



Canadian Food Inspection Agency
Corporate Business Plan

2003-2008

> > > > >



Canadian Food
Inspection Agency

Agence canadienne
d'inspection des aliments

Canada



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Corporate Business Plan

> > 2003-2008

- **Protecting Canadians from Preventable Health Risks**

- **Delivering a Fair and Effective Regulatory Regime**

- **Sustaining the Plant and Animal Resource Base**

- **Promoting the Security of Canada's Food Supply**

- **Providing Sound Agency Management**

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PART I

INTRODUCTION

As the Minister responsible for the Canadian Food Inspection Agency, I am proud to present the Agency's second Corporate Business Plan. The first time I presented a Corporate Business Plan for the CFIA, the Agency was a brand new creation, bringing together inspection services from four federal departments and pioneering the concept of a separate operating agency. Now, in 2003, the Agency is a well-established part of the Government of Canada.

Back in 1997, the CFIA had a lot of promise, but it is only possible to know what an organization is capable of when it is tested. Over the intervening years I have seen CFIA personnel deal with a variety of challenges and international crises that none of us could have foreseen. Most notable among these are the events of September 11, 2001, the outbreaks of bovine spongiform encephalopathy (BSE) and foot-and-mouth disease in the United Kingdom, the contamination of animal feed from Belgium with dioxins, and the infestations of the brown spruce longhorn beetle in Nova Scotia and of potato wart disease in Prince Edward Island. In fact, as this document was being prepared, the Agency launched an investigation into a finding of BSE in Canada. In the process of coping with these and many other challenges, the CFIA has advanced its reputation in Canada and abroad, and I and many others have come to appreciate the professionalism and dedication of the Agency's employees.

This Corporate Business Plan sets out the CFIA's priorities and plans for the next five years. The Agency's activities, in achieving the five main strategic goals outlined in the Plan, will support major Government of Canada priorities, including protecting public health, contributing to economic growth, protecting Canada's environment, contributing to public security, and promoting good governance. The importance of the CFIA for Canada and Canadians was recognized by Parliament in the 2003 Budget, in which the Agency was granted an increase in funds.

As a partner in the Agriculture Portfolio, the CFIA is also important in supporting Canada's Agricultural Policy Framework (APF). This major policy initiative, which is being developed with our provincial and territorial partners and industry, will promote our goal of maintaining Canada's excellent reputation for safe and high-quality agriculture and agri-food products. The CFIA's activities are especially important to the food safety and food quality elements of the APF, as we work to make Canada the world leader in food safety, innovation and environmental protection.

As we continue to move forward in the 21st century, I know that the CFIA will continue to play a vital role in protecting Canada and Canadians. I look forward to the successful implementation of the Agency's second Corporate Business Plan.



Lyle Vanclief
Minister of Agriculture and Agri-Food

As President of the Canadian Food Inspection Agency, I have come to appreciate and rely on the skills, knowledge and work ethic displayed by the more than 5,300 people who comprise the CFIA. The organization that was brought into being in 1997 has matured, and the CFIA's mandate to safeguard Canada's food supply, and the plants and animals on which safe and high-quality food depends, is more important than ever.

The world we are living in today has changed from that of just a few years ago, when the Agency was created. Security concerns dominate public attention in a way that no-one could have predicted in 1997. There has been a phenomenal increase in Canada's international trade, mainly with the United States, and to a greater or lesser extent with every part of the world. Although the globalization of trade and increased travel bring many benefits to Canadians, they also mean that we must be more vigilant than ever in protecting ourselves, as events in other parts of the world can easily threaten the safety and security of Canada's food supply.

The CFIA has dealt with many significant challenges in the past several years and will deal with many challenges in the years to come. Chief among the challenges we expect are an increasing demand for the Agency's services; the need to renew our workforce and enhance our scientific capacity; and the need to tighten security and prepare for emergencies.

The Corporate Business Plan for 2003-08 sets out our response to these challenges with five strategic goals: protecting Canadians from preventable health risks; delivering a fair and effective regulatory regime; sustaining the plant and animal resource base; promoting the security of Canada's food supply; and providing sound agency management. For the next five years, CFIA personnel will be working to achieve these goals, all of which support important priorities of the Government of Canada.

As we strive to meet our objectives, strong partnerships with other federal departments and provincial and territorial governments will be a key priority for the CFIA. We will continue to develop effective working relationships with these partners, in particular Health Canada, with whom we share federal responsibility for food safety.

This Corporate Business Plan was developed with input provided by Agency employees, industry and consumer stakeholders, and our federal, provincial and territorial partners. We have summarized the feedback received during these consultations in a brochure entitled "What We Heard," available on the CFIA Web site at www.inspection.gc.ca.

Looking to the future, I am confident that the CFIA will continue to serve the people of Canada well. I look forward to working with this excellent team to achieve the ambitious goals we have set for ourselves.



Richard B. Fadden
President

Created in 1997 by *The Canadian Food Inspection Agency Act*, the Canadian Food Inspection Agency (CFIA) is mandated to safeguard Canada's food supply and the plants and animals upon which safe and high-quality food depends.

In carrying out this mandate, the CFIA is committed to serving Canadians by providing protection from preventable health risks, delivering a fair and effective regulatory regime, sustaining the plant and animal resource base, and promoting the security of Canada's food supply.

Accordingly, the CFIA is the Government of Canada's key science-based regulator for the following:

- > **food safety***
- > **animal health**
- > **plant protection**

Key to the CFIA's success are three interrelated and integral factors—sound science, the delivery of effective inspection services and the fostering of strong partnerships.

Sound science

The basis of the CFIA's program design and delivery is sound science. The Agency relies on science as an essential component of its regulatory decision making. The specific kinds of science that the CFIA needs and uses to support its business lines includes laboratory science, risk assessment, surveillance, technology development and research. The Agency also undertakes analysis of scientific research data and information in order to provide scientific advice and identify emerging issues.

Effective inspection delivery

The CFIA is responsible for the administration and/or enforcement of 13 federal acts and their respective regulations. Through the delivery of inspection and other related services—ranging from product and establishment inspection to export certification and on-site safety

** In partnership with Health Canada*

CFIA's legislative authority:

- > **Agriculture and Agri-Food
Administrative Monetary
Penalties Act**
- > **Canada Agricultural
Products Act**
- > **Canadian Food Inspection
Agency Act**
- > **Consumer Packaging and
Labelling Act***
- > **Feeds Act**
- > **Fertilizers Act**
- > **Fish Inspection Act**
- > **Food and Drugs Act***
- > **Health of Animals Act**
- > **Meat Inspection Act**
- > **Plant Breeders' Rights Act**
- > **Plant Protection Act**
- > **Seeds Act**

* As it relates to food

assessments of foreign firms—the Agency verifies compliance with these laws. Critical to the effective delivery of the CFIA's mandate is the ongoing design and development of inspection-related tools and processes. This includes the continual review of regulations and policies and the implementation of new science-based inspection methodologies.

Strong partnerships

The CFIA delivers its mandate in many areas of shared jurisdiction and responsibility. Strong partnerships with other federal government departments, as well as provincial, territorial and municipal authorities are imperative to the Agency's success. All share responsibility for setting and/or enforcing standards that support the integrity of Canada's food safety, animal health and plant protection systems.

The CFIA's key federal partners include:

Health Canada
Agriculture and Agri-Food Canada
Department of Fisheries and Oceans Canada
Department of Natural Resources
**Department of Foreign Affairs and
International Trade**
Environment Canada
Canada Customs and Revenue Agency
**Office of Critical Infrastructure and
Emergency Preparedness**
Canadian Forestry Service
Canadian Grains Commission

Specifically in the area of food safety, Health Canada and the CFIA share unique and complementary roles and responsibilities. Health Canada is responsible for food safety policies, standards and regulations, while the CFIA is responsible for all food inspection and compliance activities, as well as the development of regulations and policies related to food labelling and compositional standards.

The scientific community is another of the CFIA's key partners, as the Agency regularly seeks input from scientific experts when developing regulations and policies. The CFIA also recognizes the critical importance of working closely with its broad range of stakeholders. These stakeholders include the Agency's regulated parties as well as associations representing consumers, public health, animal welfare and environmental interests.

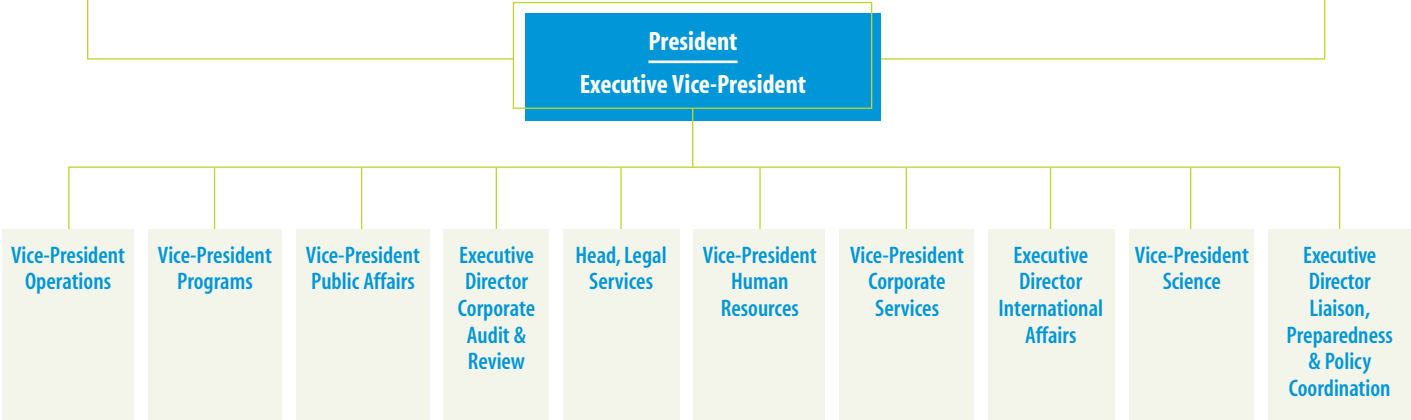
In an international context, the CFIA is a global player, striving to ensure that the international regulatory framework, as it relates to the Agency's mandate, is strong, coherent and science-based. In support of Canada's regulatory objectives, the CFIA leads or participates in the development of a number of international agreements, arrangements and standards.

Regulated sectors

To deliver its broad regulatory mandate, the CFIA enforces compliance with acts and regulations that promote both consumer protection and the oversight of food-, plant- or animal-based industries. Sectors regulated by the CFIA include agriculture, agri-food, fish, seafood, plant nursery and forestry. Products that may be subject to inspection or certification by the CFIA range from agricultural inputs, such as seeds, feeds and fertilizers to fresh foods—including meat, fish, eggs, dairy products, fruit and vegetables—and prepared and packaged foods. Those who benefit from the Agency's services include farmers, fishers, foresters, processors, distributors (importers and exporters) and—ultimately—all Canadian consumers.

