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RESEARCH AND COMPARATIVE ANALYSIS OF FISHERIES AND OCEANS CANADA



OFFICE OF THE PARLIAMENTARY BUDGET OFFICER
BUREAU DU DIRECTEUR PARLEMENTAIRE DU BUDGET

The Parliamentary Budget Officer (PBO) supports Parliament by providing economic and financial analysis for the purposes of raising the quality of parliamentary debate and promoting greater budget transparency and accountability.

This report presents the PBO's response to a request by the Standing Committee on Fisheries and Oceans to conduct research and a comparative analysis on the Estimates of Fisheries and Oceans Canada (DFO).

Lead Analyst:

Robert Behrend, Advisor-Analyst

This report was prepared under the direction of:

Mark Mahabir, Director of Policy (Costing) and General Counsel

Nancy Beauchamp, Marie-Eve Hamel Laberge and Rémy Vanherweghem assisted with the preparation of the report for publication.

For further information, please contact pbo-dpb@parl.gc.ca

Yves Giroux

Parliamentary Budget Officer

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Table of Contents

Executive Summary	3
1. Introduction	4
2. Quantitative Analysis	5
2.1. Results	6
3. Qualitative Analysis	9
3.1. Results	9
Appendix A: Spending Charts	11
Appendix B: Full-time Equivalents Charts	13
Appendix C: Qualitative Factors	15
Appendix D: Selected Programs	16
Notes	19

Executive Summary

On May 5, 2022, the Standing Committee on Fisheries and Oceans requested that the PBO prepare a research and comparative analysis on the Estimates of Fisheries and Oceans Canada (DFO). Pursuant to 79.2(1)(d) of the *Parliament of Canada Act*, this report presents the PBO's analysis in response to this request for the period 2011-2012 to 2022-2023.

Financial and human resources allocated to programs under the core responsibilities of DFO increased over the period with the highest increases occurring after 2018-2019. A quantitative and qualitative approach using publicly available data was used to evaluate the resources allocated each fiscal year.

The analysis conducted indicates that, for the department overall, planned annual spending targets were significantly missed twice (out of possible 10 fiscal years). Underlying this result, planned spending targets for core responsibilities are more likely to be significantly missed, most notably for Aquatic Ecosystems and Internal Systems. This trend was observed before and after the adoption of the Departmental Results Framework in 2018-2019. These differences are due to incremental funding from Supplementary Estimates and carry forwards from changes to project deadlines.

Over the review period, the ability to achieve a departmental result indicator (DRI) has remained consistent, with an average of about 30 DRIs (out of a total of 48) being met each fiscal year since 2013-2014. However, an average of 55% of active DRIs are achieved annually since 2018-2019 compared to 69% for the period prior. This decrease may be caused by the adoption of an outcome-based approach to DRI monitoring coupled with newly created DRIs having insufficient time to mature.

1. Introduction

This report was produced in response to a motion adopted by the Standing Committee on Fisheries and Oceans meeting on May 5, 2022, to prepare research and comparative analysis on the Estimates of Fisheries and Oceans Canada (DFO).^{1,2} The motion indicated that the report was to include the period beginning at least as early as 2011-2012 to 2022-2023.

DFO is responsible for the conservation and protection of fisheries in Canadian waters and coastal areas. It also oversees the navigation of vessels and responses to search-and-rescue and environmental emergencies. Several federal organizations fall under the responsibility of DFO, including the Canadian Coast Guard and the Canadian Hydrographic Service.

Departmental Plans and Departmental Results Reports (DRR) by DFO were used for this analysis. Where possible this information was augmented with data from Canada's Open Government database.

Quantitative and qualitative approaches were taken in our comparative analysis. The quantitative component focuses on the financial and human resources requested and used on a year-to-year basis. The qualitative component focuses on the number and changes to the set of departmental result indicators (DRIs) that the department uses to track its performance. In addition, the analysis investigates the ability of DFO to specify and fulfil its objectives for a DRI.^{3,4}

Over the 2011-2012 to 2022-2023 period, the program inventory of DFO was largely unchanged. Fiscal year 2018-2019 marked a realignment of program inventory under the current Departmental Results Framework (DRF), with one outcome being an increase in the number of core responsibilities from four to five: Fisheries, Aquatic Ecosystems; Marine Navigation; Marine Operations and Response; and Internal Services.⁵

To account for program realignment in 2018-2019, program inventory of the 2011-2012 to 2017-2018 period was mapped to one of the five areas of core responsibility under the current DRF. Comparisons between the period before and after the program realignment are also discussed.

PBO also undertook a similar qualitative and quantitative analysis at the program level for three programs. An analysis of the selected programs is provided in Appendix D.

2. Quantitative Analysis

We compared the actual and planned expenditures of DFO for each fiscal year of the 2011-2012 to 2022-2023 period. Similarly, the number of actual and planned human resources or full-time equivalent (FTE) employees was compared.

Program spending and FTEs for each fiscal year were grouped by the set of core responsibilities under the current DRF: Fisheries, Aquatic Ecosystems; Marine Navigation; Marine Operations and Response; and Internal Services.⁶

Observations are from the period under the current DRF (2018-2019 to 2020-2021) as well as the period under the prior Strategic Outcome alignment (2011-2012 to 2017-2018). PBO examined and mapped program level data from 2011-2012 to 2017-2018 to the current alignment of core responsibilities. Programs under the Strategic Outcome alignment largely remained together under the DRF.

