

Canadian Food Inspection Agency

2005–2006 Estimates

Part III — Report on Plans and Priorities

Approved:

The Honourable Andy Mitchell, PC, MP
Minister of Agriculture and Agri-Food



Canadian Food
Inspection Agency

Agence canadienne
d'inspection des aliments

Report on Plans and Priorities

2005–2006



Canada

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Section I: Overview

1.1 Minister's Message

I am pleased to present the Canadian Food Inspection Agency's (CFIA) 2005–06 *Report on Plans and Priorities*. This document supports the CFIA's Corporate Business Plan for 2003–08 and highlights the Government of Canada's overall priorities of public health, economic growth, environmental protection, public security and good governance.

Canada has a global reputation for the high quality of its food safety, animal health and plant protection systems. This reputation has been founded largely upon the Government of Canada's regulatory oversight of our agriculture and agri-food industries, the quality of the science applied to food safety, animal health and plant protection, and the rigor and thoroughness of enforcement of regulations.

Since 1997, these responsibilities have been under the purview of the CFIA, which administers and enforces 13 federal Acts and their respective regulations. The Agency works in partnership with others to help maintain public health and promote the sustainability of the animal and plant resource base — one of Canada's most significant environmental and economic assets.

Canada's inspection systems have faced many recent challenges — the finding of bovine spongiform encephalopathy and the outbreak of avian influenza, the introduction to Canada of invasive insects, and the continuing possibility that animals or food may be targets for bioterrorism.

Canadians remain confident in food safety, animal health and plant protection systems. This is due, in part, to the speed, thoroughness, and effectiveness of the CFIA's response to these challenges. There is no more important responsibility for the CFIA than the protection and safety of Canadians.

The plans and priorities found in this document outline how the CFIA will continue to protect the safety of Canadians and promote the sustainability of Canada's abundant animal and plant resources. A healthy and sustainable food supply for Canadians and our trading partners will enable Canada to be at the forefront to meet the increasing demands of the global marketplace.

One of the Government's key priorities for 2005–06 is to enhance transparency and accountability in the management of public resources. The CFIA's Report on Plans and Priorities includes a section on providing sound Agency management to address these and other priorities.

The CFIA will be reporting on the progress against this Plan in the Agency's 2005–06 *Departmental Performance Report*.

The Honourable Andy Mitchell, PC, MP
Minister of Agriculture and Agri-Food

1.2 Plans and Priorities Summary 2005–2006

REASON FOR EXISTENCE

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:

- ▶ 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 agricultural resource base, and
- ▶ Providing sound Agency management

Financial Resources (\$ millions)

	2005–2006	2006–2007	2007–2008
Gross planned spending	585.2	561.4	547.6
Less Respendable Revenue	50.0	50.0	50.0
Net Planned Spending	535.2	511.4	497.6

Human Resources (FTE's)

	2005–2006	2006–2007	2007–2008
	6368	6202	6072

Agency Priorities	Type	Planned Spending (\$ millions)		
		2005–2006	2006–2007	2007–2008
1. Managing food safety risks	Ongoing	236.1	233.6	226.8
2. Controlling the transmission of animal diseases to humans	Ongoing	62.5	36.6 ¹	35.9
3. Promoting science-based regulation	Ongoing	49.1	49.0	46.7
4. Maintaining an effective regulatory framework	Ongoing	4.0	4.0	3.8
5. Protecting Canada's crops, forests and livestock	Ongoing	88.3	92.4	91.3
6. Security from deliberate threats to Canada's food supply and agricultural resource base	Ongoing	25.6	25.5	25.0
7. Sound Agency management	Ongoing	n/a ²	n/a	n/a

¹ The decrease in planned spending is attributable to diminished approved funding with respect to the BSE repositioning and Feed Ban Treasury Board submission

² Resources attributable to "Sound Agency management" have been allocated to the four strategic outcomes that comprise the CFIA's Program Activity Architecture on a pro-rata basis.



The CFIA in Action

Protecting Public Health — The CFIA contributes to the health of Canadians through programs and activities designed to identify and manage food safety risks, respond to food safety emergencies, carry out food recalls and prevent the spread of animal diseases to humans. In addition, enforcement of requirements, such as nutrition labelling, provides consumers with a tool to make appropriate food choices that can help them to reduce the risk of developing diet-related diseases and improve general nutrition. The CFIA also provides Canadians with information, such as food safety fact sheets, which contribute to consumer awareness regarding safe food preparation. The CFIA conducts many of these activities in partnership with: Health Canada; provincial, territorial and municipal health authorities; and, industry and consumer organizations.

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 policy, inspection and certification activities helps to maintain consumer and market confidence in the safety and quality of Canadian agricultural, forestry, fish, seafood and agri-food products and underpins the movement of goods, both imports and exports, across our borders.

Protecting Canada's Environment — CFIA programs contribute to a healthy environment and protect Canadian biodiversity by preventing the entry and spread of invasive alien species; regulating agricultural products, including products of biotechnology; and protecting Canada's livestock, crops and forests from regulated pests and diseases.

Contributing to Public Security — The CFIA's extensive network of laboratories and scientific expertise, surveillance and diagnostic capabilities, and its emergency planning and preparedness activities allow the Agency to be a key contributor to public security and agri-food security.

Good Governance — The CFIA is committed to seeing that programs and services are delivered in a risk-based and cost-effective manner. For the CFIA, this means a management focus on effective service delivery, responsible management and well-managed administration.

1.3 Agency Overview

The CFIA's workforce includes over 5 900 dedicated professionals working across Canada to regulate food safety, animal health and plant protection. Key to the CFIA's success are four interrelated and integral factors — sound science, an effective regulatory base, effective inspection delivery and strong partnerships.

Sound Science

The CFIA is Canada's largest science-based regulatory Agency. The CFIA relies on science as the basis of its program design and delivery as well as a tool to deal with emerging issues such as the development of biotechnology-derived products and addressing concerns related to BSE. The specific activities for which the CFIA needs and uses science to support its daily work include laboratory science, risk assessment, surveillance, technology development and regulatory research. The Agency also undertakes analysis of scientific research data and information in order to provide scientific advice and intelligence to identify and prepare for emerging issues. Science is an essential component of regulatory decision-making.

An Effective Regulatory Base

Regulations provide a common foundation for industry and regulators. For a regulatory regime to be effective, regulations must be clear, enforceable, fair and applied in a consistent manner. The CFIA is continually reviewing and updating its regulatory base in order to enhance its capacity to contribute to public policy objectives.

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 assessments of foreign production facilities and regulatory systems — the Agency verifies compliance with these laws. Critical to the effective delivery of the CFIA's mandate is the ongoing design, development and review of inspection-related tools and processes. This includes the continuous 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.

Within the Agriculture portfolio, the CFIA has significant bilateral relationships with Agriculture and Agri-food Canada (AAFC) and the Canadian Grain Commission (CGC). One key area of partnership with the AAFC is the implementation of the Agricultural Policy Framework (APF). Initiatives funded under the APF and being implemented by the CFIA include the development and implementation of regulations to control the manufacture of medicated feeds, and implementing the On-Farm Food Safety Recognition Program.

The CFIA shares unique and complementary roles and responsibilities with other federal departments and agencies. With regard to food safety, Health Canada is responsible for policies, standards and regulations, while the CFIA is responsible for all food inspection, compliance and enforcement activities, as well as the development of regulations and policies related to food labelling and compositional standards. With respect to ongoing regulation of passengers and imported commercial cargo into Canada, the CFIA has also negotiated



arrangements with the Canada Border Services Agency (CBSA). Finally, to support strong focused management of public health emergencies, the CFIA is developing a strong collaborative relationship with the newly created Public Health Agency of Canada (PHAC).

The scientific community is another of the CFIA's key partners. The Agency regularly seeks input from scientific experts when developing regulations, policies, methods and procedures for inspection, testing and emergency response.

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 transparent and science-based. In support of Canada's regulatory objectives, the CFIA leads or participates in a number of international agreements and arrangements.

ECONOMIC SECTORS REGULATED BY THE CFIA

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- and animal-based industries. Sectors regulated by the CFIA include agriculture, agri-food, fish, seafood, horticulture 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.

THE CFIA'S KEY FEDERAL PARTNERS INCLUDE:

- ▶ HEALTH CANADA
- ▶ AGRICULTURE AND AGRI-FOOD CANADA
- ▶ PUBLIC SAFETY AND EMERGENCY PREPAREDNESS CANADA, INCLUDING
 - CANADA BORDER SERVICES AGENCY
 - OFFICE OF CRITICAL INFRASTRUCTURE AND EMERGENCY PREPAREDNESS
- ▶ PUBLIC HEALTH AGENCY OF CANADA
- ▶ FISHERIES AND OCEANS CANADA
- ▶ NATURAL RESOURCES CANADA, INCLUDING CANADIAN FORESTRY SERVICE
- ▶ FOREIGN AFFAIRS CANADA
- ▶ INTERNATIONAL TRADE CANADA
- ▶ ENVIRONMENT CANADA, INCLUDING THE CANADIAN WILDLIFE SERVICE
- ▶ CANADIAN GRAIN COMMISSION



1.4 Key Strategic Challenges and Risks

The CFIA is committed to actively supporting the priorities of the Government of Canada. The Agency's risk-based plans and priorities for 2005–06 are focused on the achievement of five strategic outcomes.

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GOVERNMENT OF CANADA PRIORITY

- PUBLIC HEALTH
- ECONOMIC GROWTH
- ENVIRONMENTAL PROTECTION
- PUBLIC SECURITY
- GOOD GOVERNANCE

THE CFIA'S CONTRIBUTION

- 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 AGRICULTURAL RESOURCE BASE
- PROVIDING SOUND AGENCY MANAGEMENT

The Agency's capacity to achieve its strategic outcomes is influenced by its ability to recognize, manage and mitigate risk.

In accordance with the Agency's commitment to risk-based planning and the integration of risk management into all decision-making processes, the Agency has completed an intensive process of risk identification and assessment. Ten key strategic challenges and risks have

been identified. Each requires management on a priority basis. Accordingly, included in the plans for each of CFIA's priorities for 2005–2006, are specific activities directly aimed at mitigating these challenges and risks.

The following table provides a description of each of the CFIA's strategic challenges and risks and identifies the 2005/06 priority that will address the risk.



KEY STRATEGIC CHALLENGES AND RISKS

2005–2006
PRIORITY

Foodborne illness

The Canadian food supply is safe and nutritious. The CFIA's regulatory partners, industry and consumer groups have worked to significantly reduce the threat of foodborne illness in Canada; however, risk always remains. The Agency has two specific concerns. The first relates to the non-registered sector — a sector that encompasses food manufacturing and distributing establishments that, while their products are subject to regulation, are not subject to federal, provincial, or territorial registration requirements. The second relates to the increasing volume and diversity of food product imports. Changing consumption and trade patterns have the potential to introduce new risks related to foodborne illness.

**Managing food
safety risks**

Emergence and/or spread of animal diseases that affect humans (zoonotics)

Animals, both domestic and wild, can transmit disease-causing agents to humans. Bovine spongiform encephalopathy (BSE), avian influenza, the spread of West Nile virus and the detection of new strains of rabies are examples of the potential for diseases of animal origin to impact on public health. Lack of science around the nature and transmission of new and emerging diseases adds to the complexity of managing them. The CFIA protects Canadians from these types of diseases by working in close partnership with the animal health community, livestock producers and provinces in promoting early detection and reporting of disease. The timely and effective control of sudden emergence, entry or uncontrolled spread of regulated or new animal diseases remains a significant challenge for the Agency.

**Controlling the
transmission of
animal diseases
to humans**



KEY STRATEGIC CHALLENGES AND RISKS

2005–2006
PRIORITY

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International science-based regulations

Specific issues of concern to the CFIA include the importance of retaining and strengthening a rules- and science-based approach with respect to the international regulatory system in order to secure Canada's regulatory objectives and protect Canadian exporters from discriminatory and unnecessary barriers. The Agency must work with others to address the risks posed by developing countries' governments that lack the capacity to follow or develop science-based approaches and regulations.

**Promoting
science-based
regulation**

Domestic legislative framework

Outdated statutes and/or insufficient authority could impede the CFIA's ability to fully and effectively carry out its mandate. Further, the domestic legislative framework is weakened by inconsistencies between federal, provincial and territorial statutes.

**Maintaining
an effective
regulatory
framework**

Entry and/or spread of regulated plant and animal pests and diseases that affect the resource base

A healthy and sustainable plant and animal resource base in Canada is critical to the environment and the economy. The CFIA, along with its partners, implements numerous measures to reduce threats to the animal and plant resource base, ranging from surveys and movement control to eradication and emergency response. The numerous potential avenues for entry of plant and animal diseases to Canada, together with sheer significance of the impact of a major animal disease outbreak or the spread of a plant pest, make this an important challenge for the Agency.

**Protecting
Canada's crops,
forests and
livestock**

KEY STRATEGIC CHALLENGES AND RISKS**2005–2006
PRIORITY****Bio-terrorism**

Issues surrounding Canada's public safety and security have become increasingly critical, placing increasing pressure on the Agency to ensure that it has an effective emergency system and the capacity to respond. The challenge is to maintain well-planned emergency response procedures to protect food, animals and plants from accidental or intentional events. The Agency must also be able to act rapidly and effectively in response to emergencies. The CFIA recognizes that strong cooperative relationships with its regulatory partners, including other countries, are critical to the success of its security measures.