Organizational structure

The CFIA is headed by a President, who reports to the Minister of Agriculture and Agri-Food. Each CFIA executive committee member is accountable for specific aspects of the Agency's policy, programming and administrative functions. The following organizational chart depicts the senior executive structure within the CFIA.

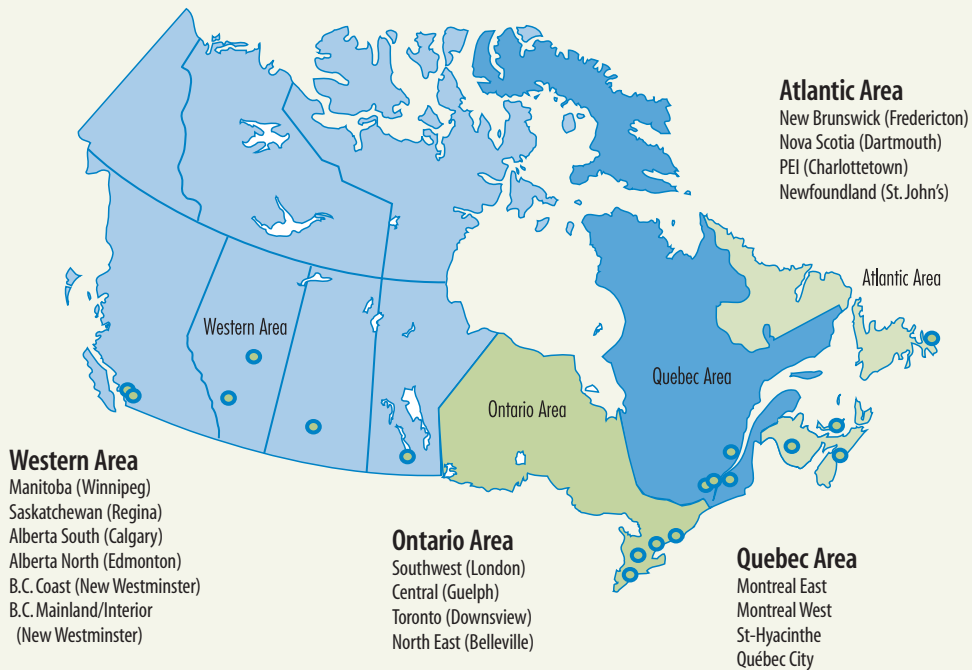


The CFIA's workforce

With more than 5,300 dedicated professionals working across Canada, the CFIA is Canada's largest science-based regulatory agency. CFIA personnel include highly trained inspectors, veterinarians, agrologists, biologists, chemists, administrative staff, computer system specialists, financial officers, communication experts, research scientists, laboratory technicians and managers.

With its headquarters in the National Capital Region, the CFIA is organized into four operational areas (Atlantic, Quebec, Ontario and Western) that are subdivided into 18 regional offices, 185 field offices (including border points of entry) and 408 offices in non-government establishments, such as processing facilities. The Agency also has 21 laboratories and research facilities that provide scientific advice, develop new technologies, provide testing services and conduct research.

Canadian Food Inspection Agency Area and Regional Offices



PART II

OPERATING ENVIRONMENT

2.1

Supporting Government Priorities

In carrying out its mandate to safeguard Canada's food supply, plants and animals, the Agency has established five strategic goals for 2003-2008. Each goal supports established Government of Canada priorities, providing key benefits for all Canadians:

Government of Canada Priority	CFIA Strategic Goal
Public Health	Protecting Canadians from preventable health risks
Economic Growth	Delivering a fair and effective regulatory regime
Environmental Protection	Sustaining the plant and animal resource base
Public Security	Promoting the security of Canada's food supply
Good Governance	Providing sound agency management

The activities planned by the CFIA to contribute to each of these priorities and goals, and the criteria by which the Agency will measure its success, are detailed in Part III of this plan.

In addition to many new initiatives, the CFIA's plan for the next five years includes the continuation or enhancement of several activities and programs that are already underway. With a solid foundation of achievement in promoting its strategic goals, the Agency will build on its success in all of these areas:

> **Protecting public health**

The CFIA contributes to the health of Canadians through programs and activities designed to identify and manage food safety risk, respond to food safety emergencies, carry out emergency food recalls and prevent the spread of animal diseases to humans. The CFIA also provides Canadians with food safety tips and guidance on how to safely handle, cook and store foods, which help contribute to a healthy lifestyle.

> **Contributing to economic growth**

The CFIA contributes to a sound economy by providing an effective regulatory regime for food, animals and plants. The integrity of the CFIA's regulatory programs, inspection and certification activities promote consumer and market confidence in the safety and quality of Canadian agricultural, forestry, fish, seafood and agri-food products, and underpins the two-way movement of goods across our borders.

> **Protecting Canada's environment**

CFIA programs contribute to a healthy environment and promote Canadian biodiversity by controlling invasive species, regulating agricultural products and protecting Canada's animal resources, crops and forests from regulated pests and diseases.

> **Contributing to public security**

The Agency's scientific expertise, extensive laboratory network and inspection capacity allow it to act rapidly and effectively in the event of a threat to public safety or agri-food security. In addition, the CFIA's ongoing surveillance and emergency planning activities allow it to anticipate and prepare for potential problems.

> **Regulating our borders**

At border crossings, airports and seaports, CFIA inspectors check cargo shipments from abroad—examining plants, animals, food and packaging materials. At airports, CFIA inspectors and detector dogs screen personal baggage for undeclared food, plants or animals that can harbour diseases or pests. Together with the Canada Customs and Revenue Agency, the Department of Foreign Affairs and International Trade, Citizenship and Immigration Canada and other federal agencies, the CFIA forms part of Canada's border defence team.

> **Promoting good governance**

The CFIA promotes good governance through effective service delivery, responsible spending, an enabling work environment and well-managed administration. The CFIA is also committed to openness and transparency, not only within the Agency, but with the Canadian public and other stakeholders as well.

2.3

The Challenges Ahead

The CFIA's plans and priorities are influenced by a number of challenges that could affect the future of food safety, animal health and plant protection in Canada. Issues such as increased global trade, major pest and disease outbreaks, evolving (and in some cases conflicting) science and changing societal values require strategic responses by governments and agri-food industries. The Agency addresses these challenges and strives to reduce risks as part of its overall planning process. Some key areas addressed by the CFIA's 2003-08 business plan are as follows:

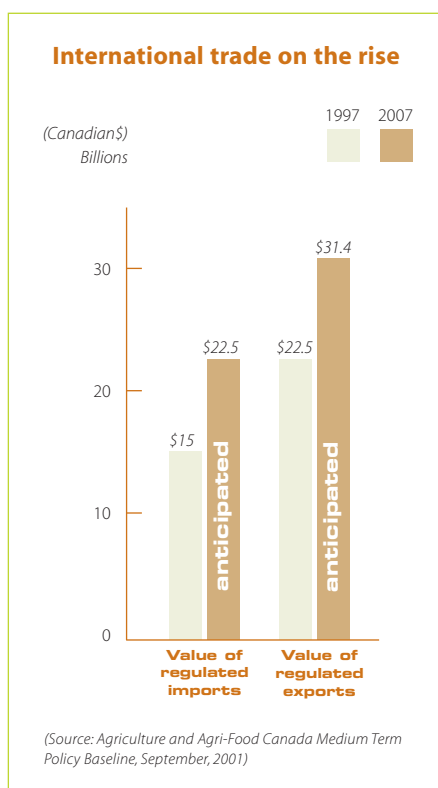
Increasing globalization of trade

To adapt and respond effectively to an increasingly global operating environment, the CFIA needs to protect Canada's interests beyond our borders. Over the next five years, the Agency will promote Canada's involvement and leadership by addressing the following issues on the world stage:

The rising volume of imports and exports

The volume and diversity of global trade in food, plant, and animal products are increasing. For Canadian companies, multilateral and bilateral trade negotiations are reducing and removing traditional trade barriers such as tariffs, quotas, and trade-distorting subsidies. Agreements such as the North American Free Trade Agreement (NAFTA) and the proposed Free Trade Area of the Americas are increasing the flow of goods, not only across the Canada-U.S. border, but throughout the hemisphere. As a result, in the period from 1997-2007, Agriculture and Agri-Food Canada anticipates a 40 percent increase in agri-food exports and a 38 percent increase in agri-food imports regulated by the CFIA.

While this trade has benefits for consumers and the economy, it also increases the risk that unsafe food, foreign pests or diseases might enter Canada through shipments of imported goods. Should hazardous products, pests or diseases enter the country, the health of



Canadians, the economy or our environment could be affected. A strong regulatory system that inspects and requires certification of goods entering Canada significantly reduces these risks.

Similarly, Canada's exports of food, animal and plant products are subject to the requirements of importing countries. As such, it is critical that the CFIA maintains its capacity to ensure that these products are regulated and certified free of certain diseases and pests.

International response to major regulatory incidents

Several high-profile international incidents in areas such as food safety and animal health have underscored the importance of effective regulatory systems and controls. Challenges to regulatory systems around the world have seen some countries come under pressure to introduce non-science-based and prescriptive regulatory measures that attempt to address past failures.

Evolution of science-based inspection strategies

As science evolves so does the CFIA's approach to promoting human, animal, and plant health and safety. The CFIA communicates regularly with other countries and international standard-setting bodies to negotiate appropriate inspection and program approaches. As the Agency moves forward with modernized inspection strategies it must continue to ensure that these approaches are science-based, effective, and acceptable to both Canadians and our trading partners.

Development of international frameworks and standards

International food safety, animal and plant health, and environmental rules and standards form the basis for the regulation of trans-boundary movement of products that may pose a risk to humans, animals, and plants. Increasingly, international standard-setting bodies are being called upon to develop standards, guidelines, and recommendations in non-traditional areas such as

environmental labelling, biotechnology, animal welfare, and geographic indicators.

The CFIA will continue to enforce compliance with the harmonized international regulatory framework and will continue to respond to incidents, threats, and opportunities so that Canadians can benefit from increasing global trade without risk to themselves, their environment, or Canada's reputation as a producer of high-quality products.



Increasing demands for CFIA services

While the volume and complexity of imported and exported products continue to increase the demand for CFIA inspection and certification services at the border, the growth of domestic industries produces similar demands within Canada. For example, production (sales) in the domestic food and beverage processing sector were \$52 billion in 1996, and are expected to grow to \$77 billion by 2005.¹

Consumer expectations regarding food safety and quality are also changing. For example, food labelling programs and policies must adapt to address consumers' concerns and needs for information in areas such as nutrient content and methods of production (e.g. organic, grain-fed). To address increased demands for agency services, the CFIA's strategic planning framework strives to ensure that resources are allocated to areas of highest risk.

¹ Source: Agriculture and Agri-Food Trade Service, "Toward the Next Century—Market Opportunities and Challenges."

Renewing our workforce

To cope with growing demands for CFIA services, the CFIA has increased staffing levels by 20 percent from 1997 to 2003. In addition, staffing needs will only increase as more than a quarter of CFIA scientific, professional and technical personnel will become eligible for retirement by 2008. While the CFIA has been successful in retaining its employees, with an average three-year retention rate of 86 percent, the Agency's forecasted five-year retirement eligibility of 25 percent in these key groups will continue to be a focus for recruitment and retention strategies.

