses about opportunities with DFO as well as grow departmental knowledge on market capacity.
- Increasing Indigenous procurement awareness
 - Tools, training, and information were provided to DFO-CCG staff and executives involved in procurement to increase their knowledge regarding Indigenous procurement.

DFO is committed to increasing opportunities for Indigenous businesses by providing more opportunities through its procurement activities and reducing perceived barriers to entry. To increase opportunities for Indigenous businesses and promote reconciliation, DFO is working to implement procurement policy and process changes, outreach activities, and improved reporting and monitoring, all in an effort to strengthen results in this area.

Budgetary financial resources (dollars)

	2022–23 main estimates	2022–23 planned spending	2022–23 total authorities available for use	2022–23 actual spending (authorities used)	2022–23 difference (actual spending minus planned spending)
	568,452,094	568,452,094	747,633,822	578,553,705	10,101,611

Human resources (full-time equivalents)

	2022–23 planned full-time equivalents	2022–23 actual full-time equivalents	2022–23 difference (actual full-time equivalents minus planned full-time equivalents)
	2,266	2,549	283

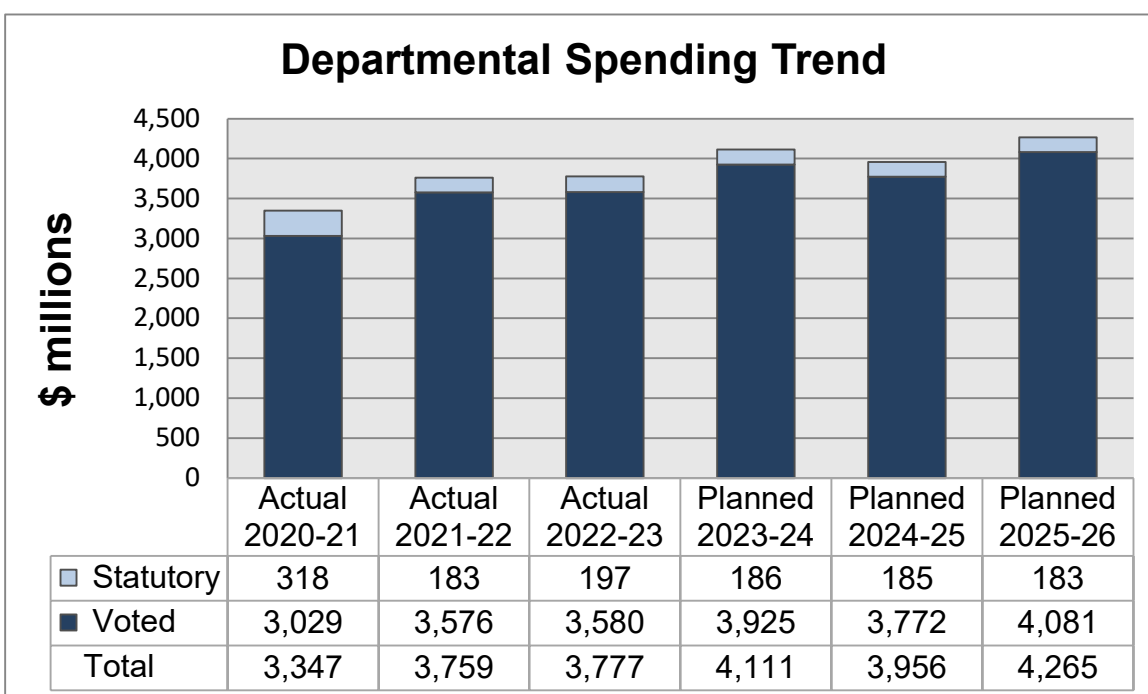
Note: The variance between planned and actual FTEs is primarily due to internal reallocation between programs.

Spending and human resources

Spending

Spending 2020–21 to 2025–26

The following graph presents planned spending (voted and statutory) over time.



The Department's total actual spending for 2022–23 was \$3,776.8 million. This represents an increase of 0.5 per cent compared to the total actual spending for 2021–22 (\$3,758.9 million).

Budgetary performance summary for core responsibilities and internal services (dollars)

Core responsibilities and internal services	2022–23 main estimates	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending	2022–23 total authorities available for use	2020–21 actual spending (authorities used)	2021–22 actual spending (authorities used)	2022–23 actual spending (authorities used)
Fisheries	1,276,607,880	1,276,607,880	1,096,513,781	935,586,158	1,698,273,643	988,392,191	1,245,671,518	1,077,264,555
Aquatic Ecosystems	391,884,341	391,884,341	374,158,739	349,593,907	483,543,148	354,805,497	359,215,413	406,631,105
Marine Navigation	347,356,957	347,356,957	315,198,978	311,114,793	423,545,039	285,902,876	323,346,970	352,716,561
Marine Operations and Response	1,402,567,112	1,402,567,112	1,740,894,591	1,754,807,526	1,534,326,104	1,160,540,295	1,276,897,457	1,361,661,824
Budget Implementation vote – unallocated authorities	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Subtotal	3,418,416,290	3,418,416,290	3,526,766,089	3,351,102,384	4,139,687,934	2,789,640,859	3,205,131,358	3,198,274,044
Internal services	568,452,094	568,452,094	584,584,257	605,295,815	747,633,822	557,346,522	553,736,163	578,553,705
Total	3,986,868,384	3,986,868,384	4,111,350,346	3,956,398,199	4,887,321,756	3,346,987,381	3,758,867,521	3,776,827,749

At the outset of 2022–23, Fisheries and Oceans Canada's planned spending was \$3,986.9 million. Incremental funding from Supplementary Estimates, Carry Forwards and other sources brought the total authorities to \$4,887.3 million, which is \$1,110.5 million higher than the \$3,776.8 million in expenditures.