An occurrence is defined as an observable difference between an actual expenditure (or an actual number of FTEs) and last planned expenditure (or planned number of FTEs) for a given core responsibility for a given fiscal year. The difference between the actual and the planned values is expressed as a percentage of the planned value. A positive difference indicates that the department required more than what it had planned; a negative difference means the opposite. A difference of less than or equal to 10% in absolute value indicates that the result matched the last planned value. Conversely, any difference greater than 10% in absolute value is considered a significant difference between departmental results and plans. The average of these significant absolute value differences, which excludes differences between -10% and 10%, was calculated for the identified period.

Total expenditures and FTEs for the department overall, as well as each core responsibility, were analysed independently. A significant difference between results and plans for a core responsibility does not imply a significant occurrence for the department overall. There may be instances where the total size of the difference for one or more core responsibilities is 10% or less in absolute value than the total amount for the department.

Charts of actual and planned spending (and FTEs) for each fiscal year of the review period are provided in Appendix A and B. They include the size of the difference as well, facilitating comparisons between the two periods and identifying any changes or persistent trends.

2.1. Results

For the department overall, differences between actual and planned annual spending occurred nine out of a possible 10 fiscal years, however only two are considered significant (greater than 10% in absolute value), 2015-2016 and 2018-2019. The average absolute difference of these two significant differences is 17% (\$352 million). Differences between actual and planned FTEs for the department overall occurred in all ten fiscal years of the review period. None are considered significant.

Table 2-1 provides a closer look into budgetary planning outcomes at DFO. It reveals that planned annual spending targets for core responsibilities are more likely to be significantly missed. Actual spending is significantly different than planned spending for each core responsibility least three times over the review period. Across all five core responsibilities a significant difference occurred 27 out of a possible 50 times combined. Spending for Aquatic Ecosystems and Internal Services core responsibilities departed significantly from their planned expenses the most, occurring seven out of 10 times each. The average absolute difference of the significant spending differences for Aquatic Ecosystems is 20% (\$34 million). For Internal Services the average absolute difference is 23% (\$83 million), the highest in this analysis. The smallest average absolute difference of 12% (\$86 million) is observed for Marine Operations and Response.

Table 2-1 Number of significant differences and average absolute difference by core responsibility, from 2011-2012 to 2020-2021

	Spending		FTEs	
	Number of significant differences	Average absolute difference	Number of significant differences	Average absolute difference
Fisheries	5	14% \$28 million	nil	nil
Aquatic Ecosystems	7	20% \$34 million	3	11% 38 FTEs
Marine Navigation	5	17% \$28 million	1	27% 425 FTEs
Marine Operations and Response	3	12% \$86 million	nil	nil
Internal Services	7	23% \$83 million	nil	nil

Source: Office of the Parliamentary Budget Officer.

DFO outlines in multiple departmental reports that differences between actual and planned spending are due to incremental funding from Supplementary Estimates and carry forwards that increased total authorities

available for use. In addition, DFO indicates timeline changes in the completion of projects caused funding to be carried forward.

Human resource planning targets for core responsibilities were achieved most of the time, with only four of a possible 50 planning targets significantly missed. Three occurred under Aquatic Ecosystems, where actual FTEs differed from initially planned FTEs by an average of 11% (38 FTEs). The largest single occurrence of a significant nature was observed for Marine Navigation in 2017-2018, average of 27% (425 FTEs). The cause of this significant difference was the Shore-based Asset Readiness program, attributed by DFO to growth under the Comprehensive Review initiative.⁷

Departmental Results Framework

Program realignment increased the number of core responsibilities from four to five under the DRF introduced in 2018-2019. The core responsibility “Safe and Secure Waters” was split into two: Marine Navigation, and Marine Operations and Response.

Table 2-2 presents a comparison of planning periods before and after the introduction of the 2018-2019 DRF. The rate of occurrences when actual spending significantly missed planned spending has decreased from a total of six out of a possible 14 occurrences (or three for each), to just two out of a possible six occurrences combined. In addition, the average absolute percentage difference decreased for each core responsibility, from 21% to 11% for Marine Navigation and 12% to zero occurrences for Marine Operations and Response.

Table 2-2 Average absolute percentage difference and the number of significant occurrences by core responsibility and period

	Spending		FTEs	
	2011-2012 to 2017-2018	2018-2019 to 2020-2021	2011-2012 to 2017-2018	2018-2019 to 2020-2021
Fisheries	14% (4 out of 7 years)	13% (1 out of 3 years)	nil	nil
Aquatic Ecosystems	16% (5 out of 7 years)	30% (2 out of 3 years)	11% (1 out of 7 years)	10% (1 out of 3 years)
Marine Navigation	21% (3 out of 7 years)	11% (2 out of 3 years)	27% (1 out of 7 years)	nil
Marine Operations and Response	12% (3 out of 7 years)	nil	nil	nil
Internal Services	24% (4 out of 7 years)	22% (3 out of 3 years)	nil	nil

Source: Office of the Parliamentary Budget Officer.