This need is further compounded by the fact that, by the year 2010, the Canadian labour force will need to more than double the current number of science and technology workers to perform the level of research and development required for Canada to remain globally competitive.

Enhancing scientific capacity

The CFIA's networks of laboratories and scientific expertise are critical to the Agency's ability to regulate and adapt to new technologies, respond to emerging pathogens and pests, and assess the risks posed by foreign animal diseases or alien invasive species. The CFIA relies on sound science as a basis for its program and policy development. As a result, the CFIA must continue to invest in research, technology and tools that will support the delivery of its mandate.

Tightening security and preparing for emergencies

Prevention of the inadvertent or deliberate spread of food pathogens, toxic substances, pests and diseases that could pose a threat to human health, the agricultural production base, or our environment is of paramount importance to the CFIA. The Agency, in co-operation with other levels of government, must increase its level of emergency preparedness, exercise emergency plans and

procedures, and have programs in place to assist Canada in recovering from emergencies.

At the same time, mechanisms for co-operating with foreign regulatory counterparts in the new, security-focused era have acquired great importance. For example, with the United States, the shared border, large volume of trade, and similarities in regulatory systems call for working "smarter" to enhance border security while expediting two-way movement of low-risk goods.



PART III

CORPORATE STRATEGY

Over the next five years, the CFIA will continue to focus its efforts on a number of planned activities integral to meeting its mandate of safeguarding Canada's food supply, plants and animals. In doing so, the Agency will be guided by five strategic goals that respond directly to the risks and challenges in the CFIA's operating environment and support established Government of Canada priorities.

The following section details the activities that will contribute to the achievement of these goals and describes the criteria by which the Agency will measure its success. This overall corporate strategy will represent the foundation of the Agency's strategic planning for the next five years. On an annual basis, detailed plans that will further the achievement of these goals will be provided to Parliament through the Agency's *Report on Plans and Priorities* (RPP). The RPP will also serve as an annual update to the Corporate Business Plan by describing and explaining any significant changes in the Agency's operating environment, priorities or planned activities.

3.1

Protecting Canadians from Preventable Health Risks

The CFIA and many other federal organizations are working to improve the overall health of Canadians. The Agency's efforts to ensure safe food and healthy animals and plants ultimately contribute to this goal by providing the public with protection from preventable health risks.

Canadians are familiar with the types of health hazards associated with unsafe food. Food-borne pathogens, undeclared allergens, and possible chemical contaminants are some examples. The types of public health risks managed by the CFIA, however, go beyond those traditionally associated with food safety. Incidents such as the finding of bovine spongiform encephalopathy (BSE), or "mad cow" disease, in Canada in May 2003, the appearance of West Nile virus in North America, and the rise in antibiotic resistant bacteria have focused public attention on emerging human health concerns linked to the health of animals. While the CFIA's animal health programs have traditionally focused on the control of animal diseases in the domestic livestock population, they continue to evolve to address these and other emerging public health threats.



Individual choices concerning disease prevention, food safety and nutrition are also, of course, important contributors to a healthy lifestyle. In addition to its regulatory activities, the CFIA implements strategies to inform and educate the public, so that they can take reasonable steps to protect their own health and well-being.

Managing food safety risks

Food safety, as it contributes to public health, is the CFIA's top priority. Enhancing the safety of Canada's food supply protects the health of Canadians by preventing food-borne illness. It also contributes to a sustainable food supply and strengthens Canada's excellent national and international reputation for safe, quality products.

The CFIA develops and delivers programs and services designed to protect Canadians from preventable food safety hazards, to ensure that food safety emergencies are effectively managed, and that the public is aware of—

and contributes to—food safety. Primarily, this involves verifying that food manufacturers, importers and distributors comply with federal food safety regulations. The CFIA also undertakes activities to verify that food imports and exports meet domestic and international food safety requirements. In carrying out its food safety mandate, the CFIA works closely with Health Canada (the department responsible for food safety policy and standards) as well as provincial, territorial and municipal governments, and industry and consumer groups.

A science-based approach to food safety risk management

Food safety risks are diverse and complex. Hazards may be introduced at any stage, from production through to the processing, transportation, storage, retail or consumer levels. The Agency is committed to strengthening its processes to assess and manage risks in the food continuum, and make use of its food safety resources accordingly. To meet this objective, the CFIA has adopted, and will continue to promote, a science-based risk management approach to assessing and establishing food safety priorities.

For the CFIA, science-based risk management involves identifying, assessing and prioritizing food safety risks within a sector. It also entails the identification of appropriate risk management options, taking into account the level of industry control in the sector and opportunities for work-sharing arrangements with other regulators (i.e. the provinces and territories). The Agency's scientific expertise and partnerships with Health Canada—in areas such as risk assessment, surveillance, laboratory science and the development of science-based inspection strategies—are the foundation of this approach.

Recognizing that effective risk management will reduce overall food safety risks to Canadians, the CFIA will continue to promote and expand this approach across its food safety programs.



A harmonized approach to national agricultural policy

The Government of Canada and the provincial and territorial governments are working with the agriculture and agri-food industry, as well as interested Canadians, to develop an architecture for agricultural policy in the 21st century. By following a collaborative, harmonized approach to agricultural innovation, Canada can continue to be a world leader in food safety and environmentally responsible production.

To realize this vision, governments have agreed in principle on an action plan for an Agricultural Policy Framework (APF) composed of five elements: food safety and food quality, environment, science and innovation, renewal, and business risk management. In support of this initiative, the CFIA is committed to enhancing food safety and quality through regulatory consistency within Canada

and abroad, as well as by strengthening food safety systems along the food continuum—from recognition of on-farm food safety for producers to promotion of science-based risk management systems for industry.

On-farm food safety

The CFIA's work in protecting the safety of Canada's food supply begins on the farm. In support of the Government of Canada's APF, the CFIA is working with Agriculture and Agri-Food Canada, provincial governments and national producer organizations to develop and implement a recognition process for on-farm food safety programs. With the participation of the provinces and territories, the CFIA leads the process to provide official recognition of the technical soundness and administrative effectiveness of national on-farm food safety programs. Chicken farmers, dairy farmers and egg producers are only a few examples of sectors seeking recognition by the Agency.



Through initiatives such as the CFIA-led On-Farm Food Safety Recognition Program, governments and industry will continue to work together to strengthen food safety systems along the entire food continuum.

Taking hazard analysis and control principles beyond meat and fish

To maintain and enhance Canada's food safety system, industry and government stakeholders are continually incorporating new, science-based, food production and inspection technologies. Over the past decade, one of the most significant advancements in food safety has been industry's adoption of Hazard Analysis Critical Control Point (HACCP) principles. HACCP is a systematic and preventative approach designed to help processors meet food safety standards. Under HACCP, food processors implement process controls throughout production, preventing potential food safety hazards before they occur. Canada has been at the forefront of initiatives to develop and implement HACCP programs for various food commodities.

The CFIA actively promotes the development and implementation of HACCP systems in all of its regulated food sectors. To date, only federally registered fish and seafood processing establishments are required by regulation to have HACCP systems in place. Many other commodity sectors, including meat, poultry, processed fruit and vegetable, egg, hatchery, dairy, honey and maple syrup are voluntarily implementing HACCP principles in their establishments. For example, some 71 percent of federally registered meat establishments have completed or are in the process of implementing HACCP.

The CFIA is proposing a regulatory amendment to mandate HACCP-based systems in all federally registered meat and poultry establishments by 2004. Over the next five years, the Agency will, in consultation with stakeholders, explore the expansion of HACCP-based systems to other federally regulated food sectors.

The CFIA will continue to adapt its audit and inspection programs and procedures to support industry's adoption of HACCP systems. The Agency will also continue to refine existing HACCP-based inspection programs to improve their effectiveness. For example, the CFIA has introduced a Meat Inspection Reform Strategy that will focus on improvements to the Agency's slaughter inspection

programs. The CFIA will also work towards setting clear and measurable performance criteria in areas such as pathogen reduction. Together, these measures will enhance consumer protection and maintain Canada's reputation as a producer of safe and high-quality food products.

Taking a closer look at imported foods

Canada's diverse and multicultural population, along with changing food consumption trends, mean that Canadians are eating more imported food from a greater variety of sources than ever before. For the Agency, management of food safety risks associated with imported commodities presents challenges that differ from those associated with the regulation of domestically produced food. The CFIA has less control over foreign food production practices, and limitations in current legislation make it difficult for the Agency to identify, inspect or track certain imported commodities when they cross the border.

To address these and other import control challenges, the CFIA has developed a national policy on imports and a plan for implementation that will guide the integration of various import control systems, improve compliance and make enforcement actions more effective. As part of this overall strategy, the Agency will explore means to enhance current legislative and regulatory authorities, strengthen domestic border controls and promote equivalent control approaches in other countries. For example, the CFIA will work towards the introduction of licensing requirements for Canadian importers. The Agency will also actively promote the industry's adoption of risk-based Good Importing Practices. Finally, the CFIA will work, in collaboration with the Canada Customs and Revenue Agency and other federal agencies, towards the enhancement of high-risk targeting strategies for imported commodities. Overall, these approaches will emphasize importer responsibilities and enhance food safety by promoting modernized, effective import controls.

Keeping animal feed safe and healthy

Safe feeds are important to both animal and human health. International incidents of animal feed contamination, involving toxic substances such as dioxins or diseases

such as "mad cow" disease, have raised awareness of the risks to food safety and human health that may be introduced through the feed chain. As a result, the adequacy of regulatory controls for animal feeds and the processing of animal by-products (rendering) have come under increased scrutiny, both domestically and internationally.

The CFIA will work, in collaboration with the Canada Customs and Revenue Agency and other federal agencies, towards the enhancement of high-risk targeting strategies for imported commodities.

The CFIA is committed to strengthening the regulatory framework to address the safety of livestock feeds. To protect public health and enhance food safety, the CFIA, together with Health Canada and Agriculture and Agri-Food Canada, will explore the development of enhanced regulations for the processing of animal by-products, and for the feeding of animal-based feed to livestock. In addition, the CFIA will work with provincial and territorial governments to develop appropriate strategies for the disposal of dead stock, so that this material does not become a vector for the transmission of animal diseases nor pose an unacceptable risk to the environment.

The CFIA also works with regulated industries to manage the risks associated with the use of medications in feed for livestock. Scientists believe that improper use of antibiotics in animal feeds can contribute to antimicrobial resistance affecting both humans and animals. The CFIA will develop programs to increase its regulatory capacity and emphasize producer responsibilities in this area. For example, the CFIA will implement the *Regulations Respecting the Making of Medicated Feeds*. These regulations will require the licensing of every medicated feed manufacturer in Canada and will upgrade control measures throughout the industry. These mandatory controls will help to ensure that the levels of veterinary medications present in feeds are safe and accurate. A national registry of all licensed manufacturers, coupled with more stringent record keeping, will enable the CFIA to trace the ingredients of any manufactured feed to the farm or the feedlot. The end result will be safer, more effective animal health products and reduced risks to humans.