The \$900.5 million increase from planned spending to total authorities is mainly attributed to Supplementary Estimates funding for: advancing reconciliation on Indigenous rights and fisheries issues, the Oceans Protection Plan, the Trans Mountain Expansion Project and increased fuel costs as well as the planned redistribution of existing funds from the previous year.

The difference of \$1,110.5 million between total authorities and actual spending is mainly the result of timeline changes in the completion of projects, which caused funding to be carried forward to future years.

2022–23 budgetary actual gross spending summary (dollars)

Core responsibilities and internal services	2022–23 actual gross spending	2022–23 actual revenues netted against expenditures	2022–23 actual net spending (authorities used)
Fisheries	1,077,264,555	-	1,077,264,555
Aquatic Ecosystems	406,631,105	-	406,631,105
Marine Navigation	399,767,106	-47,050,545	352,716,561
Marine Operations and Response	1,361,661,824	-	1,361,661,824
Subtotal	3,245,324,589	-47,050,545	3,198,274,044
Internal services	578,553,705	-	578,553,705
Total	3,823,878,295	-47,050,545	3,776,827,749

For certain services, the Canadian Coast Guard collects service fees to ensure that, where appropriate, the entire cost of delivering the service is not borne by taxpayers. Fees for icebreaking, marine navigation, and dredging support the safe navigation of Canadian waters.

Human resources**Human resources summary for core responsibilities and internal services**

Core responsibilities and internal services	2020–21 actual FTE	2021–22 actual FTE	2022–23 planned FTE	2022–23 actual FTE	2023–24 planned FTE	2024–25 planned FTE
Fisheries	3,245	3,693	3,644	3,734	3,724	3,771
Aquatic Ecosystems	1,607	1,763	1,762	2,010	1,499	1,503
Marine Navigation	1,826	1,733	1,964	1,794	2,068	2,061
Marine Operations and Response	4,348	4,462	4,177	4,594	4,459	4,307
Subtotal	11,026	11,651	11,547	12,132	11,750	11,642
Internal services	2,231	2,433	2,266	2,549	2,211	2,215
Total	13,257	14,084	13,813	14,681	13,961	13,857

Note: Because of rounding, figures may not add to the totals shown.

Expenditures by vote

For information on Fisheries and Oceans Canada's organizational voted and statutory expenditures, consult the [Public Accounts of Canada](#)^{lxiii}.

Government of Canada spending and activities

Information on the alignment of Fisheries and Oceans Canada's spending with the Government of Canada's spending and activities is available in the [GC InfoBase](#)^{lxiv}.

Financial statements and financial statements highlights

Financial statements

DFO's financial statements (unaudited) for the year ended March 31, 2023, are available on [Fisheries and Oceans Canada's](#)^{lxv} website.

Financial statements highlights

The financial highlights presented within this Departmental Results Report are intended to serve as a general overview of DFO's Condensed Statement of Operations and Condensed Statement of Financial Position as presented in Fisheries and Oceans Canada's unaudited financial statements. These financial statements are prepared in accordance with accrual accounting principles and, therefore, are different from the figures provided in other sections of this Departmental Results Report and information published in the Public Accounts of Canada, which are prepared on appropriation-based reporting. The complete unaudited financial statements can be found on the [Fisheries and Oceans Canada](#)^{lxvi} website.

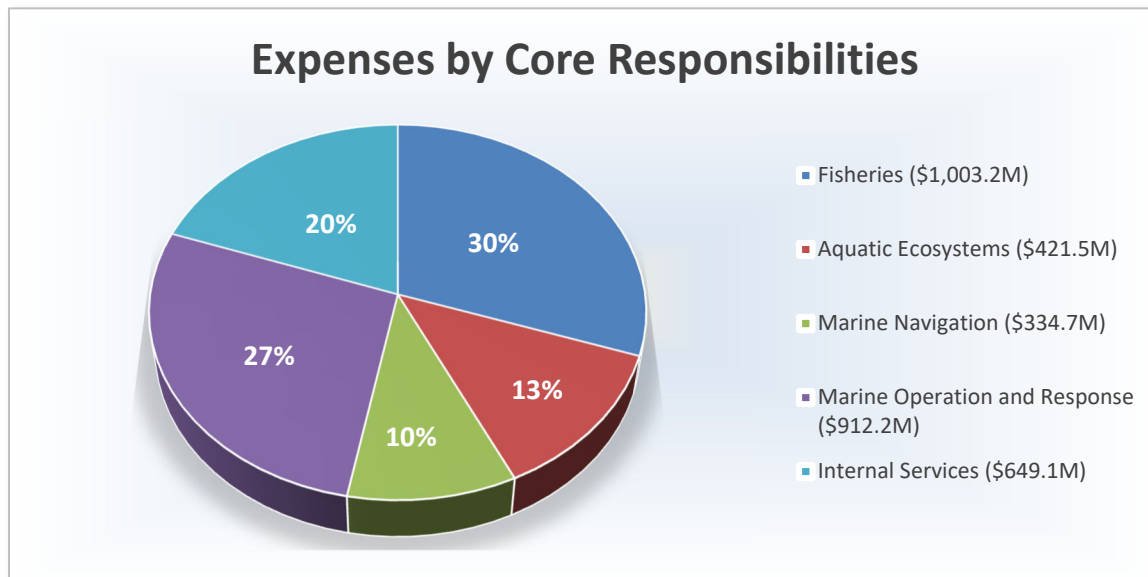
Condensed Statement of Operations (unaudited) for the year ended March 31, 2023 (dollars)

