



# DEPARTMENTAL RESULTS REPORT 2023 - 24



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Departmental Results Report 2023–24  
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# Fisheries and Oceans Canada's 2023-24 Departmental Results Report: At a glance

A Departmental Results Report provides an account of actual accomplishments against plans, priorities and expected results set out in the associated [Departmental Plan](#).

- [Vision, mission, raison d'être](#) and [operating context](#)
- [Minister's mandate letter](#)

## Key priorities

Fisheries and Oceans Canada's top priorities for 2023–24<sup>1</sup> were as follows:

- ensuring Canada is positioned to succeed in the fast-growing global ocean sectors of the blue economy while advancing reconciliation, conservation, and climate objectives
- protecting the safety of mariners in Canadian waters and Canada's marine environment through initiatives such as the renewal of the Canadian Coast Guard fleet
- advancing reconciliation with Indigenous Peoples and the recognition of rights related to fisheries, oceans, aquatic habitats, and marine waterways
- fostering diversity and inclusion among the Department's employees to ensure services are delivered by a workforce that is representative of the peoples and communities being served

## Highlights

In 2023–24, total actual spending (including internal services) for Fisheries and Oceans Canada was \$4,546,062,407 and total full-time equivalent staff (including internal services) was 14,857. For complete information on Fisheries and Oceans Canada's total spending and human resources, read the [Spending and human resources section](#) of the full report.

The following provides a summary of the Department's achievements in 2023–24 according to its approved Departmental Results Framework. A Departmental Results Framework consists of a department's core responsibilities, the results it plans to achieve, and the performance indicators that measure progress toward these results.

### Core responsibility 1: Fisheries

Actual spending: \$1,322,353,195

Actual human resources: 3,822

### Departmental results achieved

- Canadian fisheries are sustainably managed
  - announced the publication of Canada's Blue Economy Regulatory Roadmap
  - supported the sustainability of Pacific salmon and wild Atlantic salmon

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<sup>1</sup> For additional information, please see the Department's 2023–24 Departmental Plan.

- continued the development of our world-class Ghost Gear Program
- Canadian aquaculture is sustainably managed
  - worked on a proposed federal Aquaculture Act
  - consulted key partners and stakeholders on a responsible plan to transition from open net-pen salmon farming<sup>2</sup>
- The commercial fishing industry has access to safe harbours
  - assessed and upgraded harbours to be better prepared for the effects of climate change
- Fisheries, oceans and other aquatic ecosystems are protected from unlawful exploitation and interference
  - tackled illegal, unreported, and unregulated fishing nationally and internationally
- Scientific information on fisheries resources is available to inform management decisions
  - developed and piloted a new, more streamlined and more consistent fisheries science advisories report and communicated results
- Enhanced relationships with, involvement of, and outcomes for Indigenous people
  - developed the next phase of implementing the right to fish in pursuit of a moderate livelihood
  - reached four new Rights Reconciliation Agreements with 11 First Nations

More information about [Fisheries](#) can be found in the ‘Results – what we achieved’ section of the full Departmental Results Report.

## Core responsibility 2: Aquatic ecosystems

Actual spending: \$458,649,029

Actual human resources: 1,994

### Departmental results achieved

- Negative impacts on Canada’s oceans and other aquatic ecosystems are minimized or avoided
  - made progress on establishing new Marine Protected Areas and Other Effective Area-based Conservation Measures in support of Canada’s commitment to conserve 25 per cent of Canada’s oceans by 2025 and 30 per cent by 2030, and championed this commitment internationally
  - prioritized the valuation and restoration of coastal and ocean areas that have a high potential to absorb and store carbon
  - worked with partners on the continued implementation of the *Aquatic Invasive Species Regulations* and expanded the Aquatic Invasive Species program
  - worked with partners to further protect species at risk under the Enhanced Nature Legacy Initiative and the *Species at Risk Act*
- Scientific information on Canada’s oceans and other aquatic ecosystems is available to inform management decisions
  - under the renewed Oceans Protection Program, worked with partners to improve Canada’s oil-spill preparedness and response system
  - updated policies and practices to reinforce provision of expert science advice
- Enhanced relationships with, involvement of, and outcomes for Indigenous people

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<sup>2</sup> [Government announcement on open net-pen salmon aquaculture – June 19, 2024.](#)

- Continued to work with Indigenous partners to better integrate Indigenous Knowledge into our work

More information about [Aquatic ecosystems](#) can be found in the ‘Results – what we achieved’ section of the full Departmental Results Report.

### **Core responsibility 3: Marine navigation**

Actual spending: \$361,292,498

Actual human resources: 1,784

#### **Departmental results achieved**

- Mariners safely navigate Canada’s waters
  - continued to digitize and modernize hydrographic and navigational products
  - expanded the implementation of the Collaborative Voyage Management System in Halifax, Prince Rupert, and Iqaluit to allow offshore mariners to send vessel traffic services reports electronically to CCG
- A Canadian maritime economy that is supported by navigable waters
  - strengthened marine traffic management, particularly in the Arctic
- Enhanced relationships with, involvement of, and outcomes for Indigenous people
  - supported capacity-building through collaborative agreements and by sharing new hydrographic surveying technologies with Indigenous communities

More information about [Marine navigation](#) can be found in the ‘Results – what we achieved’ section of the full Departmental Results Report.

### **Core responsibility 4: Marine operations and response**

Actual spending: \$1,798,672,442

Actual human resources: 4,714

#### **Departmental results achieved**

- Canadian Coast Guard has the capability to respond to on-water incidents
  - worked with partners to improve Canada’s response capacity
  - under the renewed Oceans Protection Plan, raised the budgets for Canadian Coast Guard Auxiliary members
  - worked on attracting and maintaining a sustainable and representative workforce
- Canada’s Civilian fleet has the capability to meet established service standards for clients
  - continued the CCG’s substantial priorities under the National Shipbuilding Strategy
  - continued our work as a federal decarbonization leader by testing renewable diesel blend fuel on several of our ships and awarding a contract for our first diesel-electric hybrid propulsion vessel with a battery energy storage system
- Enhanced relationships with, involvement of, and outcomes for Indigenous people
  - under the renewed Oceans Protection Plan, committed additional funding for new and existing partners through the Indigenous Community Boat Volunteer Program and the Coastal Marine Response Network

- under the renewed Oceans Protection Plan, committed to engage with new and existing partners to develop area response plans, which will incorporate local knowledge from Indigenous groups and coastal communities, as well as scientific information

More information about [Marine operations and response](#) can be found in the 'Results – what we achieved' section of the full Departmental Results Report.

# Fisheries and Oceans Canada's 2023-24 Departmental Results Report

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## From the Minister

As Minister of Fisheries, Oceans and the Canadian Coast Guard, I am pleased to present the 2023–24 Departmental Results Report on behalf of the Department.

This year's report demonstrates the incredible progress made on departmental priorities over the past year. It shows how the Department is working to ensure Canada can succeed in the fast-growing global ocean sectors of the blue economy; how we are keeping mariners safe on the water; how we are safeguarding Canada's oceans and freshwater ecosystems and habitats; how we are advancing reconciliation with Indigenous Peoples; and, how we are fostering diversity and inclusion among our workforce so it better represents the people and communities we serve.

As a science-based Department, the foundation of our decisions is built on cutting-edge research and monitoring, and scientific advice. During the past year the Department continued to protect Canada's aquatic species and their habitats, pushing forward with sustainable management practices. This is essential in maintaining the integrity of marine and freshwater ecosystems.



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

The new Blue Economy Regulatory Roadmap was a significant step this year, outlining how the Department, along with its partners, will drive sustainable innovation and growth, particularly for coastal and Indigenous communities.

Work continued this year to ensure Canada's commercial fishing sector has access to safe harbours and infrastructure. By rebuilding and upgrading harbours across the country, the Department is ensuring they can withstand the increasing intensity of severe weather due to climate change. This vital work will continue as we forge ahead.

The Department made significant headway this year in strengthening relationships and partnerships with Indigenous Peoples. It made important contributions this year as it worked to advance the implementation of their right to fish in pursuit of a moderate livelihood, and reached new Rights Reconciliation Agreements with a number of First Nations. We are dedicated to weaving Indigenous Traditional Knowledge into our decisions and actions.

In the push to conserve 30 per cent of Canada's oceans by 2030, the Department made great progress in establishing new Marine Protected Areas and other effective area-based conservation measures.

This year also saw substantial investments in the Canadian Coast Guard and marine navigation, including in modernized navigation technology and techniques, and improved marine traffic management, including in the Arctic.

By strengthening the Canadian Coast Guard, our government is making sure the organization's dedicated and proud members can continue to protect mariners and keep our marine environments clean and healthy. This year was marked by a number of remarkable accomplishments: new vessels entering the fleet, advancements on the priorities of the National Shipbuilding Strategy, and continued partnerships with Indigenous Peoples through initiatives like the Indigenous Community Boat Volunteer Program. We are also crafting a long-term strategy to guide the Canadian Coast Guard's priorities through 2050 and beyond.

This was another busy and productive year for the Department and it has been my pleasure to work with talented public servants who are committed to studying and protecting the health of our oceans, freshwater and aquatic ecosystems; growing the ocean economy; keeping people safe on the water; and advancing Indigenous reconciliation.

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

## Results – what we achieved

### Core responsibilities and internal services

- [Core responsibility 1: Fisheries](#)
- [Core responsibility 2: Aquatic Ecosystems](#)
- [Core responsibility 3: Marine Navigation](#)
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## Core responsibility 1: Fisheries

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### Description

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

### Progress on results

This section presents details on how the Department performed to achieve results and meet targets for Fisheries. Details are presented by departmental result.

#### Table 1: Targets and results for Fisheries

Table 1 provides a summary of the target and actual results for each indicator associated with the results under Fisheries.

#### Canadian fisheries are sustainably managed

Departmental result indicators	Target	Date to achieve target	Actual results
Percentage of key fish stocks that have limit reference points and harvest control rules <sup>3</sup>	At least 52%	March 31, 2024	2021–22: 50% 2022–23: 44% <sup>4</sup> 2023–24: 45% <sup>5</sup>

<sup>3</sup> Changes to the wording of this performance indicator came into effect in 2023–24 to clarify and better reflect the Department’s work. Please note: the calculation method did not change.

<sup>4</sup> For 2022–23, 12 key stocks were added to the sustainability survey for fisheries, not all of which had limit reference point (LRPs) and harvest control rules (HCRs). LRPs and HCRs were also revised for certain stocks. This led to a net loss of five stocks that had both an LRP and HCR for 2022–23. In total, 85 out of the 192 (44%) key stocks had LRPs and HCRs. The list of key stocks on the sustainability survey for fisheries is reviewed and updated annually leading to changes in the number and the composition of key stocks over the years. Caution should therefore be used when comparing the results to those of previous years.

<sup>5</sup> Eighty-eight out of 195 stocks (45%) on the 2022 sustainability survey for fisheries had LRPs and HCRs. The 2023–24 result is an improvement over the previous year’s due to a net gain of three stocks that have both an LRP and a HCR. The target was not met because 40 stocks were added to the sustainability survey for fisheries between 2015 and 2023 and the development of HCRs and LRPs did not kept up with the rate at which the stocks were added. The list of key stocks on the sustainability survey for fisheries is reviewed and updated annually leading to changes in the number and the composition of key stocks over the years. Caution should therefore be used when comparing the results to those of previous years.

Departmental result indicators	Target	Date to achieve target	Actual results
Percentage of decisions for fisheries on key fish stocks where harvest control rules were followed <sup>6</sup>	Exactly 100%	March 31, 2024	2021–22: 99% 2022–23: 98% <sup>7</sup> 2023–24: 97% <sup>8</sup>
Percentage of key fish stocks in the cautious and healthy zone <sup>9</sup>	At least 55%	March 31, 2026	2021–22: 44% 2022–23: 48% <sup>10</sup> 2023–24: 46% <sup>11</sup>

<sup>6</sup> Changes to the wording of this performance indicator came into effect in 2023–24 to clarify and better reflect the Department’s work. Please note: the calculation method did not change.

<sup>7</sup> HCRs were followed for 189 of 192 key fish stocks (98%) on the 2021 sustainability survey for fisheries. They were not followed for three out of 192 key fish stocks (2%), because specific biomass data needed to implement the HCRs was not available. However, harvest decisions for these stocks were consistent with the core principles of the Precautionary Approach policy. The list of key stocks on the sustainability survey for fisheries is reviewed and updated annually leading to changes in the number and composition of key stocks over the years. Caution should therefore be used when comparing the results to those of previous years.

<sup>8</sup> The advice for 190 of the 195 key fish stocks on the 2022 sustainability survey for fisheries followed the HCRs. The target was not met and the result declined because HCRs could not be followed for four stocks due to the lack of fishable biomass data required to implement the HCRs and because limited harvests (1,121 U.S., 46 Canada) of one salmon stock did occur and the HCRs indicated no harvest. These harvests occurred early in the season, and were incidental harvests occurring in fisheries targeting freshwater species. However, harvest decisions for these five stocks were consistent with the core principles of the Precautionary Approach policy. The list of key stocks on the sustainability survey for fisheries is reviewed and updated annually leading to changes in the number and composition of key stocks over the years. Caution should therefore be used when comparing the results to those of previous years.

<sup>9</sup> Changes to the wording of this performance indicator came into effect in 2023–24 to clarify and better reflect the Department’s work. Please note: the calculation method did not change.

<sup>10</sup> Ninety-three out of 192 stocks (48%) on the 2021 sustainability survey for fisheries were in the cautious and healthy zone, which was an improvement compared to the previous year’s result. The target was not met because 77 out of 192 stocks of the stocks on the 2021 survey (40%) had an uncertain stock status. While these stocks are counted as key stocks, they do not add to the number of stocks in the cautious or healthy zone. Uncertain status does not mean that there is no data for the stock; DFO has sufficient information to manage the fisheries on these stocks. DFO continues the work needed to identify reference points for all the stocks in the survey. The list of key stocks is reviewed and updated annually leading to changes in the number and the composition of the key stocks over the years. Caution should therefore be used when comparing the results to those of previous years.

<sup>11</sup> Ninety out of 195 (46%) stocks on the 2022 sustainability survey for fisheries were in the cautious and healthy zone. The target was not met and results have declined due to the fact that 42 per cent (82 of 195) of the stocks on the survey have an uncertain stock status. While these stocks are counted as key stocks, they do not add to the number of stocks in the cautious or healthy zone. Until the number of stocks with uncertain status is reduced, the percentage of the total number of key stocks in the cautious and healthy zone will likely remain low. Uncertain status does not mean that there is no data for the stock; DFO has sufficient information to manage the fisheries on these stocks. DFO continues to prioritize the development of reference points for these stocks. The list of key stocks is reviewed and updated annually leading to changes in the number and the composition of the key stocks over the years. Caution should therefore be used when comparing the results to those of previous years.

### Canadian aquaculture is sustainably managed

Departmental result indicators	Target	Date to achieve target	Actual results
Percentage of aquaculture farms that are compliant with the <i>Fisheries Act</i> regulations	At least 90%	March 31, 2024	2021–22: 99% 2022–23: 96% 2023–24: 100%
Level of Canadian aquaculture production	At least 170,000 tonnes	December 31, 2023	2021–22: 170,805 tonnes 2022–23: 191,249 tonnes 2023–24: 166,265 tonnes <sup>12</sup>

### The commercial fishing industry has access to safe harbours

Departmental result indicators	Target	Date to achieve target	Actual results
Percentage of core harbours that are in fair or better condition	At least 87%	March 31, 2024	2021–22: 92% 2022–23: 90% 2023–24: 89%

### Fisheries, oceans and other aquatic ecosystems are protected from unlawful exploitation and interference

Departmental result indicators	Target	Date to achieve target	Actual results
Percentage of inspection activities that have resulted in compliance actions	At most 60%	March 31, 2024	2021–22: 57% 2022–23: 60% 2023–24: 63% <sup>13</sup>

### Scientific information on fisheries resources is available to inform management decisions

Departmental result indicators	Target	Date to achieve target	Actual results
Percentage of approved requests to the Canadian Science Advisory Secretariat (CSAS) for peer-reviewed science advice on fisheries completed each year	At least 90%	March 31, 2024	2021–22: 69% <sup>14</sup> 2022–23: 82% <sup>15</sup> 2023–24: 95% <sup>16</sup>

<sup>12</sup> Specific decisions resulted in a reduced number of active aquaculture sites for production.