For the other DFO core responsibilities, planned spending targets are more likely to be significantly missed for Aquatic Ecosystems and Internal Systems. The size of the average absolute percentage difference for programs under

Aquatic Ecosystems almost doubled starting in 2018-2019, from 16% to 30%, even though program inventory was largely unchanged following the realignment.

A closer look at programs under the Aquatic Ecosystem core responsibility, actual spending is more than 100% of planned spending in 2018-2019 for the following: Aquatic Invasive Species; Species at Risk; and Oceans and Climate Change Sciences. No specific explanation for these differences at the program level was found in DRR 2018-2019. However, it is acknowledged in the report that total spending was higher for the department overall "because of the additional authorities received by Fisheries and Oceans Canada during the year, but not included in the planned results at the time of preparation of the Departmental Plan".⁸

3. Qualitative Analysis

DRIs are used to evaluate a department's progress towards their goals. They are either a factor or variable that provides a valid and reliable means to measure or describe progress on a departmental result. These indicators are highly variable in terms of what they measure.⁹ To evaluate DRIs in a consistent manner, PBO established a set of qualitative factors that were applied to each. These factors were used to assess the changes in a department's DRI portfolio over the review period.

The qualitative analysis considers the periods before and after the current DRF to account for the structural break that occurred following the realignment of program inventory in 2018-2019.

Appendix C contains a discussion of each individual qualitative factor established by PBO.

3.1. Results

Table 3-1 displays the results of the qualitative analysis. The number of active DRIs in each fiscal year remained largely unchanged over most of review period. A restructuring of programs in 2012-2013 accounted for the significant number of changes observed in 2012-2013 and 2013-2014, an overall net loss of 51 DRIs. The adoption of the DRF in 2018-2019 caused another structural break in trends by moving away from measuring the completion of either activities or processes to an outcome-based approach to DRI monitoring. This resulted in 27 DRIs being removed from the portfolio and 31 added, a net addition of four. Since 2017-2018, there has been a net increase of 11 DRIs.

Examining only fiscal years for which DRRs are available suggest that DFO was consistent in its ability to publish results for its DRIs over the review period. It was able to specify a target value and completion date for its DRIs. To a large extent, DRIs were annual in nature leading to a high rate of DRIs with a same target the following fiscal year. DFO generally maintained consistent targets from one year to the next.

Table 3-1 Qualitative factors

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
DRI added to the portfolio	-	29	19	3	3	9	2	31	1	11	3	1
DRI removed from the portfolio	-	-49	-50	-5	-4	-12	0	-27	-1	-4	-3	-1
Active DRI	99	79	48	46	45	42	44	48	48	55	55	55
DRI has a target and date to complete consistent with last observation	-	37	22	39	38	28	40	11	36	37	37	43
DRI has a target and date to complete inconsistent with the last observation	-	13	7	4	4	5	2	6	11	7	13	9
DRI has a target and date to complete specified	92	79	48	46	44	42	44	48	48	51	53	53
DRI has some actual result within the last 5 fiscal years	88	76	46	44	43	41	43	46	47	49	46	45
DRI has been achieved in the most recent observation	65	60	31	34	28	29	33	28	29	31	28	28

Source: Office of the Parliamentary Budget Officer.

Note: Unique DRIs only. In some instances, DRIs appear more than once in a fiscal year. Departmental results reports for fiscal years 2021-2022 and 2022-2023 have not yet been published at the time of writing.