Protecting humans from animal-borne diseases

Animals, both domestic and wild, can transmit disease-causing agents to humans. Therefore, it is critically important that the Agency carry out timely and effective animal disease surveillance, testing and control activities. Several high-profile international incidents have underscored the importance of vigilance in this area. For example, the detection of new strains of rabies, the transmission of avian influenza to humans and the spread of West Nile virus clearly demonstrate the potential for diseases of animal origin to impact public health.

In May 2003, the CFIA launched an investigation into a finding of BSE in Canada. Following this investigation, the CFIA will undertake a review of its BSE prevention policies and measures with a view to strengthen even further, if necessary, the Agency's BSE controls.

The CFIA can most effectively protect Canadians from diseases such as these by enhancing animal disease surveillance and promoting early detection. Livestock producers, private veterinarians, CFIA inspectors and animal health experts form the first line of defence in this area. For this reason, the CFIA is also committed to strengthening partnerships within the animal health community to improve early detection and reporting of disease. The CFIA has also developed agreements with provincial agencies on the sharing of animal disease information. In the future, the CFIA will continue to develop data management systems to enhance disease intelligence, implement targeted surveillance programs, and co-operate with Health Canada in evaluating human health implications.



Finding the Links: Canadian Science Centre for Human and Animal Health

The Canadian Science Centre for Human and Animal Health, located in Winnipeg, is the first facility in the world to combine laboratories for both human and animal disease research. The facility, shared by CFIA and Health Canada Scientists, contains Canada's first Level 4 laboratory—the highest level of biocontainment. This state-of-the-art research and diagnostic capability allows scientists to collaborate and work safely with critical, highly infectious diseases affecting both humans and animals.

Strengthening partnerships in areas of shared responsibility

In Canada, the safety of the food supply is an area of shared jurisdiction and responsibility. Industry is responsible for the production, processing and sale of safe food in compliance with established standards. Consumers have the right to be informed and the responsibility to handle food properly. Governments, both federal and provincial/territorial, are responsible for setting and enforcing standards for health and safety. The CFIA will continue to work in partnership with provincial and territorial governments, industry, and consumers, as well as with other departments at the federal level to maintain the integrity of Canada's food safety, and animal health and plant protection systems.

In areas of shared jurisdiction, all parties need to coordinate their efforts in pursuit of common goals. To do so, the CFIA and its partners enter into agreements that set out a clear understanding of responsibilities and activities, negotiate collaborative working arrangements and participate in co-operative committees.

The CFIA will strengthen partnerships with provincial and territorial agencies by continuing to develop or enhance bilateral agreements that outline the roles, responsibilities and collaborative working arrangements agreed to by the partners. Bilateral agreements allow the CFIA to address the unique priorities and constraints of each individual jurisdiction. They also allow the Agency to develop collaborative approaches for specific food safety activities, such as food recalls.

The CFIA currently has various co-operative umbrella agreements in place with Alberta, Saskatchewan, Quebec, Ontario, Prince Edward Island, Nova Scotia, and the Northwest Territories. Over the next five years, the CFIA will work towards developing formalized agreements with the remaining provinces and territories.

As well, the CFIA will continue to support, and participate in, the various intergovernmental committees involved in food safety. Committees such as the Canadian Food Inspection System Implementation Group, the Federal/Provincial/Territorial Food Safety Policy Committee, and the Federal/Provincial/Territorial Agri-Food Inspection Committee serve as important vehicles for intergovernmental collaboration and co-operation in support of the Canadian food safety system.

The overlap in federal and provincial/territorial food safety legislation and responsibilities means that coordination is essential to ensure appropriate coverage of various food sectors and products across Canada. One specific area of concern for the CFIA is the "non-registered" food sector. This sector includes all food manufacturing and distribution establishments that are not subject to federal or provincial/territorial registration requirements.

The sector includes establishments that produce or distribute a wide variety of products, such as cereals, baked goods, soft drinks and candy, and is estimated to account for approximately 60 percent of all consumer retail food spending. Recognizing the significance of this



sector, and in support of integrated risk management approaches with its partners, the CFIA plans to review its activities in this area. The Agency will also collaborate with federal and provincial/territorial partners to develop and implement strategies to assess and mitigate risks in the non-registered sector.

Getting the word out

The CFIA has a responsibility to provide information to Canadians so they can take reasonable steps to protect themselves from preventable public health risks. Over the past five years, the CFIA has developed processes and communications vehicles to inform the public and stakeholders of potential risks and of ways they can contribute to the safety of Canada's food supply.

In the next five years, the CFIA will work with these established tools to keep consumers and stakeholders informed. For example, the Agency will continue to issue public food recall warnings, allergy alerts, fact sheets on safe food handling and public notices informing of plant protection and animal health issues. The CFIA will also continue to maintain up-to-date Web site information and e-mail notification services, allowing the public to receive updates on a variety of topics. The Agency will participate in the development of government-wide Internet portals to improve public access to Agency information. The CFIA will continue to participate at select fairs and exhibits to relay its key messages across the country.

The CFIA plans to expand food safety outreach activities to communicate its public health messages to more of the Canadian public. Where possible, the CFIA will partner with Agriculture and Agri-Food Canada, Health Canada, and other departments and agencies on these initiatives. The CFIA will also continue to support the Canadian Partnership for Consumer Food Safety Education and its goals of enhancing public awareness of safe food handling and preparation practices.

Goal: Protection from Preventable Public Health Risks

Strategic objectives	Planned activities	Measures of success
Managing food safety risks	<ul style="list-style-type: none"> > Continuing to verify compliance with federal food safety laws > Continuing to effectively manage food safety emergencies and incidents > Expanding science-based risk-management approach to establish and address food safety priorities > Partnering with AAFC and others to support the regulatory aspects of Canada's Agricultural Policy Framework through initiatives such as the On-Farm Food Safety Recognition Program > Continuing to refine inspection programs to support food industry's adoption of science-based risk management practices > Expanding and implementing integrated import control policy > Implementing control measures in partnership with AAFC and HC to enhance safety of livestock feeds 	<ul style="list-style-type: none"> > Overall food safety risks to Canadians are reduced as potential hazards are identified, assessed and managed throughout the food chain. > Improved rates of compliance for food products and federally registered establishments. > Increased numbers of federally registered establishments with fully implemented, science-based, risk-management programs. > Implementation of modernized import control measures. > Animal feeds are prevented from transmitting disease or contaminants to humans. > Canada's reputation as a producer of safe and high-quality food products is maintained.
Controlling the transmission of animal diseases to humans	<ul style="list-style-type: none"> > Carrying out timely, targeted and effective animal disease surveillance and testing for early detection and control > Strengthening partnerships within animal health community to improve reporting and sharing of animal disease information > Developing data management systems to enhance intelligence 	<ul style="list-style-type: none"> > The future impact of animal diseases transmissible to humans is minimized through early detection and swift action.

Strategic objectives**Planned activities****Measures of success****Strengthening partnerships**

- > Continuing to work with provincial/territorial governments towards a harmonized food inspection system
- > Formalizing bilateral agreements with all provinces and territories
- > Developing and implementing strategies, in collaboration with federal and provincial/territorial partners to reduce risks in areas of shared jurisdiction (i.e. non-registered sector)

- > Formalized umbrella agreements respecting roles, responsibilities and collaborative working arrangements finalized with all provinces and territories by 2008.

Building consumer awareness

- > Continuing to provide timely, accessible and accurate public health-risk information
- > Participating in the development of government-wide Internet portals to improve public information access
- > Increasing public outreach through partnerships with AAFC, HC and other departments and agencies

- > Canadians have increased awareness of, and easy access to, information provided by the CFIA so that they can take reasonable steps to protect themselves from preventable health risks.

3.2

Delivering a Fair and Effective Regulatory Regime

A fair regulatory regime enforces the same standard of compliance for all groups participating in the system. An effective regulatory regime is one that contributes to the desired outcomes and provides enduring benefits for Canadians.

The CFIA's efforts to provide a fair and effective regulatory regime for food, animals and plants contribute to the economic growth of Canada. These efforts include regulating trade, protecting consumers from unfair practices, and building a high level of consumer and market confidence in the safety and quality of Canadian products.

Regulating smarter is one of the CFIA's main priorities. As one of Canada's largest regulatory agencies, the Agency will be a major player in the federal government's overall Smart Regulation Strategy, where departments and agencies seek ways to use the regulatory framework to contribute to innovation and economic growth. The CFIA will strive to reduce the administrative burden on regulated industries wherever possible, without compromising the Agency's core mandate to promote health, safety and security.

The CFIA's solid reputation as a science-based regulator allows the Agency to make a significant contribution to facilitating trade in food, animals and plants. The CFIA will also promote science-based regulation in other countries through its participation in international regulatory fora.

Regulating food, animals and plants

An effective regulatory regime for food, animals and plants contributes to a competitive marketplace that affords consumers access to a wide selection of affordable, high-quality products. It also helps to ensure that Canadian products have access to foreign markets, thereby stimulating growth in international trade and promoting sustainable industries.



The CFIA monitors food, animal and plant commodities for safety relative to human health and the environment, and certifies that Canadian exports meet importing countries' standards. In addition, the CFIA inspects and regulates agricultural inputs, such as seeds, feeds and fertilizers, to confirm their efficacy and quality, as well as to verify that they are labelled for proper representation in the marketplace. The Agency also grants intellectual property rights to plant breeders for their new varieties and oversees the Canadian Seeds Institute's administration of seed establishments, importers, graders and laboratories. All of these activities enable Canadians to do business because Canada's regulatory authority is reliable, credible and trusted by other trading nations.

The CFIA will strive to reduce the administrative burden on regulated industries wherever possible, without compromising the Agency's core mandate to promote health, safety and security.

To strengthen and enhance its regulatory role, the CFIA will work to modernize its registration, permit and certification systems by improving the quality of regulatory information provided to industry and other users,

improving Agency response times, and redesigning systems to make use of new technologies. Also, standards by which commodities are assessed will be kept current with industry practices, emerging science and government priorities.

Promoting Smart Regulation

In Canada, a strong system of regulatory governance has traditionally been the foundation for effective regulation. The federal government's Smart Regulation Strategy is an initiative in which departments and agencies seek ways to use the regulatory framework to contribute to health, sustainability, innovation and economic growth while, at the same time, reducing the regulatory burden on business. As one of Canada's largest regulatory agencies, the CFIA has a significant role to play in this strategy. The CFIA will explore improvements to its current regulatory framework by considering different approaches to regulation. The Agency will also investigate opportunities to reduce the administrative burden on regulated parties through streamlined operations, harmonized regulations and "single-window" approaches for Agency services.

A modernized regulatory framework

When the CFIA was created in 1997, the development of a modernized legislative base was one of its top priorities. Currently, the CFIA is responsible for 13 acts and more than 32 sets of regulations spanning the food continuum. Given that many of these acts were developed decades ago, the CFIA needs to update them to respond to emerging issues.