<sup>13</sup> This indicator's results are currently being collected to form a five-year baseline (2021–22 to 2025–26) that will be used to set a new target, should it be deemed necessary.

<sup>14</sup> Additional advice was provided early in 2022–23 and some planned processes were deferred based on consultations with clients and operational challenges.

<sup>15</sup> Some planned processes were deferred based on consultations with clients and operational challenges.

<sup>16</sup> Result for 2023-2024 reflects the adoption of a multi-year approach to advisory processes and captures all processes undertaken. The calculation includes all fisheries science advisory processes completed in the fiscal year. Changes came into effect in 2023–24 to clarify and better reflect the Department's work.

Departmental result indicators	Target	Date to achieve target	Actual results
Percentage of sustainable aquaculture research projects which provide information and/or advice to policy and decision makers <sup>17</sup>	At least 90%	March 31, 2024	2021–22: 84% 2022–23: 79% <sup>18</sup> 2023–24: 100% <sup>19</sup>

#### Enhanced relationships with, involvement of, and outcomes for Indigenous people

Departmental result indicators	Target	Date to achieve target	Actual results
Number of agreements / arrangements involving Indigenous groups	At least 556	March 31, 2024	2021–22: 457 2022–23: 517 2023–24: 701
Number of Indigenous people trained through agreements /arrangements <sup>20</sup>	At least 921	March 31, 2024	2021–22: 524 2022–23: 1,310 2023–24: 1,924
Number of Indigenous people employed through agreements /arrangements <sup>21</sup>	At least 5,319	March 31, 2024	2021–22: 5,183 2022–23: 5,369 2023–24: 5,991

Additional information on [the detailed results and performance information](#) for Fisheries and Oceans Canada’s program inventory is available on GC InfoBase.

#### Details on results

The following section describes the results for Fisheries in 2023–24 compared with the planned results set out in Fisheries and Oceans Canada’s Departmental Plan for the year.

DFO continued our important work to support prosperous and sustainable fishing and aquaculture sectors. In 2023-24, programs in the Fisheries core responsibility worked to ensure that fish stocks, such as salmon, were well-managed, and that aquaculture does not interfere with the long-term sustainability of wild fish. DFO also worked to ensure that the rights of Indigenous Peoples were respected and Indigenous interests in fish harvesting were supported, including enhanced access in recognition of rights and fishing in pursuit of a moderate livelihood. We also ensured that safe commercial harbours, including those impacted by Hurricane Fiona, supported the industry, and that fish were harvested and farmed in a safe, legal, and sustainable manner in Canada and beyond.

<sup>17</sup> This indicator was expanded in 2021–22 to include aquaculture research projects under additional programs.

<sup>18</sup> 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.

<sup>19</sup> This indicator has been updated to examine the percentage of funded and finalized aquaculture projects funded under the Competitive Science Research Fund that have a project final report submitted within the required reporting period.

<sup>20</sup> These targets also include people trained under Indigenous-led activities funded by agreements if the program cannot validate individuals’ Indigenous status.

<sup>21</sup> These targets also include people employed under Indigenous-led activities funded by agreements if the program cannot validate individuals’ Indigenous status.

## Canadian fisheries are sustainably managed

Fish and seafood are among the largest single food commodities exported by Canada. In 2024, in response to the 2022 Blue Economy Review and following closely on the release of a What We Heard report, DFO announced the publication of Canada's [Blue Economy Regulatory Roadmap](#), developed in partnership with four other government departments. This roadmap outlines actions the Government of Canada will take to support sustainable innovation and economic growth in our oceans, particularly for coastal and Indigenous communities. It will ensure that Canada is positioned to succeed in the fast-growing blue economy sector while advancing reconciliation as well as conservation and climate change adaptation initiatives.

In 2022, the **Fish Stocks provisions** of the modernized *Fisheries Act* introduced new, legally-binding obligations to develop and implement rebuilding plans for major fish stocks that have declined to or below critically low capacity. The Department completed rebuilding plans for 12 of these prescribed stocks, including Atlantic cod, and advanced work on the proposed second, larger batch of stocks, which will help restore and rebuild more fish stocks and help ensure sustainable fisheries for future generations.

DFO also continued its efforts in support of an **ecosystem approach to fisheries management** to gradually incorporate ecosystem variables (including climate, oceanographic, and ecological factors) more broadly into management decisions. The Department researched 31 case studies, performed regional and national public engagement activities, distributed a high-level discussion document to elicit feedback from stakeholders, and developed a strategic plan to confirm the Department's commitment to this approach and advance its implementation.

Climate change, habitat loss, and fishing pressures have negatively affected Canada's socially, culturally, and economically significant Pacific salmon populations. In response to the Minister's mandate letter commitment, DFO made significant progress advancing the implementation of the [Pacific Salmon Strategy Initiative](#) (PSSI) in 2023–24. For example, through the Habitat Restoration Centre of Expertise, we worked with regional partners to respond to approximately 100 drought-related incidents, delivered 19 projects in collaboration with Indigenous groups and other partners to advance innovative restoration solutions and build capacity, hosted two [Knowledge Exchange workshops](#) in partnership with the Pacific Salmon Foundation to bring together broad representation from the restoration community to learn about current issues and techniques from restoration experts, and conducted an extensive round of engagement with Indigenous partners and the broader restoration community to advance a second draft of the Habitat Restoration Priorities Plan for the Pacific Region.

We also implemented the [Pacific Salmon Commercial Licence Retirement Program](#) (to support commercial harvesters impacted by longer-term conservation closures), the [Pacific Salmon Indigenous Communal Commercial Alternation Program](#) (to support Indigenous harvesters impacted by longer-term conservation closures), and the [Derelict Vessel Mitigation and Gear Disposal Program](#) (to provide harvesters who have retired their commercial salmon licences with the opportunity to dispose of their fishing vessels and gear). Many of these activities involve collaboration with First Nations and other partners, which contributes to implementation of Measure 41 of Canada's *United Declaration on the Rights of Indigenous Peoples Act (UNDA)* Action Plan.

In 2023–24, DFO advanced implementation of a **mass marking** and **mark-selective fisheries** strategy for salmon. Mass marking removes a small back fin from fish raised in hatcheries before they are released to the wild so they are visibly identifiable and can then be targeted by mark-selective fisheries while also allowing for easier fish identification for stock assessment and/or hatchery management. DFO carried

out 7 mark-selective fishery pilots in southern B.C. and acquired 3 mobile, highly-specialized automatic salmon marking trailers, which significantly expanded our capacity for efficient mass marking. For example, we were able to mark 70 per cent of Chinook production, as compared to the previous 20 per cent. Using the trailer technology, DFO also initiated several mass marking pilots, which will enable future selective removal of hatchery fish as they return as adults (and before they spawn in natal streams). This is expected to reduce the potential negative influence of excess hatchery spawners on wild populations, while maintaining hatchery benefits.

DFO also achieved key results in transforming Pacific salmon programming across the Department in response to the 2022–23 [Evaluation of DFO's Activities in Support of Pacific Salmon](#). In 2023–24, we:

- developed an integrated strategic direction and vision for the management of Pacific salmon to support a unified approach across the Department
- developed a coordinated approach for PSSSI transfer payment programs
- created and implemented new tools and methodologies to easily track and report on financial resources that support Pacific salmon programming across the Department
- launched the Pacific Salmon Executive Steering Committee and four PSSSI pillar subcommittees to address national and regional gaps in Pacific salmon governance

**Wild Atlantic salmon** populations, which are socially, culturally, and economically important to many coastal communities across Atlantic Canada and Quebec, have declined to historic lows. In 2023–24, DFO launched the development of Canada's first-ever Wild Atlantic Salmon Conservation Strategy. We conducted extensive engagement activities, including more than 60 meetings with Indigenous Peoples, Indigenous organizations, partners, and stakeholders, as well as online engagement, including a focus on women respondents, which led to the publication of a ['What We Heard'](#) report.

Healthy populations of **whales** in the wild also have cultural, social, and economic importance in Canada. DFO's work focuses on three endangered species and populations: Southern Resident Killer Whale (SRKW) in British Columbia, the St. Lawrence Estuary Beluga in Quebec, and the North Atlantic Right Whale in the Atlantic. In 2023–24, we:

- collaborated with Indigenous partners to develop integrated rebuilding programs and conservation plans for priority Pacific salmon stocks to support this primary food source for SKRW
- consulted with Indigenous groups and stakeholders to implement salmon fishing closures in key foraging areas for SKRW
- worked to expand the Marine Mammal Response Program under the Whales Initiative 2.0 to add more trained and equipped response teams, including among Indigenous communities on all three coasts, to safely respond to incidents like entanglements, with 17 proposals approved and supported

DFO's Minister is mandated to expand the **Ghost Gear** Program to continue efforts by fish harvesters and other mariners to clean up lost and abandoned fishing gear and ocean plastics to prevent harm to marine animals and habitats. In an effort to continue to develop a world-class program focused on the long-term prevention of ghost gear, DFO began analyzing data from the Fishing Gear Reporting System to better understand the extent of gear loss in Canada for future removal and to support the potential development of recycling and disposal capacity. We also developed an artificial intelligence application for the fishing industry to help identify ghost gear from seafloor sonar images, and began pilots of new technologies designed to help prevent and mitigate the effects of ghost gear on our marine ecosystems. Finally, in response to the devastation caused by Hurricane Fiona on the east coast in 2022, DFO

provided over \$28.4 million to support 46 projects that retrieved over 552 tonnes of fishing gear and 420 km of rope.

### **Canadian aquaculture is sustainably managed**

Aquaculture plays an important role in Canada's economy. The federal government, provincial governments, and industry all play an active role in the responsible and sustainable management of aquaculture, including the prevention of negative impacts on wild salmon from interactions with farmed salmon, their waste, or pesticides and antibiotics in their water, for example. Ongoing consultations with the province of British Columbia, Indigenous communities, industry, and other key partners and stakeholders on a **responsible plan to transition from open net-pen salmon farming**<sup>22</sup> in coastal B.C. continued to be a key focus in 2023–24.

In 2023–24, DFO published a risk assessment, through the Canadian Science Advisory Secretariat, that focused on direct genetic interactions between farmed Atlantic salmon and wild Atlantic salmon on the east coast. The resulting science advice found that the risk levels associated with interbreeding for wild Atlantic salmon increases for populations closer to aquaculture operations and for small and/or declining wild populations. This knowledge can help inform future measures to reduce the risk of escapes and interbreeding with wild populations.

### **The commercial fishing industry has access to safe harbours**

Small craft harbours are at the heart of Canada's coastal communities, providing infrastructure critical to the commercial fishing industry and fish harvesters from coast to coast to coast. These harbours are often DFO's primary infrastructure presence in many remote or Indigenous communities and represent opportunities for growth and diversification. In 2023–24, DFO continued to engage harbour clients, user groups, and stakeholders to respond to evolving needs for harbours, including expanding activities to meet the needs of emerging growth sectors, northern communities, and Indigenous users. The Government also recategorized Indigenous communities to the equivalent level of municipalities with respect to opportunities related to divestiture of surplus harbours, ensuring Indigenous rights and interests are respected.

In 2023–24, DFO also advanced efforts to integrate **climate change** criteria into our programs and policies. To assess the financial impact of climate change on vulnerable infrastructure assets held by DFO (wharves and breakwaters), we used a multi-stage approach, including using the Department's own Canadian Extreme Water Level Adaption Tool and the Coastal Infrastructure Vulnerability Index, to gauge how vulnerable these assets and sites are to climate change events. The resulting information aids in portfolio planning and management.

In 2023–24, DFO also continued to deliver on the Government of Canada's 2022 commitment to support long-term recovery efforts for Atlantic Canadians and Quebecers affected by Hurricane Fiona by administering part of the **Hurricane Fiona Recovery Fund** to repair and rebuild critical infrastructure at impacted harbours. There is a clear link between the prior condition of harbours and their susceptibility to damage from major storms, so we invested in harbour repairs aimed at improving the overall condition of these assets, taking all possible measures to ensure that repairs meet the best climate resilience standards based on information available today.

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<sup>22</sup> [Government announcement on open net-pen salmon aquaculture – June 19, 2024.](#)

## **Fisheries, oceans and other aquatic ecosystems are protected from unlawful exploitation and interference**

Canada continues to be a global leader in the fight against **illegal, unreported, and unregulated (IUU) fishing**, as fishing activities in other regions of the world can have an effect on the sustainability of fisheries in Canada and illegally-harvested fish and seafood products can compete unfairly with Canadian products on global markets.

To improve global fishing governance, DFO provides Canadian leadership in regional fisheries management organizations (RFMOs) by championing the adoption of strong conservation and compliance measures for the sustainable management of fish stocks in international waters. In 2023–24, this led to the successful adoption of new measures to protect sharks and to manage tuna stocks in the Pacific. To help enforce these measures, Canada led our first dedicated high-seas vessel patrol and fisheries enforcement mission, Operation North Pacific Guard, in the North Pacific in collaboration with the United States and Japan. DFO officers documented 58 fisheries violations, including 3,000 illegally harvested shark fins. Canada also hosted the Global Fisheries Enforcement Training Workshop in Halifax, the world’s only international training workshop dedicated to the promotion of collaboration and capacity development among global fisheries enforcement practitioners. In addition, the Department also made contributions during 2023–24 to support work against IUU fishing in the Indo-Pacific region. For example, to support the monitoring capacities of our partners, Canada launched the Dark Vessel detection platform in the Philippines, which provides their maritime authorities access to DFO’s space-based surveillance, which uses satellites to track illegal fishing vessels and support maritime security efforts within their sovereign waters.

Through the Shared Ocean Fund, an \$84.3 million initiative under [Indo-Pacific Strategy](#), the Department also provided funding to the Joint Analytical Cell (JAC). This organization is designed to harness complementary information gathering and analytical capabilities, fisheries intelligence tools and databases, and international partnerships to fight against IUU fishing and associated crimes in the Indo-Pacific region. This contribution of \$6.5 million over five years, starting in 2023–24, will allow for the provision of high-quality fisheries intelligence; monitoring, control, surveillance, and enforcement capacity building; strengthening access to data and technology; and partnership development in selected countries in the Indo-Pacific region.

On a national level, DFO and the Atlantic Police Academy also partnered to train and equip 74 new Fisheries Officer cadets, along with new instructors.

### **Scientific information on fisheries resources is available to inform management decisions**

In 2023–24, DFO developed and piloted a new **fisheries science advisory report**, which is a more streamlined and nationally consistent approach to fisheries science and stock assessment reporting. The pilot was trialled during 15 fisheries science advice meetings, and for both full stock assessments and stock updates. This transformation will ensure more timely and consistent fisheries science advice to inform fisheries decisions.

Technical briefings were provided in a number of regions to provide detailed information on key fisheries science findings. Further, the annual State of the Ocean report ([Canada's Oceans Now: Atlantic Ecosystems, 2022](#)) was used to highlight key changes in fisheries ecosystems.