Financial information	2022–23 planned results	2022–23 actual results	2021–22 actual restated* results	Difference (2022–23 actual results minus 2022–23 planned results)	Difference (2022–23 actual results minus 2021–22 actual restated results)
Total expenses	3,246,714,570	3,320,738,993	3,024,421,275	74,024,423	296,317,718
Total revenues	40,011,000	45,713,368	41,577,949	5,702,368	4,135,419
Net cost of operations before government funding and transfers	3,206,703,570	3,275,025,625	2,982,843,326	68,322,055	292,181,299

The 2022–23 planned results information is provided in Fisheries and Oceans Canada's [Future-Oriented Statement of Operations and Notes 2022–23](#)^{lxvii}.

* The 2021–22 figures were restated due to the adoption of the new Public Sector Accounting Standard related to Asset Retirement Obligations that came into effect April 1, 2022. Further information on the impact of this restatement can be found in Note 3 of the 2022–23 complete unaudited financial statements on the [Fisheries and Oceans Canada](#)^{lxviii} website.

Expenses



Total expenses were \$74.0 million higher than planned results, mainly due to additional expenses related to the adoption of the new Public Sector Accounting Standard related to Asset Retirement Obligations that came into effect on April 1, 2022, and adjustments to projected costs related to environmental liabilities.

Total expenses in support of Fisheries and Oceans Canada's programs and services were \$3,320.7 million in 2022–23, an increase of \$296.3 million or 9.8 per cent when compared to the previous year's restated total expenses of \$3,024.4 million.

The increase is mainly attributed to an increase in expenses for claims and litigation of \$248.3 million, increase in utilities, material, supplies, and fuel of \$65.9 million, increase in amortization of tangible capital assets of \$51.2 million, increase in salaries of \$42.0 million, increase in travel, relocation, and freight of \$34.4 million, and increase in remediation expense related to contaminated sites of \$33.8 million. These increases are mostly offset by a \$225.5 million decrease in transfer payments.

Revenues

The total actual revenues for 2022–23 were higher than the planned results by \$5.7 million due to an increase in revenues for marine navigation services fees, icebreaking services fees, and maintenance dredging service fees.

Total actual revenues were \$45.7 million in 2022–23, an increase of \$4.1 million or 9.9 per cent when compared to the previous year's total actual revenues of \$41.6 million. The increase is mainly attributed to the return to regular operational activities following the global pandemic.

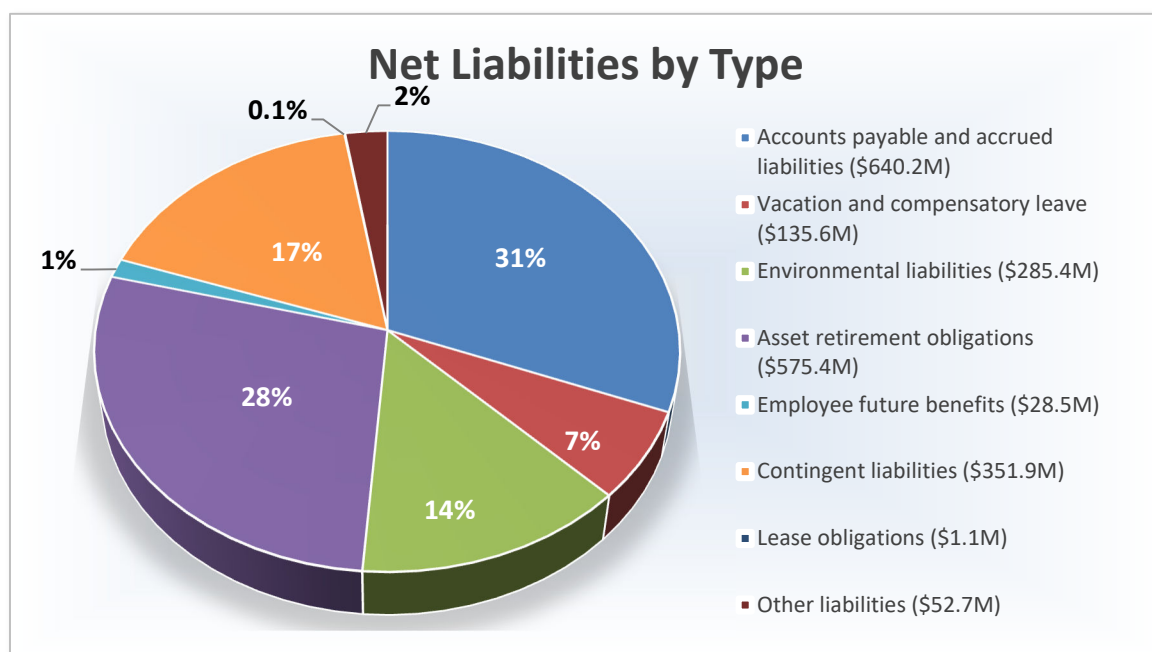
Condensed Statement of Financial Position (unaudited) as of March 31, 2023 (dollars)

Financial information	2022–23	2021–22 restated*	Difference (2022–23 minus 2021–22 restated)
Total net liabilities	2,070,789,169	2,051,925,161	18,864,008
Total net financial assets	673,637,688	577,227,743	96,409,945
Departmental net debt	1,397,151,481	1,474,697,418	(77,545,937)
Total non-financial assets	7,809,974,390	7,214,888,390	595,086,000
Departmental net financial position	6,412,822,909	5,740,190,972	672,631,937

The 2022–23 planned results information is provided in Fisheries and Oceans Canada's [Future-Oriented Statement of Operations and Notes 2022–23](#)^{lxix}.