Public security**Demand for new/enhanced services**

Increased demands from producers and consumers for new and enhanced services are expected to place additional pressure on already fully utilized resources. For example, the Agency must be able to respond to the growth in domestic industries, such as the opening of new meat establishments, and increased requests for inspection and certification of products. The CFIA must also be able to respond to increasing consumer concerns and needs, such as demands for better information on nutrient content and methods of production (e.g. organic, grain-fed) for food products.

**Sound Agency
management****Performance information**

An increase in the quality and quantity of performance information is needed to better support day-to-day decision-making, strategic decision-making and reporting results to the Canadian public. Additionally, the potential for losing electronic data which forms the basis for performance information must be addressed.

**Sound Agency
management**

KEY STRATEGIC CHALLENGES AND RISKS

2005–2006
PRIORITY

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Financial and human resources

The CFIA is constantly challenged with the need to manage resources to meet both ongoing activities and cope with animal and plant health emergencies. With specific regard to human resources, the CFIA must provide appropriate and effective training to ensure that it has enough staff with the skills, knowledge and abilities to manage and fully carry out regulatory duties in the face of new risks and technologies.

**Sound Agency
management**

Program Design

Technological advancements and new science result in the creation of products that are new to the Canadian environment and have the potential to impact on the environment and agricultural systems. In addition, advancements in science often bring with them a requirement for new methods of detection, testing and surveillance. The CFIA recognizes the need for ongoing review of program design in light of technological and scientific advancements.

**Managing food
safety risks**

**Protecting Canada's
crops, forests
and livestock**

**Sound Agency
management**

The CFIA recognizes that some of these risks, such as foodborne illness, zoonotics, and the entry and spread of plant and animal diseases will likely always exist as they are inherent in the Agency's mandate. The CFIA's goal is

to reduce the likelihood and/or consequences of these risks by improving our capacity to address them. The remaining risks should be fully mitigated over time with careful planning and delivery of the plans that follow.



1.5 Priorities 2005–06

A detailed strategy has been developed to address each priority. The planned strategies include activities that the Agency does on an ongoing basis, such as verification and enforcement activities, as well as a number of special initiatives. The special initiatives will generally be completed within one to three years. Mitigation of key strategic challenges and risks is a critical component of these plans. Progress on the planned strategies for all priorities will be reported in the 2005–2006 Departmental Performance Report.

The following is a brief narrative describing the strategy for each priority. Detailed rationale and plans can be found in Section II of this document.

Managing food safety risks

Risks to food safety are diverse and complex. Significant hazards to human health may be introduced at any point along the food continuum: from production through to processing; from transportation through to final preparation by consumers. These hazards can present themselves in many forms, including food-borne pathogens, undeclared allergens, chemical contaminants and physical hazards.

The CFIA's approach to managing food safety risks is multifaceted. On an ongoing basis the Agency evaluates food safety risks and designs programs to manage them, conducts verification and testing activities, enforces legislation and regulations, conducts food investigation and recalls, and provides Canadians with food safety and nutrition information. The CFIA works closely with the Canada Border Services Agency (CBSA) to promote effective control and management of food and agricultural products at our borders and other points of entry such as airports and marine ports.

The Agency is also undertaking a number of special initiatives over the next three years to address food safety risks. For example, in recognition of the complex and multi-jurisdictional nature of food safety, the CFIA is working with its partners on the development of a National Food Safety Strategy and will be building a strong collaborative relationship with the newly created Public Health Agency of Canada (PHAC). The CFIA will also work with industry to expand and integrate the most advanced systematic and preventative approaches to managing food safety hazards such as the Hazard Analysis and Critical Control Points (HACCP) system. In order to address the risks associated with the increased volume and variety of imported foods, the CFIA is also continuing to review, assess and evaluate import programs, processes and controls. Also, and in partnership with other levels of government, a strategy is being developed to address potential risks associated with the large sector of food manufacturers which are not required to be federally registered. (*Detailed plan — Section 2.1*)

Controlling the transmission of animal diseases to humans

Diseases transmitted from both domestic animals and wildlife pose a risk to public health. Some of these diseases, such as BSE and Avian influenza, have become well known in recent years due to their significant impact on the economy and potential impact on public health. Other diseases, such as leptospirosis, TB and rabies, while less common, constitute a greater risk to specific occupational groups, such as veterinarians and meat workers.



Experts are acutely aware of the complex interactions between human and animal hosts that can result in the emergence of new zoonotic diseases, and work continues on methods to prevent their occurrence or minimize their potential impact. The CFIA plays an important role in the partnership between public health agencies and agricultural and environmental authorities in working to ensure that zoonotic diseases are controlled.

On an ongoing basis, the CFIA conducts disease surveillance, inspections and laboratory analysis as well as responding to outbreaks and participating in collaborative research. In addition, the CFIA continues to develop and implement critical control and regulatory policy and contributes to national strategies designed to strengthen the overall framework for public health.

Special initiatives to be undertaken during the planning period include the continued implementation of a multi-faceted enhanced BSE programming strategy, which includes enhanced BSE surveillance testing; removal of specified risk material from the food and feed supply; facilitating increased slaughter capacity; enhanced tracking and tracing; and, enhanced export certification (additional details can be found on page 22 of this report). In response to commitments identified as part of the Avian Influenza Review, the CFIA will work with federal, provincial and municipal authorities on a number of initiatives. For example, the development and standardization of biosecurity protocols in the poultry industry; strengthening linkages between laboratories participating in foreign animal disease testing and surveillance; and, refinement of generic and disease-specific national emergency management plans. The CFIA will also review compensation for livestock ordered destroyed. In addition, the CFIA will contribute to the National Wildlife Disease Strategy, as wildlife

form an important link in the chain of disease transmission from animals to humans; and, is developing a regulatory framework for toxic substances that can enter the food chain through animals. The CFIA will also work closely with the new Public Health Agency of Canada to develop a strong collaborative relationship in the areas of surveillance, analysis and information sharing.

(Detailed plan — Section 2.1)

Promoting Science-based regulation

As a science-based agency, the CFIA relies on sound science as the basis of its program design and regulatory decision-making.

On an ongoing basis, the Agency strives to share knowledge and expertise through liaison with the science and technology community, both domestically and abroad. The Agency will continue to actively promote science-based decisions and policies in international fora and work with others to address the risks posed by developing countries' governments that lack the capacity to follow or develop science-based approaches and regulations.

In addition, the Agency recognizes the need to participate in science and innovation and science excellence at a horizontal level with other government departments. The CFIA is involved in initiatives designed to ensure that tools and technology are updated in support of science activities. The need to maintain and build capacity for science through recruitment and training is also a key focal point for the Agency. *(Detailed plan — Section 2.2)*



Maintaining an effective regulatory framework

The CFIA is committed to maintaining an effective transparent, rules- and science-based domestic regulatory framework. Outdated statutes and/or insufficient authority could impede the CFIA's ability to fully and effectively carry out its mandate. Accordingly, on an ongoing basis, the Agency develops and updates legislation and regulations, as needed. Further, the Agency negotiates domestic arrangements and agreements and cultivates collaborative relationships with relevant stakeholders, including provincial agencies, industry groups, consumer groups and universities.

The Government of Canada has committed to smart government and smart regulation with the goal of a “transparent and predictable regulatory system that accomplishes public policy objectives efficiently while eliminating unintended impacts”.³ In order to maintain a competitive marketplace and provide consumers with a wide selection of affordable and high quality products it is critical that the regulatory regime be both fair and effective. The CFIA will actively participate in the process of developing the Government's Smart Regulation Strategy through the introduction of new legislation. The proposed new *Canadian Food Inspection Agency Enforcement Act* (Bill C-27) was introduced into Parliament November 2004. The purpose of this legislation is to consolidate, modernize and enhance the inspection and enforcement powers of the CFIA.

Finally, the Agency commits to improving horizontal regulatory governance in areas of emerging technologies and biotechnology. (*Detailed plan — Section 2.2*)

Protecting Canada's crops, forests and livestock

A healthy and sustainable plant and animal resource base in Canada is critical to the environment and the economy. The CFIA is responsible for protecting Canada's livestock, crops and forests from regulated pests and diseases.

On an ongoing basis, the Agency evaluates risks to the resource base, designs programs to manage them, and establishes controls on the movement and entry of live animals, meat and other animal products as well as plants and plant products. The Agency conducts inspection activities and enforcement activities. Eradication activities and emergency response, when necessary, are employed to help prevent the spread of pests and diseases. The CFIA administers animal health and plant protection compensation programs and conducts education, awareness and outreach activities. The CFIA works in partnership with the CBSA to protect against the introduction of foreign animal diseases and plant pests.

The Agency has also committed to a number of special initiatives related to this priority. With regard to plant protection, the Agency will update critical pest/emergency response plans; refine risk analysis and plant pest early warning systems; and, implement strategies to enhance risk mitigation in countries of origin. The Agency will also work with Environment Canada to continue contributing to the development of the Invasive Alien Species Action Plans.

With regard to animal health, the Agency will enhance animal disease tracking and tracing for all livestock; complete a national disposal strategy for all livestock species; and, conduct a review of compensation policies under the *Health of Animals Act*. The CFIA will work

³ Speech from the Throne, October 2004



with others to build an Integrated National Animal Health Strategic Policy Framework. In addition the Agency will contribute to the development of a Wildlife Strategy and the National Aquatic Animal Health Program. (*Detailed plan — Section 2.3*)

Sound Agency Management

The Government of Canada has placed significant priority on good governance and management within federal institutions. Several of the key strategic challenges faced by the Agency will be addressed by the Agency's plans related to the implementation of the Government's Management Accountability Framework (MAF).

For example, the demand for new and enhanced services will be addressed, in part, by strategies related to policy, programs and service delivery. Specifically, the Agency will improve the consistency of program delivery by identifying and prioritizing service delivery challenges and implementing best practices. The Agency will also implement a quality assurance strategy as well as review and pilot new technologies to enhance inspection and laboratory science capacities. These efforts, and others, should help the Agency address this key challenge.

The complexity and diversity of CFIA's operating environment generates the need for accurate, reliable and timely information. This need extends well beyond the boundaries of CFIA to other federal partners, other levels of government, industry and international partners. Information Management (IM) significantly underpins business activity across the CFIA. A higher degree of integration across many sources of information and a more collaborative analytical capability is fundamental to the Agency's ability to successfully deliver its mandate. A review of the Agency's IM Strategic Directions was initiated in 2004–05, with a view to revamping the CFIA's key IM imperatives and the associated IM/IT Operational Plan for the next three years.

Public Security

The CFIA's capacity to act rapidly and effectively in the event of a food safety emergency or a threat to biosecurity allows it to be a key contributor to the Government of Canada's public security initiatives. By enhancing its ability to detect and respond to emergencies, the CFIA is promoting the security of the food supply and agricultural resource base.

On an ongoing basis the CFIA conducts surveillance and emergency preparedness activities, which allow the CFIA to anticipate and prepare for potential problems before they occur. In addition, the CFIA is working to reflect the principles set out in Canada's new National Security Policy. In order to better address deliberate threats to the food supply and animal and plant resource base, the CFIA is enhancing the capacity and biosecurity of its laboratories and updating Foreign Animal Disease Emergency (FADE) agreements with the provinces and territories. In an effort to strengthen preparedness and respond in the event of a chemical, biological, radiological or nuclear incident the CFIA actively participates in the Chemical, Biological and Radio-nuclear Research and Technology Initiative (CRTI) in a number of ways which are designed to build capacity. The ability to continue to provide services in the event of an emergency has contributed to an initiative aimed at developing and testing business continuity plans within the Agency. (*Detailed plan — Section 2.4*)



Similarly, a key strategic challenge was identified related to the need to increase the quality and quantity of performance information to better support day-to-day decision-making, strategic decision-making and reporting results to the Canadian public. The Agency's strategies related to risk management, accountability and governance specifically include a plan to continue to implement CFIA's Performance Management Framework. In 2004–2005, to respond to increased and more complex needs for information integration and performance reporting, the Agency procured a comprehensive set of Business Intelligence (BI) tools and services. These software tools are used to extract data from different systems, analyze and treat these data as required and create, schedule, print and share customized reports. The implementation will enhance the ability of staff to create and distribute performance reports. In 2005–2006, the base BI Tool software infrastructure will be implemented and piloted. Current reporting systems will be migrated and new projects developed in the new environment as of 2006–2007.

Challenges related to financial resources include the need to manage resources to meet both ongoing activities and animal and plant health emergencies. The ongoing and full implementation of integrated risk management is a priority for the Agency as it is a proven means to help CFIA managers strategically focus resources.

Challenges associated with providing disciplined planning and diligent stewardship of the Agency's capital assets are being addressed with the development of the Long-term Capital Plan. The Agency seeks to be in full compliance with Treasury Board's Long-term Capital Plan Policy and seeks to further develop its asset management capacities. The Agency is implementing an integrated, all-asset annual capital planning cycle in order to refresh and refocus its long-term capital planning on a yearly basis.

The challenge of providing appropriate and effective training to ensure that CFIA staff has the skills, knowledge and abilities to manage and fully carry out regulatory duties will be addressed through a great number of initiatives detailed in this plan. The Agency has a comprehensive Human Resource strategy for 2003–2008 that includes, among other initiatives, the launch of a management prerequisite program. *(Detailed plan — Section 2.5)*

Section II: Detailed Analysis of Program Activities

16 Program Activities by Strategic Outcome — Summary

The following table presents the CFIA's program activities by strategic outcome as well as the associated resources allocated for the achievement of each outcome. Risk-based resourcing was used to determine 2005–06 allocations.