## Enhanced relationships with, involvement of, and outcomes for Indigenous people

DFO remains committed to working in support of our mandate to advance consistent, sustainable, and collaborative fisheries arrangements with Indigenous and non-Indigenous fish harvesters across Canada, with the goal of better reflecting communities' unique visions of the fisheries, as well as broader economic reconciliation objectives. In the Maritimes and Gaspé region, this work continues to be guided by UNDA and Canada's UNDA Action Plan, DFO's Reconciliation Strategy, the Senate committee's [Peace on the Water Report](#), and the Supreme Court of Canada's 1999 [Marshall Decisions](#). For example, in 2023–24, DFO reached 4 Rights Reconciliation Agreements (RRAs) with 11 of the 35 Mi'kmaq, Wolastoqiyik, and Peskotomuhkati Nations (Treaty Nations) and a collaborative management addendum to an existing RRA, important steps forward implementing the right to fish in pursuit of a moderate livelihood. DFO also reached seven interim Moderate Livelihood Fishing Plan understandings with 15 Treaty Nations, representing 42 per cent of Treaty Nations' population.

DFO continued work to implement the [Action Plan for the Renewal and Expansion of DFO's Indigenous Programs](#) through ongoing co-development, co-design, and co-delivery with Indigenous organizations and communities. The Action Plan outlines the Department's multi-year strategy to respond to the recommendations of the [Indigenous Program Review](#) to strengthen DFO's commercial and collaborative Indigenous programs and bring them into greater alignment with Indigenous definitions of success. For example, in 2023–24, DFO continued this work by:

- signing hundreds of agreements/arrangements involving Indigenous groups, which resulted in training and employment for Indigenous people (see the "Progress on results" section above for details)
- co-developing a standard training program for Resource Management Officer Technicians, who support the monitoring and conservation objectives of their Indigenous communities, with a pilot in Pacific, Atlantic and northern areas, in cooperation with DFO's new Indigenous Training and Skills Development Hub and the new Capacity Development Team
- developing and launching the Aboriginal Fisheries Strategy's New Entrants Process, a targeted and strategic approach to growing participation in the program
- collaboratively designating an Indigenous candidate as a third-party program evaluator to ensure program funding is invested as effectively as possible

This work was done in part as a response to the 2021 [Evaluation of the Indigenous Commercial Fisheries Program](#), which recommended clarified accountabilities, key milestones, and integrated reporting. In 2023–24, all of these recommended improvements were completed, including:

- a review of training eligibility policies and improved guidance on Indigenous participation in training activities
- a review of the Indigenous commercial fisheries programs' performance indicators, including the development of new performance indicators related to the landed value of Indigenous communal commercial fisheries in the Atlantic region
- ongoing development of an action plan for a monitoring and reporting strategy

### Key risks

The Department addressed various risks, such as long-term funding gaps for program planning as well as challenges to effective Indigenous engagement. For example, DFO mitigated some funding risks for 2023–24 by successfully securing funding through the Hurricane Fiona Recovery Fund to respond to lost

fishing gear caused by the hurricane through the Ghost Gear Program. The Ghost Gear Program was also able to launch a successful communication campaign across various regions using the new Fishing Gear Reporting System, QR codes, and customized website links to ease the reporting burden, thereby helping to mitigate engagement risks. In addition, the Department actively engaged Indigenous partners and communities to advance reconciliation and to build stronger partnership through collaborative efforts in science, conservation and open communication. For example, the Department maintained active collaboration with Indigenous Peoples through its National Indigenous Relations and Partnerships Coordination Network. As well, the Department invested in Indigenous harvest transformation projects in partnership with over 30 First Nations governments, groups, and organizations in B.C. and Yukon under the Pacific Salmon Strategy Initiative. As the risk landscape continues to evolve, the Department will diligently respond to any potential risks and implement mitigation strategies where appropriate to ensure the ongoing success of this core responsibility.

### Resources required to achieve results

Table 2: Snapshot of resources required for Fisheries

Table 2 provides a summary of the planned and actual spending and full-time equivalents (FTEs) required to achieve results.

Resource	Planned	Actual
Spending	\$1,096,513,781	\$1,322,353,195
Full-time equivalents	3,724	3,822

[Complete financial](#) and [human resources information](#) for Fisheries and Oceans Canada’s program inventory is available on GC InfoBase.

### Related government-wide priorities

#### Gender-based analysis plus

GBA Plus is an intersectional analysis that goes beyond biological (sex) and socio-cultural (gender) differences to consider other factors, such as age, disability, education, ethnicity, economic status, geography (including rurality), language, race, religion, and sexual orientation. The GBA Plus sections of this report provide some examples of the ways in which consideration of such factors influenced the Department’s work in 2023–24.

For example, geography is an important factor for the Atlantic Fisheries Fund (AFF), which aims to help Canada’s seafood sector transition to meet growing market demands for products that are high quality, value-added, and sustainably sourced. The primary beneficiaries of the AFF include individuals and small to medium-sized companies involved in the fish and seafood sectors of the Atlantic provinces who are generally located in small coastal and Indigenous communities with a diverse geographic distribution. AFF has supported projects in 456 unique geographic locations throughout the four Atlantic provinces’ rural and coastal communities since the program’s inception in 2017.

GBA Plus considerations inform the Department’s **outreach and engagement** activities that showcase the work of scientists. This is achieved by creating and promoting videos that show the diversity of science and scientists working from coast to coast to coast. These outreach activities encourage and facilitate the participation of DFO scientists in live-streamed youth engagement sessions and highlight scientists through engagement activities and social media campaigns, for example on special days such as Women and Girls in Science Day, International Women’s Day, and People in STEM (science,

technology, engineering and math). In 2023–24, DFO participated in two youth engagement sessions led by the external organization "Exploring by the Seat of Your Pants" that reached over 2,000 youth across Canada, and hosted several kiosks at public events hosted by partners (e.g. Canadian Museum of Nature, Ingenium - Canada's Science and Innovation Museums).

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

More information on Fisheries and Oceans Canada's contributions to Canada's Federal Implementation Plan on the 2030 Agenda and the Federal Sustainable Development Strategy can be found in our [Departmental Sustainable Development Strategy](#).

## Innovation

To ensure the provision of the best possible science advice that meets the Government of Canada's changing needs and priorities, the Department launched the implementation of a **web-based [registry for external scientific experts](#)** to self-identify their areas of expertise relevant to the mandate of the Department. This open and accessible registry has already begun to allow for greater inclusion of external experts, with a diversity of expertise and perspectives, to be selected for participation in the Department's scientific peer review process. This innovative mechanism will further enhance the provision of robust science advice generated through the Canadian Science Advisory Secretariat by encouraging healthy debate, open discussions, and ensuring the integrity of science.

## Program inventory

Fisheries is supported by the following programs:

- 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

Additional information related to the program inventory for Fisheries is available on the [Results page on GC InfoBase](#).

## Core responsibility 2: Aquatic Ecosystems

In this section

- [Description](#)
- [Progress on results](#)
- [Key risks](#)

- [Resources required to achieve results](#)
- [Related government-wide priorities](#)
- [Program inventory](#)

#### Description

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

#### Progress on results

This section presents details on how the department performed to achieve results and meet targets for Aquatic Ecosystems. Details are presented by departmental result.

**Table 3: Targets and results for Aquatic ecosystems**

Table 3 provides a summary of the target and actual results for each indicator associated with the results under Aquatic ecosystems.

#### Negative impacts on Canada’s oceans and other aquatic ecosystems are minimized or avoided

Departmental result indicators	Target	Date to achieve target	Actual results
Percentage of Canada’s oceans that are conserved <sup>23</sup>	At least 25%	December 31, 2025	2021–22: 13.90% 2022–23: 14.66% 2023–24: 14.66% <sup>24</sup>
Percentage of development projects occurring in or near water that effectively avoid, mitigate or offset impacts to fish and fish habitat	At least 100%	March 31, 2024	2021–22: 96% 2022–23: 93% 2023–24: 90% <sup>25</sup>
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%	March 31, 2024	2021–22: 87% 2022–23: 90% 2023–24: 89%

<sup>23</sup> Changes to the wording of this performance indicator came into effect in 2023–24 to clarify and better reflect the Department’s work. Please note: the calculation method did not change.

<sup>24</sup> Processes to establish new areas are underway; however, COVID-19 related delays and resource constraints of partners and stakeholders have contributed to longer timelines for some sites currently underway.

<sup>25</sup> The Department conducted 1293 compliance monitoring activities, and 123 records indicated incidences where management of the risk of harmful impacts to fish and fish habitat were considered inadequate. In these cases, DFO provided guidance to project proponents and ensured corrective actions were undertaken to resolve the issues identified.

Departmental result indicators	Target	Date to achieve target	Actual results
Percentage of approved requests to the Canadian Science Advisory Secretariat (CSAS) for peer-reviewed science advice on aquatic invasive species completed each year <sup>26</sup>	At least 90%	March 31, 2024	2021–22: 50% <sup>27</sup> 2022–23: 100% 2023–24: Not applicable <sup>28</sup>

Scientific information on Canada’s oceans and other aquatic ecosystems is available to inform management decisions

Departmental result indicators	Target	Date to achieve target	Actual results
Number of science products related to aquatic ecosystems that are available	At least 100	March 31, 2024	2021–22: 60 2022–23: 60 2023–24: 100
Percentage of approved requests to the Canadian Science Advisory Secretariat (CSAS) for peer-reviewed science advice on aquatic ecosystems completed each year	At least 90%	March 31, 2024	2021–22: 69% <sup>29</sup> 2022–23: 76% <sup>30</sup> 2023–24: 87% <sup>31</sup>

Enhanced relationships with, involvement of, and outcomes for Indigenous people

Departmental result indicators	Target	Date to achieve target	Actual results
Number of agreements / arrangements involving Indigenous groups	At least 238	March 31, 2024	2021–22: 297 2022–23: 300 2023–24: 290
Number of Indigenous people trained through agreements / arrangements	At least 208	March 31, 2024	2021–22: Data not available 2022–23: At least 211 <sup>32</sup> 2023–24: 916

<sup>26</sup> Changes to the wording of this performance indicator came into effect in 2023–24 to clarify and better reflect the Department’s work. Please note: the calculation method did not change.

<sup>27</sup> A number of requests were deferred to 2022–23 and an additional advisory process was undertaken early in 2022–23.

<sup>28</sup> There were no requests for advice on aquatic invasive species in 2023–24. The program continues to undertake scientific activities and to provide advice in support of departmental decision-making.

<sup>29</sup> Additional processes were deferred due to operational challenges.

<sup>30</sup> Some of the planned advisory processes were cancelled or deferred due to operational challenges.

<sup>31</sup> Result for 2023–2024 reflects the adoption of a multi-year approach to advisory processes and captures all processes undertaken. The calculation includes all aquatic ecosystem science advisory processes completed in the fiscal year. Changes came into effect in 2023–24 to clarify and better reflect the Department’s work.

<sup>32</sup> Data for 2022–23 was still being collected at the time this report was prepared.

Departmental result indicators	Target	Date to achieve target	Actual results
Number of Indigenous people employed through agreements / arrangements	At least 2	March 31, 2024	2021–22: Data not available 2022–23: At least 53 <sup>33</sup> 2023–24: 2

Additional information on [the detailed results and performance information](#) for Fisheries and Oceans Canada’s program inventory is available on GC InfoBase.

### Details on results

The following section describes the results for Aquatic ecosystems in 2023–24 compared with the planned results set out in Fisheries and Oceans Canada’s Departmental Plan for the year.

DFO has a significant responsibility to protect the health of Canada’s oceans and aquatic ecosystems. In 2023–24, programs in the Aquatic Ecosystems core responsibility continued to work to protect marine environments both nationally and internationally, protect species at risk, manage aquatic invasive species like quagga and zebra mussels, and perform scientific research to inform decision-making, all while supporting our valued partners, like Indigenous communities.

### Negative impacts on Canada’s oceans and other aquatic ecosystems are minimized or avoided

On behalf of Canada, DFO has a responsibility to maintain the health and biodiversity of marine ecosystems along the world’s largest coastline, to develop a robust blue economy, and to strengthen the ecosystem’s abilities to resist, recover from, or adapt to disturbances, such as those caused by overexploitation or climate change. Canada’s commitment to the **Kunming-Montreal Global Biodiversity Framework** adopted at the fifteenth Conference of the Parties of the COP-15 under the UN Convention on Biological Diversity, along with almost a billion dollars in funding shared with other departments over five years starting in 2021, shows the Government’s commitment to this responsibility. DFO is mandated to conserve 30 per cent of Canada’s ocean by 2030 and champion this goal internationally. In 2023–24, Canada’s marine protected and conserved areas comprised 14 *Oceans Act* Marine Protected Areas (MPAs), 3 National Marine Conservation Areas (including reserves), 1 marine National Wildlife Area, 60 marine Other Effective Area-based Conservation Measures (OECMs), and marine portions of National Wildlife Areas, Migratory Bird Sanctuaries, National Parks, and provincial protected areas covering over 14 per cent of Canada’s ocean space. DFO continued to monitor established *Oceans Act* MPAs and marine OECMs to ensure conservation measures were respected. DFO and our partners also made progress toward establishing additional MPAs and recognizing area-based measures as marine OECMs. Examples of work include the following:

- Canada, the Qikiqtani Inuit Association, and The Pew Charitable Trusts, on behalf of philanthropic donors, signed an agreement in principle on closing conditions for the Qikiqtani Project Finance for Permanence Agreement (PFP), an innovative conservation financing model, with the potential to comprise the largest network of Inuit-led protected areas in the world.
- Coast Solutions Task Group, the Government of Canada, represented by DFO, and the Government of B.C. finalized the signing of a non-legally binding Term Sheet that sets out the shared intentions, goals, objectives, and proposed closing conditions of the Great Bear Sea PFP

<sup>33</sup> Data for 2022–23 was still being collected at the time this report was prepared.

Closing Agreement, in alignment with the Northern Shelf Bioregion Marine Protected Area Network Action Plan, the world's most ecologically diverse marine protected areas network.

- DFO published the [proposed ministerial order](#) for the repeal and replacement of the existing ministerial order for the designation of the Tuvaijuittuq MPA in *Canada Gazette, Part I*.
- On behalf of Canada, Minister LeBouthillier signed the international, legally-binding agreement under the UN Convention on the Law of the Sea (UNCLOS) on the conservation and sustainable use of marine biological diversity of areas beyond national jurisdiction. The treaty aims to ensure the effective conservation and sustainable use of marine biodiversity of the nearly two-thirds of the area of the world's ocean that lies in areas beyond national jurisdiction, for the present and in the long term, through effective implementation of the relevant provisions of UNCLOS and further international cooperation and coordination.

To further support the mandate commitment and departmental priority to ensure Canada meets its conservation goals, working to halt and reverse nature loss by 2030 in Canada, achieve a full recovery for nature by 2050, and champion this goal internationally, the Department worked closely with Environment and Climate Change Canada (ECCC) to develop [Canada's 2030 Nature Strategy: Halting and Reversing Biodiversity Loss in Canada](#). This Strategy charts a path for how Canada is seeking to implement the Kunming-Montreal Global Biodiversity Framework domestically. The release of the strategy, which serves as Canada's National Biodiversity Strategy and Action Plan ahead of the sixteenth Conference of the Parties to the UN Convention on Biological Diversity in Colombia, was announced by Minister of Environment and Climate Change Steven Guilbeault in June 2024. Alongside the 2030 Nature Strategy, Minister Guilbeault also introduced the proposed Nature Accountability Act which, if passed, will enshrine in law the Government of Canada's commitment to protect nature for future generations.