* The 2021–22 figures were restated due to the adoption of the new Public Sector Accounting Standard related to Asset Retirement Obligations that came into effect April 1, 2022. Further information on the impact of this restatement can be found in Note 3 of the 2022–23 complete unaudited financial statements found on the [Fisheries and Oceans Canada](#)^{lxx} website.

Net liabilities



Total net liabilities were \$2,070.8 million as at March 31, 2023, an increase of \$18.9 million or 0.9 per cent when compared to the previous year's restated balance of \$2,051.9 million. The increase is mainly attributed to an increase in external accounts payable and accrued liabilities of \$82.1 million. These increases are mostly offset by decreases of \$41.6 million in contingent liabilities and a decrease of \$16.8 million in other liabilities that relate to cost-sharing agreements and collaborative projects.

Net financial assets

Total net financial assets were \$673.6 million as at March 31, 2023, an increase of \$96.4 million or 16.7 per cent when compared to the previous year's balance of \$577.2 million. This is mainly attributed to an increase in due from the Consolidated Revenue Fund of \$101.4 million to pay for accounts payable and accrued salaries and wages offset mostly by a net decrease in the accounts receivable and advances of \$5.0 million.

Non-financial assets

Total non-financial assets were \$7,810.0 million as at March 31, 2023, an increase of \$595.1 million or 8.2 per cent when compared to the previous year's restated balance of \$7,214.9 million. The increase is mainly due to a net increase in tangible capital assets of \$579.3 million.

Corporate information

Organizational profile

Appropriate minister:

The Honourable Joyce Murray (until July 2023)

The Honourable Diane LeBouthillier (July 2023 to present)

Institutional head:

Annette Gibbons, Deputy Minister

Ministerial portfolio:

Fisheries, Oceans and the Canadian Coast Guard

Enabling instruments:

- [Oceans Act](#)^{lxxi};
- [Fisheries Act](#)^{lxxii};
- [Species at Risk Act](#)^{lxxiii};
- [Coastal Fisheries Protection Act](#)^{lxxiv};
- [Canada Shipping Act, 2001](#)^{lxxv} (Transport Canada-led); and
- [Fishing and Recreational Harbours Act](#)^{lxxvi}
- [Department of Fisheries and Oceans Act](#)^{lxxvii}
- [Wrecked, Abandoned or Hazardous Vessels Act](#)^{lxxviii}

Year of incorporation / commencement: 1979

Raison d'être, mandate and role: who we are and what we do

“Raison d'être, Mandate and Role: Who We Are and What We Do” is available on [Fisheries and Oceans Canada's](#)^{lxxix} website.

For more information on the Department's organizational mandate letter commitments, see the [Minister's mandate letter](#)^{lxxx}.

Operating context

Information on the operating context is available on [Fisheries and Oceans Canada's website](#)^{lxxxi}.

Reporting framework

Departmental Results Framework

 FISHERIES	 AQUATIC ECOSYSTEMS	 MARINE NAVIGATION	 MARINE OPERATIONS AND RESPONSE
<p>Canadian fisheries are sustainably managed</p> <ul style="list-style-type: none"> Percentage of major fisheries that have limit reference points and harvest control rules Percentage of decisions for major fisheries where harvest control rules were followed Percentage of major stocks in the cautious and healthy zone <hr/> <p>Canadian aquaculture is sustainably managed</p> <ul style="list-style-type: none"> Percentage of aquaculture farms that are compliant with <i>Fisheries Act</i> regulations Level of Canadian aquaculture production <hr/> <p>The commercial fishing industry has access to safe harbours</p> <ul style="list-style-type: none"> Percentage of core harbours that are in fair or better condition <hr/> <p>Fisheries, oceans and other aquatic ecosystems are protected from unlawful exploitation and interference</p> <ul style="list-style-type: none"> Percentage of inspection activities that have resulted in compliance actions <hr/> <p>Scientific information on fisheries resources is available to inform management decisions</p> <ul style="list-style-type: none"> Percentage of scheduled fisheries science advisory processes that were completed Percentage of sustainable aquaculture research projects which provide information and/or advice to policy and decision-makers <hr/> <p>Enhanced relationships with, involvement of, and outcomes for Indigenous people</p> <ul style="list-style-type: none"> Number of agreements/arrangements involving Indigenous people Number of Indigenous people trained through agreements/arrangements Number of Indigenous people employed through agreements/arrangements 	<p>Negative impacts on Canada's oceans and other aquatic ecosystems are minimized or avoided</p> <ul style="list-style-type: none"> Percentage of marine and coastal areas that are protected Percentage of development projects occurring in or near water that effectively avoid, mitigate or offset impacts to fish and fish habitat Percentage of aquatic species/populations at risk listed under the <i>Species at Risk Act</i> for which a recovery strategy/management plan is completed Percentage of approved requests for science advice on aquatic invasive species that are completed <hr/> <p>Scientific information on Canada's oceans and other aquatic ecosystems is available to inform management decisions</p> <ul style="list-style-type: none"> Number of science products related to aquatic ecosystems that are available Percentage of scheduled science advisory processes on aquatic ecosystems that were completed <hr/> <p>Enhanced relationships with, involvement of, and outcomes for Indigenous people</p> <ul style="list-style-type: none"> Number of agreements/arrangements involving Indigenous groups Number of Indigenous people trained through agreements/arrangements Number of Indigenous people employed through agreements/arrangements 	<p>Mariners safely navigate Canada's waters</p> <ul style="list-style-type: none"> Rate of marine incidents versus vessel movements Number of official navigational products created and/or updated from incorporation of new and/or archived modern hydrography per year in key areas <hr/> <p>A Canadian maritime economy that is supported by navigable waters</p> <ul style="list-style-type: none"> Rate of marine incidents versus vessel movements Percentage of ship ice escort requests south of the 60th parallel north that are delayed beyond level of service response time standards Average time (in hours) beyond level of service response time standards for ice escort requests south of the 60th parallel north <hr/> <p>Enhanced relationships with, involvement of, and outcomes for Indigenous people</p> <ul style="list-style-type: none"> Number of agreements/arrangements involving Indigenous groups Number of Indigenous people employed through agreements/arrangements 	<p>Canadian Coast Guard has the capability to respond to on-water incidents</p> <ul style="list-style-type: none"> Percentage of responses to environmental incidents that meet established standards Percentage of search and rescue responses that meet established standards <hr/> <p>Canada's civilian fleet has the capability to meet established service standards for clients</p> <ul style="list-style-type: none"> Operational days delivered versus operational days planned Percentage of operational days lost due to crewing and logistic issues Percentage of operational days lost due to unplanned maintenance <hr/> <p>Enhanced relationships with, involvement of, and outcomes for Indigenous people</p> <ul style="list-style-type: none"> Number of agreements/arrangements involving Indigenous groups Number of Indigenous people trained through agreements/arrangements