Strategic Outcome	Program Activities	Program Sub-Activities	2005/06 Planned Spending (\$ millions)
Protection from preventable health risks related to food safety and nutrition or the transmission of animal diseases to humans	Food Safety and Public Health	<ul style="list-style-type: none"> Managing food safety risks Controlling the transmission of animal diseases to humans 	298.6
A fair and effective regulatory regime for food, animals and plants	Science and Regulation	<ul style="list-style-type: none"> Promoting science-based regulation Maintaining an effective regulatory framework Protecting consumers and the marketplace from unfair practices Certifying exports 	111.3
A sustainable plant and animal resource base	Animal and Plant Resource Protection	<ul style="list-style-type: none"> Protecting Canada's crops and forests Protecting Canada's livestock Assessing agricultural products 	99.7
Security from deliberate threats to Canada's food supply and agricultural resource base	Public Security (PSAT related activities)	<ul style="list-style-type: none"> Preparing for emergencies Enhancing capacity to respond to emergencies 	25.6
Sound Agency management ⁴	Governance and Management	<ul style="list-style-type: none"> Risk Management, Accountability and Governance People, Values and Learning Policy, Programs and Citizen-focussed Service Stewardship 	n/a ⁵

⁴ In accordance with TBS direction, "Sound Agency management" is not explicitly listed as a Strategic Objective in CFIA's newly approved Program Activity Architecture. It is reflected here to maintain consistency with CFIA's 2003-2008 Corporate Business Plan.

⁵ Resources attributable to "Sound Agency management" have been allocated to the four strategic outcomes of the Agency on a pro-rata share.



Plans and Priorities — Details

2.1 Protecting Canadians from preventable health risks

The CFIA, along with many federal, provincial, territorial and municipal organizations, is working to improve the overall health of Canadians. The CFIA's primary contribution to this effort is in helping to ensure that food is safe, consumers have the appropriate information on which to base healthy food choices, and transmission of animal disease to humans is prevented.

Plan rationale — Key influencing factors:

- Food safety risks are diverse and complex. Significant hazards to human health may be introduced at any point along the food continuum: from production through to processing; from transportation through to final preparation by consumers. These hazards can present themselves in many forms, including food-borne pathogens, undeclared allergens, chemical contaminants and physical hazards. Areas that have been identified as priorities along this continuum are on-farm food safety, industry-based risk management practices and consumer education.
- Canadians continue to face health risks that can be addressed by healthy eating. The Government of Canada is committed to helping Canadians choose healthier lifestyles and to ensuring they have the information to assist them in their choices. The CFIA plays a role in delivering this commitment, particularly in the areas of nutrition and health claims on food labels.
- Over the past decade industry has adopted a control system commonly referred to as Hazard Analysis Critical Control Point (HACCP). 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 food safety hazards from occurring. To date, only federally registered fish and seafood processing establishments are required by regulation to have HACCP systems in place. HACCP systems become mandatory for meat in 2005. Many other commodity sectors, poultry, fresh and processed fruit and vegetables, egg, hatchery, dairy, honey and maple syrup, are voluntarily implementing HACCP principles in their establishments.
- Food safety legislation in Canada is such that coordination among various levels of government is essential in order for the appropriate coverage of all food sectors and products across Canada. The federal government believes that a national food safety strategy is essential for dealing with the food safety challenges of today and the future, and will result in a seamless science-based food safety system for Canada. Of particular concern to the CFIA is the “non-registered” food sector. This sector encompasses food manufacturing and distributing establishments that, while their products are subject to regulation, are not subject to federal, provincial, or territorial registration requirements. It includes a wide variety of products, such as cereals, baked goods, soft drinks and candy, as well as products not covered by trade and commerce legislation.
- Food consumption trends among Canadians have undergone significant change. Canadians are eating a greater variety of foods from a greater number of sources than ever before. Management of food safety risks associated with imported commodities presents challenges that differ from those associated with the management of food safety risks of domestically produced food.



- In September of 2004, the Government of Canada established the new Public Health Agency of Canada (PHAC). The new Agency will act as the focal point for federal leadership and accountability in managing public health emergencies. The Public Health Agency will work closely with other government departments and agencies on long-term strategies to confront both infectious and chronic disease and share Canada's expertise on the international stage. The CFIA will support PHAC in its role by working toward the development of a memorandum of understanding and governance structure that will ensure a truly collaborative relationship.
- Diseases transmitted from animals to humans also have the potential to pose a risk to public health. In recent years, Canada and its trading partners have had to address diseases such as bovine spongiform encephalopathy (BSE) or "mad cow" disease and avian influenza (AI), among others. The emergence of these diseases in Canada underscores the need to continue to place priority on emerging human health concerns linked to the health of animals, including wildlife. Further, periodically there are incidents in which toxic substances affect animals and may impact on human health. A regulatory framework for toxic substances in animals is therefore necessary in order to protect Canadians from this type of preventable health risk.

Significant changes from previous plans: The CFIA is working with the new PHAC towards a collaborative agreement and governance structure.

A review of the AI outbreak in BC this past year has led to a strengthened commitment from government and industry representatives to enhance emergency plans and define collaborative roles. Further information on this review can be found in the pages that follow.

Key partners: Agriculture and Agri-Food Canada; Health Canada; Canada Border Services Agency; Public Health Agency of Canada, Fisheries and Oceans Canada; provincial and territorial governments; and industry groups, consumer groups and other stakeholders dedicated to maintaining a safe food supply for Canadians.

Resource Allocation:

Strategic Outcome: Protecting Canadians from preventable health risks

Program Activity: Food Safety and Public Health

	Forecast Spending 2004-05	Planned Spending 2005-06	Planned Spending 2006-07	Planned Spending 2007-08
Net Planned Spending (\$millions)	267.3	298.6	270.2	262.7
Full Time Equivalents	3,403	3,668	3,453	3,378



Plans and Priorities:

STRATEGIC OUTCOME	2.1 Protection from preventable health risks related to food safety or the transmission of animal diseases to humans	
PROGRAM ACTIVITY & DESCRIPTION	Food Safety and Public Health	
	The CFIA along with many federal, provincial and municipal organizations, is working to improve the overall health of Canadians. The CFIA's primary contribution to this effort is in helping to ensure that food is safe, consumers have appropriate information on which to base healthy food choices and the transmission of animal diseases to humans is prevented.	
PROGRAM SUB-ACTIVITY	2.1a. Managing food safety risks	
EXPECTED RESULTS	<ul style="list-style-type: none"> • Food safety emergencies and incidents are contained in a timely and appropriate manner • Industry adopts science-based risk management practices • Industry complies with federal acts and regulations • Public is aware of food safety risks 	
PLANNED STRATEGIES	Ongoing	Special initiatives
MONITORING STRATEGY/ PERFORMANCE INDICATORS	<ul style="list-style-type: none"> • Verification activities • Enforcement activities • Registrations & approvals • Food safety recalls and emergency response • Food safety and nutrition education, awareness and outreach • Implementation of On-Farm Food Safety (OFFS) Recognition Program (<i>Horizontal — AAFC</i>) • Program design/re-design 	
	<ul style="list-style-type: none"> • Expand and integrate HACCP • Explore development of a national food safety strategy (<i>Horizontal — AAFC, HC, Provinces & Territories</i>) • Continue to develop and implement strategy to address 'non-registered' sector (<i>Horizontal — HC, Provinces and Territories</i>) • Continue to develop and implement import control strategy (<i>Horizontal — CBSA</i>) • Develop a memorandum of understanding with the Public Health Agency of Canada and implement a governance structure (<i>Horizontal — PHAC, HC</i>) 	
	<ul style="list-style-type: none"> • Number of federally registered establishments with implemented HACCP programs • Progress on development of national food safety strategy • Degree of development and implementation of: import control strategy; strategy to address non-registered sector; MOU with PHAC 	



PROGRAM SUB-ACTIVITY	2.1b. Controlling the transmission of animal diseases to humans	
EXPECTED RESULT	<ul style="list-style-type: none"> Animal diseases that are transmissible to humans are controlled within animal populations 	
PLANNED STRATEGIES	Ongoing	Special initiatives
	<ul style="list-style-type: none"> Disease surveillance activities Verification activities Enforcement activities Emergency response to disease outbreaks Eradication activities Collaborative research at the Canadian Science Centre for Human and Animal Health (Horizontal — PHAC) Program design/re-design 	<ul style="list-style-type: none"> Continue with implementation of enhanced BSE programming (<i>Plan highlights page 22</i>) Contribute to the development of the National Wildlife Disease Strategy (NWDS) (Horizontal — EC, including CWS) Respond to commitments identified as part of the Avian Influenza Review (<i>Review highlights on next page</i>) Develop a regulatory framework for toxic substances Contribute to the development of a communication framework for reporting of zoonotic diseases at the domestic and international level (Horizontal — PHAC) Develop integrated surveillance and analysis systems. (Horizontal — PHAC) Convene an animal health/public health forum (Horizontal — PHAC)
MONITORING STRATEGY/ PERFORMANCE INDICATORS	<ul style="list-style-type: none"> Disease trends Rates of compliance for facilities, animals and animal products Enforcement actions taken in cases of non-compliance Timeliness and appropriateness of response to emergencies related to zoonotics Research projects completed Number and types of programs designed/redesigned 	<ul style="list-style-type: none"> Degree of implementation of enhanced BSE programming Degree of completeness of NWDS and degree to which CFIA concerns and priorities are reflected Progress on response to the Avian Influenza Review report Level of implementation of regulatory framework for toxic substances State of development of communication framework for reporting of zoonotic diseases Animal health/public health forum convened and outcomes

Avian Influenza Review

In October 2004, the Canadian Poultry Industry Forum brought together more than 190 stakeholders to share perspectives on the avian influenza outbreak that affected British Columbia's Fraser Valley last spring. Representatives from federal, provincial and municipal governments and the poultry industry concluded the two days of meetings with a commitment to strengthen future responses to animal disease outbreaks.

An overview of the outbreak clearly demonstrated the unprecedented challenges posed by the scope and scale of the situation. The poultry industry chaired the forum with attendance from senior officials of the CFIA, and BC Ministry of Agriculture, Food and Fisheries. The poultry industry commended the joint efforts of governments, industry and area residents in the face of such unpredictable adversity.

The response operation was successful in eradicating highly pathogenic avian influenza from domestic birds in the affected area, confronting the potential for human illness and working together with national industry agencies in mitigating disruptions to the Canadian poultry industry.

It was recognized that today's global movement of people and commodities means that threats such as avian influenza will likely emerge more frequently in the future. This consensus underscored the ongoing need for coordinated emergency response capacity, and views were openly exchanged on how future operations should be strengthened.

Government and industry representatives pledged to:

- Review and enhance their respective emergency management plans
- Update and exercise the joint federal Foreign Animal Disease Eradication Support Plan
- Collaboratively define roles and responsibilities with all levels of government and industry stakeholders during an emergency
- Work with national, provincial and local authorities to develop biosecurity protocols that enhance existing measures.

Federal and provincial governments also initiated discussions on strengthening linkages between laboratories participating in foreign animal disease testing and surveillance.

Industry also tabled a number of proposals for new approaches to animal disease management. These included:

- Establishment of a national working group to standardize biosecurity in the poultry industry
- Creation of mechanisms to help improve rapid response and containment initiatives for any future outbreaks.

Governments committed to review these proposals in detail, considering their compatibility with existing animal disease management strategies and regulations. As a key priority, the CFIA will be conducting a review of the current maximum values for the replacement of all livestock ordered destroyed as part of a disease investigation or outbreak response. This process is expected to be completed in 2005.

Diseases such as avian influenza pose complex threats to human and animal health. The CFIA, Health Canada and the newly established Public Health Agency of Canada committed to form a closer working relationship. The federal government, with support from both provincial human and animal health authorities, will work toward the refinement of generic and disease-specific national emergency management plans, with a focus on prevention, early detection and rapid response.

For more information on avian influenza, please visit the CFIA's Web site at www.inspection.gc.ca

Enhanced BSE Programming

Bovine spongiform encephalopathy (BSE) was named a reportable disease in Canada in 1990, and active surveillance was implemented in 1992. Between 1992 and May 2003, approximately 17 000 cattle were tested, well beyond the international requirements established by the Office international des épizooties (OIE), the world organization for animal health.