As co-chair of the "**Americas for the Protection of the Ocean**" coalition, DFO worked with international partners in the Eastern Pacific region to develop and implement a workplan to deliver on the commitments made in the "Americas for the Protection of the Ocean" declaration. This workplan will strengthen marine conservation cooperation along the Pacific coast of the Americas. Adopted in June 2024, the final workplan includes concrete initiatives and activities to collaborate, coordinate, or share best practices, experiences, and expertise, including scientific research and Indigenous Knowledge on the design, identification, and establishment of MPAs and OECMs.

DFO also signed with Greenland a *Letter of Intent for Cooperation on the Pikialasorsuaq*. This Letter will allow for the implementation of a joint steering committee across Canada and Greenland, with representation from Inuit and national governments on both sides. The committee will share Indigenous Knowledge and scientific information, work towards common conservation goals, and advance ecosystem-based management for the future of the Pikialasorsuaq. Canada's participation occurred jointly with the Qikiqtani Inuit Association, as the Inuit partner to the Government of Canada in the discussions with Greenland, and in representation of Inuit in Canada living on the Pikialasorsuaq.

DFO draws on a variety of tools to advance integrated oceans management. Between 2018 and 2024, DFO has pursued marine spatial planning (MSP) as a way to guide the sustainable use of our oceans. Marine spatial plans consider both economic and conservation aspects: they can identify potential areas for development and/or other marine activities, as well as areas that should be avoided or that may require special protection measures. In 2023–24, the first generation of marine spatial plans were delivered in four marine planning areas (Scotian Shelf and Bay of Fundy, Newfoundland and Labrador Shelves, Southern British Columbia, and Pacific North Coast).

DFO continued to coordinate the Canadian implementation of the **G7 Charlevoix Blueprint for Healthy Oceans, Seas and Resilient Coastal Communities**. In 2023, Canada successfully championed the adoption of a marine pollution measure at the North Pacific Fisheries Commission to prohibit the abandonment and discard of fishing gear at sea, including a prohibition on the release of plastics and other marine pollutants such as waste and fuel. In 2023–24, Canada, led by DFO, also continued supporting organizations with funding aimed at combating the negative effects of climate change on our oceans and communities. To support this work, Global Affairs Canada and ECCC provided funding to the following organizations: IGP Gender Centre of Excellence, ADRiFi Multi-Donor Trust Fund, ARC Replica Programme, Africa Risk Capacity Agency, Ocean Risk and Resilience Action Alliance, and the Global Fund for Coral Reefs.

In 2023–24, as part of our actions to maintain and improve marine environmental quality, DFO and other federal partners continued to work on addressing gaps in the coordination and management of **ocean noise**, which can be a stressor for marine life (e.g. Southern Resident Killer Whales). Pending publication, the Draft Ocean Noise Strategy for Canada will support a coordinated approach to better understand the complex threat of ocean noise, build on existing work while maximizing the use of knowledge and resources, coordinate actions, and guide future partnerships and initiatives to minimize impacts on marine life. Work to update national guidance on minimizing impacts to marine life, as outlined in the [Statement of Canadian Practice with respect to the Mitigation of Seismic Sound in the Marine Environment](#), also continued. In addition to these efforts, the Department advanced coordination and supported partners to address other marine stressors such as nutrient enrichment, sedimentation, and marine debris.

Also in support of **protection and conservation of aquatic ecosystems**, DFO continued to engage with Indigenous Peoples, stakeholders, and other interested parties. In 2023–24, DFO launched the Fish and Fish Habitat Protection Program's third wave of engagement through the Fish and Fish Habitat Protection Program Engagement Platform on drafts of the modernized offsetting policy and habitat banking guidelines. In addition, DFO published three area-based [Habitat Highlights](#) reports which provided important information on the state of fish and fish habitat.

DFO developed **new Fish and Fish Habitat Protection Program tools**, such as codes of practice, policies, and guidance, which will help us implement the renewed protections in the modernized *Fisheries Act* and make its requirements easier to understand and navigate for project proponents. In 2023–24, DFO published four new interim codes of practice, which are specific procedures or work practices for avoiding the death of fish or the harmful alteration, disruption, or destruction of fish habitat. These codes related to bridges, drains, in-water structures and coastal structures like piers and moorings, and can be found on the [Projects Near Water](#) website. In addition, DFO published the [In-water site isolation interim standard](#). This interim standard provides national guidance for isolating a work site when it is located in a watercourse or water body.

DFO continued to support **blue carbon sequestration** by making new investments in coastal and ocean areas that have a high potential to absorb and store carbon, like tidal wetlands, seagrass meadows, and riparian habitats. In 2023–24, DFO signed 22 contribution agreements through the Aquatic Ecosystems Restoration Fund to support restoration activities that contribute to carbon storage. DFO also continued to engage science experts to improve our understanding of aquatic system components of the carbon cycle by convening an expert group to identify necessary actions to address the key knowledge gaps in this area. In addition, we began work on an ecosystem valuation study to assess the value of ecosystem services, focusing on wild and aquaculture seaweed production in Canada.



Invasive species can change and harm native habitats, and one of DFO's responsibilities is to prevent and mitigate their presence in Canadian waters. Along with ongoing work to manage species such as Asian carps and sea lamprey in the Great Lakes, in 2023–24, DFO engaged with stakeholders and developed guidelines and policies for the continued **implementation of the Aquatic Invasive Species Regulations (AIS Regulations)**. DFO also advanced work on an amendment to the *AIS Regulations* to address a regulatory gap relating to deactivating agents and reactants, which may be used in conjunction with registered pest control products as deleterious substances to treat or destroy aquatic invasive species to prevent their introduction or spread, or to control or eradicate them. Activities included the publication of materials describing the potential changes and engagement sessions with provincial and territorial partners, the public, and Indigenous groups.

DFO continued work to **expand the Aquatic Invasive Species National Core Program** with funding provided through the 2022 Fall Economic Statement. In 2023–24, DFO:

- launched the Aquatic Invasive Species Prevention Fund to facilitate on-the-ground action to prevent the introduction, establishment, and spread of AIS through partnerships, with a focus on the prevention of the introduction and spread of invasive zebra mussels
- launched the environmental DNA laboratory to detect AIS in commercial products, as well as to detect new occurrences and monitor their spread
- initiated the development of AIS spatial data infrastructure to track AIS detections and non-detections and support priority setting nationally

DFO continued work with provinces, territories, partners, the Canada Border Services Agency (CBSA), and international stakeholders on the management of the spread of the highly invasive and destructive **quagga and zebra mussels** in Canada. In 2023–24, DFO supported the Organisme de bassin versant du fleuve Saint-Jean and its partners in the implementation of an action plan to limit the spread of zebra mussels throughout the Saint John River watershed by ensuring that a network of boat washing stations was installed in key locations. DFO also extended the 2022–23 **Stowaway Prevention Program**, in collaboration with CBSA, involving a watercraft inspection and decontamination station at the international border in Manitoba to address risks associated with land transit of watercraft coming to Canada that may be carrying aquatic invasive species (e.g. zebra mussels). The Government has inspected over 1,400 watercraft for compliance under requirements set out in the *AIS Regulations*.

All of this work contributed to DFO's ongoing response to the 2019 recommendations of the [Audit Report from the Commissioner of the Environment and Sustainable Development \(CESD\)](#) on AIS and recommendations made by the Standing Committee on Fisheries and Oceans study, [Aquatic Invasive Species: A National Priority](#).

DFO has a leadership role in managing aquatic species at risk in Canada to maintain biodiversity and habitat resiliency for generations to come, and in response to commitments under the International Convention on Biological Diversity. Under the **Enhanced Nature Legacy Initiative**, DFO conducted 15 engagement sessions on a discussion paper for a Framework for Aquatic Species at Risk Conservation, intended to guide the application of multi-species approaches to the protection and recovery of aquatic species at risk. These sessions involved Indigenous partners and governmental, regional, and academic stakeholders and partners, with over 50 per cent of comments coming from Indigenous groups, and generated extensive feedback to contribute to ongoing progress in this area.

To identify possible opportunities for greater efficiency and to support timely decision-making, DFO reviewed the process for listing aquatic species at risk to Schedule 1 of the *Species at Risk Act*, the **List of**

**Wildlife Species at Risk**, in an effort to reduce delays and advance the process for species currently awaiting a listing decision. In 2023–24, Part 1 (Regional Listing Process) of the updated Listing Guidelines was piloted and streamlined recovery documents were developed, contributing to the finalizing of management actions in response to the 2020–21 [Evaluation of Fisheries and Oceans Canada's Activities in Support of Aquatic Species at Risk](#).

### **Scientific information on Canada's oceans and other aquatic ecosystems is available to inform management decisions**

DFO continued to work in support of the Minister's mandate letter commitment to continue to strengthen marine research and science and implement Oceans Protection Plan (OPP) commitments in partnership with Indigenous Peoples and working with Transport Canada. In 2023–24, the Department developed partnerships to improve evidence, national expertise, and capacity to strengthen Canada's **oil-spill preparedness and response** system under the OPP. These partnerships have been instrumental in fostering a national network of experts in oil-spill preparedness and response, which will not only increase our collective expertise, but will also improve our ability to respond quickly and effectively to oil spills, minimizing their impact on Canada's aquatic ecosystems.

### **Enhanced relationships with, involvement of, and outcomes for Indigenous people**

DFO prioritizes Indigenous involvement in all aspects of oceans management and fish and fish habitat management. Alongside many initiatives discussed above, in 2023–24, DFO continued work related to the Minister's mandate letter commitment to work with Indigenous partners to better integrate Indigenous Knowledge into planning and policy decisions through the **Indigenous Habitat Participation Program**. The program provides funding to Indigenous Peoples to support their participation in engagement and consultation during the development of policy, program, and regulatory initiatives and to support capacity building and collaborative initiatives for the conservation and protection of fish and fish habitat. In 2023–24, the Indigenous Habitat Participation Program funded 44 project proposals supporting partners' capacity building, engagement, and sharing of Indigenous Knowledge. In addition, the Program provided funding for 79 Indigenous recipients to support consultation and engagement.

### **Key risks**

The Department successfully addressed risks over the course of the year, including risks related to **reductions in funding, which can directly affect the delivery of programs**. However, the Department mitigated these risks by refocusing efforts on top priority issues, particularly advancing critical scientific work essential for meeting recovery commitments. Another key risk the Department faced was the **potential delay in achieving Canada's 2025 target of conserving 25 per cent of its oceans**. Several factors contributed to this risk, including disruptions caused by COVID-19, ongoing discussions with Indigenous partners as they navigated the complex balance between conservation and economic development goals, and limited resources among all stakeholders. To mitigate these risks, the Department continued its ongoing efforts in marine conservation and towards building strong relationships with Indigenous partners. Through diligent risk monitoring and appropriate mitigation measures, the Department is committed to ensuring continuous progress and tangible outcomes in preserving aquatic ecosystems.

## Resources required to achieve results

### Table 4: Snapshot of resources required for Aquatic ecosystems

Table 4: provides a summary of the planned and actual spending and full-time equivalents (FTEs) required to achieve results.

Resource	Planned	Actual
Spending	\$374,158,739	\$458,649,029
Full-time equivalents	1,499	1,994

[Complete financial](#) and [human resources information](#) for Fisheries and Oceans Canada's program inventory is available on GC InfoBase.

## Related government-wide priorities

### Gender-based analysis plus

Following the update to the **Oceans Management Contribution Program** and the corresponding GBA Plus analysis in 2022–23, DFO elevated its collection of disaggregated data and ensured that reports were better focused on the target population, leading to improved engagement and inclusion in the Indigenous employment and training opportunities that are supported by the program. The data collected to date indicates that we have surpassed our current target, thereby further contributing to the capacity building required to advance the important work towards conserving our oceans.

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

More information on Fisheries and Oceans Canada's contributions to Canada's Federal Implementation Plan on the 2030 Agenda and the Federal Sustainable Development Strategy can be found in our [Departmental Sustainable Development Strategy](#).

## Innovation

DFO embarked on a new approach to the provision of expert science advice for **impact assessments** to more efficiently fulfill the regulatory requirements under the *Impact Assessment Act*. In 2023–24, the Department:

- finalized the Fish and Fish Habitat Protection Program (FFHPP) Science Impact Assessment Coordination Framework
- developed working-level governance to support program implementation, development, and communication
- developed a search engine tool for staff to conduct topical searches on previously published advice in support of Impact Assessment-related requests
- delivered to FFHPP five specialist/expert information/knowledge responses as outlined in the Coordination Framework, within the regulatory timeframes

## Program inventory

Aquatic ecosystems is supported by the following programs:

- Fish and Fish Habitat Protection

- Aquatic Invasive Species
- Species at Risk
- Marine Planning and Conservation
- Aquatic Ecosystem Science
- Oceans and Climate Change Science

Additional information related to the program inventory for Aquatic ecosystems is available on the [Results page on GC InfoBase](#).

### Core responsibility 3: Marine Navigation

In this section

- [Description](#)
- [Progress on results](#)
- [Key risks](#)
- [Resources required to achieve results](#)
- [Related government-wide priorities](#)
- [Program inventory](#)

#### Description

Provide information and services to facilitate navigation in Canadian waters.

#### Progress on results

This section presents details on how the department performed to achieve results and meet targets for Marine navigation. Details are presented by departmental result.

**Table 5: Targets and results for Marine navigation**

Table 5 provides a summary of the target and actual results for each indicator associated with the results under Marine navigation.

#### Mariners safely navigate Canada’s waters

Departmental result indicators	Target	Date to achieve target	Actual results
Rate of marine incidents versus vessel movements	At most 1%	March 31, 2024	2021–22: 0.02% 2022–23: 0.02% 2023–24: 0.02%
Number of official navigational products created and/or updated per year, from incorporation of new and modern hydrography and/or navigationally significant information <sup>34</sup>	At least 200	March 31, 2024	2021–22: 895 2022–23: 1,174 2023–24: 1,568

<sup>34</sup> Changes to the wording of this performance indicator came into effect in 2023–24 to clarify and better reflect the Department’s work. Please note: the calculation method did not change.

## A Canadian maritime economy that is supported by navigable waters

Departmental result indicators	Target	Date to achieve target	Actual results
Rate of marine incidents versus vessel movements	At most 1%	March 31, 2024	2021–22: 0.02% 2022–23: 0.02% 2023–24: 0.02%
Percentage of ship ice escort requests south of the 60th parallel north that are delayed beyond level of service response time standards	At most 0%	March 31, 2024	2021–22: 4.8% <sup>35</sup> 2022–23: 3.6% <sup>36</sup> 2023–24: 2% <sup>37</sup>
Average time (in hours) beyond level of service response time standards for ice escort requests south of the 60th parallel north	Exactly 0 (hours)	March 31, 2024	2021–22: 13.29 <sup>38</sup> 2022–23: 13.12 <sup>39</sup> 2023–24: 6.5 <sup>40</sup>

## Enhanced relationships with, involvement of, and outcomes for Indigenous people

Departmental result indicators	Target	Date to achieve target	Actual results
Number of agreements / arrangements involving Indigenous groups	At least 6	March 31, 2024	2021–22: 8 2022–23: 11 2023–24: 6
Number of Indigenous people employed through agreements / arrangements	Not applicable to 2023–24	Not applicable to 2023–24	2021–22: N/A <sup>41</sup> 2022–23: N/A <sup>42</sup> 2023–24: N/A <sup>43</sup>

Additional information on [the detailed results and performance information](#) for Fisheries and Oceans Canada's program inventory is available on GC InfoBase.

<sup>35</sup> Of the 415 ice escort requests received, 20 were delayed beyond the level of service response time standards.

<sup>36</sup> 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.