Departmental Results Framework

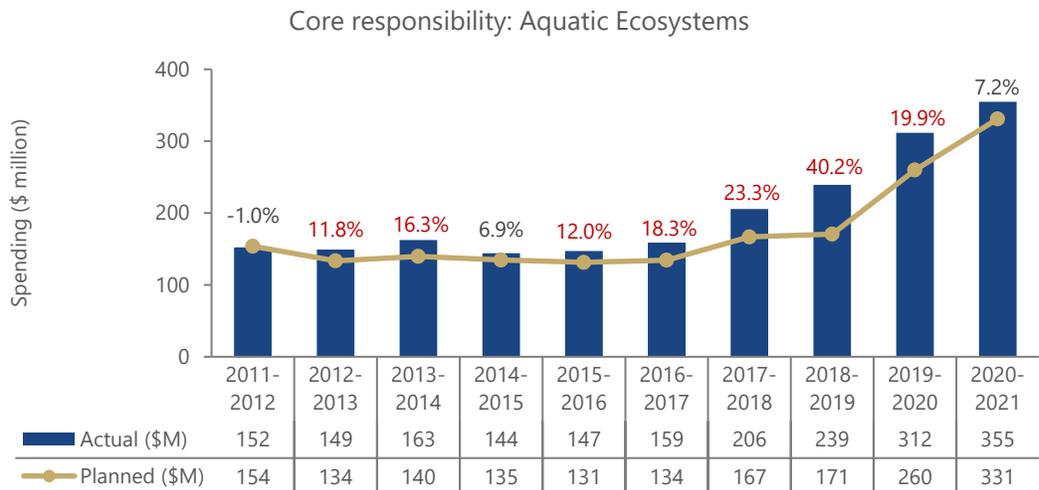
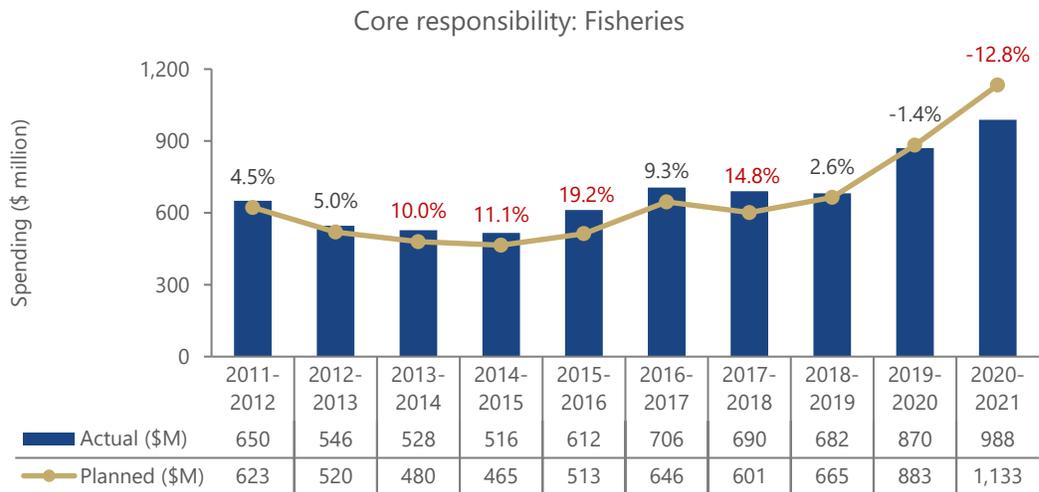
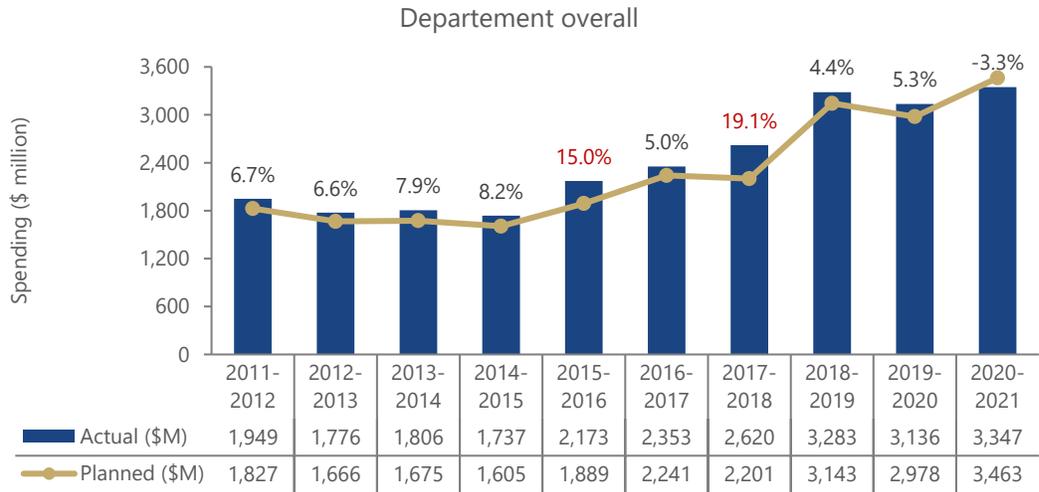
The adoption of the DRF in 2018-2019 included an overhaul of DRIs. Compared to the previous year only 17 of 44 DRIs remained in 2018-2019, 11 of which had a target and date to complete that was consistent with the prior year. In the fiscal years following 2018-2019, DRIs remained stable as an average of 75% of DRIs were found to have a target and date to complete consistent with previous year’s observation. This is consistent with observations for the period prior, 2011-2012 to 2017-2018.

Since 2018-2019, the percentage of DRIs with a target and date to complete inconsistent with the last observation has increased. Analysis of the trend shows modifications to either targets or time horizons to achieve a target, the addition of new DRIs in 2020-2021, or a refinement of the measurement as data became available as the main causes.

Over the review period DFO has been consistent in the number of DRIs achieved in the most recent observation, with an average of about 30 DRIs (out of total of 48) being met each fiscal year since 2013-2014. However, an average 55% of active DRIs are achieved in fiscal years since the introduction of the DRF compared to 69% for the period prior.¹⁰ The cause may be tied to the adoption of outcome-based DRIs coupled with some newly created DRIs having insufficient time to mature.