The finding of BSE in an animal born and raised in Canada in May 2003 has signaled a previously undetected disease prevalence that can only be estimated through enhanced BSE surveillance. Two additional cases have been detected in Canada, January 2, 2005 and January 11, 2005 respectively. In response to these findings, the CFIA has strengthened its comprehensive approach to enhancing BSE programming in Canada. The main components of this plan are as follows:

- **Enhanced BSE surveillance testing** — Over 23,500 samples were tested for BSE in 2004. It is expected that over 30,000 animals will be tested in 2005 and each subsequent year. The CFIA has also launched a program where payment is available to producers and veterinarians who report high-risk animals that yield an eligible brain sample for BSE testing.
- **Removal of Specified Risk Material (SRM) from the food and feed supply** — Specified risk material includes those parts of bovine animals that may contain BSE infectivity. In July 2003, in accordance with International experts, and as a public health precaution, the Government of Canada implemented policies and regulations to prohibit the use of cattle SRM in human food. In an effort to ensure compliance and identify problems with SRM removal requirements the CFIA is undertaking a pilot project using hand-held devices to track SRM removal verification, and is working with its provincial partners to verify SRM removal in provincial and unregistered establishments.
- **Addressing risk in animal feed** — In December 2004, the Government of Canada published, in *Canada Gazette I*, new animal feed restrictions to further strengthen Canada's safeguards against BSE. Building on the 1997 feed ban prohibiting the feeding of ruminant animals with most mammalian proteins, the proposed amendments prohibit the use of SRM in all animal feeds, including pet food. Resources have been allocated to increase inspection frequencies at feed mills, renderers and other handlers and users of animal feed.
- **Facilitating Increased Slaughter Capacity** — In support of the Government of Canada's national four prong strategy to reposition Canada's cattle and beef industry, the CFIA will be provided with incremental ongoing resources for increased inspection activities related to the planned long-term increase in slaughter levels.
- **Strengthening confidence in Canada's beef and cattle industry** — The CFIA will create up to four new geographic technical expert positions to focus on key foreign markets in order to build strong relationships with regulatory counterparts in targeted countries. In addition the CFIA will provide increased technical and regulatory capacity to clearly demonstrate the high standards of animal and public health in place and to perform foreign country assessments.

continued on next page

continued from page 22

- **Enhanced Export Certification** — Since May 2003, the U.S. and other countries imposed import conditions on all beef commodities and products, requiring inspection and certification by CFIA inspectors to verify that importing countries' requirements are met. It is estimated that the CFIA will be required to produce up to 25 000 export certificates annually for commodities that did not previously require certification, such as feed, and complete new requirements for establishment inspection.
- **Enhanced Tracking and Tracing** — The CFIA will continue to conduct verification and tracking of regulatory tagging requirements to contribute to enhanced cattle identification and epidemiological tracing requirements, including increased tracking of imported and exported cattle. A pilot project is underway which will enhance the reporting capabilities for animal identification verification.
- **Research** — The 2004 Federal Budget identified \$5 million per year starting in 2005-2006 to build a network of centres of excellence (NCE) to address research issues in BSE and transmissible spongiform encephalopathies (TSEs). The CFIA has contributed to the development of the scope of the new NCE, which is being developed under the leadership of Industry Canada. Agency scientists plan to participate in the National Centres of Expertise for the BSE initiative.

For more information on bovine spongiform encephalopathy, please visit the CFIA's Web site at **www.inspection.gc.ca**



2.2 Delivering a fair and effective regulatory regime

A fair and effective regulatory regime for food safety, animal health and plant protection is critical to public health, consumer confidence and the well-being of Canada's economy. It contributes to a competitive marketplace that provides consumers with access to a wide selection of affordable, high-quality products. It also helps to facilitate the access of Canadian products to foreign markets, thereby stimulating growth in international trade. As the key federal regulator of food, animals, plants, and related products, the CFIA is committed to seeing that the regulatory regime is fair and effective.

Plan rationale — Key influencing factors:

- Scientific knowledge and developments related to food safety, animal health and plant protection continue to expand rapidly. Sharing of knowledge and expertise on a global level has become critical. Tools and technology must be updated continuously to effectively support science activities in areas such as testing, surveillance, inspection, regulation, technology development and research.
- The Government of Canada has committed to enhancing science innovation and excellence across government. The CFIA is one of 23 science-based departments and agencies within the federal science and technology community that is contributing to the development of a common vision and implementation plan to address science and innovation within the federal government. The focus of federal science initiatives is on skills, learning, research, recruitment and training of scientists.
- The development of science-based international rules and standards for food safety, animal health and plant protection benefits Canadians by ensuring safe food, healthy animals and plants, and a protected environment. Canada's support for this approach recognizes that science-based, predictable, transparent, and non-discriminatory rules and standards are key to promoting safe food and healthy animals and plants worldwide. Promoting sound science-based decisions and policies at the international level helps to combat discriminatory regulatory action in foreign markets against Canadian exporters and strengthens Canada's reputation as a supplier of safe, high-quality products throughout the world.
- The Government of Canada has challenged regulatory departments and agencies to seek ways to use their regulatory frameworks to contribute to health, sustainability, innovation and economic growth, while at the same time reducing the regulatory burden on businesses. This is known as the Smart Regulation Strategy. The proposed Canadian Food Inspection Agency Enforcement Bill, introduced into the House of Commons in November 26, 2004, is an example of modernized and consolidated inspection and enforcement legislation that will contribute to the effectiveness and efficiency of inspection and enforcement activities undertaken by the Agency. The proposed new Act creates a legislative framework that enhances consistency among inspection and enforcement authorities for all CFIA related commodities, and provides new tools to enable the CFIA to address current and future challenges to Canada's food supply and animal and plant resource base.

- The financial and time costs of addressing disputes between the CFIA and regulated parties, or those with whom the Agency has contractual obligations, continue to rise. The Treasury Board Secretariat and the Auditor General have encouraged the CFIA to incorporate a dispute resolution approach as an integral part of the Agency's current and future obligations. In the past year alone, savings of close to \$2.3 million have been realized due to the CFIA's efforts with regard to dispute resolution.
- Canadians rely on the accuracy and truthfulness of product information. Misrepresentation of food composition, quantity or nutritional value misleads Canadians as to the quality and safety of the food they purchase and could result in unfair competition for industry. A particular ongoing concern for many Canadians is labels that do not identify common allergenic food ingredients, such as nuts. Between April and December of 2004, the CFIA issued 38 allergy alerts.
- The approximate value of exported food, plant and animal products regulated by the CFIA was \$36.2 billion in 2003. Export certification remains a demanding and important part of the CFIA's mandate. In accordance with the goals of Government-On-Line, the CFIA is developing an electronic certification system as a means of increasing the speed and security of data exchange for both import and export product.

Significant changes from previous plans: None

Key partners: Agriculture and Agri-Food Canada; Health Canada; Public Health Agency of Canada; Canada Border Services Agency; Environment Canada; Natural Resources Canada; provincial and territorial governments; foreign governments; research institutes worldwide; industry groups, consumer groups and other stakeholders dedicated to maintaining an effective regulatory framework for Canadians.

Resource Allocation:

Strategic Outcome: A fair and effective regulatory regime for food, animals and plants

Program Activity: Science and Regulation

	Forecast Spending 2004-05	Planned Spending 2005-06	Planned Spending 2006-07	Planned Spending 2007-08
Net Planned Spending (\$millions)	114.1	111.3	111.1	106.3
Full Time Equivalents	1,321	1,323	1,323	1,277



Plans and Priorities:

STRATEGIC OUTCOME

2.2. A fair and effective regulatory regime for food, animals and plants

PROGRAM ACTIVITY & DESCRIPTION

Science and Regulation

Providing a fair and effective regulatory regime for food, animals and plants.
Maintaining the integrity of CFIA's regulatory policy, inspection and certification activities.

PROGRAM SUB-ACTIVITY

2.2a. Promoting science-based regulation

EXPECTED RESULTS

- The Agency contributes to the development and implementation of international rules, standards and agreements through international negotiations
- The Agency applies sound and current science to the development of national standards, operational methods and procedures

PLANNED STRATEGIES

Ongoing

- Provide science policy and advice for standard setting
- Conduct regulatory research, including managing the Research Partnership Strategy (*Highlights on page 30*)
- Administer Quick Start regulatory research program
- Provide science-based input on international agreements and advance science-based decisions, policies and standards in international fora

Special initiatives

- Update tools and technology to support science activities
- Build science base through recruitment and training
- Contribute to Government's science innovation and excellence initiative (*Horizontal — All federal science-based departments*)

MONITORING STRATEGY/ PERFORMANCE INDICATORS

- Number/types of research projects completed and response
- Number and results of international agreements established
- Level of influence on decision-making in international fora
- Number/types of updated tools/technology
- Recruitment of scientists and training programs established and results
- Level of contribution to Government's science, innovation and excellence initiative



PROGRAM SUB-ACTIVITY		2.2b. Maintaining an effective regulatory framework	
EXPECTED RESULT		<ul style="list-style-type: none"> Transparent, rules-based and science-based domestic regulatory framework is maintained 	
PLANNED STRATEGIES	Ongoing	Special initiatives	
	<ul style="list-style-type: none"> Develop/update legislation and regulations Negotiate domestic arrangements and agreements Cultivate collaborative relationships with relevant stakeholders including provincial agencies, industry groups, consumer groups and universities 	<ul style="list-style-type: none"> Contribute to the Government's Smart Regulation Strategy 	
MONITORING STRATEGY/ PERFORMANCE INDICATORS		<ul style="list-style-type: none"> Number/type of legislative requirements developed and/or updated Number of MOUs and agreements established vs. number identified as required Level of stakeholder understanding of regulations and policies Type and impact of contributions to the Government's Smart Regulation Strategy 	
PROGRAM SUB-ACTIVITY		2.2c. Protecting consumers and the marketplace from unfair practices	
EXPECTED RESULT		<ul style="list-style-type: none"> Deceptive and unfair market practices are deterred 	
PLANNED STRATEGIES	Ongoing	Special initiatives	
	<ul style="list-style-type: none"> Set and enforce standards for food labelling (e.g. quality, quantity, and advertising) Verify compliance with <i>Seeds Act</i> Enforcement activities Grant plant breeders' rights Administer licensing and arbitration for fresh fruit and vegetables Target high-risk products and establishments Program design/re-design 	<ul style="list-style-type: none"> Foster an efficient and cost-effective dispute resolution approach Enhance consumer and industry awareness of product misrepresentation issues 	
MONITORING STRATEGY/ PERFORMANCE INDICATORS		<ul style="list-style-type: none"> Compliance rates — labels; seed Number and type of enforcement interventions Number of plant breeders' rights granted vs. applications received Number and type of high risk products and establishments targeted, and results Number and type of programs designed/re-designed Number of complaints; time expended on responding to complaints; and, savings Level of consumer and industry awareness of product misrepresentation issues 	

PROGRAM SUB-ACTIVITY	2.2d. Certifying exports	
EXPECTED RESULT	<ul style="list-style-type: none"> • Other governments' import requirements are met 	
PLANNED STRATEGIES	Ongoing	Special initiatives
	<ul style="list-style-type: none"> • Conduct export certification activities for food • Conduct export certification activities for animals and animal products • Conduct export certification activities for plants and plant products 	<ul style="list-style-type: none"> • Implement Web-based Export Certification System • Develop system for tracking of rejections by importing country
MONITORING STRATEGY/ PERFORMANCE INDICATORS	<ul style="list-style-type: none"> • Rates of export rejections and incidents 	
	<ul style="list-style-type: none"> • Level of implementation of Export Certification System • Progress in implementation of import rejection tracking system 	

Spotlight on Regulatory Research

The CFIA has three regulatory research programs, which are aligned to address and support program needs and priorities. The Technology Development Program funds in-house research. The Research Partnership Strategy Program supports collaborative projects with other institutions. Finally, the new Quick Start Program provides start-up funds to test new concepts that may lead to further in-depth research and provides support for technology transfer of methods and knowledge from the research laboratory to high throughput diagnostic use.

Given the number of high profile issues and events that the Agency has had to deal with in the past year, the forward-looking regulatory research programs are focussed on addressing both short-term needs and preparing for science information and methodologies that the Agency will need, often quickly, both in the near future (e.g. acceptable disposal methods), and in the more distant future (e.g. the use of nanotechnologies as a rapid and multiplex diagnostic tool).

As an example, in the Food Program, key research priorities in 2005–06 will reduce food safety risks and contribute to improved public health by:

- developing faster methods to detect food pathogens, using new technology;
- developing confirmation methodology for allergens;
- increasing the number of allergens that can be detected;
- developing methodology for nutritional analysis;
- increasing the number of marine and plant toxins that can be detected;
- expanding the number of veterinary drug and pesticide residues that can be detected in the various food matrices;
- developing and validating methods to detect parasites and viruses in food;

For more information on CFIA's regulatory research, please visit CFIA's website at **www.inspection.gc.ca**.



2.3 Sustaining the plant and animal resource base

Canada's social and economic well-being is closely linked to the health of our natural environment. The CFIA's contribution to this government priority is the promotion of a sustainable plant and animal resource base. This entails protecting Canada's livestock, crops and forests from regulated pests and diseases. This also includes controlling the introduction of toxic substances into animal and plant production systems that may impact human health or the environment.