Legend:

CORE RESPONSIBILITY

Departmental Result

- Departmental Result Indicator

Program Inventory

<ul style="list-style-type: none"> Fisheries Management Aboriginal Programs and Treaties Aquaculture Management Salmonid Enhancement International Engagement Small Craft Harbours Conservation and Protection Fish and Seafood Sector Aquatic Animal Health Biotechnology and Genomics Aquaculture Science Fisheries Science Economics and Statistics 	<ul style="list-style-type: none"> Fish and Fish Habitat Protection Aquatic Invasive Species Species at Risk Marine Planning and Conservation Aquatic Ecosystem Science Oceans and Climate Change Science 	<ul style="list-style-type: none"> Icebreaking Services Aids to Navigation Waterways Management Marine Communications and Traffic Services Shore-based Asset Readiness Hydrographic Services, Data and Science 	<ul style="list-style-type: none"> Search and Rescue Environmental Response Maritime Security Fleet Operational Capability Fleet Maintenance Fleet Procurement Canadian Coast Guard College
<p>Internal Services</p>			

Supporting information on the program inventory

Financial, human resources and performance information for Fisheries and Oceans Canada's Program Inventory is available in the [GC InfoBase](#)^{lxxxii}.

Supplementary information tables

The following supplementary information tables are available on [Fisheries and Oceans Canada's website](#)^{lxxxiii}.

- Reporting on Green Procurement
- Details on Transfer Payment Programs
- Gender-based analysis plus
- Horizontal initiatives
- Up-front multi-year funding
- United Nations 2030 Agenda for the Sustainable Development Goals
- Response to Parliamentary Committees

Federal tax expenditures

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the [Report on Federal Tax Expenditures](#)^{lxxxiv}. This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs as well as evaluations and GBA Plus of tax expenditures.

Organizational contact information

Fisheries and Oceans Canada
Communications Branch
200 Kent Street
13th Floor, Station 13E228
Ottawa, Ontario K1A 0E6

Telephone: 613-993-0999

Facsimile: 613-990-1866

TTY: 1-800-465-7735

Email: info@dfo-mpo.gc.ca

Web Address: <http://dfo-mpo.gc.ca>^{lxxxv}

Appendix: definitions

appropriation (*crédit*)

Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures (*dépenses budgétaires*)

Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

core responsibility (*responsabilité essentielle*)

An enduring function or role performed by a department. The intentions of the department with respect to a core responsibility are reflected in one or more related departmental results that the department seeks to contribute to or influence.

Departmental Plan (*plan ministériel*)

A report on the plans and expected performance of an appropriated department over a 3-year period. Departmental Plans are usually tabled in Parliament each spring.

departmental priority (*priorité*)

A plan or project that a department has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired departmental results.

departmental result (*résultat ministériel*)

A consequence or outcome that a department seeks to achieve. A departmental result is often outside departments' immediate control, but it should be influenced by program-level outcomes.

departmental result indicator (*indicateur de résultat ministériel*)

A quantitative measure of progress on a departmental result.

departmental results framework (*cadre ministériel des résultats*)

A framework that connects the department's core responsibilities to its departmental results and departmental result indicators.