Appendix A: Spending Charts

Figure A-1 Actual versus planned



Core responsibility: Marine Navigation



Core responsibility: Marine Operations and Response



Core responsibility: Internal Services

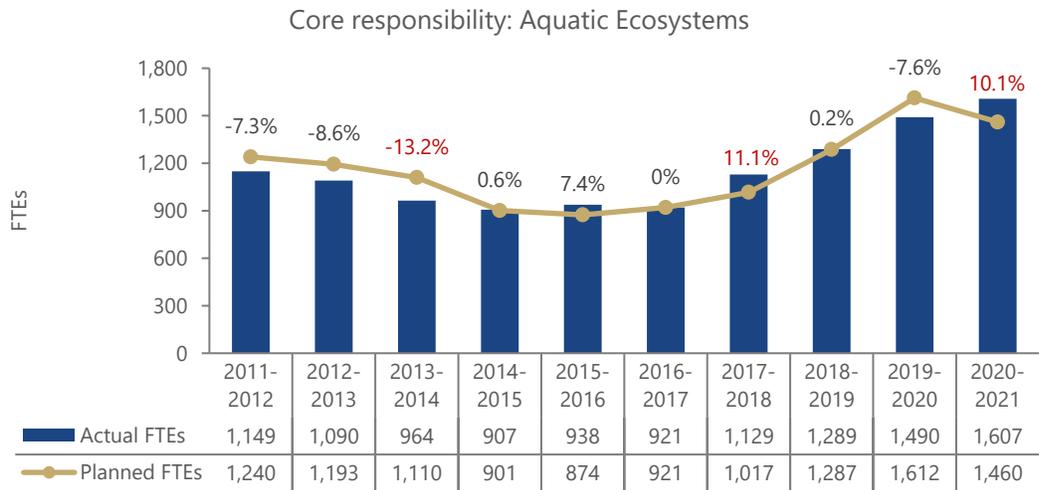
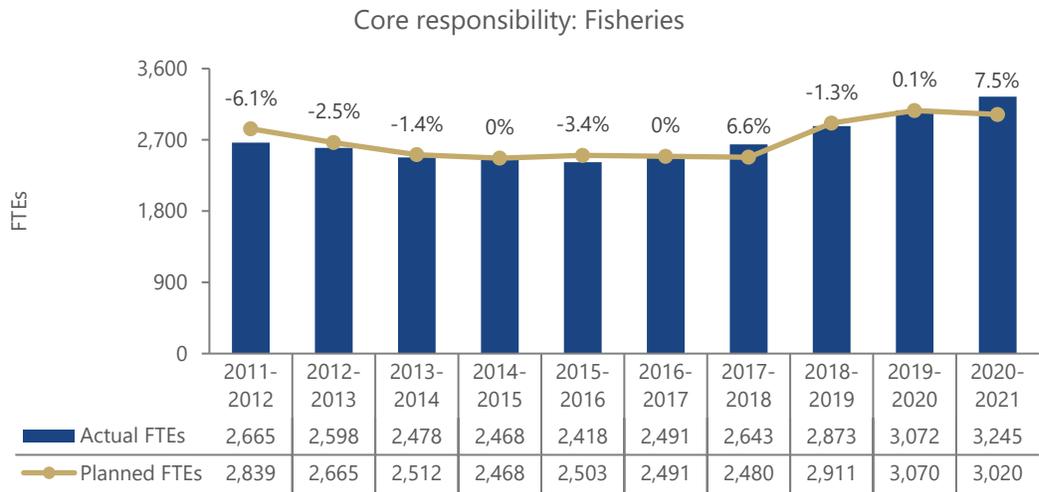
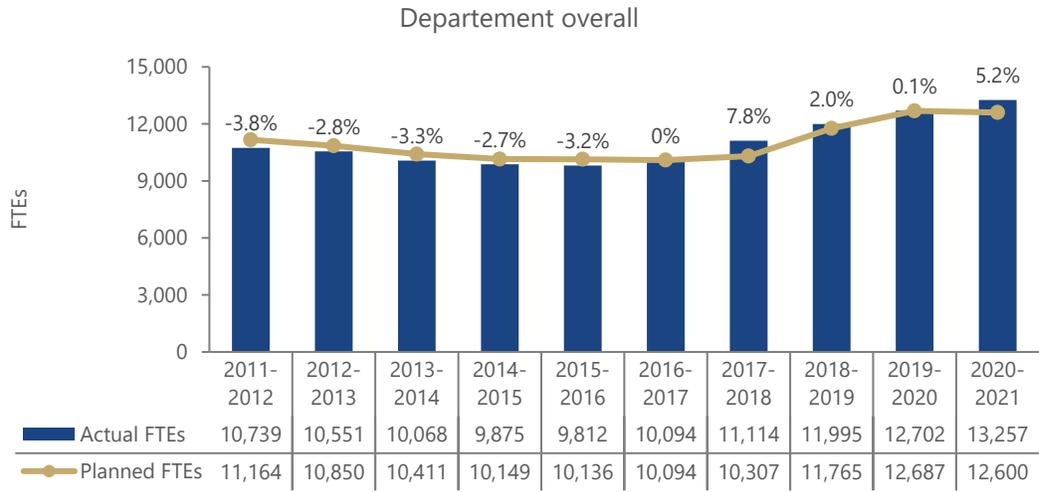


Source: Office of the Parliamentary Budget Officer.