<sup>37</sup> Two delays were recorded out of 93 requests for service. One delay was the result of damaged equipment on an icebreaker, and the other was the result of a delayed ice reconnaissance.

<sup>38</sup> 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.

<sup>39</sup> 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.

<sup>40</sup> Two delays were recorded for a total of 13 hours over levels of service.

<sup>41</sup> N/A indicates that the performance indicator was not in effect at that time, and therefore, historical data may not be available. In cases where historical data is available, past results are presented.

<sup>42</sup> N/A indicates that the performance indicator was not in effect at that time, and therefore, historical data may not be available. In cases where historical data is available, past results are presented.

<sup>43</sup> A target had not been set for this indicator.

## Details on results

The following section describes the results for Marine navigation in 2023–24 compared with the planned results set out in Fisheries and Oceans Canada’s Departmental Plan for the year.

DFO and the CCG are responsible for ensuring that Canada’s waters are safe and navigable for mariners through the modern charting and management of waterways, as well as the management of marine communications and traffic services, aids to navigation, and icebreaking services. Information on the Department’s results, including updates to technical and hydrographic services, are found below.

### **Mariners safely navigate Canada’s waters**

The Department’s **digital transformation** is modernizing traditional hydrographic products and services and delivering high-quality data and digital services to users. The goals of this work are to ensure that Canada’s waters are safe and navigable and to make the Canadian Hydrographic Service an industry leader in packaging and distributing geospatial navigation products and services. We work with partners and the international community to implement new standards for a digital era of marine navigation. For example, in 2023–24, DFO/CCG:

- updated traditional hydrographic products to digital format
- expanded the implementation of the Collaborative Voyage Management System in Marine Communications and Traffic Services centres in Halifax, Prince Rupert, and Iqaluit to allow offshore mariners to send vessel traffic services reports electronically to CCG
- continued implementation of the [four-season buoy](#) project (which replaces seasonal buoys with buoys that can remain in the water year-round and which require less frequent service and maintenance) and trialled the use of these buoys on navigation channels in Iqaluit
- transformed existing navigational warning data to be compatible with new technology to align with international standards
- digitalized the [Notice to Mariners \(NOTMAR\)](#) system and [Radio Aids to Marine Navigation \(RAMN\)](#)
- completed improvements to the Integrated Water Level System user experience and long-term archives efficiency
- launched a modern water level forecasting model that uses advanced analytics for data-driven decision-making and end-to-end synchronization, while adhering to the highest standards, to improve navigation safety on St. Lawrence waterways

These accomplishments highlight the Department’s commitment to modernizing hydrographic products and services, delivering high-quality digital data, and collaborating with partners to implement new standards to position DFO/CCG at the forefront of a new era in hydrography and marine navigation.

### **A Canadian maritime economy that is supported by navigable waters**

In 2022, the Government of Canada announced the renewal of the **Oceans Protection Plan (OPP Renewal)**, with a commitment of \$2 billion over 9 years. OPP Renewal builds on the historic \$1.5 billion investment made in 2016 under the first phase of the OPP, expanding and continuing initiatives that have helped to make Canada’s oceans safer, healthier, and cleaner through collaboration with federal partners and Indigenous and coastal communities.

For example, in collaboration with federal partners and Indigenous and coastal communities, DFO supported the implementation of initiatives to strengthen **marine traffic management** to ensure the safe movement and navigation of vessels, improve on-water safety, and limit risks to our marine ecosystems. The Department is responsible for supporting the safety of marine navigation through the provision of **nautical charts and related publications**, which require accurate, timely, and complete hydrographic survey data. In particular, these funds enable us to accelerate efforts to improve modern hydrographic services in the Arctic, where maritime traffic has increased over recent years and is expected to continue to grow with longer ice-free seasons. Our Canadian Hydrographic Service (CHS) produced 52 new electronic navigational charts in 2023–24, surpassing the target of 40-50. This increased the coverage of the proposed primary and secondary low impact shipping corridors in the Arctic to 45.7 per cent, or 240,294.7 km<sup>2</sup>, significantly enhancing the safety and efficiency of marine navigation.

For more information on OPP Renewal, please see the [Marine Operations and Response](#) core responsibility below.

### **Enhanced relationships with, involvement of, and outcomes for Indigenous people**

Under **OPP Renewal**, capacity-building projects were successfully developed with four communities (Paulatuk N.W.T., Inukjuak Que., Miawpukek N.L., and Kinngait Nut.), 6 collaboration agreements were established, and the Community Hydrography Program was well-received in its first years. These agreements facilitated the use of advanced hydrographic survey techniques and real-time data sharing, which are crucial for efficient marine traffic management. This initiative also allowed the Department to strengthen relationships with community partners across the Arctic and elsewhere in Canada. By sharing new technologies with communities, we support their capacity to collect and use hydrographic data to meet their requirements for understanding the seafloor in local waters and to share best practices on how to collect, manage, and distribute this information. The Department also developed and shared the report “State of Play Report: Advancement of Community Hydrography in Canada”, highlighting the progress and contributions of Indigenous and coastal communities in hydrographic initiatives.

### **Key risks**

The Department saw the materialization of certain risks such as delays in the implementation of OPP Renewal due to insufficient vessel availability and vessel reliability. The Department also encountered significant challenges in meeting international obligations and industry expectations due to outdated radio communication systems and aging infrastructure. To mitigate these risks, the Department made gradual progress in establishing a Universal Hydrographic Data Model and furthering the development of the S-124 Navigational Warning service and S-123 Radio Services products to modernize and digitize marine navigation services. This work helped the Department adapt to the evolving technology landscape by making waterways safer and by supporting improved navigation information for maritime commerce. The Department will continue to monitor any potential risks to marine navigation and implement appropriate mitigation strategies.

## Resources required to achieve results

Table 6: Snapshot of resources required for Marine navigation

Table 6 provides a summary of the planned and actual spending and full-time equivalents (FTEs) required to achieve results.

Resource	Planned	Actual
Spending	\$315,198,978	\$361,292,498
Full-time equivalents	2,068	1,784

[Complete financial](#) and [human resources information](#) for Fisheries and Oceans Canada's program inventory is available on GC InfoBase.

## Related government-wide priorities

### Gender-based analysis plus

The CCG completed an engineering study, aligned with governmental GBA Plus priorities, for cabin reconfiguration on 3 new Offshore Fisheries Science Vessels (OFSV). Cabin reconfiguration supports inclusive programs and services that affect the well-being of all crew members. Where possible, the Department also completed cabin reconfigurations to provide for additional accommodations. In total, the cabin configurations now include 13 bunks in 7 cabins for each OSFV. Additionally, in 2023–24, CCGS *Cartier* completed cabin modifications onboard to facilitate the addition of cabins and allow for additional single-capacity cabins, helping to address privacy and other GBA Plus considerations for individuals on board while at sea.

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

More information on Fisheries and Oceans Canada's contributions to Canada's Federal Implementation Plan on the 2030 Agenda and the Federal Sustainable Development Strategy can be found in our [Departmental Sustainable Development Strategy](#).

## Innovation

The CCG is conducting a pilot project to consolidate and link technical information found on departmental databases for the CCGS *Sir John Franklin* to one single platform. The platform is meant to support vessel maintenance and life-cycle management activities and will provide shipboard personnel with digital access to technical data such as drawings, manuals, equipment, and material information through 3D representation. The pilot project aims to improve operational efficiencies, increase asset reliability, and support the Government of Canada's greening initiatives. In 2023–24, the engineering plug-in prototype that will support uploading and sharing technical data with the vessels was developed and CCG Cloud recovery was installed to also support the successful implementation of the pilot project.

## Program inventory

Marine navigation is supported by the following programs:

- Icebreaking Services
- Aids to Navigation
- Waterways Management
- Marine Communications and Traffic Services



- Shore-based Asset Readiness
- Hydrographic Services, Data and Science

Additional information related to the program inventory for Marine navigation is available on the [Results page on GC InfoBase](#).

#### Core responsibility 4: Marine Operations and Response

In this section

- [Description](#)
- [Progress on results](#)
- [Key risks](#)
- [Resources required to achieve results](#)
- [Related government-wide priorities](#)
- [Program inventory](#)

##### Description

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

##### Progress on results

This section presents details on how the department performed to achieve results and meet targets for Marine operations and response. Details are presented by departmental result.

Table 7: Targets and results for Marine operations and response

Table 7 provides a summary of the target and actual results for each indicator associated with the results under Marine operations and response.

Canadian Coast Guard has the capability to respond to on-water incidents

Departmental result indicators	Target	Date to achieve target	Actual results
Percentage of responses to environmental incidents that meet established standards	100%	March 31, 2024	2021–22: 100% 2022–23: 100% 2023–24: 100%
Percentage of search and rescue responses that meet established standards	At least 99%	March 31, 2024	2021–22: 99% 2022–23: 99% 2023–24: 99%

### Canada's Civilian fleet has the capability to meet established service standards for clients

Departmental result indicators	Target	Date to achieve target	Actual results
Operational days delivered vs. operational days planned	At least 90%	March 31, 2024	2021–22: Data not available <sup>44</sup> 2022–23: Data not available <sup>45</sup> 2023–24: Data not available <sup>46</sup>
Percentage of operational days lost due to crewing and logistical issues	At most 3%	March 31, 2024	2021–22: Data not available <sup>47</sup> 2022–23: Data not available <sup>48</sup> 2023–24: Data not available <sup>49</sup>
Percentage of operational days lost due to unplanned maintenance	At most 3%	March 31, 2024	2021–22: Data not available <sup>50</sup> 2022–23: Data not available <sup>51</sup> 2023–24: Data not available <sup>52</sup>

### Enhanced relationships with, involvement of, and outcomes for Indigenous people

Departmental result indicators	Target	Date to achieve target	Actual results
Number of agreements / arrangements involving Indigenous groups	At least 5	March 31, 2024	2021–22: 51 2022–23: N/A <sup>53</sup> 2023–24: 29

<sup>44</sup> Results for 2021–22 are not available due to ongoing issues with CCG-specific software.

<sup>45</sup> 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.

<sup>46</sup> 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.

<sup>47</sup> 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.

<sup>48</sup> 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.

<sup>49</sup> 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.

<sup>50</sup> 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.

<sup>51</sup> 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.

<sup>52</sup> 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.

<sup>53</sup> A target had not been set for this indicator.

Departmental result indicators	Target	Date to achieve target	Actual results
Number of Indigenous people trained through agreements / arrangements	At least 24	March 31, 2024	2021–22: N/A <sup>54</sup> 2022–23: 291 2023–24: 425

Additional information on [the detailed results and performance information](#) for Fisheries and Oceans Canada’s program inventory is available on GC InfoBase.

### Details on results

The following section describes the results for Marine operations and response in 2023–24 compared with the planned results set out in Fisheries and Oceans Canada’s Departmental Plan for the year.

In collaboration with partners, including Indigenous communities and other federal departments and agencies, the CCG provides search and rescue services, supports maritime security, responds to marine pollution incidents, and operates and maintains Canada’s civilian maritime fleet. The CCG needs specialized and highly skilled and trained staff to perform these important duties and will continue to work to ensure that our people have the support and training needed for a strong fleet today and in the future.

### Canadian Coast Guard has the capability to respond to on-water incidents

**OPP Renewal** builds on the historic \$1.5 billion investment made in 2016 under the first phase of the OPP, expanding and continuing initiatives that have helped to make Canada’s oceans safer, healthier, and cleaner. In 2023–24, the CCG advanced a number of operations and response-related goals under OPP Renewal:

- in support of Transport Canada, the CCG contributed to the collection of feedback from partners and the development of a What We Heard report on a nationally-integrated system for marine pollution preparedness, response, and recovery
- started training and qualifying personnel on a new standard for hazardous materials response through the Hazardous and Noxious Substance initiative, which will contribute to response approaches to marine pollution beyond oil spills
- performed high-level risk assessments to determine the best locations for pollution response equipment in the Arctic
- completed 27 contribution agreements for the Communication Portal for Integrated Incident Response initiative, which will enable collaboration among the CCG and Indigenous and coastal partners, and awarded a contract for the system’s development
- increased the number of trained and resourced responders through expansion to the Canadian Coast Guard Auxiliary and the Indigenous Community Boat Volunteer Program, with 6 new communities approved for funding
- launched a new compliance and enforcement program to work closely with vessel owners to address their problem vessels and, if necessary, to ensure vessel owners are held liable for the costs of addressing their hazardous vessels in accordance with the *Wrecked, Abandoned or Hazardous Vessels Act*

<sup>54</sup> A target had not been set for this indicator.

- launched the Integrated Marine Response Planning initiative, which aims to bring partners together in developing area response plans to respond to marine spills; these area response plans address the risks and conditions specific to each geographical area and include local knowledge from Indigenous groups and coastal and Great Lakes communities, as well as scientific information

The **Canadian Coast Guard Auxiliary (CCGA)** is a national network of over 4,000 volunteers funded by the CCG through contribution agreements to augment Canada’s maritime **search and rescue response capacity along the world’s longest coastline**. Auxiliary units are strategically located in remote areas where marine risks are highest. OPP Renewal offered an opportunity to increase ongoing funding to the CCGA Contribution Program to allow Auxiliary non-profit organizations to sustain and grow their on-water response capacity through increased operating budgets, training, and exercising activities. In 2023–24, each CCGA organization received a 30 per cent budget increase. More information on the CCGA is available in the Enhanced relationships with, involvement of, and outcomes for Indigenous people section below.

With the expansion of the CCG’s capacity in upcoming years through OPP, OPP Renewal, and fleet renewal, it’s imperative that the CCG ensures that we have the right people with the right skills. The CCG continued to work on building a **sustainable and representative workforce**. More than one fifth of the CCG’s fleet employees will be eligible to retire in the next 5 years, indicating a potential for high upcoming turnover, and 86.15 per cent of current fleet employees identify as male, indicating that our workforce is not yet representative of the Canadian population. In 2023–24, we secured a modified Vidcruiter platform to better target outreach and recruitment efforts by connecting with and tracking prospective candidates directly and gathering valuable labour market information to help gauge the success of efforts. In addition, the CCG also improved development of personnel analytics to help ensure an evidence-based approach to attraction efforts of an **agile and resilient workforce** for sea-going personnel. This included monthly seagoing awareness reports that provide a multi-faceted data view of the sea-going workforce to assist in understanding the current state of the workforce and to help define future workforce strategies.

In 2023–24, we also launched our largest **National Recruitment** advertisement campaign, testing a new approach and targeting around 200 at-risk positions, as well as developing an associated national inventory of candidates. The targeted positions pose hiring challenges due to requirements for unique skill sets, remote work locations, and/or a high quantity of vacancies to fill. Early results indicate that the campaign has the potential to surpass the need for most targeted positions, with over 1,000 candidates screened in, and more than a third of those candidates self-declaring as a member of 1 or more employment equity group(s).