Plan rationale — Key influencing factors:

- Pathogens such as potato wart and Sudden Oak Death, and pests such as brown spruce longhorn beetle and emerald ash borer, can pose serious threats to the plant resource base. Plant pests come from either within Canada or are introduced through imported plants, plant products, wood packaging or soil. The damage they cause can result in significant financial and environmental costs.
- Invasive alien species are plants or animals, such as the Asian longhorn beetle, that are introduced outside their natural habitats and that cause harm to local ecosystems. They also cause billions of dollars in damage to the economy. Budget 2005 provided funding for a multi-departmental strategy to support effective preventative management of this threat. The CFIA will receive \$50 million over five years for this initiative. Strategic investments will be made to enhance support of scientific activities, strengthen national surveillance efforts, and raise awareness about harmful practices. This strategy will be carried out in partnership with the provinces and territories.
- Animal disease threats exist within our own herds, from wildlife and from imported animals, animal products and by-products, and soil. Preventing the entry and controlling the spread of animal diseases is critical to both the resource base and the economy.
- The CFIA's efforts, in partnership with the Canadian Cattle Identification Program, have greatly enhanced the ability to track cattle diseases and trace cattle and their products from farm to fork. The development of animal identification systems for all livestock species, as well as improvements to the existing program, must be a priority.
- The CFIA is leading the development of an Integrated National Animal Health Strategic Policy Framework. This framework will reflect advances in production systems and disease control approaches and address environmental sustainability issues such as animal disposal and disease impacts on the ecosystem. An Integrated National Animal Health Strategic Policy Framework will help to ensure comprehensive public and animal health protection and contribute to a competitive economy characterized by domestic and international confidence and minimal market access restrictions. This initiative is being undertaken with AAFC, the provinces and territories, and industry.
- The protection of Canada's aquatic resources (wild and cultured) from reportable diseases is critical both from a resource base and economic point of view. In order to maintain the seafood industry's access to important export markets and to ensure the continued growth of the industry, Canada will need to continue to meet international standards for aquatic animal disease control as they evolve. To meet these standards, the Department of Fisheries and Oceans and the Canadian Food Inspection Agency will work jointly to establish a national Aquatic Animal Health Program. Budget 2005 provides the CFIA with \$32 million over five years for this program.

- Technological advancements have led to the creation of numerous products that are new to the Canadian environment, including plants with novel traits (produced through traditional plant breeding or biotechnology), novel supplements (fertilizer), novel livestock feeds and novel veterinary biologics. All have the potential to impact the environment and agricultural systems and therefore must be assessed for environmental safety before release. In addition, advances in transgenics are resulting in animals with novel traits. Regulatory capacity must be enhanced to address animals with novel traits so that animal health, food safety and the environment are not at risk. The responsibility for the regulatory framework for animals with novel traits rests with the CFIA, Environment Canada and Health Canada.

Significant changes from previous plans: None

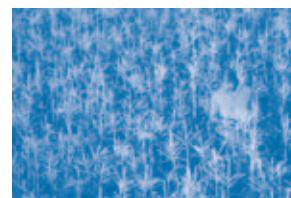
Key partners: Agriculture and Agri-Food Canada; Health Canada; Canada Border Services Agency; Environment Canada, including the Canadian Forest Service; Natural Resources Canada; Fisheries and Oceans Canada; the Canadian Cattle Identification Agency; provincial and territorial governments; industry groups, consumer groups and other stakeholders dedicated to maintaining a sustainable plant and animal resource base.

Resource Allocation:

Strategic objective: Sustaining the plant and animal resource base

Program Activity: Animal and Plant Resource Protection

	Forecast Spending 2004-05	Planned Spending 2005-06	Planned Spending 2006-07	Planned Spending 2007-08
Net Planned Spending (\$millions)	190.9	99.7	104.7	103.7
Full Time Equivalents	1,071	1,180	1,229	1,222



Plans and Priorities:

STRATEGIC OUTCOME

2.3 A sustainable plant and animal resource base

PROGRAM ACTIVITY & DESCRIPTION

Animal and Plant Resource Protection

Activities related to protecting Canada's livestock, crops and forests from regulated pests and diseases including invasive species; and regulation of agricultural products, including products of biotechnology

PROGRAM SUB-ACTIVITY

2.3a. Protecting Canada's crops and forests

EXPECTED RESULTS

- Entry and domestic spread of regulated plant diseases and pests is controlled
- Industry complies with federal acts and regulations

PLANNED STRATEGIES

Ongoing

- Inspection activities for plants, plant products, high risk plant imports, and fertilizers
- Enforcement activities
- Movement control and eradication activities
- Surveys
- Plant protection compensation
- Emergency response
- Education, awareness and outreach
- Program design/re-design

Special initiatives

- Update critical pest/emergency response plans
- Refine risk analysis and plant pest early warning systems
- Implement strategies to enhance risk mitigation in country of origin
- Contribute to the development of the Invasive Alien Species Action Plans (*Horizontal — EC*)

MONITORING STRATEGY/ PERFORMANCE INDICATORS

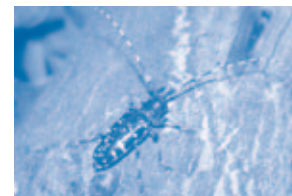
- Rates of compliance for plants, plant products, fertilizers and production facilities
- Number/type of enforcement actions taken in cases of non-compliance
- Number, type and outcome of movement control and eradication activities
- Analysis of pest trends
- Number/type of emergencies related to plant protection and results of CFIA's response
- Level of industry and public awareness
- Number and type of programs designed/re-designed
- Number/type of updated critical pest/emergency response plans
- Refinements to risk analysis and plant pest early warning systems
- Number/type of "country of origin" risk management strategies implemented
- Degree of development of Invasive Alien Species Action Plans and degree to which CFIA concerns/priorities are reflected



PROGRAM SUB-ACTIVITY	2.3b. Protecting Canada's livestock	
EXPECTED RESULTS	<ul style="list-style-type: none"> • Entry and domestic spread of regulated animal diseases is controlled • Industry complies with federal acts and regulations 	
PLANNED STRATEGIES	Ongoing	Special initiatives
	<ul style="list-style-type: none"> • Inspection activities for animals, animal products and feed • Enforcement activities • Movement control and eradication activities • Conduct surveys • Deliver animal health compensation • Emergency response • Education, awareness and outreach • Program design/redesign 	<ul style="list-style-type: none"> • Enhance animal disease tracking and animal tracing for all livestock species (with CCIA) • Lead the development of the Integrated National Animal Health Strategic Policy Framework (<i>Horizontal – AAFC, Provinces and Territories, Industry</i>) • Contribute to the development of Wildlife Strategy and the National Aquatic Animal Health Program (<i>Horizontal – DFO, EC, including CWS</i>) • Develop a national disposal strategy for all livestock species • Conduct review of compensation policies under the <i>Health of Animals Act</i>
MONITORING STRATEGY/ PERFORMANCE INDICATORS	<ul style="list-style-type: none"> • Rates of compliance for animals, animal products, feed and production facilities • Number/type of enforcement actions taken in cases of non-compliance • Number, type and outcome of movement control and eradication activities • Analysis of disease trends • Number/type of emergencies related to animal health and results of CFIA's response • Level of public awareness • Number and type of programs designed/re-designed 	<ul style="list-style-type: none"> • Number/type of enhancements to disease tracking and animal tracing by livestock species • Degree of development of the Integrated National Animal Health Strategic Policy Framework • Degree of development of the National Wildlife Strategy and National Aquatic Animal Health Program and degree to which CFIA concerns/priorities are reflected • Degree of development of the national disposal strategy • Degree of completion of compensation review and outcome



PROGRAM SUB-ACTIVITY	2.3c. Assessing agricultural products	
EXPECTED RESULT	<ul style="list-style-type: none"> Agricultural products meet requirements of federal acts and regulations 	
PLANNED STRATEGIES	Ongoing	Special initiatives
	<ul style="list-style-type: none"> Assess the efficacy and/or safety (environmental, plant, animal, and/or human) of agricultural products such as feeds and fertilizers Regulate plants with novel traits, novel supplements, novel livestock feeds and veterinary biologics 	<ul style="list-style-type: none"> Implement regulatory policies to address second-generation products of biotechnology (plant molecular farming) Continue to develop regulatory capacity for animals with novel traits (<i>Horizontal — HC, EC</i>) Improve horizontal regulatory governance for biotechnology and other emerging technologies (<i>Horizontal — HC, EC, IC, DFO, NRC</i>)
MONITORING STRATEGY/ PERFORMANCE INDICATORS	<ul style="list-style-type: none"> Number and type of applications received and results Rate of compliance of authorized field trials Number and type of enforcement actions 	<ul style="list-style-type: none"> Degree of implementation of policies to address plant molecular farming Degree of development of the regulatory framework for animals with novel traits Progress in coordination of Horizontal Regulatory Governance for biotechnology and other emerging technologies.



CFIA's continued response to the spread of invasive wood boring pests

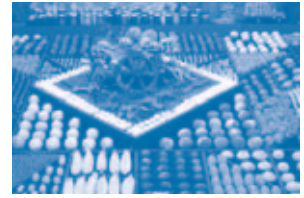
During 2004–2005, the CFIA continued its progressive work in combating the Asian long-horned beetle (ALHB), the brown spruce longhorned beetle (BSLB) and the emerald ash borer (EAB). These beetle pests were most likely introduced into Canada through the movement of infested wood packaging materials in past years. The removal of host trees still remains the only effective control method to prevent the spread of these destructive wood boring pests and will remain a focus for the CFIA in the next fiscal year.

The campaign to eradicate the ALHB in Toronto and Vaughan has shown great promise. ALHB surveys conducted in the summer 2004, detected a few areas requiring additional follow-up, all within the regulated area. Over 130 additional host trees have been removed. Ongoing pest surveys will be continued through 2005–06 to determine if further actions are required.

The eradication program for BSLB in Halifax has also been successful in reducing the size of the beetle population since 2000. The unfortunate occurrence of Hurricane Juan in the fall of 2003 complicated the eradication program and has complicated the clean-up efforts within the regulated area. The CFIA approved a "whole tree chipping protocol" and has contracted one pulp facility to do the chipping under a phytosanitary agreement. These two measures should greatly facilitate the clean-up of hurricane fallen timber and mitigate the risk of moving BSLB from the regulated area. The CFIA will continue with the eradication program, with ongoing surveys to determine if additional activities are required.

The management program for EAB included the successful establishment of an ash-free zone to contain EAB to the generally infested area of Essex county. A low level EAB infestation was detected in Chatham-Kent, east of Essex. This infestation pre-dates the ash-free zone, and appears to be the result of an introduction caused by the movement of infested ash forest products. The CFIA is finalizing the management plan for the EAB infestations in Chatham-Kent and activities will be conducted during the winter months, prior to beetle emergence. The long term management program for EAB will greatly benefit from advances in technology to identify potential beetle detection tools and chemical and biological control agents. In the short term, the CFIA's quarantine-based control program will prevent the rapid spread of EAB. The movement of firewood and forest products still remains a high risk pathway for the localized spread of EAB.

For more information on these and other pests, please visit the CFIA's Web site at www.inspection.gc.ca



2.4 Promoting the security of Canada's food supply and agricultural resource base

The Government of Canada is committed to the protection of Canadians from deliberate threats to their safety. Chemical and biological threats to humans can occur through the deliberate contamination of the environment, food or water supplies. Threats to our animal and plant resource base may occur through the deliberate introduction of significant plant pests or foreign animal diseases.

Emergency preparedness and response to food safety security emergencies and threats to agricultural biosecurity are the focus of the CFIA's contribution to public safety.

Plan rationale — Key influencing factors:

- In the 2001 Federal Budget, the government allocated \$7.7 billion in new funds to be spent over the next five years on activities to enhance security for Canadians. The CFIA was allocated \$36 million on an ongoing basis to enhance surveillance and detection, science and laboratory capacity and border controls. The latter responsibility has subsequently been transferred to the Canada Border Services Agency (CBSA).
- An effective, integrated response to agricultural and food safety security emergencies requires a framework for defining partners' interactions and decision-making. Emergency response is often a complicated and shared responsibility between numerous federal departments, provinces and territories, the US and others. Accordingly, it is critical that the framework be tested on an ongoing basis through simulated emergency exercises. These exercises also provide opportunities for emergency responders and their organizations to perform emergency duties and to build competencies.
- Emergency preparedness, along with the 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. The Agency plans to enhance its emergency preparedness and response strategies by strengthening and building internal mechanisms and approaches to agro-terrorism threats.
- Within North America, close biosecurity regulatory cooperation exists to protect humans, animals, plants, and the environment. Program design, inspection system design and implementation, and laboratory cooperation will be extended to more effectively counter bioterrorism risks. Areas in which CFIA and our counterpart agencies in the United States may work together include: preparation for emergencies and potential hazards by developing integrated emergency plans and conducting joint emergency exercises; expansion of the animal vaccine bank to respond to more animal health diseases; joint response and cooperation on enforcement actions, if required; and, sharing of information on decisions concerning compliance activities and emergencies.
- The capacity to gather and critically analyze information related to potential threats to the food supply and agricultural resource base is essential to Canada's long-term security. Information must be gathered from a wide variety of sources, compiled, critically analyzed and used to generate intelligence products that can ultimately be used to provide advance warning and eliminate or mitigate potential security threats. Recognizing the importance of this, the CFIA has established a unit which gathers information, performs analysis and communicates intelligence to decision makers. Links are forged internally and externally with other Canadian Government departments, industry, foreign governments and international bodies.