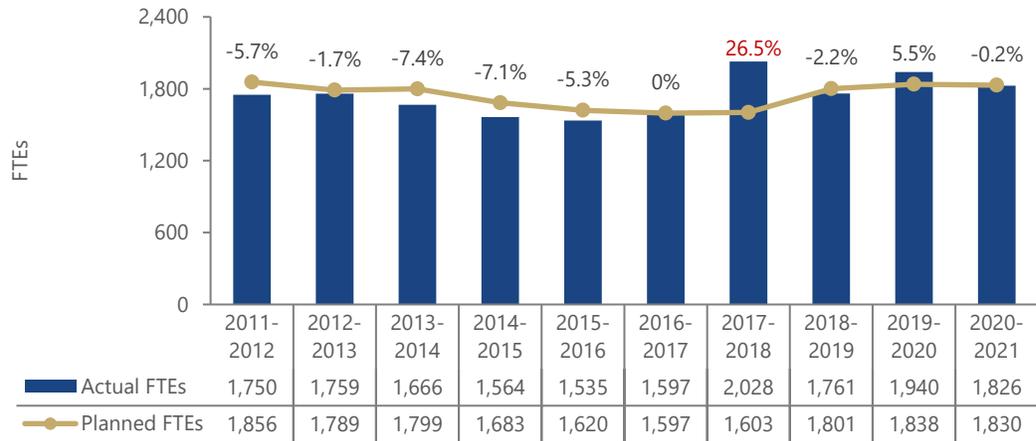
Note: A fiscal year where a difference is greater than (or less than) 10% is considered a significant difference. These differences are in red.

Appendix B: Full-time Equivalents Charts

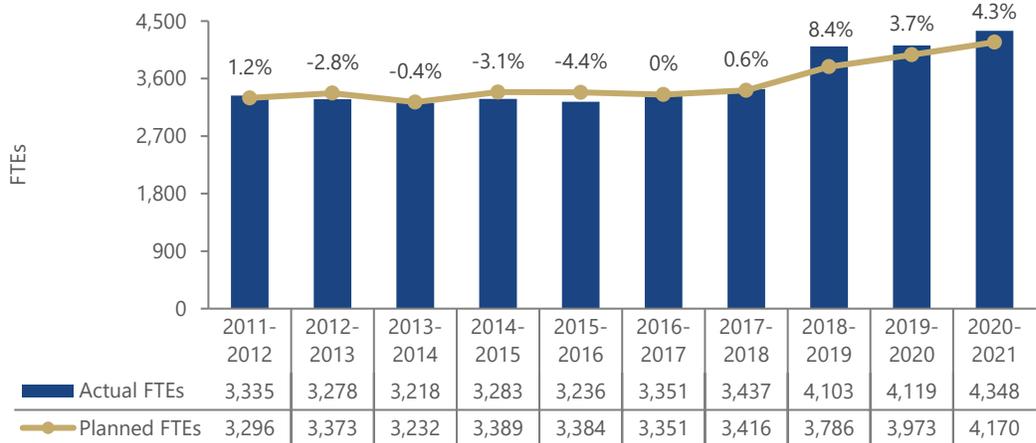
Figure B-1 Actual versus planned



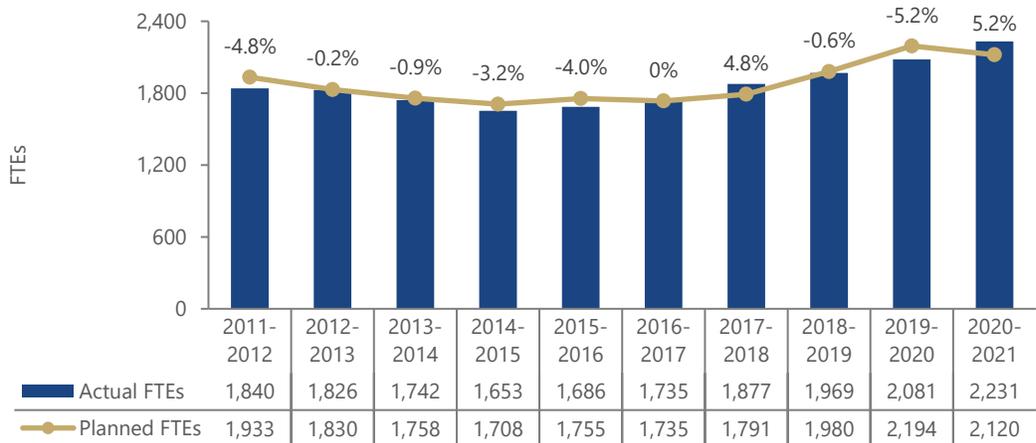
Core responsibility: Marine Navigation



Core responsibility: Marine Operations and Response



Core responsibility: Internal Services



Source: Office of the Parliamentary Budget Officer.

Note: A fiscal year where a difference is greater than (or less than) 10% is considered a significant difference. These differences are in red.

Appendix C: Qualitative Factors

PBO created a set of qualitative factors to determine the ways in which the portfolios of departmental result indicators (DRIs) for Fisheries and Oceans Canada (DFO) evolved over time. DRIs are separately tracked, including the number of DRIs added or removed internally, as well as those that were transferred between core responsibilities.

Factors were also created to determine the ability of DFO to specify and maintain a target value and date by which to achieve it. These were used to evaluate how consistent an organization was in setting a goal for itself and then maintaining it in future years.

Table C-1 expresses the qualitative factors used to determine the ability of the organization to produce results for its DRIs and meet the goals they had set for themselves.