Departmental Results Report (*rapport sur les résultats ministériels*)

A report on a department's actual accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

experimentation (*expérimentation*)

The conducting of activities that seek to first explore, then test and compare the effects and impacts of policies and interventions in order to inform evidence-based decision-making, and improve outcomes for Canadians, by learning what works, for whom and in what circumstances. Experimentation is related to, but distinct from innovation (the trying of new things), because it involves a rigorous comparison of results. For example, using a new website to communicate with Canadians can be an innovation; systematically testing the new website against existing outreach tools or an old website to see which one leads to more engagement, is experimentation.

full-time equivalent (*équivalent temps plein*)

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. For a particular position, the full-time equivalent figure is the ratio of number of hours the person actually works divided by the standard number of hours set out in the person's collective agreement.

gender-based analysis plus (GBA Plus) (*analyse comparative entre les sexes plus [ACS Plus]*)

An analytical process used to assess how diverse groups of women, men and gender-diverse people experience policies, programs and services based on multiple factors including race ethnicity, religion, age, and mental or physical disability.

government-wide priorities (*priorités pangouvernementales*)

For the purpose of the 2020–21 Departmental Results Report, those high-level themes outlining the government's agenda in the 2019 Speech from the Throne, namely: Fighting climate change; Strengthening the Middle Class; Walking the road of reconciliation; Keeping Canadians safe and healthy; and Positioning Canada for success in an uncertain world.

horizontal initiative (*initiative horizontale*)

An initiative where two or more federal organizations are given funding to pursue a shared outcome, often linked to a government priority.

Indigenous business (*entreprise autochtones*)

For the purpose of the *Directive on the Management of Procurement Appendix E: Mandatory Procedures for Contracts Awarded to Indigenous Businesses* and the Government of Canada's commitment that a mandatory minimum target of 5% of the total value of contracts is awarded to Indigenous businesses, an organization that meets the definition and requirements as defined by the [Indigenous Business Directory](#)^{lxxxvi}.

non-budgetary expenditures (*dépenses non budgétaires*)

Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance (*rendement*)

What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve, and how well lessons learned have been identified.

performance indicator (*indicateur de rendement*)

A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

performance reporting (*production de rapports sur le rendement*)

The process of communicating evidence-based performance information. Performance reporting supports decision-making, accountability and transparency.

plan (*plan*)

The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally, a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead to the expected result.

planned spending (*dépenses prévues*)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their Departmental Plans and Departmental Results Reports.

program (*programme*)

Individual or groups of services, activities or combinations thereof that are managed together within the department and focus on a specific set of outputs, outcomes or service levels.

program inventory (*répertoire des programmes*)

Identifies all the department's programs and describes how resources are organized to contribute to the department's core responsibilities and results.

result (*résultat*)

A consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

statutory expenditures (*dépenses législatives*)

Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

target (*cible*)

A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

voted expenditures (*dépenses votées*)

Expenditures that Parliament approves annually through an appropriation act. The vote wording becomes the governing conditions under which these expenditures may be made.

Endnotes

ⁱ Minister’s mandate letter, <https://pm.gc.ca/en/mandate-letters/2021/12/16/minister-fisheries-oceans-and-canadian-coast-guard-mandate-letter>

ⁱⁱ Engaging on Canada’s Blue Economy Strategy - What we heard, <https://www.dfo-mpo.gc.ca/about-notre-sujet/blue-economy-economie-bleue/engagement-paper-document-mobilisation/heard-entendu-eng.html>

ⁱⁱⁱ Pacific Salmon Strategy Initiative, <https://www.dfo-mpo.gc.ca/campaign-campagne/pss-ssp/index-eng.html>

^{iv} Evaluation of DFO’s Activities in Support of Pacific Salmon, <https://www.dfo-mpo.gc.ca/ae-ve/evaluations/22-23/96524-eng.html>

^v Global Ghost Gear Initiative, <https://www.ghostgear.org/>

^{vi} Sustainable Fisheries Solutions & Retrieval Support Contribution Program, <https://www.dfo-mpo.gc.ca/fisheries-peches/management-gestion/ghostgear-equipementfantome/program-programme/index-eng.html>

^{vii} Founding of the IUU Fishing Action Alliance to stimulate ambition and action in the fight against illegal, unreported, unregulated fishing, <https://sdgs.un.org/partnerships/founding-iuu-fishing-action-alliance-stimulate-ambition-and-action-fight-against>

^{viii} Fisheries and Oceans – Aquaculture, <https://www.dfo-mpo.gc.ca/aquaculture/science-eng.html>

^{ix} The future of salmon aquaculture in British Columbia - Toward an open-net pen transition plan: A framework for discussion, 2022, <https://www.pac.dfo-mpo.gc.ca/consultation/aquaculture/bc-transition-cb/cadre-discussion-framework-eng.html>

^x Pacific aquaculture transition - What we heard report phases 1 and 2, <https://www.pac.dfo-mpo.gc.ca/consultation/aquaculture/bc-transition-cb/heard-entendu-phase-1-2-eng.html>

^{xi} Action Plan for the Renewal and Expansion of DFO’s Indigenous Programs, <https://www.dfo-mpo.gc.ca/fisheries-peches/aboriginal-autochtones/action-plan-action/index-eng.html>

^{xii} Evaluation of the Indigenous Commercial Fisheries Programs, https://www.dfo-mpo.gc.ca/ae-ve/evaluations/20-21/icfp-ppca-eng.html#_Toc67320531

^{xiii} New protections for High Arctic to boost climate change resiliency and create opportunities for Inuit, <https://pm.gc.ca/en/news/news-releases/2019/08/01/new-protections-high-arctic-boost-climate-change-resiliency-and>

^{xiv} Women and Gender Equity Canada website, <http://www.swc-cfc.gc.ca/gba-acs/index-en.html>