Protection of Canada's food supply, animal health and plant health depends on effective and efficient enforcement provisions. The CFIA intends to pursue measures that would result in legislation to modernize and consolidate existing statutes. Modernizing existing legislation will allow the CFIA to proceed to the next step, which will be to review its regulatory base and propose new regulations where required.



Ensuring regulatory consistency

The CFIA's inspection programs are applied to thousands of commodities across Canada, and those inspections must be delivered at a consistently high standard and in a manner that is fair to all. For example, fish inspections in Newfoundland and Labrador must be done to the same standard as inspections in British Columbia. The criteria for regulatory decision making must also be transparent and uniformly applied across the country.

To meet these objectives, the CFIA plans to examine and, where necessary, modify programs to ensure consistency. In addition, the CFIA has embarked on a comprehensive review of the consistency of its program delivery. To maintain high program delivery standards, the CFIA will focus on staff training and the implementation of an agency-wide quality assurance strategy. The goal of this approach is to ensure that Canadian domestic products conform to the same rigorous standards, regardless of where they are produced.

A proactive approach to dispute resolution

When the CFIA enforces regulations, disputes may arise between the Agency and its regulated parties or those with whom the Agency has contractual obligations. The CFIA has established a Dispute Resolution Service to foster a positive policy and operating framework to prevent or resolve disputes. The Treasury Board of Canada Secretariat and the Auditor General have encouraged the Agency to incorporate a dispute resolution approach as an integral part of the Agency's current and future obligations.

The continued application of dispute resolution principles and practices will help the CFIA to implement the most efficient and cost-effective approach to resolving conflict and will provide transparent and simplified processes for all parties, both domestic and international. The CFIA will continue to manage active litigation effectively and train CFIA employees to proactively prevent or resolve difficult and complex issues. All Canadians will benefit from a reduction in the time and cost required to resolve conflicts through litigation.

Protecting consumers from unfair practices

To make informed food choices, Canadians rely on the accuracy and truthfulness of product information. Misrepresentation of a food's composition, quantity or nutritional value misleads Canadians as to the quality and safety of the foods they purchase and could result in unfair competition for industry.

Representing Canada on global issues

The CFIA works with several other nations to remain at the forefront of scientific developments and to promote sound science-based decisions and policies at the global level. These activities enhance Canada's economy by underpinning Canada's reputation as a supplier of safe, high-quality products throughout the world.

The CFIA will continue to make a significant contribution to the development of international rules and standards through its negotiations at the scientific and technical levels. In this way, all Canadians will benefit from safe food, healthy plants and animals, and a protected environment through predictable, transparent, and non-discriminatory rules.

In 2004, the CFIA will participate in the second Global Forum for Food Safety Regulators at which regulators from around the world will focus on how governments can assure the safety of the world's food supply.

The CFIA will continue to lead Canada's participation in international regulatory fora such as:

- > International Plant Protection Convention
- > Office International des Épizooties (the international organization for animal health)
- > World Trade Organization and NAFTA sanitary and phytosanitary committees

The Agency will co-lead, with Health Canada, Canada's participation in:

- > Codex Alimentarius Commission (the international organization for developing food standards, guidelines and related texts)

The Agency will, pursuant to its mandate, actively participate in a variety of other international fora or respond to agreements such as:

- > Asia-Pacific Economic Co-operation
- > Organisation for Economic Co-operation and Development
- > Cartagena Protocol on Biosafety
- > United Nations Environment Program Convention on Biological Diversity

Through these venues the CFIA will participate in the development of international standards by advancing positions that further Canada's objectives. Working with its partners, the CFIA will ensure that the rules and standards that comprise the international regulatory framework develop in a coherent, effective, science-based and transparent manner.



The CFIA will continue to protect consumers and industry from unfair market practices by setting and enforcing standards related to the accuracy of product information appearing on both domestic and imported products. For example, the CFIA will continue to confirm that food components which may cause allergic reactions are appropriately identified on food labels. Further, inspectors will target high-risk products and establishments, analyze food products, and inspect and audit industry control systems. If deceptive practices are found (such as substituting cheaper oils for olive oil, or adulterating ground beef with other meats) or misleading claims are made, the CFIA will investigate and, when appropriate, prosecute offenders.

To enhance public awareness of issues related to product misrepresentation, the Agency will also conduct consumer and industry food composition and labelling seminars.

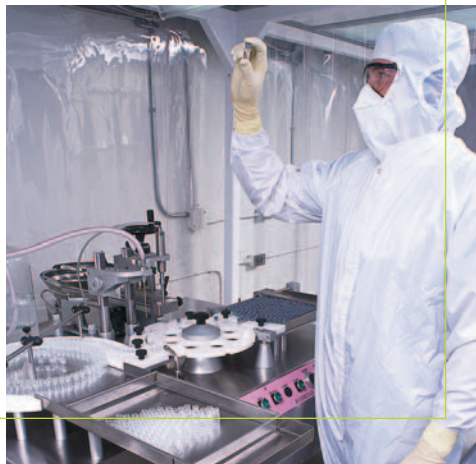
Within the CFIA, personnel will receive training regarding new regulatory requirements and inspection procedures. The CFIA will continue to coordinate efforts with its partners, such as provincial, territorial and municipal inspection agencies, to increase the effectiveness of these approaches.

Promoting sound science

As Canada's largest science-based regulatory agency, the CFIA relies on sound science as the basis of its program design and regulatory decision making. A strong, coherent link between the CFIA's internal, mandate-driven science and the Government of Canada's overall science agenda will help to enhance science innovation and excellence within the Agency and across government.

To maintain and strengthen this link, the CFIA works with the 21 science-based departments and agencies (SBDAs) within the federal science and technology community. As part of the SBDA community, the Agency is participating in the development of a common vision and implementation plan to address science and innovation within the federal government. The identified areas for extensive review and development are vision, horizontal governance and management; human resource management; excellence; and knowledge management and communications.

Federal science initiatives emphasize skills, learning and research. Accordingly, the CFIA will upgrade its tools and technology to support science activities in areas such as testing, surveillance, inspection, regulation, technology development and research. Recruitment and training will also be important components of the Agency's strategy. The CFIA will continue to build its science base and capacity to meet its own needs, while at the same time contributing to the Government of Canada's overall science objectives.



Goal: A Fair and Effective Regulatory Regime

Strategic objectives	Planned activities	Measures of success
An effective regulatory regime for food, animals and plants	<ul style="list-style-type: none"> > Continuing to verify compliance with domestic and international regulatory requirements > Modernizing regulatory systems (e.g. registration, permit, certification) > Updating product standards, as required 	<ul style="list-style-type: none"> > Products meet domestic requirements and have access to foreign markets. > Canada's reputation as a producer of safe and high-quality products is maintained.
Smart regulation	<ul style="list-style-type: none"> > Exploring alternative approaches to regulation > Investigating opportunities to reduce administrative burden on regulated parties > Proposing legislation to modernize and consolidate existing statutes 	<ul style="list-style-type: none"> > Modernized enforcement provisions to protect the safety and security of Canada's food supply, plants and animals. > Improvements to the regulatory framework, in support of the federal government's Smart Regulation Strategy.
A fair and consistent regulatory approach	<ul style="list-style-type: none"> > Reviewing consistency of program design and delivery > Implementing an Agency-wide quality assurance strategy > Fostering an efficient and cost-effective dispute resolution approach 	<ul style="list-style-type: none"> > Products conform to the same rigorous standards, due to fair and consistent service delivery and uniform criteria for decision making. > The financial and time costs of dispute resolution are reduced.

Strategic objectives**Planned activities****Measures of success****Protecting consumers from unfair practices**

- > Continuing to set and enforce standards for product information accuracy
- > Targeting high-risk products and establishments
- > Enhancing consumer and industry awareness of product misrepresentation issues

- > Improved industry compliance and a reduction in the number of trade and consumer complaints.

An improved science-based international regulatory framework

- > Leading Canada's participation in several international regulatory fora
- > Participating in development of international standards

- > The rules and standards that comprise the international regulatory framework develop in a coherent, effective, science-based and transparent manner.

Sound science

- > Upgrading tools and technology
- > Continuing to build science base through recruitment and training

- > The CFIA maintains the scientific capacity necessary to fulfill both the Agency's science mandate and to contribute to the Government of Canada's overall science agenda.

3.3

Sustaining the Plant and Animal Resource Base

A clean and healthy environment is highly valued by Canadians and is essential for Canada's social and economic well-being. Many federal organizations work to improve the quality of Canada's environment through programs and initiatives that promote a pollution-free environment, sound environmental decisions, biodiversity and sustainable natural resources. The CFIA's key strategic outcome in this area is the promotion of a sustainable plant and animal resource base. For the Agency, this entails protecting Canada's livestock, crops and forests from regulated pests and diseases. It also means preventing the entry or controlling the spread of invasive species that can displace native species and cause significant harm to agriculture or forestry.



Protection of the Canadian environment is a principle that underlies all Agency programs and decision making. Through its regulatory activities, the CFIA will continue to support broader, government-wide initiatives to control toxic substances in the environment, improve air and water quality and conserve Canadian biodiversity.

Contributing to environmental protection

The CFIA's food safety, animal feed and fertilizer programs are all designed to address the regulation of toxic substances such as dioxins, heavy metals or pesticides that may affect human health or cause harm to the environment. The CFIA will continue to conduct monitoring programs for toxic substances in these areas and will work with Health Canada to develop additional standards as appropriate. In addition, the CFIA will continue to consult with Environment Canada to help ensure a consistent, Government of Canada approach to the regulation of toxic substances that may affect the environment.

The CFIA is responsible for developing policies and strategies for the prevention and control of livestock diseases as well as for the effective disposal of dead stock. Recognizing that the disposal of a large number of animals for the purpose of disease eradication can have significant implications for public health and the environment, the CFIA will continue to work toward the development of disposal alternatives that will minimize potential negative impacts.

Controlling plant pest outbreaks

Canada's plant resource base is critical to the environment and to the economy. For example, agricultural crop receipts alone average over \$13 billion annually.² When an invasive pest such as potato wart virus or brown spruce longhorn beetle damages the plant resource base, the cost to Canadians of controlling the outbreak can be prohibitive. The CFIA's long-term goals are to limit and reduce control costs, reduce crop damage, and protect the environment by preventing the introduction and controlling the spread of pests.

The CFIA will continue to protect Canada's agriculture and forestry sectors by preventing foreign plant pests from entering Canada. Key activities will include inspecting

high-risk imported plants and plant products, refining risk analysis and plant pest early warning systems, shifting risk mitigation to the country of origin, and developing an import control tracking system to assist in import control.

The CFIA will also continue to control the spread of quarantine pests by conducting surveys, implementing movement control and eradication activities, promoting more quality management systems by industry and audit by government, maintaining an effective emergency response system, and fostering communications and co-operation among partners.



Preventing diseases in livestock

The animal livestock sector contributes approximately \$17.9 billion annually in Canada.³ The protection of Canada's animal resource base is integral to food safety, public health, environmental sustainability and maintaining national and international confidence in Canadian agriculture and agri-food products.