The CCG completed our **Coast Guard College Modernization Project**, a five-year strategic plan to ensure that the College remains a world-leading bilingual institution while we develop and update the training that our personnel require to save lives, protect the environment, ensure safe shipping, and maintain the best marine communications systems possible. The project spanned a host of upgrades and modernizations to teaching resources and campus services facilities to support modern and effective learning platforms, both physical and virtual. In 2023–24, we:

- completed the modernization of the Marine Communications and Traffic Services radio and vessel traffic simulators

- completed the John Adams Library renewal project, which included information technology infrastructure upgrades that support the effective delivery of training material to operational personnel and will help ensure that learning is more accessible from coast to coast to coast
- completed the first module of the fleet command course, which assists CCG navigation officers in making the transition to Commanding Officer of a station or ship

### **Canada's Civilian fleet has the capability to meet established service standards for clients**

The CCG owns and operates the federal government's civilian fleet and provides key maritime services to Canadians, covering an operational range of approximately 5.3 million square kilometres of ocean and inland waters, along 243,000 kilometres of coastline. However, CCG's large fleet of **vessels** is on average 41 years old and our vessels are becoming more costly to maintain and are more frequently taken out of operation for unscheduled repairs. As we encounter increasing pressure for on-water work, the need to replace the vessels has never been higher. In 2023–24, the CCG, through the National Shipbuilding Strategy and in response to the Minister's mandate letter commitment to renew the fleet, completed the following milestones:

- took delivery of 2 additional Search and Rescue Lifeboats
- completed a prototype test block for the Polar Icebreaker at Vancouver Shipyards
- awarded the build contract for a new Near-Shore Fishery Research Vessel to Chantier Naval Forillon
- awarded the construction engineering and long-lead items contracts for the Multi-Purpose Vessel project to Vancouver Shipyards
- awarded a contract to update the current design of, and investigate alternative propulsion systems for, 4 Air Cushion Vehicles to Griffon Hoverwork Ltd. (located in the United Kingdom)
- awarded an ancillary contract to commence work on the Program Icebreakers at Chantier Davie
- saw the start of construction of the first of 2 Arctic and Offshore Patrol Ships at Irving Shipbuilding
- saw the full ship consolidation of the Offshore Oceanographic Science Vessel at Vancouver Shipyards

One of the key principles of fleet renewal is to prioritize flexible capabilities in the new vessels. These **modern vessels with mission modularity capabilities** allow the CCG to continue the delivery of our programs to Canadians and meet the evolving challenges driven by climate change. At the same time, to maintain continuity of service, the CCG continued work on vessel life extension to ensure that older active vessels are safe, reliable, and able to continue providing essential services to Canadians until new vessels are built and ready for operations. For example, in 2023–24:

- one modification contract was awarded
- one vessel life extension contract was awarded
- refit work was launched on 2 vessels
- the CCGS *Cygnus's* refit work was completed and the vessel was received

All of this work is being done as part of the National Shipbuilding Strategy, which has contributed close to \$12.63 billion to the Gross Domestic Product of Canada and has created or maintained approximately 9,500 jobs annually.

The CCG is proactively working to make assets and infrastructure more resilient to climate change. Through life cycle management of the assets, we develop repair and replacement plans to incorporate new methods and practices, such as changing the location of installations to offer more protection from rising sea levels and increased ice flows, or the development of four-season buoys which are more resilient to environmental conditions. In 2023–24, CCG invested in the preparation of a climate resiliency report to help understand how changes to the environment might affect our Arctic Marine Communications and Traffic Services sites and infrastructure in and around the Great Lakes.

The Government of Canada has committed to net-zero emissions by 2050. To meet this commitment, the CCG, a federal **decarbonization** leader, worked on the development of an operational fleet decarbonization plan. The CCG was the first National Safety and Security Fleet department to use the Treasury Board of Canada Secretariat's (TBS) Low-carbon Fuel Procurement Program, which offsets low-carbon fuel costs. In 2023–24:

- we conducted the first test, for any government asset anywhere in the world, of 100 per cent **biodiesel fuel** trial with a blend of 20 per cent biodiesel and 80 per cent conventional marine diesel on the CCGS *Caribou Isle* and monitored and compared emissions to those from other vessels that used conventional marine diesel
- on the CCGS *Sir Wilfrid Laurier*, we ran a 30 per cent renewable diesel blend in the Arctic in the summer, the first for any governmental asset worldwide
- as part of our commitment to the [Greening Government Strategy](#) and the [Policy on Green Procurement](#), we were awarded nearly \$1 million in additional funds under the TBS Greening Government Fund to work with Canadian Nuclear Laboratories to expand research and development on resilient energy systems
- we awarded a contract for the **Near-Shore Fishery Research Vessel**, and work is now underway on the CCG's first diesel-electric hybrid propulsion vessel with a battery energy storage system,
- we commissioned a study through the National Research Council that evaluated the emissions performance of renewable diesel, biodiesel, and ultra-low-sulfur diesel for marine vessel application<sup>55</sup>

### **Enhanced relationships with, involvement of, and outcomes for Indigenous people**

Canada has the longest coastline in the world, and Indigenous communities along these coastlines represent one of the CCG's most valuable partnerships by contributing to the safety of all mariners. **OPP Renewal** has generated a number of opportunities for the CCG to enhance our partnerships with Indigenous communities on a shared marine response throughout Canadian waters. We were able to commit new funding for community work on marine safety and marine environmental protection and through the longstanding CCGA program, including the Indigenous Community Boat Volunteer Program, and through the Coastal Marine Response Network (CMRN). The **CMRN, which includes the Co-developing Community Response accommodation measure and Integrated Marine Response Planning**, is a broad plan to support ocean sectors and coastal economies while protecting Canadian waters by developing area response plans addressing the risks and conditions specific to each geographical area, and establishing and/or strengthening networks of emergency responders from multiple levels of government and community and volunteer organizations. The network augments existing marine response capacity, particularly in isolated or remote communities, and creates opportunities to advance

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<sup>55</sup> See [Task 1 report](#), [Task 2 report](#), [Task 3 report](#)

reconciliation and support self-determination in Indigenous communities. In addition, these programs prioritize co-development and co-management, as well as hiring Indigenous staff and students to provide professional opportunities. As of 2023–24, 29 Nations out of a possible 33 had signed contribution agreements. The development of a strong community-based marine response capacity supports self-determination and enhances protection for the environment, and this protection will ensure that marine ecosystems are safe and healthy and can be relied on as sources of food and employment for Indigenous communities.

### Key risks

In fulfilling this core responsibility, the CCG continued to encounter various risks related to the renewal of our large vessel fleet as it faced consistent delays in project timelines and cost increases. To mitigate these risks and ensure operational continuity, the Department continued the implementation of various measures, such as extending the lifespan of existing vessels through a comprehensive Vessel Life Extension plan until new ships can be delivered. The CCG also launched a national recruitment campaign to fill vacancies in critical positions that also served as a valuable test run, providing insights to refine future recruitment efforts. Lastly, a robust governance structure and regular meetings at senior leadership levels facilitated ongoing risk discussions and the development of mitigation strategies. Going forward, the Department will continue to proactively monitor potential risks to ensure that the CCG maintains its critical operational capabilities.

### Resources required to achieve results

Table 8: Snapshot of resources required for Marine Operations and response

Table 8 provides a summary of the planned and actual spending and full-time equivalents (FTEs) required to achieve results.

Resource	Planned	Actual
Spending	\$1,740,894,591	\$1,798,672,442
Full-time equivalents	4,459	4,714

[Complete financial](#) and [human resources information](#) for Fisheries and Oceans Canada’s program inventory is available on GC InfoBase.

### Related government-wide priorities

#### Gender-based analysis plus

Gender-based analysis plus considerations inform the ongoing development of the **Coastal Marine Response Network**, which is part of a broad effort to expand the marine safety system with partner organizations, provide more opportunities in the marine sector for underrepresented groups (i.e. Indigenous Peoples, women, youth, and northerners), and work towards reconciliation. In 2023–24, the Arctic Marine Response Station was composed of entirely Indigenous crews, including those who have been promoted into leadership roles. The program has also met with great success in hiring women, with fifty per cent of the crew self-identifying as women in 2023–24. The program’s focus on hiring from local communities and facilitating training in the north has allowed for the prioritization of local knowledge and intergenerational knowledge transfer in maritime search and rescue.

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

More information on Fisheries and Oceans Canada's contributions to Canada's Federal Implementation Plan on the 2030 Agenda and the Federal Sustainable Development Strategy can be found in our [Departmental Sustainable Development Strategy](#).

### Program inventory

Marine operations and response is supported by the following programs:

- Search and Rescue
- Environmental Response
- Maritime Security
- Fleet Operational Capability
- Fleet Maintenance
- Fleet Procurement
- Canadian Coast Guard College

Additional information related to the program inventory for Marine operations and response is available on the [Results page on GC InfoBase](#).

### Internal services

In this section

- [Description](#)
- [Progress on results](#)
- [Resources required to achieve results](#)
- [Contracts awarded to Indigenous business](#)

#### Description

Internal services are the services that are provided within a department so that it can meet its corporate obligations and deliver its programs. There are 10 categories of internal services:

- management and oversight services
- communications services
- legal services
- human resources management services
- financial management services
- information management services
- information technology services
- real property management services
- materiel management services
- acquisition management services

#### Progress on results

This section presents details on how the department performed to achieve results and meet targets for internal services.



## Reconciliation

The Department's [Reconciliation Strategy](#) (the Strategy) is a roadmap for **advancing reconciliation** and rethinking how to accelerate reconciliation efforts in collaboration with First Nations, Inuit, and Métis Peoples. The Strategy is an evergreen document that is designed to support initiatives such as the *United Nations Declaration on the Rights of Indigenous Peoples Act* Action Plan 2023–2028, be guided by the Inuit Nunangat Policy, benefit from the partnership with the National Indigenous Fisheries Institute, adapt to new challenges, and build on successes to develop best practices and guidance to facilitate Indigenous input and inclusion.

Highlights of the implementation work in 2023–24 included:

- targeted recruitment efforts to improve the proportion of Indigenous employees in leadership and decision-making positions
- the launch of mandatory Indigenous awareness training for the Department's staff
- review of CCG's Vessel Naming Policy for alignment with the *United Nations Declaration on the Rights of Indigenous Peoples Act*
- the establishment of the National Indigenous Employees Circles and regional networks, and the development of a departmental Northern Recruitment and Retention Strategy
- the initiation of phase 2 of the Community Engagement Coordinators initiative, which seeks to recruit eight coordinators based in Arctic communities to support information sharing and relationship building at the community and regional level
- the creation of a national working group to support the development of meaningful performance indicators and to improve our understanding of what reconciliation means to Indigenous partners in the context of DFO and CCG

The Department continues to enhance service delivery and achieve efficiencies by integrating local and Indigenous Knowledge into our operations and services across a range of platforms and activities such as science, conservation and protection, search and rescue, and environmental response. DFO and CCG also continue engaging with First Nations, Inuit, and Métis partners by taking a distinctions-based approach, which has been crucial for the Department's ability to fulfill key commitments, including **better aligning services and operations in the Arctic with the reality and aspirations of Indigenous Peoples**. Most of the work to implement the DFO and CCG Arctic Regions is now complete.

The Department continues work that includes the establishment of regional collaborative governance tables with Inuit Treaty Organizations (formerly referenced as Land Claim Organizations) for engagement and collaboration on programs and services, the integration of Inuit Traditional Knowledge (Inuit Qaujimagajatuqangit, or IQ) and Indigenous Knowledge into programs, services, and operations. For example, CCG Arctic Region has made strides in incorporating 8 IQ principles into its operations:

- respecting others (Inuuqatigiitsiarniq)
- being open (Tunnganarniq)
- serving (Pijitsirarniq)
- consensus decision-making (Ajiiqatigiingniq)
- skills and knowledge acquisition (Pilimmaksarniq)
- being resourceful to solve problems (Qanuqtuurunngarniq)
- collaborative relationship or working together for a common purpose (Piliriqatigiingniq)
- environmental stewardship (Avatimik Kamattiarniq)

Some concrete examples of how CCG Arctic Region has put these principles in practice include collaborating and working with local communities to align CCG operations with local needs and concerns (e.g. ensuring operations do not impact local harvesting), supporting community-led marine monitoring initiatives, and promoting CCG personnel's acquisition of skills and knowledge through IQ training (e.g. survival techniques).

DFO and CCG Arctic Regions are working with Inuit, First Nations, and Métis partners to develop a joint Northern Recruitment and Retention Strategy to support the development of a northern-based workforce, with a particular emphasis on hiring Inuit, First Nations, and Métis.

As part of our commitment to Canada's Oceans Protection Plan and as a component of the Marine Training Program, the CCG is developing and implementing the Indigenous Participation Training initiative. This initiative aims to increase recruitment into the CCG of under-represented groups such as Indigenous Peoples, Northerners, and Indigenous women in the marine industry through 2 components: Arctic Pools and the K-12 education. The initiative will also address financial and logistical barriers faced by new northern Indigenous fleet personnel when they are required to board a Coast Guard vessel in the Arctic Region.

Making progress in this area is essential to delivering quality programs via a workforce that is representative of the peoples and communities being served in the Arctic Region. In 2023–24, we continued to engage with Inuit, First Nation, and Métis partners on the Canadian Coast Guard Arctic Strategy and its implementation plan, with the Strategy expected to be published in the summer of 2024–25. During this period, the CCG also continued to engage with Inuit, First Nations, and Métis partners for the development of our Long-Term Strategy, which will articulate our priorities through 2050 and beyond.

Implementation of the DFO and CCG Arctic Regions is a key deliverable under the Inuit-Crown Partnership Committee's (ICPC) Inuit Nunangat Policy (INP) Space priority area. The Department's participation at the ICPC Senior Officials and Leaders tables and at the working group provide opportunities to discuss collaborative-governance, INP implementation, and other initiatives of interest to Inuit. While Crown-Indigenous Relations and Northern Affairs Canada (CIRNAC) is leading overall federal efforts to improve awareness of the INP and its implementation, DFO and CCG Arctic Regions developed an approach to implementing the INP in the Arctic Region and shared this approach with Inuit partners to start the discussion toward a co-developed plan.

### **Greening government and climate resiliency**

The [Greening Government Strategy](#) aims to transition the Government of Canada to net-zero carbon and climate-resilient operations, while also reducing environmental impacts beyond carbon, including on waste, water, and biodiversity. In 2023–24, the Department took a number of steps in support of this goal.

We continued to conduct both general and public infrastructure engineering, Vulnerability Committee Protocol-based **climate risk and vulnerability assessments** for our key assets, and incorporated them into building management plans where appropriate. We also expanded on the Coastal Infrastructure Vulnerability Index, which informs climate change adaptation planning by enabling the Small Craft Harbours Program to assess the vulnerability of coastal sites to sea-level change, by implementing a version that includes both coastal and inland sites. These proactive risk management strategies allowed us to implement mitigation and adaptation measures tailored to the situation to better manage our real

property assets to withstand extreme weather events, hazards, and long-term climatic changes. This approach supports the continued delivery of our programs and services to Canadians.

We collected and analyzed data on parameters such as vehicle location, engine diagnostics, and vehicle operation to identify opportunities to make the best use of **zero-emission and hybrid vehicles** when we replace our land vehicles. In 2023–24, 86 per cent of new light-duty unmodified administrative vehicles purchased were zero-emission vehicles (ZEV) or hybrid (HEV). We acquired 15 ZEVs for a fleet total of 62 ZEVs, and 36 new HEVs for a fleet total of 133 HEVs. We also generated a long-term Strategic Fleet Greening and Rationalization Plan, which outlines the pathway toward meeting the 2030 fleet vehicle greening goals. With our light-duty vehicle fleet now comprised of 14 per cent ZEVs or HEVs, we expect to see a reduction of greenhouse gas emission and in administrative cost to operate and maintain the fleet.

Under the 2022 renewal of the federal horizontal program on **zero plastic waste** led by Environment and Climate Change Canada, we continued our work to improve solid waste and plastic management at buildings and harbours managed by the Department. This included conducting gap analyses of current waste and plastic management systems at more than 70 sites, and conducting and planning audits of solid waste. The information we gathered will help us green our operations through waste reduction and cleanup of historic waste, thereby supporting Canada’s vision for a zero-plastic-waste future where plastics stay in the economy and out of landfills and the environment.