- In April of 2004, the government released its National Security Policy. The policy sets out an integrated strategy and action plan designed to address current and future threats as well as integrating emergency management and national security. The CFIA is a key participant in Canada's federal emergency response structure and is working closely with Public Safety and Emergency Preparedness Canada on implementing the National Security Policy.
- Laboratory infrastructure, expertise and capacity are critical to addressing food safety security and biosecurity threats. In particular, laboratories must be capable of detecting potential high-threat agents, such as anthrax bacteria in food and significant plant pests and foreign animal diseases. Further, laboratory biosecurity is essential.
- The Chemical Biological Radionuclear Research and Technology Initiative (CRTI) is a national initiative administered by the Department of National Defence to strengthen preparedness by improving Canada's ability to respond to chemical, biological, radiological and nuclear incidents. This initiative involves building capacity within federal laboratories and with external partners to prepare for, and respond to, a potential terrorist attack. The CFIA is using CRTI funding to build capacity in several key areas, including: to implement the Canadian Animal Disease Emergency Response and the Crisis Information Management Systems; purchase a state-of-the-art risk analysis modeling system, which will help predict the spread of a foreign animal disease incursion; develop rapid tests against the highest risk foreign animal pathogens, as well as rapid identification of terrorist agents such as anthrax in food; test ready-to-use test kits for foot-and-mouth-disease, hog cholera and avian influenza; purchase equipment to enhance testing for shellfish toxins and to support the rapid

identification of pesticide residues, plant pests and pathogens; and, add capacity for storage and preservation of bioterrorism agents as part of the national microbial culture collection network. *(Further information on the CRTI initiative can be found on page 40.)*

Significant changes from previous plans: The CFIA's role in public security continues to evolve in accordance with the government of Canada's direction and the evolving threat environment.

Key partners: Agriculture and Agri-Food Canada; Health Canada; Public Health Agency of Canada; Canada Border Services Agency; Environment Canada, including Canadian Wildlife Service; Natural Resources Canada; Fisheries and Oceans Canada; Department of Foreign Affairs; International Trade Canada; Public Works and Government Services Canada; Department of National Defence; Canadian Secret Intelligence Service; Public Security and Emergency Preparedness Canada; provincial, territorial and municipal governments; industry; and foreign governments and their regulatory agencies.

Resource Allocation:

Strategic Objective: Promoting the security of Canada's food supply and agricultural resource base

Program Activity: Public Security

	Forecast Spending 2004-05	Planned Spending 2005-06	Planned Spending 2006-07	Planned Spending 2007-08
Net Planned Spending (\$millions)	28.0	25.6	25.4	24.9
Full Time Equivalents	198	197	197	195



Plans and Priorities:

STRATEGIC OUTCOME

2.4 Security from deliberate threats to Canada's food supply and agricultural resource base

PROGRAM ACTIVITY & DESCRIPTION

Public Security (PSAT related activities)

Activities related to contributing to public security and agri-food security

PROGRAM SUB-ACTIVITY

2.4a. Preparing for emergencies

EXPECTED RESULT

- The Agency is in a state of readiness for an effective rapid response to emergencies

PLANNED STRATEGIES

Ongoing

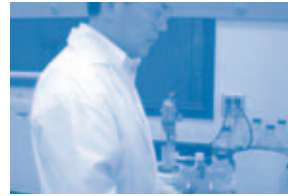
- Establish effective emergency inter-governmental links
- Develop a framework and plans for emergency partner interaction and decision-making
- Design, coordinate, conduct and participate in emergency exercises
- Develop and update emergency plans and procedures
- Conduct situation assessments on emergency events and share lessons learned
- Enhance the emergency operations centres with new technologies as required, and as technologies advance
- Enhance bio-security collaboration with the United States (*Horizontal — USA*)

Special initiatives

- Enhance capacity to provide advance warning and intelligence products related to internal, external and open-source information
- Contribute to the Implementation of Canada's National Security Policy (*Horizontal – PSEPC*)
- Update Foreign Animal Disease Emergency (FADES) agreements with the provinces/territories; develop timetable to exercise agreements (*Horizontal – Provinces and Territories*)

MONITORING STRATEGY/ PERFORMANCE INDICATORS

- Degree of completion of framework and/or plans outlining emergency partner interaction
- Number and type of emergency intergovernmental links established and their effectiveness
- Number of emergency plans and procedures developed or updated
- Number of emergency exercises conducted, results, and follow-up
- Type and impact of enhancements to emergency operations centres
- Type and impact of enhancements to biosecurity collaboration with the US
- Progress in enhancing information gathering and intelligence capacity
- Progress in the implementation of the National Security Policy
- Progress in completing updates, degree of completion of timetable
- Number of completed/updated FADES agreements and exercise plans



PROGRAM SUB-ACTIVITY	2.4b. Enhancing capacity to respond to emergencies	
EXPECTED RESULT	<ul style="list-style-type: none"> The Agency's capacity to respond to emergencies is enhanced 	
PLANNED STRATEGIES	Ongoing	Special initiatives
	<ul style="list-style-type: none"> Enhance surveillance capacity Establish effective internal mechanisms/ processes to address agro-terrorism threats Enhance laboratory capacity for addressing deliberate threats to the food supply and animal and plant resource base Enhance laboratory biosecurity 	<ul style="list-style-type: none"> Implement CRTI-CFIA projects Develop and test a business continuity plan
MONITORING STRATEGY/ PERFORMANCE INDICATORS	<ul style="list-style-type: none"> Capacity projects planned and completed, investments made, examples of major successes 	<ul style="list-style-type: none"> CRTI projects planned and completed, investments made Degree of development of business continuity plan



Chemical, Biological, Radiological and Nuclear Research and Technology Initiative (CRTI)

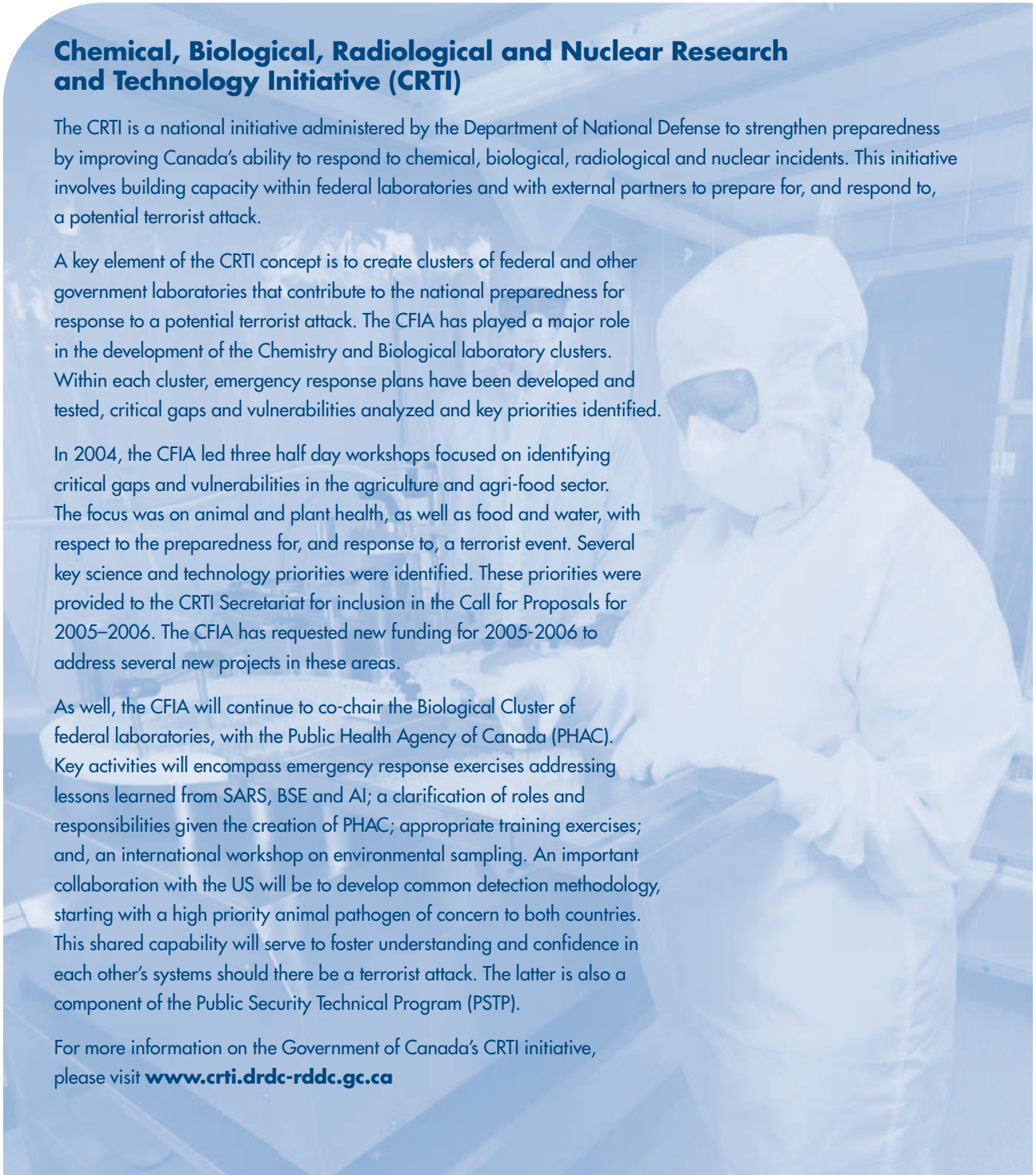
The CRTI is a national initiative administered by the Department of National Defense to strengthen preparedness by improving Canada's ability to respond to chemical, biological, radiological and nuclear incidents. This initiative involves building capacity within federal laboratories and with external partners to prepare for, and respond to, a potential terrorist attack.

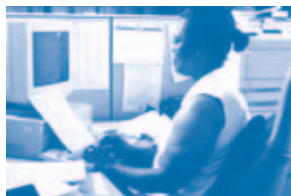
A key element of the CRTI concept is to create clusters of federal and other government laboratories that contribute to the national preparedness for response to a potential terrorist attack. The CFIA has played a major role in the development of the Chemistry and Biological laboratory clusters. Within each cluster, emergency response plans have been developed and tested, critical gaps and vulnerabilities analyzed and key priorities identified.

In 2004, the CFIA led three half day workshops focused on identifying critical gaps and vulnerabilities in the agriculture and agri-food sector. The focus was on animal and plant health, as well as food and water, with respect to the preparedness for, and response to, a terrorist event. Several key science and technology priorities were identified. These priorities were provided to the CRTI Secretariat for inclusion in the Call for Proposals for 2005–2006. The CFIA has requested new funding for 2005-2006 to address several new projects in these areas.

As well, the CFIA will continue to co-chair the Biological Cluster of federal laboratories, with the Public Health Agency of Canada (PHAC). Key activities will encompass emergency response exercises addressing lessons learned from SARS, BSE and AI; a clarification of roles and responsibilities given the creation of PHAC; appropriate training exercises; and, an international workshop on environmental sampling. An important collaboration with the US will be to develop common detection methodology, starting with a high priority animal pathogen of concern to both countries. This shared capability will serve to foster understanding and confidence in each other's systems should there be a terrorist attack. The latter is also a component of the Public Security Technical Program (PSTP).

For more information on the Government of Canada's CRTI initiative, please visit www.crti.drdc-rddc.gc.ca





2.5 Providing sound agency management

The CFIA is 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 activities are delivered in a risk-based and cost-effective manner. For the CFIA, this means a management focus on effective program delivery, responsible management and well-managed administration.

These commitments are in line with the significant priority that the Government of Canada has placed on good governance and management within federal institutions. In June 2003 the Management Accountability Framework (MAF) was introduced by Treasury Board Secretariat. This framework incorporates a number of older frameworks, including all the elements of Modern Comptrollership. Its implementation is a priority for the Government of Canada. More information on the MAF may be found on the internet at http://www.tbs-sct.gc.ca/maf-crg/index_e.asp

The CFIA is committed to meeting the expectations of the Management Accountability Framework and has re-aligned its plans and priorities related to "Sound Agency Management" accordingly. Within the plans that follow, the CFIA also commits to addressing the annual corporate priorities for the Public Service of Canada, which are established annually by the Clerk of the Privy Council. Included in the priorities for 2004-05 were modern comptrollership, human resource management, learning, official languages and diversity.

Plan rationale — Key influencing factors:

- An integral part of the Government of Canada's commitment to modernizing management practices is the promotion of a corporate and systematic approach to managing risk within federal organizations. The CFIA is committed to fully implementing the Government of Canada's Integrated Risk Management Framework. A well performing organization systematically considers: the risk environment within which it must operate; the tolerance that the organization has to risk; and, the guidance and latitude it is prepared to provide to its managers. A fully integrated risk management process will improve results through more informed strategic and operational decisions that contribute to the achievement of organizational objectives.
- The linkage of strategic planning to accountability is critical to sound agency management. In accordance with Treasury Board Secretariat requirements, the CFIA will continue to implement the Management Resources and Results Structure (MRRS). This tool will better link resources to results and will allow for increased transparency and consistency with respect to decisions on resource use and results. The CFIA is also implementing a results-oriented performance management framework (PMF) designed to improve data collection, management and performance reporting. The development and refinement of performance indicators will continue in 2005-2006. These indicators will be incorporated into the 2006-2007 RPP. The Management Accountability Framework also requires departments to report on their program performance and link resources spent with the results achieved.