The CFIA recognizes that the impact of a major animal disease outbreak in Canada could be devastating. For example, the potential cost of a foot-and-mouth disease outbreak in Canada is estimated at \$30 billion (based on

² *Provincial Farm Income Forecast for 2002 and 2003, Farm Income and Program Analysis Section, Agriculture and Agri-Food Canada, November 2002.*

³ *Ibid.*

the costs to the United Kingdom in 2000), taking into account costs such as slaughter, disposal, decontamination of farms, compensation for destroyed animals, loss of local and international trade, and loss of tourism.

To help ensure that Canada's livestock and food chain remain secure, the CFIA will continue to implement numerous measures, such as those outlined below, to prevent animal diseases from entering Canada and to control the spread of animal diseases within Canada.

Minimizing disease transmission between wildlife and livestock

Some of the more serious diseases that threaten Canada's domestic animals have wildlife reservoirs or may be transmitted to wildlife. Although the responsibility for the management of wildlife diseases rests primarily with Environment Canada and various provincial wildlife services, the CFIA plays an important role in managing the wildlife-livestock interface. The CFIA will continue to co-operate with wildlife agencies to minimize the potential exposure of wildlife to diseases of farmed species. For example, chronic wasting disease is present in farmed cervids (such as deer and elk) in some parts of the country and poses a potential threat to wildlife. The CFIA will continue to address this threat through disease identification and control efforts. Similarly, management and surveillance programs are in place to separate livestock from wildlife that have tuberculosis or brucellosis.

The CFIA will also continue to investigate suspected cases of rabies and perform diagnostic testing through its laboratory services. The CFIA has a world reference laboratory for rabies and continues to provide assistance to provincial ministries in their wildlife vaccination efforts.

In the event of a foreign animal disease incursion, such as foot-and-mouth disease in Canada, the CFIA will undertake activities to eradicate the disease from livestock. In addition, the Agency may need to control a wildlife reservoir of the virus. The CFIA's National Centre for Foreign Animal Disease in Winnipeg is conducting

research on the susceptibility of native wildlife species to strains of foot-and-mouth disease. In addition, the CFIA will provide wildlife epidemiology training to Agency and provincial veterinary inspection staff, as well as to biologists from the wildlife agencies, with a focus on reportable diseases that could be transmitted to wildlife.



Investments in animal identification and disease surveillance

In the context of animal health and food security, livestock identification in Canada and internationally is evolving at a rapid pace. The CFIA will continue to invest in the development of animal identification systems for all livestock species. New technologies and the application of innovative systems will enhance the Agency's capacity to track diseases and to trace animals and their products from farm to fork. These enhancements are also being applied in the food producing industry and are aimed at increasing consumer confidence and addressing concerns ranging from animal diseases to genetic modification.

For example, livestock sectors have already introduced a national identification system for cattle and are prepared to move others forward. Currently, swine and horse sectors are collaborating with the CFIA in the development of animal identification and disease traceability approaches. A similar initiative is already well underway for the sheep sector, with proposed regulations coming into effect in January 2004.

The Agency's ability to promote and integrate these systems nationally will enhance emergency preparedness and response measures and minimize the potential impacts of an animal disease outbreak on domestic livestock sectors.

Conserving Canadian biodiversity

Plants, animals, insects and other organisms native to Canada co-exist in a balanced environmental system. Species not native to the Canadian ecosystem can upset this balance, damage crops and forests, displace native species and undermine the reputable plant health status of Canada that forms the basis for trade of our agricultural and forestry products.

To prevent new invasive species from affecting Canada's biodiversity, the import of plants and animals into Canada is strictly regulated by the CFIA. Through targeted inspections of high-risk imported products or routine border controls, CFIA inspectors check shipments that may be carriers of such species.

The CFIA is co-operating with Environment Canada; Natural Resources Canada-Canadian Forest Service; Agriculture and Agri-Food Canada; and other federal departments, provincial and territorial governments, and appropriate partners to develop a national plan to more effectively deal with invasive species affecting Canada's natural environment.

Assessing agricultural products

The Agency assesses the environmental safety of agricultural products prior to authorizing their release into the environment. All products new to the Canadian environment, such as plants with novel traits (produced through traditional plant breeding or biotechnology), novel supplements (fertilizer), novel livestock feeds and novel veterinary biologics must be authorized by the CFIA for release into the environment. The CFIA evaluates these products to assess their potential impact on the environment as well as on agricultural systems. For example, the plant industry is developing second-generation biotechnology products and modifying plants for the production of pharmaceuticals. This activity is expected to become more widespread as technology advances. The CFIA will keep pace with these developments by implementing regulatory policies to deal with second-generation biotechnology products, with a focus on protecting the Canadian environment.

Further advances in transgenics may soon produce markets for animals with novel traits. The CFIA must, in partnership with Health Canada and Environment Canada, continue to develop the regulatory framework for animals with novel traits so that animal health, food safety and the environment are not at risk.

Goal: A Sustainable Plant and Animal Resource Base

Strategic objectives	Planned activities	Measures of success
Contributing to environmental protection	<ul style="list-style-type: none"> > Continuing to monitor for toxins in food, animal feed and fertilizers > Developing disposal alternatives for dead farm animals 	<ul style="list-style-type: none"> > The introduction of toxins into Canada's environment through agriculture is reduced.
Protecting crops and forests	<ul style="list-style-type: none"> > Continuing to inspect high-risk imported plants and plant products for pests > Refining risk analysis and early warning systems > Shifting risk mitigation to countries of origin > Developing an import control tracking system > Continuing surveillance, movement control and eradication of quarantine pests 	<ul style="list-style-type: none"> > Control costs, crop damage and environmental impact of plant pests in Canada are limited and reduced.
Protecting livestock	<ul style="list-style-type: none"> > Continuing to prevent entry or spread of regulated diseases > Co-operating with wildlife agencies to control disease transmission between domestic and wild animals > Enhancing Agency capacity to track diseases and trace animals 	<ul style="list-style-type: none"> > Canada's livestock, natural environment and food chain remain secure from significant animal disease threats.

Strategic objectives

Planned activities

Measures of success

**Conserving
Canadian
biodiversity**

- > Continuing to regulate importation of foreign plants and animals
- > Continuing to co-operate with partners towards a national plan for control of invasive species

- > The introduction of harmful or invasive species which may impact Canada's agricultural systems or forests is strictly controlled.

**Assessing
agricultural
products**

- > Continuing to assess environmental safety of agricultural products (i.e. feeds and fertilizers)
- > Continuing to assess impact of plants with novel traits; preparing to assess animals with novel traits

- > The release of novel agricultural products into the environment is controlled.

3.4

Promoting the Security of Canada's Food Supply

Emergency preparedness, along with response systems and strategies to protect the security of Canada's food supply, has always been integral to the delivery of the CFIA's mandate. In fact, some federal systems for animal disease control, pest eradication and food safety have been in place for over half a century. As issues surrounding Canada's public safety and security have become increasingly timely and critical, the Agency has adjusted its priorities to meet these new challenges. Over the next five years, the Agency plans to further enhance its emergency preparedness and response strategies with an emphasis on means to better anticipate and prepare for emergencies. Emerging issues for the CFIA include protection of Canada's food supply and agricultural systems from potential terrorist attacks and maintaining the flow of trade at the Canada–U.S. border. The Agency's objective, as always, is to facilitate the legitimate trade of food products, plants and animals while protecting the public interest in safety and security.

The Agency's capacity to act rapidly and effectively in the event of a food safety emergency or a threat to agricultural biosecurity allow it to be a key contributor to the Government of Canada's public security and anti-terrorism initiatives. This capacity is based on the Agency's scientific expertise, extensive laboratory networks and inspection presence at airports, seaports and land borders. It is also based on the CFIA's ongoing surveillance and emergency preparedness activities, which allow the Agency to anticipate and prepare for potential problems before they occur.

Enhancing public security is not something that governments do alone. For this reason, the CFIA will continue to build co-operative relationships with other regulators, industry and consumers to maintain vigilance and address new threats.

Enhanced surveillance and early detection

Ongoing surveillance and information sharing allows the Agency to anticipate potential threats and prepare accordingly. The CFIA's surveillance and detection activities protect plants, animals, and humans and help maintain

Canada's export markets by proactively detecting and addressing emerging pests and diseases. Over the next five years, the CFIA is committed to enhancing its current surveillance activities through the introduction of animal identification and traceability programs and new programs related to zoning geographical regions according to disease status. The CFIA also plans to implement additional surveys for diseases, animal and plant pests.

The current Plant Health Early Warning System and the Animal Health Surveillance Network provide critical and timely information to CFIA program managers. This frontline defence will continue with the goal of supporting Agency decision making and emergency preparedness. The Agency's success will be seen in its ability to curtail the entry of foreign pests and diseases or, if they do gain entry, by the Agency's effectiveness in implementing timely and appropriate emergency response plans.

In 1992, the CFIA implemented a national BSE surveillance program. Under this program, the number of animals tested for BSE is double the current international standard set by the Office International des Epizooties. In light of the finding of BSE in Canada in May 2003, the CFIA plans to review and, if necessary, enhance the current surveillance program.

The CFIA will also continue to use scientific risk assessments as a tool to address emerging threats. The Agency's goal is to ensure that risk assessments are timely, complete and defensible. They must provide CFIA managers with a basis for scientifically sound and transparent regulatory decision making and policy development.

Enhancing laboratory readiness

The CFIA's network of 21 laboratories provides laboratory testing services, research, methods development and scientific advice in support of food safety, animal health and plant protection. In addition, the CFIA's extensive diagnostic capabilities and scientific expertise allow the Agency to be a key contributor to the federal government's



efforts to strengthen Canada's preparedness for, and response to, potential terrorist threats. Specifically, Agency expertise and resources will be used to address chemical or biological threats to humans which may occur through the deliberate contamination of the environment, or food or water supplies. They will also be used to address threats to Canada's agri-food system—and the economy—which may occur through the deliberate introduction of significant plant pests or foreign animal diseases.

The CFIA recognizes that maintaining and enhancing its laboratory infrastructure, expertise and capacity are critical to both the delivery of the Agency's mandate and in meeting Government of Canada public security objectives. Accordingly, CFIA laboratories will enhance their preparedness by expanding their capability to detect potential high-threat agents, such as anthrax bacteria in food. Agency laboratories will also expand their current testing capacity for significant plant pests and foreign animal diseases. CFIA laboratories will continue to develop and evaluate new test methods for high-threat agents. New technologies such as DNA-based testing and rapid field-testing kits will be evaluated for faster, more effective and more portable testing.

CFIA laboratories will also strive to meet Government of Canada objectives to enhance public safety and agri-food security by developing partnerships with other government departments, provinces, universities, and the private sector.

Preparing for emergencies

Under the *Emergency Preparedness Act*, the CFIA is mandated to prepare for, and respond to, emergencies involving food safety, animal health, plant health or any other situation related to the Agency's programs. The CFIA's emergency preparedness program focuses on activities that help the Agency and its partners reach a state of readiness to ensure an effective and rapid response to a food safety, animal disease or plant pest emergency. This is accomplished through the development of effective policies, procedures and plans for managing emergencies, as well as through emergency exercises and training.