### **Real property**

As a result of investments in Budget 2018 and the creation of [Laboratories Canada](#), **world-class, innovative, and collaborative research centres** that support cutting-edge research with state-of-the-art equipment and infrastructure are a priority for the Government of Canada. An example of our work to support this priority area in 2023–24 was the modernization of space at the Bedford Institute of Oceanography to create the Facility for Intelligent Marine Systems (FIMS), a multi-departmental, collaborative facility that brings together science and technology from DFO/CCG, the Department of National Defence, and Natural Resources Canada. This modernization provides a new optimized space for fisheries science, including a purpose-built collaborative space for work with partners. FIMS also supports collaborative use of state-of-the-art, uncrewed surface and underwater data collection platforms and will nurture the development and testing of new systems to observe Canada’s marine environment thereby further helping the Department to produce scientific evidence to inform decision-making.

### **Recruitment and workforce**

DFO and CCG are committed to enabling a **healthy, diverse, and inclusive workforce** that is more representative of the Canadians we serve. In support of the Government of Canada’s commitment to increase diversity and foster inclusion in the public service, the Department continued to use focused measures to recruit and retain employees who identify as Indigenous, persons with disabilities, visible minorities, and women in non-traditional occupations. For example, to support the hiring and retention of persons with disabilities in 2023–24, we used focused recruitment drives, mentoring, and mandatory training on inclusive hiring practices. To support employees’ mental and physical well-being and ensure they receive appropriate training, we implemented DFO-specific training on the **prevention of harassment and violence**. Work continued on CCG-specific training, which is expected to be completed and delivered in 2024–25.

## Data and digital innovation

The Department continued work on the new cloud-based **Canadian Fisheries Information System**, which will consolidate and modernize more than 60 aging licensing, catch and effort, and quota monitoring systems. This included work on **electronic monitoring tools** such as [electronic logbooks](#), which allow for real-time reporting and streamline data-capture requirements for industry stakeholders, with one such electronic logbook expected to be implemented by December 2025. All of this work will improve access to data that is vital to the sustainable management of Canada's fisheries.

We also tested the use of **artificial intelligence (AI)** to improve the effectiveness and efficiency of electronic monitoring on Pacific groundfish trawlers. These field tests confirmed that AI could effectively identify fishing events and estimate the size and composition of catches by species type. The Department is working to adapt the AI model to other fisheries, including the new Atlantic redfish fishery, to facilitate the broader adoption of electronic monitoring and reducing monitoring costs for holders of commercial fishing licences.

We supported the Government's [National Action Plan on Open Government](#) through efforts focused on management of data as a strategic asset, open release of data for innovation and economic growth, and prioritizing the release of data of greatest importance to Canadians. For example, we launched our Enterprise Data Hub in 2023–24, a system that facilitates the cataloguing and sharing of data sets within DFO/CCG, and uses an automated workflow to streamline the open release of data to Canadians.

In support of the Government's Roadmap for Open Science, we advanced our **Open Science Action Plan**. The Plan leverages modern digital tools to more easily share scientific data with the Canadian public and strategies to encourage publication in open access journals. The Department had over 700 documents available on the [Federal Open Science Repository](#) of Canada at the public launch in January 2024, and over 850 documents available as of March 31, 2024.

### Key risks

Internal services encompass a wide range of critical functions that facilitate program delivery within the Department, including human resources, financial management, information technology, and more. To manage and mitigate our workforce risk the Department focused on improving employee retention, optimizing resource management, and fostering inter-sectoral collaboration. For example, the Department launched the DFO-CCG Talent Management Framework to strengthen employee retention and development, invested resources towards addressing gaps in diversity and inclusion, and supported federal priorities, such as reconciliation and the Call to Action on Anti-Racism, Diversity, and Inclusion. In addition, the Department continued to mitigate financial risks by updating costing practices and centralizing funding mechanisms to enable a comprehensive approach to managing assets and services. To mitigate its information technology risk, the Strategic Policy sector collaborated with the Chief Digital Officer sector in developing electronic monitoring protocols for fisheries and secured funds for the Enterprise Data Hub, which directly supports critical projects. In addition to these efforts, the Department will continue to monitor potential risks and implement mitigation strategies to improve internal services, all while fulfilling our mandate.

## Resources required to achieve results

Table 9: Resources required to achieve results for internal services this year

Table 9 provides a summary of the planned and actual spending and full-time equivalents (FTEs) required to achieve results.

Resource	Planned	Actual
Spending	\$584,584,257	\$605,095,244
Full-time equivalents	2,211	2,543

[Complete financial](#) and [human resources information](#) for Fisheries and Oceans Canada's program inventory is available on GC InfoBase.

## Related government-wide priorities

### Gender-based analysis plus

DFO/CCG is committed to being a safe and welcoming place of work for Canadians of all backgrounds. We have committed that, where possible in new designs and re-fits, accessible **universal washrooms** should be provided for use by any employee who desires increased privacy, regardless of the underlying reason, to improve inclusivity and support for 2SLGBTQIA+ staff. In 2023–24, 36 universal washrooms were added in a variety of departmental offices and buildings across Canada, including:

- the Canadian Coast Guard College, including in the Wellness Centre
- the Bedford Institute of Oceanography's fully renovated Fish Lab Building
- the Freshwater Institute, including renovations to create four accessible, single-occupancy universal washrooms with gender-neutral, tactile signage

DFO/CCG implemented the Department's **Accessibility Action Plan 2022-2025** by addressing barriers to become a more accessible organization. In 2023–24, we:

- implemented a governance structure to ensure leadership and accountability
- developed capability across the Department to proactively identify barriers to accessibility, including beginning the assessment of custodial facilities for barriers in the built environment
- implemented assessment and removal or mitigation of biases and barriers for all staffing processes
- promoted department-wide awareness and learning about disabilities, barriers, and best practices for accessibility through dedicated webpages, communications, and an AccessAbility Week campaign

DFO and CCG also continued to jointly address the recommendations identified in the **2022 Employment Services Review**, which looked at all policies, procedures, and processes related to employment in the organization to identify and address potential barriers that may influence representation in the Department among the four designated employment equity groups. In 2023–24, for example, we announced that DFO was committing to implementing mandatory Accessibility, Indigenous Awareness, and 2SLGBTQIA+ Awareness training as a first step in addressing barriers and discrimination faced by persons with disabilities, Indigenous Peoples, and 2SLGBTQIA+ employees.

In addition, the Department finalized the next iteration of our **Employment Equity, Diversity and Inclusion Action Plan**, aimed at ensuring that our people management practices, policies, and directives account for a variety of lived experiences, are free of systemic barriers to employment, and are

conducive to an enabling, safe, and healthy work environment. Examples of this work include the establishment of multiple Indigenous employee networks, a national racialized employees network, a women + network, and a Pride network to support, engage, and communicate with employees on issues that directly impact them.

## United Nations' (UN) 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals

More information on Fisheries and Oceans Canada's contributions to Canada's Federal Implementation Plan on the 2030 Agenda and the Federal Sustainable Development Strategy can be found in our [Departmental Sustainable Development Strategy](#).

### Contracts awarded to Indigenous businesses

Government of Canada departments are to meet a target of awarding at least 5 per cent of the total value of contracts to Indigenous businesses each year. This commitment is to be fully implemented by the end of 2024–25.

DFO is a Phase 3 department and is aiming to achieve the minimum 5 per cent target by the end of 2024–25.

To achieve the 5 per cent minimum target for Indigenous procurement, the department has implemented and will continue to implement the following measures:

1. Strategy Implementation:
  - Developed and rolled out a comprehensive strategy aimed at increasing procurement opportunities for Indigenous businesses. This includes identifying procurement areas with high potential for Indigenous involvement and setting specific procurement strategies for Indigenous business participation.
2. Outreach and Engagement:
  - Conducted outreach to Indigenous communities through Industry Days and similar events. These events are designed to educate Indigenous businesses about upcoming procurement opportunities and the requirements for participating in government contracts.
3. Internal Policy Amendments and Tools:
  - Revised internal procurement policies to reduce barriers for Indigenous businesses. This includes simplifying the bidding process and providing clear guidelines that favor Indigenous participation.
  - Implemented new tools and resources to assist procurement officers in identifying and engaging Indigenous suppliers. These tools include databases of Indigenous businesses and templates for incorporating Indigenous procurement considerations into contracting processes.
  - Incorporated standard language to all procurement templates. This change in language makes all procurements valued above trade agreement thresholds subject to conditional Procurement Strategy for Indigenous Business set-asides. Clients have the option to propose an alternative measure to increase opportunities for Indigenous businesses in their solicitation.

4. Training and Capacity Building:
  - Conducted regularly-scheduled training sessions to increase awareness and understanding of the importance of Indigenous procurement.
  - In 2023–24, DFO Indigenous Procurement sessions saw 729 total attendees over 15 sessions in both official languages.
5. Evaluations:
  - Ongoing oversight: The Department conducts regular monitoring and quality assurance of purchases to ensure compliance with procurement policies and to identify areas for improvement in our Indigenous procurement practices.
6. System Updates:
  - Procurement System Enhancements: Upgrading our procurement management system (SAP) is in constant progress to better track and report on Indigenous procurement activities.

Through these concerted efforts, the department aims to not only meet but exceed the 5 per cent minimum target, embed these practices into the organizational culture, and foster stronger economic development and partnership with Indigenous communities.

## Spending and human resources

In this section

- [Spending](#)
- [Funding](#)
- [Financial statement highlights](#)
- [Human resources](#)

### Spending

This section presents an overview of the department's actual and planned expenditures from 2021–22 to 2026–27.

## Budgetary performance summary

Table 10 Actual three-year spending on core responsibilities and internal services (dollars)

Table 10 presents how much money Fisheries and Oceans Canada spent over the past three years to carry out its core responsibilities and for internal services.

Core responsibilities and internal services	2023–24 Main Estimates	2023–24 total authorities available for use	Actual spending over three years (authorities used)
Fisheries	1,096,513,781	1,532,023,747	<ul style="list-style-type: none"> <li>• 2021–22: 1,245,671,518</li> <li>• 2022–23: 1,077,264,555</li> <li>• 2023–24: 1,322,353,195</li> </ul>
Aquatic ecosystems	374,158,739	495,946,986	<ul style="list-style-type: none"> <li>• 2021–22: 359,215,413</li> <li>• 2022–23: 406,631,105</li> <li>• 2023–24: 458,649,029</li> </ul>
Marine navigation	315,198,978	393,738,278	<ul style="list-style-type: none"> <li>• 2021–22: 323,346,970</li> <li>• 2022–23: 352,716,561</li> <li>• 2023–24: 361,292,498</li> </ul>
Marine operations and response	1,740,894,591	2,038,101,177	<ul style="list-style-type: none"> <li>• 2021–22: 1,276,897,457</li> <li>• 2022–23: 1,361,661,824</li> <li>• 2023–24: 1,798,672,442</li> </ul>
<b>Subtotal</b>	<b>3,526,766,089</b>	<b>4,459,810,188</b>	<ul style="list-style-type: none"> <li>• <b>2021–22: 3,205,131,358</b></li> <li>• <b>2022–23: 3,198,274,044</b></li> <li>• <b>2023–24: 3,940,967,163</b></li> </ul>
Internal services	584,584,257	696,943,820	<ul style="list-style-type: none"> <li>• 2021–22: 553,736,163</li> <li>• 2022–23: 578,553,705</li> <li>• 2023–24: 605,095,244</li> </ul>
<b>Total</b>	<b>4,111,350,346</b>	<b>5,156,754,008</b>	<ul style="list-style-type: none"> <li>• <b>2021–22: 3,758,867,521</b></li> <li>• <b>2022–23: 3,776,827,749</b></li> <li>• <b>2023–24: 4,546,062,407</b></li> </ul>

### Analysis of the past three years of spending

The \$18 million increase in expenditures from 2021–22 to 2022–23 is primarily related to spending on the Small Craft Harbours Program and Canada's new marine conservation targets.

The \$769 million increase in expenditures from 2022–23 to 2023–24 is primarily related to spending on the Canadian Coast Guard fleet projects and operations as well as Indigenous programs.

More financial information from previous years is available on the [Finances section of GC Infobase](#).



Table 11 Planned three-year spending on core responsibilities and internal services (dollars)

Table 11 presents how much money Fisheries and Oceans Canada’s plans to spend over the next three years to carry out its core responsibilities and for internal services.

Core responsibilities and internal services	2024–25 planned spending	2025–26 planned spending	2026–27 planned spending
Fisheries	1,038,740,576	969,591,760	706,406,096
Aquatic ecosystems	458,054,031	384,733,855	222,317,870
Marine navigation	376,795,478	326,289,423	305,615,881
Marine operations and response	2,182,367,818	2,500,654,905	1,993,630,140
<b>Subtotal</b>	<b>4,055,957,903</b>	<b>4,181,269,943</b>	<b>3,227,969,987</b>
Internal services	629,222,501	575,688,212	500,098,182
<b>Total</b>	<b>4,685,180,404</b>	<b>4,756,958,155</b>	<b>3,728,068,169</b>

**Analysis of the next three years of spending**

The \$72 million increase in planned spending from 2024–25 to 2025–26 is primarily related to planned changes in funding for Canadian Coast Guard fleet projects.

The (\$1,029) million decrease in planned spending from 2025–26 to 2026–27 is primarily related to:

- planned changes in funding for Canadian Coast Guard fleet projects
- planned changes in funding for the Pacific Salmon Strategy Initiative
- planned changes in funding related to the Marine Conservation Targets

More [detailed financial information from previous years](#) is available on the Finances section of GC Infobase.

Table 12: Budgetary actual gross and net planned spending summary (dollars)

Table 12 reconciles gross planned spending with net spending for 2023–24.

Core responsibilities and internal services	2023–24 actual gross spending	2023–24 actual revenues netted against expenditures	2023–24 actual net spending (authorities used)
Fisheries	1,322,353,195	-	1,322,353,195
Aquatic ecosystems	458,649,029	-	458,649,029
Marine navigation	407,602,971	(46,310,474)	361,292,498
Marine operations and response	1,798,672,442	-	1,798,672,442
<b>Subtotal</b>	<b>3,987,277,637</b>	<b>(46,310,474)</b>	<b>3,940,967,163</b>
Internal services	605,095,244	-	605,095,244
<b>Total</b>	<b>4,592,372,881</b>	<b>(46,310,474)</b>	<b>4,546,062,407</b>

#### Analysis of budgetary actual gross and net planned spending summary

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.

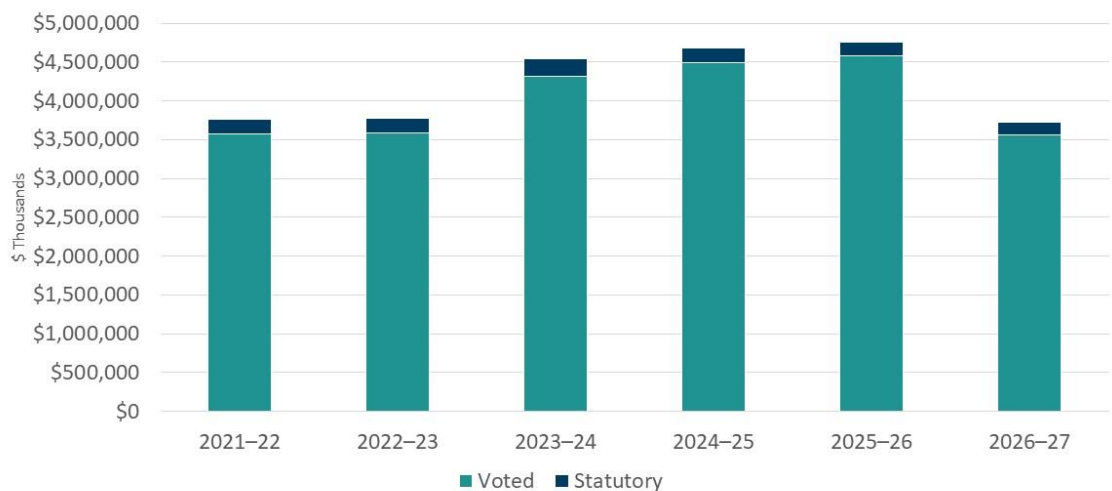
Information on the alignment of Fisheries and Oceans Canada's [spending with Government of Canada's spending and activities](#) is available on GC InfoBase.