Table C-1 Qualitative factors for departmental result indicators (DRI)

	Description
DRI active	This indicator tracks if a DRI was present in the organization’s departmental plan or results report for a given year.
DRI added to the portfolio	This indicator tracks if a DRI was new in the given year.
DRI removed from the portfolio	This indicator tracks if a DRI that had been present in the year prior was absent from the set of DRIs in the current year.
DRI has a target and date to complete specified	This indicator tracks whether or not an organization has specified both a target value and an achievement date for a given indicator.
DRI has a target and date to complete consistent with last observation	This indicator tracks if both the target value and date of achievement was consistent with what was specified in the fiscal year prior. Fiscal years in which a target and date to complete was first specified are considered to consistent from the perspective of this factor.
DRI has a target and date to complete inconsistent with the last observation	This indicator tracks if both the target value and achievement date was inconsistent with what was specified in the year prior.
DRI has some actual result within the last 5 fiscal years	This indicator tracks if the organization has published any actual results for the given indicator within the last five fiscal years. Five fiscal years was selected to allow for the lag that exists at the time of writing between the most recent departmental plan (2022-2023) and the most recent departmental results report (2020-2021) for the organization.
DRI has been achieved in the most recent observation	This indicator tracks if the organization has managed to achieve its stated target in the last observed actual result.

Source: Office of the Parliamentary Budget Officer.

Appendix D: Selected Programs

PBO undertook a similar qualitative and quantitative analysis at the program level. Table D-1 lists the programs with varying Fisheries and Oceans Canada (DFO) involvement selected for this review.

Table D-1 Core responsibilities linked to each program

Program	Core responsibility
Small Craft Harbours Program	Fisheries ¹¹
Oceans Protection Plan	Fisheries, Aquatic Ecosystems, Marine Navigation, Marine Operations and Response, Internal Services
Pacific Salmon Strategy Initiative	Fisheries, Aquatic Ecosystems

Source: Office of the Parliamentary Budget Officer.

Note: A core responsibility is linked to a program if the program appeared under that core responsibility least once in either departmental results or planning reports over the review period.

The Small Craft Harbours Program is in DFO’s portfolio and appears annually throughout the identified review period 2011-2012 to 2022-2023. Either directly or in co-operation with Harbour Authorities, DFO operates and maintains in good working condition a national network of harbours to support the operation of the commercial fishing industry. The program also facilitates cooperation on repair and restoration projects with local Harbour Authorities through public funding in small craft harbour infrastructure.

Announced in 2016 as a \$1.5 billion 5-year program, the Oceans Protection Plan was implemented in 2017-2018 supporting themes of marine safety, preserving and restoring marine ecosystems, and co-management with Indigenous communities.¹² DFO works in partnership with Transport Canada and Environment and Climate Change Canada to deliver this plan. In the Budget 2022, and an additional \$2.0 billion over nine fiscal years was allocated.¹³

DFO launched the Pacific Salmon Strategy Initiative in 2020-2021 to protect and restore Pacific wild salmon.¹⁴

Departmental plans and DRRs by DFO were examined. Information for these programs was also augmented from Information Request IR0648.¹⁵

Quantitative analysis

Expressed in Table D-2, the Small Craft Harbours Program experienced five occurrences where planned spending targets were missed, averaging an annual absolute difference of 54% (\$58 million). Reviewing results reports for the fiscal years in question, one occurrence was attributed to funding

announced in Budget 2018 to renew small craft harbours. Last evaluated in 2012-2013, the program is next scheduled for a thematic review in 2022-2023.¹⁶

The first year that spending authorities were available for the Oceans Protection Plan in 2017-2018, DFO indicated throughout the 2017-2018 DRR that spending was higher than planned due to additional funding for the Oceans Protection Plan.¹⁷ Thus far, planned spending targets for the plan itself were significantly missed three out of a possible four times, averaging an annual absolute difference of 22% (or \$44 million). A 2019-2020 departmental evaluation of the implementation of phase one of the plan identified information management/information technology (IM/IT) challenges of four Oceans Protection Plan data-intensive initiatives. It indicated that deviation of actual spending from plans to delays in project approvals or funding being carried over to the next fiscal year for procurement purposes.¹⁸

Table D-2 Number of significant differences and average absolute difference by program, from 2011-2012 to 2020-2021

	Spending		FTEs	
	Number of significant differences	Average absolute difference	Number of significant differences	Average absolute difference
Small Craft Harbours Program	5	54% \$58 million	1	15% 26 FTEs
Oceans Protection Plan	3	22% \$44 million	n/a	n/a
Pacific Salmon Strategy Initiative	n/a	n/a	n/a	n/a

Sources: Office of the Parliamentary Budget Officer, Fisheries and Oceans Canada.

It is still too early to assess the budgetary planning for the first fiscal year of the Pacific Salmon Strategy Initiative. Actual results for 2021-2022, the first planning cycle, are not yet available from DFO.

Human resource targets were missed significantly only once for Small Craft Harbours Program. PBO was unable to assess human resource planning at the program level for the two other programs as this information was not available. However, DFO did identify as early as in the 2016-2017 DRR that the Oceans Protection Plan contributed to variances between overall departmental actual and planned FTEs because of additional resources needed to support the implementation of the plan announced in November 2016.

Qualitative analysis

The number of active DRIs varies between the three selected programs. Table D-3 shows that the newer Oceans Protection Plan and the Pacific Salmon Strategy Initiative have a larger number of DRIs, with 19 and 54

respectively in the most recent year available, compared to nine for Small Craft Harbours Program.