- The Government of Canada is committed to the highest standards of ethical behaviour in serving the Canadian public. Values and ethics are an important component of the Management Accountability Framework. The CFIA, shortly after it was created, adopted “Our Values and Principles”, which set out a series of principles which were meant to guide the behaviour of all staff. At a time when ethical and transparent conduct is considered ever more important, the CFIA is currently engaged in the review and re-evaluation of these principles with the view to developing a revised integrated set of values and principles to guide both internal behaviour and the Agency’s relationships with regulated parties and stakeholders generally.
- In the modern labour market, competition in attracting and keeping the right talent is fierce. Approximately 70 percent of the CFIA’s workforce is in the scientific, professional and technical fields. Changing demographics and the movement towards a knowledge-based economy present significant challenges to the recruitment and retention of employees. The strength and future viability of any science-based organization is dependent on its ability to build the skills and knowledge of its employees. Integration of human resources planning with business planning is critical to ensuring that the right people are in place at the right time to deliver key services. The CFIA is developing a succession planning process that encourages strong leadership and continuity in business-critical, science-based positions.
- In September 2003, the CFIA completed a comprehensive review of the consistency of operational delivery of the Agency’s services across the country. This assessment resulted in the identification of opportunities for improvement and the creation of a multi-year, comprehensive approach to enhancing effectiveness, efficiency and consistency in the delivery of services. Progress to-date includes work towards the development of systems and processes for improving access, distribution and understanding of policies and procedures, and the development of quality verification criteria. The long term plan includes: modernizing legislation, regulations and policies (as required); updating procedure manuals; clarifying roles and responsibilities internally and with external parties; updating and increasing training; and rationalizing and better coordinating internal and external review, audit and evaluation mechanisms.
- The CFIA relies extensively on partnerships to achieve its mandate and deliver its programs. While effective partnerships have been established with other government departments/agencies, other levels of government, industry, universities, and foreign governments, the CFIA recognizes the importance of improving the management of partnerships and stakeholders. This will be done by reviewing internal and external consultation needs, reviewing current consultation mechanisms, assessing redundancies, developing mechanisms to facilitate transfer of knowledge and information and developing a consultation framework to provide a coordinated approach to Agency consultation including a single-window access to a listing of consultations being undertaken by the Agency.



- Enhanced corporate stewardship and a commitment to sound financial planning and prudent controls are essential components of Modern Comptrollership. Faced with diminishing resources and mounting demands for public engagement and accountability, modern managers must continually seek out innovative ways to deliver results for Canadians. Improved overall decision-making through the provision of easily accessible reporting tools as well as risk-based allocation of resources have been identified as priorities.
- Keeping laboratories and scientific equipment updated and in a constant state of readiness are critical to maintaining the capacity to respond to threats to the security of the food supply and to requirements of domestic and international standards. Good management of real property and immoveable assets requires the development of good governance regimes for capital investments, asset management strategies and life-cycle management practices. This will ensure the renewal of critical information technology, vehicle fleet, laboratory infrastructure and scientific equipment. Life-cycle management practices have been refined to include priority ranking and risk management of capital requirements and a standardized approach to assessment of the state of CFIA's assets.
- The CFIA's information management/information technology (IM/IT) infrastructure must continuously evolve to keep pace with demands. 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.

Significant changes from previous plans: The plan associated with sound agency management has been re-aligned to better reflect the expectations presented in the Management Accountability Framework.

Key partners: None

Note: Resources attributable to "Sound Agency Management" have been allocated to the four other strategic outcomes of the Agency on a pro-rata share.



Plans and Priorities:

STRATEGIC OUTCOME

2.5 Providing Sound Agency Management

PROGRAM ACTIVITY

Good Governance and Management

MAF THEMES

2.5a. Risk Management, Accountability and Governance

EXPECTED RESULTS

- Integrated risk management
- Clear accountabilities
- Results-focussed and risk-based corporate priorities
- Strategic resource allocation/re-allocation
- Increased performance management information

PLANNED STRATEGIES

Ongoing

- Risk-based strategic and operational planning
- Assignment of clear accountabilities for process and results
- Use of appropriate delegation of authority
- Risk-based/strategic resource allocation/reallocation
- Performance measurement and reporting
- Develop results-based management and accountability frameworks (RMAF) for major initiatives

Special initiatives

- Continue implementation of Integrated Risk Management (IRM)
- Continue implementation of the Performance Management Framework (PMF)
- Complete implementation of the Management Resources and Results Structure (MRRS)

MONITORING STRATEGY/ PERFORMANCE INDICATORS

- Completion and timeliness of risk-based corporate, branch and operational plans and reports
- Corporate risk profile reviewed regularly
- Evidence of risk consideration in strategic planning
- Evidence of communication of risks to external stakeholders
- Clarity of accountabilities
- Evidence of results-focussed corporate priorities
- Delegations regularly reviewed
- Evidence of strategic resource allocation/reallocation
- Executive Committee oversight of performance management and regular review of performance
- Number of RMAF's developed and outcome
- Progress in implementation of IRM, including degree of development and implementation of risk management tools, training and support
- Degree of engagement of external stakeholders in assessing risks
- State of implementation of PMF
- State of implementation of MRRS



MAF THEMES	2.5b. People, Values and Learning	
EXPECTED RESULTS	<ul style="list-style-type: none"> • Effective leadership • A productive workforce • Enabling work environment • A sustainable workforce 	
PLANNED STRATEGIES	Ongoing	Special initiatives
MONITORING STRATEGY/ PERFORMANCE INDICATORS	<ul style="list-style-type: none"> • Foster improved work environment • Reinforce leadership development, succession planning and performance management • Improve Agency internal communications and employee recognition • Provide enabling support, tools, systems and equipment • Report through the Performance Management Framework (PMF) on progress in implementing the comprehensive HR strategy 2003-2008 	<ul style="list-style-type: none"> • Develop and implement Values and Ethics principles • Implement a unique classification standard for science professional and veterinary staff (SP&V) and review requirements for additional unique standards for other groups to reflect the work of the Agency • Implement multi-year Employment Equity Plan • Develop and implement an official languages plan to address identified gaps • Implement detailed succession plans • Develop 5-year e-learning strategy • Launch management prerequisite training program • Implement detailed action plans developed in response to issues raised in 2003 employee survey

**MAF
THEMES****2.5c. Policy, Programs and Citizen-focussed Service****EXPECTED
RESULTS**

- Enhanced effectiveness, efficiency and consistency in delivery of services
- Integrated coordinated approach to stakeholder consultation
- Enhanced quality assurance knowledge, practices and capabilities

**PLANNED
STRATEGIES****Ongoing**

- Program and policy development
- Service delivery
- Stakeholder consultation

Special initiatives

- Assess consultation needs and explore best practices
- Develop a consultation framework and database
- Continued implementation of the program delivery consistency initiative
- Implement Agency-wide quality assurance strategy
- Review and pilot new technologies to enhance inspection and laboratory science capabilities

**MONITORING
STRATEGY/
PERFORMANCE
INDICATORS**

- Effectiveness, efficiency and consistency of service delivery
- Depth and breadth of stakeholder consultation and citizen engagement
- Degree of completion of needs assessment and review of best practices
- Degree of completion of consultation framework and database
- Progress in implementation of consistency review recommendations
- Progress in implementation of QA strategy
- Number and type of new technologies reviewed

MAF THEMES	2.5d. Stewardship	
EXPECTED RESULTS	<ul style="list-style-type: none"> • Improved financial accountability • Integrated capital asset planning and information systems • Strengthened IM/IT capacity to support business priorities 	
PLANNED STRATEGIES	Ongoing	Special initiatives
	<ul style="list-style-type: none"> • Enhance financial management practices • Promote the use of the Managers Financial Toolkit • Provide managers with tools and techniques to improve quality and consistency of management information • Conduct risk-based audits and evaluations • Foster a comprehensive business intelligence tool 	<ul style="list-style-type: none"> • Implement the Real Property Management Framework (RPMF) • Develop an integrated capital asset planning and information system • Deliver training in areas of financial managerial competency • Complete Long-Term Capital Plan (LTCP) • Improve operational data systems for: <ul style="list-style-type: none"> – emergency management – management and performance information – electronic certification • Deploy processes and tools to manage electronic documents • Implement action plan to develop information and processing capabilities to manage emergency situations • Develop an Environmental Management Framework (EMF)
MONITORING STRATEGY/ PERFORMANCE INDICATORS	<ul style="list-style-type: none"> • Level of use of Managers Financial Toolkit • Level of management awareness of modern management practices through the tools and techniques provided to managers • Level of alignment between resources and program priorities • Audits/evaluations conducted and recommendations implemented • Evidence that management systems provide relevant information and early warning on resources, results and controls 	<ul style="list-style-type: none"> • State of implementation of RPMF • Degree of completeness of integrated capital asset planning and information system • Number of training sessions delivered in financial management • State of completion of LTCP • Degree of completion of improvements to operational data systems • Degree of implementation of action plan to implement information and process capability for emergency situations • State of development of the EMF

Section III: Supplementary Information

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3.1 Management Representation Statement

I submit for tabling in Parliament, the 2005–2006 Report on Plans and Priorities (RPP) for the Canadian Food Inspection Agency.

This document has been prepared based on the reporting principles contained in the *Guide to the Preparation of Part III of the Estimates: Reports on Plans and Priorities*.

- It adheres to the specific reporting requirements outlined in the Treasury Board Secretariat guidance.
- It uses an approved program activity architecture (PAA) structure.

- It provides a basis of accountability for the results achieved with the resources and authorities entrusted to it.
- It reports finances based on approved planned spending numbers from the Treasury Board Secretariat.

Richard B. Fadden

President

Canadian Food Inspection Agency

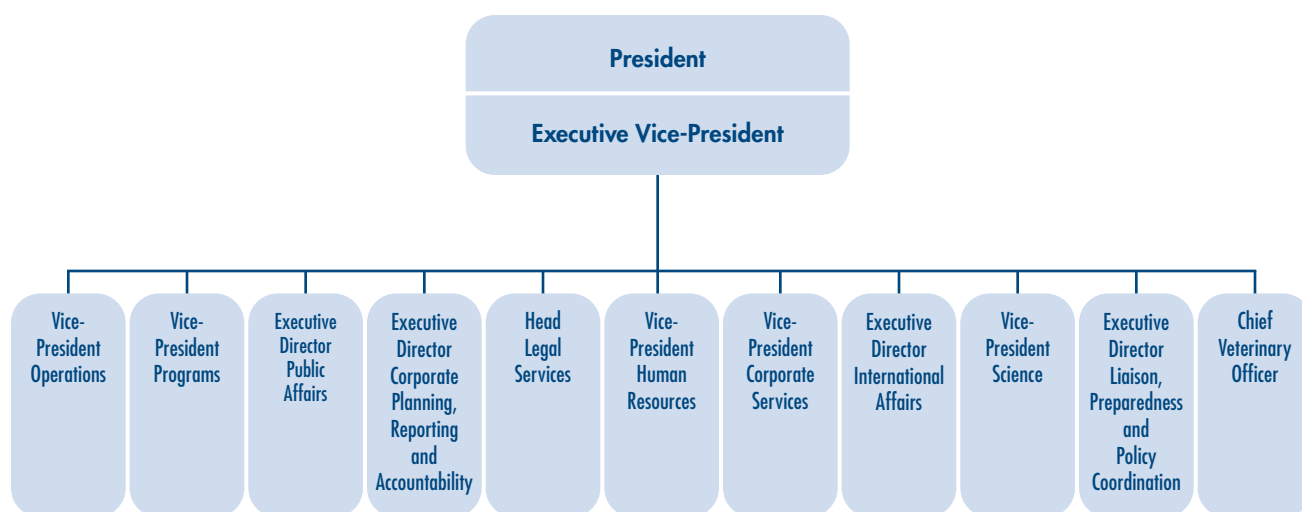
March, 2005

3.2 Organizational Information

The CFIA is headed by a President, who reports to the Minister of Agriculture and Agri-Food. The following organizational chart depicts the reporting structure within the CFIA.

The CFIA has an integrated governance structure whereby all Vice Presidents and Executive Directors have specific accountabilities that contribute to the achievement of each of CFIA's strategic objectives.

Canadian Food Inspection Agency



3.3 Financial Tables

Table 1: Agency Planned Spending and Full Time Equivalents (\$millions)

	Forecast Spending 2004–05	Planned Spending 2005–06	Planned Spending 2006–07	Planned Spending 2007–08
Food Safety and Public Health	273.4	288.9	288.9	288.8
Science and Regulation	126.1	125.2	125.3	125.3
Animal and Plant Resource Protection	96.8	98.9	98.9	98.4
Public Security	30.6	26.0	26.0	26.0
Budgetary Main Estimates (gross)	526.9	539.0	539.1	538.5
Less: Respendable revenue	50.0	50.0	50.0	50.0
Total Main Estimates ⁶	476.9	489.0	489.1	488.5
Adjustments				
Supplementary Estimates ⁷				
Operating budget carry forward	34.3	–	–	–
Activities to mitigate the impact of the Bovine Spongiform Encephalopathy (BSE) crisis	20.0	–	–	–
Funding to support the eradication of Plum Pox Virus affecting the fruit industry	5.4	–	–	–
Funding to undertake projects related to the development and application of biotechnology (Canadian Biotechnology Strategy)	0.7	–	–	–
Public security initiatives (Marine Security, Border Policing, Airport Policing, Smart Border Initiative, National Security Policy)	0.5	–	–	–
Assessment, management and remediation of federal contaminated sites	0.1	–	–	–
Compensation payments in accordance with requirements established by Regulations	66.0	–	–	–
Transfer to the Canada Border Services Agency	(8.7)	–	–	–
Repositioning the Canadian beef and cattle industry and strengthening animal feed restrictions	3.6	39.3	11.2	10.9
Government Advertising Programs (net)	0.3	–	–	–
<i>Budget Announcements:</i>				
Expenditure Review Committee	–	(4.0)	(5.1)	(20.1)
National Aquatic Animal Health Program (NAAHP)	–	6.9	6.2	6.4
Invasive Alien Species	–	4.0	10.0	12.0
<i>Other:</i>				
Collective Bargaining	1.2	–	–	–
<i>Total Adjustments</i>	123.4	46.2	22.3	9.1
Total Planned Spending	600.3	535.2	511.4	497.6
Total Planned Spending	600.3	535.2	511.4	497.6
Less: Non-respendable revenue	0.4	0.5	0.5	0.5
Plus: Cost of services received without charge	45.7	47.0	45.1	44.2
Net Cost of Agency	645.6	581.7	556.0	541.3
Full Time Equivalents	5,993	6,368	6,202	6,072

⁶ The 2005-2006 Main Estimates for the Canadian Food Inspection Agency are \$489.0 million, a net increase of \$12.1 million from the previous year.