The CFIA has established the following strategies to ensure an effective response to a food safety, animal disease or plant pest emergency:

- > Enhancing the Agency's preparedness to respond to food safety, animal disease and plant pest emergencies by developing and updating emergency plans and procedures.
- > Developing an integrated response for agricultural and food safety emergencies by establishing effective emergency inter-organization links with partners and by developing a framework defining partners' emergency interaction and decision making.
- > Improving response readiness by designing and conducting emergency exercises involving all emergency response partners.

It is hoped that the effectiveness of these measures can be tested in emergency exercises rather than actual incidents. Exercises provide opportunities for emergency responders and their organizations to perform emergency duties and to build their competencies.

Strengthened border controls

As part of a government-wide focus on public security and anti-terrorism, the CFIA committed to increasing its security measures at border-entry points. These measures

included hiring additional staff, increasing passenger and baggage surveillance on international flights, increasing imported cargo inspections, introducing modernized inspection equipment, and increasing the number of detector-dog and handler teams to inspect for restricted products coming into the country.

In the future, the CFIA will continue to build on its excellent working relationships with the Canada Customs and Revenue Agency and other federal agencies to synchronize border control policies and procedures, implement high-risk targeting strategies and improve information sharing. The Agency will also strive to enhance public awareness of pest and disease prevention at major Canadian points of entry. Finally, the Agency will work towards the development and implementation of a quality management program for importers. This program will recognize importers that implement quality management systems to control the safety and regulatory compliance of commodities that they import into Canada.



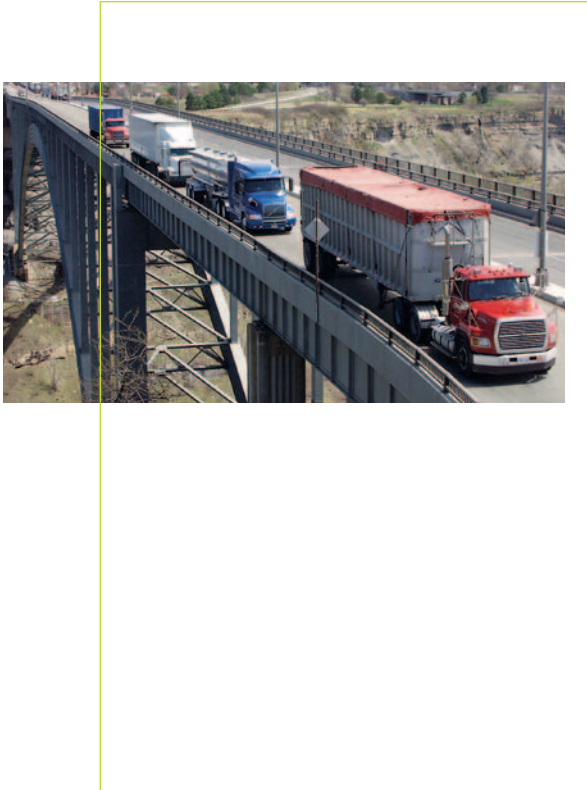
Integrated security approaches with the CFIA's partners

The CFIA has in place well-planned emergency response procedures to protect food, animals, and plants from accidental or intentional events, and is ready to act rapidly and effectively in response to emergencies. Potential for

threats to public safety and agri-food security call for the CFIA to evolve and strengthen its co-operative relationship with its regulatory counterparts in the United States and other countries. Through greater co-operation, the Agency plans to enhance food security measures, foreign animal and plant disease prevention and emergency preparedness to protect Canadians in a way that does not unnecessarily disrupt legitimate trade.

The CFIA will enhance regulatory co-operation with its U.S. counterparts to strengthen protection against higher-risk third country sources by addressing the risk at origin. The Agency is always seeking ways to work “smarter and safer” at the Canada–U.S. border to enhance security while expediting movement of low-risk goods which characterize our bilateral trade. The Agency will also co-operate with its U.S. counterparts to protect critical infrastructure in the agricultural sector. Recognizing the shared responsibility for biosecurity, the CFIA will also focus on collaborative partnerships with provinces and territories, as well as with other Canadian stakeholders.

By strengthening the CFIA’s domestic and international partnerships to synchronize, within reason, our respective approaches to security, the Agency can build on its strengths to protect the Canadian public by focusing on higher-risk movements. While the initial focus will be the U.S., the CFIA will also explore with Mexico and other trading partners ways in which co-operation in security approaches may be to our mutual benefit.



Goal: Security from Emerging Threats

Strategic objectives	Planned activities	Measures of success
<p>Enhanced surveillance and early detection</p>	<ul style="list-style-type: none"> > Expanding current disease and pest surveillance activities > Continuing to support the Plant Health Early Warning System and Animal Health Surveillance Network > Continuing scientific risk assessments 	<ul style="list-style-type: none"> > Foreign pests and diseases are prevented from entering Canada or are detected early and controlled through timely and appropriate emergency response.
<p>Enhanced laboratory readiness</p>	<ul style="list-style-type: none"> > Expanding capability to detect high-threat agents in food > Expanding testing capacity for plant pests and foreign animal diseases > Continuing to develop and evaluate new test methods > Developing effective partnerships in governments, academia and the private sector 	<ul style="list-style-type: none"> > The Agency's overall laboratory capacity and capability are increased, with new or improved tests developed and implemented, and increased participation in collaborative initiatives with partners.
<p>Emergency preparedness</p>	<ul style="list-style-type: none"> > Developing and updating emergency plans and procedures > Establishing effective emergency inter-organizational links > Developing a framework for emergency partner interaction and decision making > Designing and conducting emergency exercises involving all emergency response partners 	<ul style="list-style-type: none"> > Emergency exercises (or actual emergencies) demonstrate the effectiveness of plans, procedures and operations.

Strategic objectives

Planned activities

Measures of success

Strengthened border controls

- > Strengthening partnerships and integrating border control approaches with CCRA and other federal agencies
- > Enhancing public awareness of pest and disease prevention at points of entry
- > Developing and implementing quality management program for importers

- > Increased level of public awareness and decreased cases of non-compliance at points of entry.

Integrated security partnerships

- > Enhancing regulatory co-operation with U.S. counterparts
- > Promoting a smarter, safer, Canada–U.S. border
- > Exploring future co-operation with Mexico and other trading partners

- > Canadians benefit from enhanced agri-food security without disruption of legitimate trade.

3.5

Providing Sound Agency Management

As outlined in the preamble to the *Canadian Food Inspection Agency Act*, the CFIA remains committed to enhancing the effectiveness and efficiency of federal inspection and related services for food safety, animal health and plant protection. In particular, the Agency is committed to ensuring that these services are delivered in a risk-based and cost-effective manner. For the CFIA, this means a management focus on effective service delivery, responsible spending and well-managed administration.

Making the best use of resources

The CFIA promotes effective and efficient use of Agency resources through its ongoing efforts to improve planning, review and redesign programs and streamline operational delivery. Over the next five years, the Agency will undertake cyclical reviews of its programs and delivery approaches to assess their relevance, effectiveness and efficiency. In doing so, the Agency will consider best practices and alternative delivery opportunities, such as third-party delivery or accreditation. Reviews of both current programs and proposed initiatives will be premised on the need to ensure a risk-based allocation of Agency resources. The Agency also intends to strengthen its audit and evaluation capacity to ensure key opportunities for improvements are identified and communicated to senior management.

Strategic planning and accountability

For the CFIA, strategic planning and accountability are critical components of sound Agency management. They define what the CFIA should accomplish and why that is important, as well as demonstrating the Agency's commitment to take responsibility for its expected performance. To be effective, managers must clarify responsibilities and performance expectations, balance expectations with capacities and report results so that success can be measured. The following initiatives are designed to promote both improved planning and management accountability within the Agency:

Improved information on the performance of the Agency's programs

Good performance measurement brings together financial and non-financial performance information to link Agency costs with actual or expected results. It provides managers with the information they need for sound decision making.

The CFIA has developed a results-oriented performance management framework outlining key activities and desired outcomes, as well as overall benefits for all Canadians. The Agency will continue to implement its performance management framework and focus on improving data collection, management and reporting. In addition, the CFIA will enhance its capacity to link

financial and human resources information to program performance information.

A more integrated approach to risk-based planning and resource allocation

The Agency's performance management framework will continue to serve as the foundation for improvements in its strategic planning processes. The Agency will promote more integrated and risk-based planning and priority setting. It will also continue to reinforce the links between planning, performance measures and reporting. New resource allocation tools will ensure that resource use is in line with established priorities.

"Responsible spending means spending wisely on things that matter most to Canadians. It means being able to reallocate resources and restructure programs in response to changing needs and priorities."

*(From "Results for Canadians: A Management Framework for the Government of Canada,"
Treasury Board Secretariat of Canada)*

Financial management

In response to the need for enhanced corporate stewardship, and following the Agency's conversion to accrual accounting, the CFIA has undertaken a number of new initiatives to achieve its overall financial management objectives of sound financial planning and prudent controls over appropriation funding and spendable revenues. (Spendable revenue is money the Agency brings in through its activities and is authorized by Treasury Board to re-spend on programs and services.)

The Agency will implement a Web-based manager's reporting tool that will improve overall decision making by providing key budget forecasting and accrual reports at the manager's desktop. This will allow the same stewardship principles employed at the corporate level to be incorporated at the manager's level. It will also facilitate the expansion of the CFIA's Active Monitoring Program, with systematic reviews at both the corporate and the manager levels. Finally, this tool will improve the CFIA's costing regime by standardizing costing data for cost-recovery analysis purposes.

The CFIA will also conduct systematic reviews of its spending to improve internal efficiencies, as well as to reallocate financial resources in response to emerging or shifting priorities. The Agency's dependence on spendable revenues (approximately 10 percent of its total budget) will require that revenue management practices remain current, proactive and equitable from the user-pay perspective.

Assets management

To maintain the CFIA's response capacity to threats to the security of the food supply, as well as to support science-based inspection requirements, the Agency will carefully manage both its fixed assets base (such as laboratories) and its moveable assets to ensure they are up-to-date and in a constant state of readiness.

Physical assets management will be improved by introducing a governance regime for capital investments and developing an assets management strategy for moveable assets, improving establishment, tracking, depreciation and disposal practices.

Improvements to moveable assets management will need to be complemented by proactive life-cycle management practices and funding to renew the Agency's critical information technology and vehicle fleets. An additional challenge, given the CFIA's science-based regulatory mandate, will be to ensure that the Agency's scientific equipment assets base is maintained so that analyses may be conducted to the latest domestic and international standards.

Human resource management

In the modern labour market, competition in attracting and keeping the right talent is fierce. Changing demographics and the movement towards a knowledge-based economy will only increase the need for the CFIA to focus on internal succession planning and learning.