All DRIs for each program have target and date to complete specified. Since 2017-2018 it is more common for target dates for DRIs to have a longer time horizon. This led to a lower rate of DRIs achieved early and a steady growth in the achievement as programs mature. Of the 54 DRIs for the Pacific Salmon Strategy Initiative provided by DFO, 50 have a target date in fiscal year 2025-2026, four fiscal years after the start of the initiative in 2021-2022.

Table D-3 Qualitative Factors

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
Small Craft Harbours Program												
Active DRI	4	6	3	3	3	3	4	7	8	8	n/a	n/a
DRI has a target and date to complete consistent with the last observation	-	4	2	3	3	3	3	2	7	8	n/a	n/a
DRI has been achieved in the most recent observation	3	5	2	3	2	2	2	5	7	8	n/a	n/a
Oceans Protection Plan												
Active DRI							6	15	19	19	n/a	n/a
DRI has a target and date to complete consistent with the last observation							-	6	15	19	n/a	n/a
DRI has been achieved in the most recent observation							0	9	12	15	n/a	n/a
Pacific Salmon Strategy Initiative												
Active DRI											54	54
DRI has a target and date to complete consistent with the last observation											-	n/a
DRI has been achieved in the most recent observation											n/a	n/a

Sources: Office of the Parliamentary Budget Officer, Fisheries and Oceans Canada

Note: Unique DRIs only. In some instances, DRIs appear more than once in a fiscal year. Departmental results reports for fiscal years 2021-2022 and 2022-2023 have not yet been published at the time of writing.

It is observed that not all DRIs in DFO’s portfolio appear in departmental reports or in government open datasets since 2018-2019. This is likely due to specific detailed targets set for each initiative that may not suited for reporting of DRIs at either the core responsibly or the general program level. Examples of this are found in the Small Craft Harbours Program and the Oceans Protection Plan where only one DRI from each program appear.

Notes

1. Standing Committee on Fisheries and Oceans, 44th Parliament 1st Session. *Minutes of Proceedings, Meeting 21, Committee Business*. Retrieved May 10, 2022. <https://www.ourcommons.ca/DocumentViewer/en/44-1/FOPO/meeting-21/minutes>
2. *Parliament of Canada Act, 79.2(1)(d)*. "During periods when Parliament is not dissolved, the Parliamentary Budget Officer shall, if requested to do so by a committee of the Senate or of the House of Commons, or a committee of both Houses, that is mandated to consider the estimates of the government, undertake research into and analysis of those estimates."
3. Fisheries and Oceans Canada: *Departmental Plan 2022-2023*. Retrieved May 17, 2022. <https://waves-vagues.dfo-mpo.gc.ca/Library/41037844.pdf>, page 61.
4. A DRI is defined as a factor or variable that provides a valid and reliable means to measure or describe progress on a departmental result.
5. Fisheries and Oceans Canada: *Departmental Plan 2018-2019*. Retrieved May 17, 2022. <https://waves-vagues.dfo-mpo.gc.ca/Library/40717525.pdf>, page 33.
Internal Services is a group of activities required to meet corporate obligations of an organization.
6. See note 5.
7. The Shore-Based Asset Readiness program ensures that the Canadian Coast Guard's non-fleet assets are available and reliable for delivery of Canadian Coast Guard programs. These non-fleet assets include both fixed and floating aids, such as visual aids (e.g. buoys); aural aids (e.g. fog horns); radar aids (e.g. reflectors and beacons); and long-range marine aids, such as the Differential Global Positioning System; as well as electronic communication, navigation systems, and over 300 radio towers. There were 441 FTEs above the 743 FTEs planned in 2017-2018.
Fisheries and Oceans Canada: *Departmental Results 2017-2018*. Retrieved May 17, 2022. <https://waves-vagues.dfo-mpo.gc.ca/Library/40739831.pdf>, pages 68 and 70.
8. Fisheries and Oceans Canada: *Departmental Results 2018-2019*. Retrieved May 17, 2022. <https://waves-vagues.dfo-mpo.gc.ca/Library/40847652.pdf>, pages 50 and 53.
9. For example, within DFO's portfolio DRIs measure the sustainability of Canadian fisheries and aquaculture using the percentage of aquaculture farms that are compliant with the *Fisheries Act* regulations; the safety of navigation in Canadian waters by measuring the rate of marine incidents compared to vessel movements; the capacity of Canada's civilian fleet to meet established service standards by measuring the percentage of operational days lost due to unplanned maintenance; and the

relationship with Indigenous people based on the number of agreements in place and the number of Indigenous people trained or employed through these agreements.

10. Compounding this issue, the 2021-2022 DRR has yet to be published at the time of this report's writing.
11. Prior to 2018-2019, this program was under the strategic outcome "Economically prosperous Maritime Sectors and Fisheries". The entire program remained together following the introduction of the Departmental Results Framework.
12. Prime Minister of Canada News Release, November 7, 2016. Retrieved June 14, 2022. <https://pm.gc.ca/en/news/news-releases/2016/11/07/prime-minister-canada-announces-national-oceans-protection-plan>
13. Government of Canada – *Budget 2022*. Retrieved June 14, 2022, from Department of Finance Canada: <https://budget.gc.ca/2022/pdf/budget-2022-en.pdf>, page 100.
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