^{xv} United Nations 2030 Agenda for Sustainable Development and the Sustainable Development Goals, <https://www.dfo-mpo.gc.ca/drr-rrm/2022-23/sustainable-development-developpement-durable-eng.html>

^{xvi} GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>

^{xvii} Minister’s mandate letter, <https://pm.gc.ca/en/mandate-letters/2021/12/16/minister-fisheries-oceans-and-canadian-coast-guard-mandate-letter>

^{xviii} Kunming-Montreal Global Biodiversity Framework, <https://www.unep.org/resources/kunming-montreal-global-biodiversity-framework>

^{xix} Guidance for recognizing marine Other Effective Area-Based Conservation Measures 2022, <https://www.dfo-mpo.gc.ca/oceans/publications/oecm-amcepz/guidance-directives-2022-eng.html>

^{xx} Charlevoix blueprint for healthy oceans, seas and resilient coastal communities, https://www.international.gc.ca/world-monde/international_relations-relations_internationales/g7/documents/2018-06-09-healthy_oceans-sante_oceans.aspx?lang=eng

^{xxi} Canada Marine Planning Atlas, <https://www.dfo-mpo.gc.ca/oceans/planning-planification/atlas/index-eng.html>

^{xxii} The Global Ocean Accounts Partnership, <https://www.oceanaccounts.org/>

^{xxiii} Aquatic Ecosystems Restoration Fund, <https://www.dfo-mpo.gc.ca/oceans/aerf-frea/index-eng.html>

^{xxiv} Mitigating the impacts of ocean noise, <https://www.dfo-mpo.gc.ca/oceans/noise-bruit/index-eng.html>

^{xxv} Fish and Fish Habitat Protection Program’s Engagement Platform, <https://talkfishhabitat.ca/>

- ^{xxvi} Fisheries Act Registry, <https://www.dfo-mpo.gc.ca/pnw-ppe/registry-registre-eng.html>
- ^{xxvii} 2019 Spring Reports of the Commissioner of the Environment and Sustainable Development Report 1 – Aquatic Invasive Species, https://www.oag-bvg.gc.ca/internet/English/parl_cesd_201904_01_e_43307.html
- ^{xxviii} Species at Risk Act, <https://laws-lois.justice.gc.ca/eng/acts/s-15.3/>
- ^{xxix} Wild Atlantic Salmon Conservation Policy, <https://www.dfo-mpo.gc.ca/reports-rapports/regs/wildsalmon-atl-saumonsauvage-eng.htm>
- ^{xxx} Status report on the Wild Atlantic Salmon Conservation Implementation Plan 2019-21, <https://www.dfo-mpo.gc.ca/reports-rapports/regs/wildsalmon-status-atl-saumonsauvage-situation-eng.htm>
- ^{xxxi} Whalesafe Fishing Gear, <https://www.dfo-mpo.gc.ca/species-especies/mammals-mammiferes/whales-baleines/gear-equipement/index-eng.html>
- ^{xxxii} smartWhales initiative, <https://www.canada.ca/en/space-agency/news/2021/01/data-from-space-could-help-protect-the-endangered-north-atlantic-right-whale.html>
- ^{xxxiii} Horizontal Evaluation of the Impact Assessment and Regulatory Processes Horizontal Initiative, <https://www.canada.ca/en/impact-assessment-agency/corporate/transparency/accountability-performance-financial-reporting/horizontal-evaluation-impact-assessment-regulatory-processes-horizontal-initiative.html>
- ^{xxxiv} Evaluation of Grants and Contributions Programming in the Ecosystems and Oceans Science Sector, <https://www.dfo-mpo.gc.ca/ae-ve/evaluations/20-21/gcpeos-pscseo-eng.html>
- ^{xxxv} Global Ocean Science Report, <https://en.unesco.org/gosr>
- ^{xxxvi} Employment Equity Groups, <https://www.canada.ca/en/public-service-commission/services/appointment-framework/employment-equity-diversity/employment-equity-groups.html>
- ^{xxxvii} United Nations 2030 Agenda for Sustainable Development and the Sustainable Development Goals, <https://www.dfo-mpo.gc.ca/drr-rrm/2022-23/sustainable-development-developpement-durable-eng.html>
- ^{xxxviii} GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- ^{xxxix} Minister’s mandate letter, <https://pm.gc.ca/en/mandate-letters/2021/12/16/minister-fisheries-oceans-and-canadian-coast-guard-mandate-letter>
- ^{xl} E-Navigation Portal, <https://e-navigation.canada.ca/index-en>
- ^{xli} Evaluation of the Shore-based Asset Readiness (SBAR) Program, <https://www.dfo-mpo.gc.ca/ae-ve/evaluations/20-21/sbar-epat-eng.html>
- ^{xlii} Water Level Application, <https://www.tides.gc.ca/en/new-water-level-application-optimized-mobile-devices>
- ^{xliiii} 2021 Speech from the Throne, <https://www.canada.ca/en/privy-council/campaigns/speech-throne/2021/speech-from-the-throne.html>
- ^{xliiv} United Nations 2030 Agenda for Sustainable Development and the Sustainable Development Goals, <https://www.dfo-mpo.gc.ca/drr-rrm/2022-23/sustainable-development-developpement-durable-eng.html>
- ^{xlv} GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- ^{xlvi} Minister’s mandate letter, <https://pm.gc.ca/en/mandate-letters/2021/12/16/minister-fisheries-oceans-and-canadian-coast-guard-mandate-letter>
- ^{xlvii} Speech from the Throne, <https://www.canada.ca/en/privy-council/campaigns/speech-throne/2021/speech-from-the-throne.html>
- ^{xlviii} National Inventory of Wrecked, Abandoned, and Hazardous Vessels, <https://www.ccg-gcc.gc.ca/awah-ienad/inventory-inventaire/index-eng.html>
- ^{xlix} Green Government Strategy: A Government of Canada Directive, <https://www.canada.ca/en/treasury-board-secretariat/services/innovation/greening-government/strategy.html>
- ^l United Nations 2030 Agenda for Sustainable Development and the Sustainable Development Goals, <https://www.dfo-mpo.gc.ca/drr-rrm/2022-23/sustainable-development-developpement-durable-eng.html>