#### Funding

This section provides an overview of the department's voted and statutory funding for its core responsibilities and for internal services. For further information on funding authorities, consult the [Government of Canada budgets and expenditures](#).

### Graph 1: Approved funding (statutory and voted) over a six-year period

Graph 1 summarizes the department's approved voted and statutory funding from 2021–22 to 2026–27.



Year	2021–22	2022–23	2023–24	2024–25	2025–26	2026–27
<b>Statutory</b>	\$182,639	\$196,901	\$236,619	\$190,813	\$183,185	\$166,635
<b>Voted</b>	\$3,576,229	\$3,579,927	\$4,309,444	\$4,494,367	\$4,573,773	\$3,561,434
<b>Total</b>	\$3,758,868	\$3,776,828	\$4,546,062	\$4,685,180	\$4,756,958	\$3,728,068

### Text version of graph 1 (numbers are in thousands)

Year	2021–22	2022–23	2023–24	2024–25	2025–26	2026–27
Statutory	\$182,639	\$196,901	\$236,619	\$190,813	\$183,185	\$166,635
Voted	\$3,576,229	\$3,579,927	\$4,309,444	\$4,494,367	\$4,573,773	\$3,561,434
Total	\$3,758,868	\$3,776,828	\$4,546,062	\$4,685,180	\$4,756,958	\$3,728,068

### Analysis of statutory and voted funding over a six-year period

The difference between actual and planned spending is mainly attributable to timeline changes in the completion of projects, which cause unspent funding to be carried forward to future years, as well as in-year funding not yet received for 2024–25 through 2026–27 fiscal years such as Supplementary Estimates. See detailed analysis under the tables above for significant year-over-year variances.

For further information on Fisheries and Oceans Canada’s departmental voted and statutory expenditures, consult the [Public Accounts of Canada](#).

### Financial statement highlights

Fisheries and Oceans Canada’s [complete financial statements](#) for the year ended March 31, 2024, are available online.

The financial highlights presented in 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.

Table 13 Condensed Statement of Operations (unaudited) for the year ended March 31, 2024 (dollars)  
Table 13 summarizes the expenses and revenues for 2023–24 which net to the cost of operations before government funding and transfers.

Financial information	2023–24 actual results	2023–24 planned results	Difference (actual results minus planned)
Total expenses	3,921,196,412	3,287,804,697	633,391,715
Total revenues	46,117,067	40,011,000	6,106,067
Net cost of operations before government funding and transfers	3,875,079,345	3,247,793,697	627,285,648

The 2023–24 planned results information is provided in Fisheries and Oceans Canada's [Future-Oriented Statement of Operations and Notes 2023–24](#).

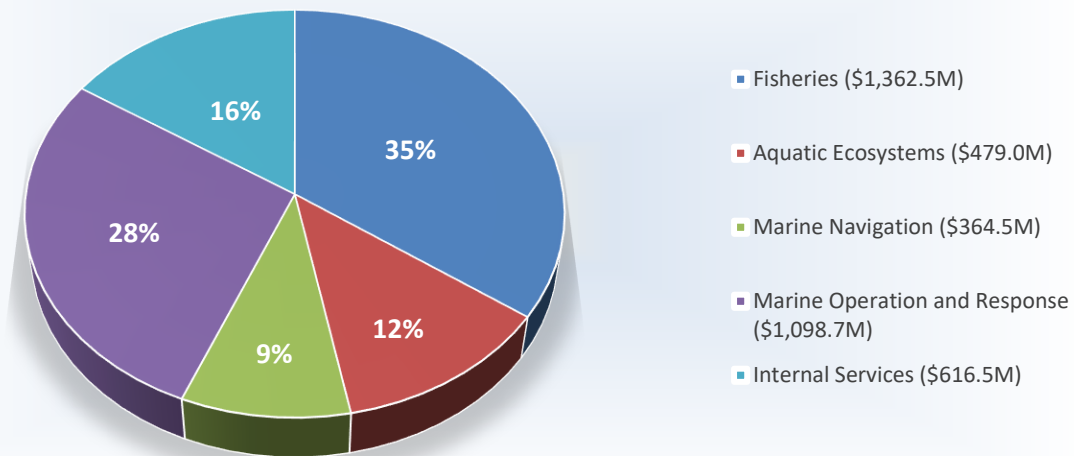
Total actual expenses for 2023-24 were \$633.4 million higher than planned results mainly due to the number of collective agreements signed during the year, resulting in an increase in salaries and employee benefits, and an increase in transfer payment programs.

The total actual revenues for 2023-24 were \$6.1 million higher than the planned results due to an increase in revenues for marine navigation services fees, icebreaking services fees, and maintenance dredging service fees.

Table 14 summarizes actual expenses and revenues which net to the cost of operations before government funding and transfers.

Financial information	2023–24 actual results	2022–23 actual results	Difference (2023–24 minus 2022–23)
Total expenses	3,921,196,412	3,320,738,993	600,457,419
Total revenues	46,117,067	45,713,368	403,699
Net cost of operations before government funding and transfers	3,875,079,345	3,275,025,625	600,053,720

## Expenses by Core Responsibilities



Total expenses in support of Fisheries and Oceans Canada’s programs and services were \$3,921.2 million in 2023-24, an increase of \$600.5 million or 18.1 per cent when compared to the previous year’s total expenses of \$3,320.7 million.

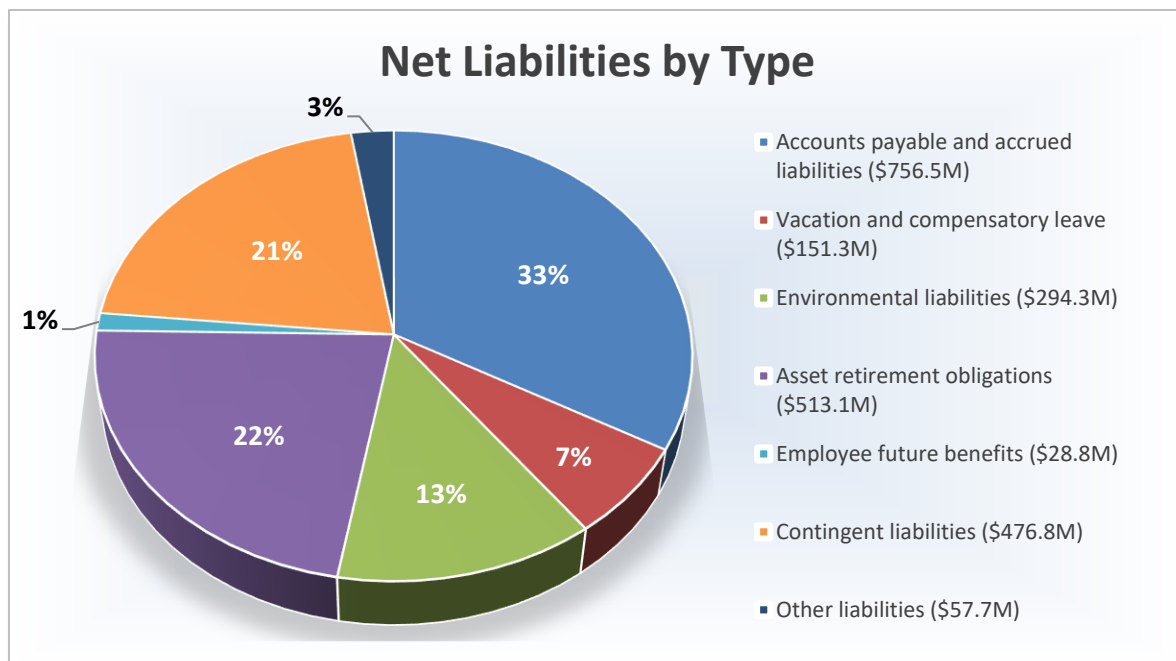
The increase is mainly attributed to an increase in salaries and employee benefits of \$353.9 million, an increase in transfer payments of \$172.2 million, and an increase in expenses for claims and litigation of \$165.4 million. These increases are mostly offset by a decrease in expenses related to environmental liabilities and asset retirement obligations of \$39.6 million and a decrease in amortization of tangible capital assets of \$18.9 million.

Total actual revenues were \$46.1 million in 2023-24, an increase of \$0.4 million or 0.8 per cent when compared to the previous year’s total actual revenues of \$45.7 million.

Table 15 Condensed Statement of Financial Position (unaudited) as of March 31, 2024 (dollars)

Table 15 provides a brief snapshot of the Department’s liabilities (what it owes) and assets (what the Department owns), which helps to indicate its ability to carry out programs and services.

Financial information	Actual fiscal year (2023–24)	Previous fiscal year (2022–23)	Difference (2023–24 minus 2022–23)
Total net liabilities	2,279,392,265	2,070,789,169	208,603,096
Total net financial assets	793,391,377	673,637,688	119,753,689
Departmental net debt	1,486,000,888	1,397,151,481	88,849,407
Total non-financial assets	8,732,007,743	7,809,974,390	922,033,353
Departmental net financial position	7,246,006,855	6,412,822,909	833,183,946



Total net liabilities were \$2,279.4 million as at March 31, 2024, an increase of \$208.6 million or 10.1 per cent when compared to the previous year’s balance of \$2,070.8 million. The increase is mainly attributed to an increase in external accounts payable and accrued liabilities of \$116.3 million, an increase in vacation pay and compensatory leave of \$15.7 million, and an increase in contingent liability allowances of \$124.9 million. These increases are mostly offset by a decrease in environmental liabilities and asset retirement obligations of \$53.4 million, due to project cost adjustments and divestitures of assets.

Total net financial assets were \$793.4 million as at March 31, 2024, an increase of \$119.8 million or 17.8 per cent when compared to the previous year’s balance of \$673.6 million. This is mainly attributed to an increase in the amount due from the Consolidated Revenue Fund of \$118.7 million to pay for accounts payable and accrued salaries and wages.

Total non-financial assets were \$8,732.0 million as at March 31, 2024, an increase of \$922.0 million or 11.8 per cent when compared to the previous year’s balance of \$7,810.0 million. The increase is mainly due to a net increase in tangible capital assets of \$959.1 million offset by decreases in inventory (\$21.3 million) and in prepaid expenses (\$15.8 million).

## Human resources

This section presents an overview of the department’s actual and planned human resources from 2021–22 to 2026–27.

### Table 16: Actual human resources for core responsibilities and internal services

Table 16 shows a summary of human resources, in full-time equivalents (FTEs), for Fisheries and Oceans Canada’s core responsibilities and for its internal services for the previous three fiscal years.

Core responsibilities and internal services	2021–22 actual FTEs	2022–23 actual FTEs	2023–24 actual FTEs
Fisheries	3,693	3,734	3,822
Aquatic ecosystems	1,763	2,010	1,994
Marine navigation	1,733	1,794	1,784
Marine operations and response	4,462	4,594	4,714
<b>Subtotal</b>	<b>11,651</b>	<b>12,132</b>	<b>12,314</b>
Internal services	2,433	2,549	2,543
<b>Total</b>	<b>14,084</b>	<b>14,681</b>	<b>14,857</b>

#### Analysis of human resources over the last three years

The 597 FTE increase between 2021–22 and 2022–23 is related to changes in funding for the Pacific Salmon Strategy Initiative and Ship Operations.

The 176 FTE increase between 2022–23 and 2023–24 is primarily related to planned changes in funding for modernizing the *Fisheries Act*.

#### Table 17: Human resources planning summary for core responsibilities and internal services

Table 17 shows information on human resources, in full-time equivalents (FTEs), for each of Fisheries and Oceans Canada’s core responsibilities and for its internal services planned for the next three years. Human resources for the current fiscal year are forecasted based on year to date.

Core responsibilities and internal services	2024–25 planned FTEs	2025–26 planned FTEs	2026–27 planned FTEs
Fisheries	3,658	3,535	3,026
Aquatic Ecosystems	1,892	1,571	1,181
Marine Navigation	1,778	1,768	1,734
Marine Operations and Response	4,611	4,481	4,372
<b>Subtotal</b>	<b>11,939</b>	<b>11,355</b>	<b>10,313</b>
Internal services	2,259	2,176	2,022
<b>Total</b>	<b>14,198</b>	<b>13,531</b>	<b>12,335</b>

## Analysis of human resources for the next three years

The 659 FTE decrease between 2023–24 and 2024–25 is primarily related to planned changes to in-year funding.

The 667 FTE decrease between 2024–25 and 2025–26 is primarily related to planned changes in funding for modernizing the *Fisheries Act*.

The 1,196 FTE decrease between 2025–26 and 2026–27 is related to planned changes in funding for several initiatives including the Pacific Salmon Strategy Initiative.

## Corporate information

### Departmental profile

Appropriate minister: The Honourable Diane Lebouthillier, P.C., M.P.

Institutional head: Annette Gibbons, Deputy Minister

Ministerial portfolio: Fisheries and Oceans Canada

Enabling instrument(s):

- [Oceans Act](#)
- [Fisheries Act](#)
- [Species at Risk Act](#)
- [Coastal Fisheries Protection Act](#)
- [Fishing and Recreational Harbours Act](#)
- [Canada Shipping Act, 2001](#) (Transport Canada-led)
- [Wrecked, Abandoned or Hazardous Vessels Act](#) (Transport Canada-led)

Year of incorporation / commencement: 1979

### Departmental contact information

Mailing address:

Fisheries and Oceans Canada

Communications

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## Supplementary information tables

The following supplementary information tables are available on [Fisheries and Oceans Canada's website](#):

- Details on transfer payment programs
- Gender-based analysis plus
- Response to Parliamentary committees and external audits
- Horizontal initiatives
- Up-front multi-year funding
- United Nations 2030 Agenda for Sustainable Development and the Sustainable Development Goals

## 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](#). 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.

## 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, departments 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.

**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 tool used to assess support the development of responsive and inclusive how different groups of women, men and gender-diverse people experience policies, programs and policies, programs, and other initiatives. GBA Plus is a process for understanding who is impacted by the issue or opportunity being addressed by the initiative; identifying how the initiative could be tailored to meet diverse needs of the people most impacted; and anticipating and mitigating any barriers to accessing or benefitting from the initiative. GBA Plus is an intersectional analysis that goes beyond biological (sex) and socio-cultural (gender) differences to consider other factors, such as age, disability, education, ethnicity, economic status, geography (including rurality), language, race, religion, and sexual orientation.

**government-wide priorities** (priorités pangouvernementales)

For the purpose of the 2023–24 Departmental Results Report, government-wide priorities are the high-level themes outlining the government's agenda in the [November 23, 2021, Speech from the Throne](#): building a healthier today and tomorrow; growing a more resilient economy; bolder climate action; fight harder for safer communities; standing up for diversity and inclusion; moving faster on the path to reconciliation; and fighting for a secure, just and equitable world.

**horizontal initiative** (initiative horizontale)

An initiative where two or more federal departments 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, a department that meets the definition and requirements as defined by the [Indigenous Business Directory](#).

**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 a department did with its resources to achieve its results, how well those results compare to what the department 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 department, program, policy or initiative respecting expected results.

**plan** (plan)

The articulation of strategic choices, which provides information on how a department 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 department, policy, program or initiative. Results are not within the control of a single department, policy, program or initiative; instead they are within the area of the department'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 a department, 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.