Recognizing that one of Canada's great strengths is its linguistic duality, the Agency will develop an action plan to re-energize its Official Languages program. In addition, modernized human resources management will improve services, speed and flexibility within the system and build the Agency's capacity to measure human resource (HR) performance:

Effective leadership

Succession planning will encourage strong leadership, supported by training, to develop and maintain skills and competencies within the Agency. Leadership development will be reinforced at every level with a strong commitment to the management cadre.

Key deliverables include the development of a succession planning process for senior managers and key scientific

personnel, the establishment of vigorous performance agreements for executives, and continued implementation of the CFIA's management learning continuum, with particular focus on the development of the next generation of leaders.

A productive workforce

The CFIA's HR strategy for the next five years focuses on enhancing the Agency's overall productivity as measured by the Agency's performance management framework. The CFIA will use this information to evaluate and improve its image as an employer and to enhance its recruitment and retention strategies.

Approximately 70 percent of the CFIA's workforce is in the scientific, professional, and technical fields. While the Agency has been successful in retaining these employees, with an average three-year retention rate of 86 percent, 25 percent of these critical personnel will be eligible for retirement by 2008 and will have to be replaced by increased recruitment efforts.

To further promote retention, the CFIA will continue to improve Agency-wide internal communications, rewards and recognition programs.

An enabling work environment

The CFIA will continue to provide the necessary support, tools, systems and equipment to enable employees to deliver high-level service to Canadians while reaching their full career potential.

The Agency will also continue to implement a values-based staffing system and CFIA-specific classification standards for scientific, professional and veterinary employees. Policies and programs that support flexible, efficient and effective human resource management practices will also be implemented, as well as a CFIA-wide integrated employment equity plan. In addition, the CFIA's official languages program and policy will be enhanced.

A sustainable workforce

The CFIA's current and future viability will be dependent on its ability to build the skills and knowledge of agency employees. The CFIA will continue to integrate human resources planning with the CFIA's business planning to ensure that the right people are in place at the right time to deliver key services. The implementation of an Agency-wide learning strategy will provide a coordinated and strategic approach to learning. Effective consultation with bargaining agents will ensure modern, competitive and sustainable compensation.

Information management

Information management and information technology (IM/IT) are becoming an increasingly integral part of CFIA program delivery. The Agency's IM/IT infrastructure must continuously evolve to keep pace with demands and to provide agency employees with the necessary tools to deliver their mandate. The CFIA recognizes that governance of IM/IT is inseparable from overall business planning, and will ensure that IM/IT investments are aligned with the Agency's corporate priorities.

The CFIA's top priority with respect to the management of information and supporting technology is to ensure that managers have the best possible IM/IT systems as a basis for effective decision making and efficient program delivery. To meet this objective the Agency will continue to upgrade systems and hardware and work to ensure that all CFIA work-sites are provided with their required IM/IT services and support. The CFIA will also develop a comprehensive business intelligence system to provide managers with the data they need to measure performance, identify trends, determine resource use and make informed decisions.

The Agency is committed to providing inspectors with advanced support systems and tools that will increase the effectiveness and efficiency of inspection activities and provide managers with inspection information that is timely, accurate and performance-based. The CFIA will

also provide laboratory specialists with support systems and tools that will strengthen the Agency's science capabilities and support increased requirements for information sharing with other science-based departments and agencies.

As the CFIA works with other federal departments, provincial and territorial governments in many areas of shared jurisdiction, the Agency will develop and maintain appropriate IM/IT linkages to facilitate information exchange with partners. For example, the CFIA and the Canada Customs and Revenue Agency will continue to work together on integrated systems for the management of imported commodities.

All federal departments and agencies are responding to demands from citizens and industry for seamless, simple to use, client-centred services from government. The CFIA will actively participate in Canada's Government On-Line initiative, with the goal of providing Canadians with integrated, single window access to agency information and services. For example, the CFIA will continue to work with Health Canada and other federal departments in developing the Canada Health Portal.

The CFIA will improve service delivery by making more of its services electronically available to stakeholders, including consumers and industry users. The Agency will work toward providing more services such as registrations, permits and certifications on-line. The Agency currently provides a wide range of information on regulations, standards and other food safety-related activities, such as allergy alerts and food recall notices. Through improvements to its Web site and e-mail notification services the CFIA plans to enhance its capability to meet the evolving information needs of consumers and other stakeholders.

Effective communication

Canadians are partners in everything the Agency does—from contributing to food safety by handling food properly,

to preventing the introduction of foreign pests and diseases by knowing what food, plant and animal products cannot be brought into Canada. In the next five years, the CFIA will continue to provide useful and timely information that helps Canadians contribute to food safety, plant protection and animal health. The Agency will also explore opportunities to partner with other government, consumer, industry, and public interest groups to advance common communications goals.

Consultation and citizen engagement are the main tools by which the Agency builds dialogues with interested parties. In the upcoming years, the CFIA will develop and implement a consultation strategy that will coordinate and harmonize the consultation efforts undertaken by the Agency. The consultation strategy will encompass a cross-section of stakeholders, disciplines and objectives.

Openness and transparency are basic communications principles for the Government of Canada. The CFIA remains fully committed to being open about its scientific processes, its programs and activities, its regulations and policies and the decision making behind them. The Agency will continue to publish material about its decisions, directions and plans, to maintain up-to-date information on the Web site, be accessible to the public, and respond quickly to requests for information.

Through ongoing communication and consultation with consumers and other stakeholders the Agency will continue to maintain and heighten the public's confidence in Canada's regulatory system.



Goal: Providing Sound Agency Management

Strategic objectives	Planned activities	Measures of success
Effective and efficient use of Agency resources	<ul style="list-style-type: none"> > Undertaking cyclical reviews of programs and delivery approaches > Considering best practices and alternative delivery approaches > Enhancing audit and evaluation capacity 	<ul style="list-style-type: none"> > Programs are relevant, effective and efficient. > Operational delivery is streamlined.
Strategic planning and accountability	<ul style="list-style-type: none"> > Continuing to implement Performance Management Framework > Improving collection, management and reporting of Agency performance information > Promoting more integrated, risk-based planning and priority setting 	<ul style="list-style-type: none"> > The Agency shows measurable improvement in overall strategic planning, performance management and risk-based resource allocation.
Responsible financial management	<ul style="list-style-type: none"> > Implementing Web-based financial reporting tool > Conducting systematic reviews of spending > Introducing governance regime for capital investments > Developing asset management strategy 	<ul style="list-style-type: none"> > Agency managers have appropriate financial management information available to them to make effective and efficient business decisions.

Strategic objectives**Planned activities****Measures of success****Effective human resources management**

- > Reinforcing leadership development, succession planning and performance agreements
- > Continuing to improve Agency internal communications and employee recognition
- > Continuing to provide enabling support, tools, systems and equipment
- > Implementing values-based staffing system, flexible HR management practices
- > Implementing Agency-wide learning strategy

- > The CFIA has effective leadership, a productive workforce, an enabling work environment and a sustainable workforce that all satisfy the Agency's legislative, financial and operational realities.

Efficient information management

- > Updating IM/IT infrastructure
- > Providing inspectors with advanced support systems and tools
- > Developing linkages with government partners
- > Providing more services and information electronically to all stakeholders as integrated, "single-window" access

- > The CFIA has the up-to-date IM/IT systems necessary for effective decision making and efficient program delivery.

Effective communication

- > Continuing to publish decisions, directions and plans
- > Developing and implementing stakeholder consultation strategy

- > Public and stakeholders have easy access to reliable information concerning Agency programs, policies and decisions.
- > Public and stakeholder confidence in Canada's regulatory system is maintained.

PART IV

FINANCIAL PLAN

Notes to the Financial Plan

The “Net Appropriation from Parliament” figures reflected in the Financial Summary are relatively constant over the planning period. The slight reductions are mainly attributable to the net effect of sun-setted funding adjustments related to the three-year plan for dealing with the plum pox virus (see “Plant Protection” under “Business Line” heading) and the completion in 2003-04 of the Agency’s Y2K loan repayment (see “Major Capital” heading).

The \$50 million in annual operating resources announced in the 2003 Federal Budget Speech are included in the “Adjustments” as the distribution of this funding among the Agency’s business lines has not been determined. The CFIA will be reviewing its financial pressures and will be looking at allocating monies in a prudent manner towards enhancing its food safety programs, strengthening its regulatory system, contributing to public security through border management, and assuring that food exported to international markets is safe. As well, the Agency will be strengthening its corporate support for these and other activities, all of which will ultimately assist the Agency in delivering its mandate.

The Financial Summary does not reflect funding related to Emergency Response requirements. Over the last few years such funding has been approved by the Treasury Board on an annual basis (i.e. \$20.5M in 2001-02 and \$33.3M in 2002-03). As one of the conditions of the 2002-03 approval, the Agency is to develop a proposal on an emergency management funding mechanism.

Canadian Food Inspection Agency—Financial Plan (\$ millions)

	Year 1 2003-04	Year 2 2004-05	Year 3 2005-06	Year 4 2006-07	Year 5+ 2007-08 Ongoing
Business Line					
Food Safety	312.8	316.2	316.2	316.2	316.2
Animal Health	89.4	90.3	90.3	90.3	90.3
Plant Protection	71.0	66.3	66.3	66.3	66.3
Gross Budget (1)	473.2	472.8	472.8	472.8	472.8
Adjustments (2)	51.3	50.5	50.5	50.0	50.0
Adjusted Operating and Capital Budget (3)	524.5	523.3	523.3	522.8	522.8
Less: Revenue	50.0	50.0	50.0	50.0	50.0
Net Appropriation from Parliament:	474.5	473.3	473.3	472.8	472.8
Major Capital					
Food Safety	4.4	7.9	7.9	7.9	7.9
Animal Health	3.8	4.7	4.7	4.7	4.7
Plant Protection	1.2	1.9	1.9	1.9	1.9
Total Major Capital:	9.4	14.5	14.5	14.5	14.5
Compensation Payments					
Food Safety	0.0	0.0	0.0	0.0	0.0
Animal Health	1.3	1.3	1.3	1.3	1.3
Plant Protection	0.2	0.2	0.2	0.2	0.2
Total Compensation Payments:	1.5	1.5	1.5	1.5	1.5
Revenue					
Food Safety	35.5	35.5	35.5	35.5	35.5
Animal Health	7.0	7.0	7.0	7.0	7.0
Plant Protection	7.5	7.5	7.5	7.5	7.5
Total Revenue:	50.0	50.0	50.0	50.0	50.0

(1) Includes Major Capital, Statutory Compensation Payments and Revenue per below.

(2) The adjustments for 2003-04 and ongoing reflect the incremental annual spending (\$50 million) announced in the Federal Budget 2003.

(3) Total available budget to the Agency.

■ **Protecting Canadians from Preventable Health Risks**

■ **Delivering a Fair and Effective Regulatory Regime**

■ **Sustaining the Plant and Animal Resource Base**

■ **Promoting the Security of Canada's Food Supply**

■ **Providing Sound Agency Management**

Canadian Food Inspection Agency
Corporate Business Plan 2003-2008

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