-
- li GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- lii Speech from the Throne 2021, <https://www.canada.ca/en/privy-council/campaigns/speech-throne/2021/speech-from-the-throne.html>
- liii Reconciliation Strategy, <https://www.dfo-mpo.gc.ca/fisheries-peches/aboriginal-autochtones/reconciliation-eng.html>
- liv *United Nations Declaration on the Rights of Indigenous Peoples Act*, <https://laws-lois.justice.gc.ca/eng/acts/U-2.2/>
- lv RETScreen, <https://natural-resources.canada.ca/maps-tools-and-publications/tools/modelling-tools/retscreen/7465>
- lvi Call to Action on Anti-Racism, Equity, and Inclusion in the Federal Public Service, <https://www.canada.ca/en/privy-council/corporate/clerk/call-to-action-anti-racism-equity-inclusion-federal-public-service.html>
- lvii Canada's Digital Ambition 2022, <https://www.canada.ca/en/government/system/digital-government/government-canada-digital-operations-strategic-plans/canada-digital-ambition.html>
- lviii *Access to Information Act*, <https://laws-lois.justice.gc.ca/eng/acts/a-1/>
- lix *Privacy Act*, <https://laws-lois.justice.gc.ca/ENG/ACTS/P-21/index.html>
- lx Laboratories Canada, https://www.science.gc.ca/eic/site/063.nsf/eng/h_97809.html
- lxi United Nations 2030 Agenda for Sustainable Development and the Sustainable Development Goals, <https://www.dfo-mpo.gc.ca/drr-rrm/2022-23/sustainable-development-developpement-durable-eng.html>
- lxii Directive on the Management of Procurement, <https://www.tbs-sct.canada.ca/pol/doc-eng.aspx?id=32692>
- lxiii Public Accounts of Canada, <http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>
- lxiv GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- lxv Financial Statements, <https://www.dfo-mpo.gc.ca/drr-rrm/2022-23/fin-eng.html>
- lxvi Financial Statements, <https://www.dfo-mpo.gc.ca/drr-rrm/2022-23/fin-eng.html>
- lxvii Departmental Plan 2021-2022, Future-Oriented Statement of Operations, <https://www.dfo-mpo.gc.ca/rpp/2021-22/fin-eng.html>
- lxviii Fisheries and Oceans Canada Departmental Results Reports, <https://www.dfo-mpo.gc.ca/about-notre-sujet/publications/reports-rapports-eng.htm#performance>
- lxix Departmental Plan 2021-2022, Future-Oriented Statement of Operations, <https://www.dfo-mpo.gc.ca/rpp/2021-22/fin-eng.html>
- lxx Fisheries and Oceans Canada Departmental Results Reports, <https://www.dfo-mpo.gc.ca/about-notre-sujet/publications/reports-rapports-eng.htm#performance>
- lxxi Oceans Act, <http://www.laws-lois.justice.gc.ca/eng/acts/O-2.4>
- lxxii Fisheries Act, <http://laws-lois.justice.gc.ca/eng/acts/f-14/>
- lxxiii Species at Risk Act, <http://laws-lois.justice.gc.ca/eng/acts/S-15.3/>
- lxxiv Coastal Fisheries Protection Act, <http://laws-lois.justice.gc.ca/eng/acts/C-33/>
- lxxv Canada Shipping Act, 2001, <http://laws-lois.justice.gc.ca/eng/acts/c-10.15/>
- lxxvi Fishing and Recreational Harbours Act, <http://laws-lois.justice.gc.ca/eng/acts/F-24/>
- lxxvii Department of Fisheries and Oceans Act, <https://laws-lois.justice.gc.ca/eng/acts/F-15/>
- lxxviii Wrecked, Abandoned or Hazardous Vessels Act, <https://www.laws-lois.justice.gc.ca/eng/acts/W-12.3/index.html>
- lxxix Mandate and Role, <https://www.dfo-mpo.gc.ca/about-notre-sujet/mandate-mandat-eng.htm>
- lxxx Minister's mandate letter, <https://pm.gc.ca/en/mandate-letters/2021/12/16/minister-fisheries-oceans-and-canadian-coast-guard-mandate-letter>
- lxxxi Operating Context, <https://www.dfo-mpo.gc.ca/drr-rrm/2022-23/operating-context-contexte-operationnel-eng.html>
- lxxxii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- lxxxiii Supplementary Information Tables, <https://www.dfo-mpo.gc.ca/drr-rrm/2022-23/supplementary-tables-tableaux-supplementaires-eng.html>

^{lxxxiv} Report of Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>

^{lxxxv} Fisheries and Oceans Canada, <https://www.dfo-mpo.gc.ca/>

^{lxxxvi} Indigenous Business Directory, <https://www.sac-isc.gc.ca/eng/1100100033057/1610797769658>