The major changes are as follows:

- an increase of \$20.2 million for activities to mitigate the impact of the BSE crisis;
- an increase of \$6.0 million of funding to support the eradication of Plum Pox Virus affecting the fruit industry;
- a decrease of \$4.9 million related to the decrease in Employee Benefit Plans from 21.5% to 20%;
- a decrease of \$10 million related to the transfer of resources to the Canada Border Services Agency.

⁷ The adjustments for the Supplementary Adjustments above do not include the impact of Employee Benefit Plan (EBP) charges in 2004–2005. The adjustments for 2005–2006 and future years do include EBP charges.

Table 2: Program Activities 2005-2006 (\$ millions)

Program Activity	Operating	Capital	Contributions	Gross	Revenue	Total Main Estimates	Adjustments	Total Planned Spending
Food Safety and Public Health	287.8	1.0	0.1	288.9	27.8	261.1	37.5	298.6
Science and Regulation	118.2	7.0	0.0	125.2	12.3	112.9	(1.6)	111.3
Animal and Plant Resource Protection	95.8	1.5	1.6	98.9	9.7	89.2	10.5	99.7
Public Security	21.0	5.0	0.0	26.0	0.2	25.8	(0.2)	25.6
Total	522.8	14.5	1.7	539.0	50.0	489.0	46.2	535.2

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Table 3: Voted and Statutory Items listed in Main Estimates (\$ millions)

Vote or Statutory Item	Truncated Vote or Statutory Wording	Current Main Estimates	Previous Main Estimates
30	Operating Expenditures and Contributions	406.6	391.0
35	Capital Expenditures	14.5	14.5
(S)	Compensation Payments	1.5	1.5
(S)	Contributions to employee benefit plans	66.4	69.9
	Total Agency	489.0	476.9

Table 4: Net Cost of Agency (\$ millions)

		2005–2006
Net Planned Spending (Total Main Estimates plus Adjustments as per the Planned Spending Table)		535.2
<i>Plus: Services Received without Charge</i>		
Accommodation provided by Public Works and Government Services Canada (PWGSC)		19.0
Contributions covering employers' share of employees' insurance premiums and expenditures paid by TBS		27.1
Worker's compensation coverage provided by Social Development Canada *		0.0
Salary and associated expenditures of legal services provided by Justice Canada		0.9
		47.0
<i>Less: Non-Respendable Revenue</i>		0.5
2005-2006 Net Cost of Agency		581.7

*Amount is less than \$100K, therefore is not shown on this table.

Table 5: Summary of Capital Spending by Program Activity (\$ millions)

	Forecast Spending 2004–05	Planned Spending 2005–06	Planned Spending 2006–07	Planned Spending 2007–08
Food Safety and Public Health	1.0	1.0	1.0	1.0
Science and Regulation	7.0	7.0	7.0	7.0
Animal and Plant Resource Protection	1.5	1.5	1.5	1.5
Public Security	5.0	5.0	5.0	5.0
Total	14.5	14.5	14.5	14.5

Table 6: Source of Respendable and Non-Respendable Revenue (\$ millions)

	Forecast Revenue 2004-05	Planned Revenue 2005-06	Planned Revenue 2006-07	Planned Revenue 2007-08
Respendable Revenue				
Food Safety and Public Health				
Respendable Revenue	27.8	27.8	27.8	27.8
Science and Regulation				
Respendable Revenue	12.3	12.3	12.3	12.3
Animal and Plant Resource Protection				
Respendable Revenue	9.7	9.7	9.7	9.7
Public Security				
Respendable Revenue	0.2	0.2	0.2	0.2
Total Respendable Revenue	50.0	50.0	50.0	50.0
Non-Respendable Revenue				
Food Safety and Public Health				
Other non-tax revenues	0.0	0.1	0.1	0.1
Proceeds from sale of Crown Assets	0.4	0.4	0.4	0.4
Science and Regulation				
Other non-tax revenues	0.0	0.0	0.0	0.0
Proceeds from sale of Crown Assets	0.0	0.0	0.0	0.0
Animal and Plant Resource Protection				
Other non-tax revenues	0.0	0.0	0.0	0.0
Proceeds from sale of Crown Assets	0.0	0.0	0.0	0.0
Public Security				
Other non-tax revenues	0.0	0.0	0.0	0.0
Proceeds from sale of Crown Assets	0.0	0.0	0.0	0.0
Total Non-Respendable Revenue	0.4	0.5	0.5	0.5
Total Respendable and Non-Respendable Revenue	50.4	50.5	50.5	50.5

Table 7: Resource Requirement by Branch 2005–2006 (\$ millions)

	Food Safety and Public Health	Science and Regulation	Animal and Plant Resource Protection	Public Security	Total Planned Spending
Operations	167.0	29.9	34.8	8.7	240.4
Programs	30.8	11.7	21.3	1.3	65.1
Science	34.8	33.1	20.0	4.5	92.4
Corporate Branches	51.9	27.2	17.1	4.2	100.4
Subtotal Operating	284.5	101.9	93.2	18.7	498.3
Capital	1.0	7.0	1.5	5.0	14.5
EBP	40.9	14.7	13.2	2.1	70.9
Statutory	0.0	0.0	1.5	0.0	1.5
Gross Planned Spending	326.4	123.6	109.4	25.8	585.2
Respendable Revenue	27.8	12.3	9.7	0.2	50.0
Net Planned Spending	298.6	111.3	99.7	25.6	535.2

Table 8: Details on Project Spending

For this year (2005–06), and the following two years (2006–07 and 2007–08), the following projects are expected to exceed their delegated project approval level:

- Headquarters complex for the agriculture portfolio — Ottawa, ON
- Ottawa Laboratory (Fallowfield), mid-life retrofit — Ottawa, ON
- Ottawa Laboratory (Fallowfield), Level 3 Animal Wing, construction — Ottawa, ON
- Saskatoon Laboratory, mid-life retrofit — Saskatoon, SK
- Lethbridge Laboratory, structural building reinforcement — Lethbridge, AB
- Lethbridge Laboratory, mid-life retrofit — Lethbridge, AB

For further information on the above-mentioned projects see <http://www.tbs-sct.gc.ca/est-pre/estime.asp>.

3.4 Major Regulatory Initiatives

The CFIA enforces 38 sets of regulations related to the 13 Acts that form the Agency's legislative mandate. There are eight major regulatory initiatives that are ongoing. When significant regulatory initiatives are proposed, a major cost-benefit analysis is completed. Proposed major regulatory initiatives are listed below.

Major Regulatory Initiatives 2005-06⁹

Enhanced Feed Ban (<i>Health of Animals Regulations, Feeds Regulations, Meat Inspection Regulations and Fertilizers Regulations</i>)	Modifications to the existing feeding ban regulations are being considered to further prevent the potential spread of BSE to humans and other animals (i.e. remove exemptions and permitted practices in current ban, etc.).
Medicated Feeds Regulations (<i>Health of Animals Act</i>)	New regulations are being developed under the <i>Health of Animals Act</i> that will regulate how feeds are manufactured and will implement manufacturing to ensure that finished products meet regulatory standards. These regulations will apply to both commercial and non-commercial manufacturing operations that wish to manufacture any kind of medicated feed on their premises.
Humane Transport of Animals (<i>Health of Animals Regulations</i>)	The purpose of Part XII of the <i>Health of Animals Regulations</i> is to regulate animal transportation in Canada by setting reasonable standards of care that address the welfare of animals in transit. This regulatory proposal requires that carriers involved in the transport of live animals have knowledge of the species being transported. It identifies animal transportation risk factors, and requires that these be assessed prior to transport, and that remedial action be taken to address any factors which may result in injury, suffering or death to the animals.
Meat Inspection Regulations — Re-write (<i>Meat Inspection Act</i>)	The purpose of the <i>Meat Inspection Act</i> and Regulations is to regulate the import, export and inter-provincial trade in meat products, the registration of establishments, the inspection of animals and meat products in registered establishments and the standards for animals slaughtered and for meat products prepared in those establishments. It is proposed that the <i>Meat Inspection Regulations</i> will be re-written to support a National Meat Inspection System. This would allow for a two tier meat inspection system where both Tiers would require QA/HACCP system in place.
Review of Animal Health Compensation Program (AHCP)	In consultation with AAFC and industry, this involves revising current methodology to estimate and establish new maximum amounts of compensation under the Animal Health Compensation program.

⁹ According to the Treasury Board definition, a "major" regulatory initiative is one that costs more than \$50M or costs between \$100K and \$50M and has a low degree of public acceptance.

Major Regulatory Initiatives 2005–06 (continued)

Processed Products Regulations — Re-write

The objective of this re-write is to propose revisions to the Processed Products Regulations to reflect the following:

- address inconsistencies with international standards, particularly CODEX standards of identity, in the existing regulations
- amalgamate all the requirements for various processed products by product, thus eliminating the need to locate the product in more than one Schedule
- streamline administrative requirements
- ease the requirements for bulk sizes
- update the list of compositional standards.

Regulatory Proposal Assessment Re: Options and Alternatives for a National Organic Production and Inspection Regime

In response to industry requests, consumer concerns and emerging international trade requirements, AAFC and the CFIA, in co-operation with ITCAN, formed the Organic Production System Task Force (OTF). Throughout 2005, in consultation with the organic industry and Canada's provincial and territorial governments, the OTF will work towards the development and implementation of a fair and effective inspection regime for organic production, sales, imports and exports to meet the December 31, 2005 European Union third-country equivalence list deadline for national organic production systems.

Toxic Substances Regulations (*Health of Animals Act*)

The *Health of Animals Act* provides authority to prescribe "toxic substances" and to specify the way in which "toxic substances" may be prescribed. The creation of a list of toxic substances in regulations is therefore being proposed.

Once a list of substances is prescribed, it would allow the CFIA to respond to toxic contamination events in the same manner as it can currently respond to animal disease emergencies. Control authorities already exist for disease responses under the Act and Regulations and this proposal will allow for a toxic substance contamination response. This regulatory proposal will further strengthen the CFIA's regulatory control for instances of contamination along the entire food production continuum.

For more information, visit the CFIA's Web site at: www.inspection.gc.ca/english/reg/rege.shtml

3.5 Horizontal Initiatives

As per TBS guidelines, a horizontal initiative, for the purposes of this table, is an initiative in which partners from two or more organizations have received program funding and have formally agreed (e.g. Memoranda to Cabinet, Treasury Board Submissions, and federal/provincial agreements) to work together to achieve shared outcomes. The following table outlines the CFIA's horizontal initiatives for 2005–06

Initiative	Profile	Partners
Public Security and Anti-terrorism (PSAT) Initiative	<p>In the 2001 Budget, the government allocated \$7.7 billion in new funds to be spent over the next five years on the PSAT initiative to enhance security for Canadians. As a contributing Agency, the CFIA:</p> <ul style="list-style-type: none"> • Delivers all federal food inspection, animal health, and plant protection measures; and, • Responds to outbreaks of pests and diseases in plants and animals. <p>More information on this initiative can be found in Section 2.4.</p>	<ul style="list-style-type: none"> • Provinces/Territories • Canada Border Services Agency
Chemical, Biological Radiological and Nuclear (CBRN) Research and Technology Initiative (CRTI)	<p>The events of September 11, 2001 moved the issues of counter terrorism and national security to the forefront of the nation's concerns. CRTI represents the federal science community's response and commitment to providing science solutions to these issues. Through the creation of laboratory networks across the federal government that collaborate with industry, academia and first responder communities, the CFIA will provide new knowledge, technology, and research necessary for CBRN (Chemical, Biological, Radiological and Nuclear) response and preparedness.</p> <p>As well, the CFIA will continue to co-chair the Biological cluster of federal laboratories with Health Canada.</p> <p>More information on this initiative can be found in Section 2.4.</p>	<ul style="list-style-type: none"> • Agriculture and Agri-Food Canada • Canadian Nuclear Safety Commission • Canadian Security and Intelligence Service • Defence Research and Development Canada • Department of Fisheries and Oceans • Environment Canada • Health Canada • National Research Council • Natural Resources Canada • Public Safety and Emergency Preparedness Canada • Royal Canadian Mounted Police • Transport Canada

Initiative	Profile	Partners
Canadian Regulatory System for Biotechnology	<p>The Canadian Regulatory System for Biotechnology (CRSB) aims to develop an efficient, credible and well-respected regulatory system that safeguards the health of all Canadians and the environment and permits safe and effective products. The CFIA conducted a horizontal formative evaluation of the CRSB on behalf of the six participating departments in 2004–05. A summative evaluation is targeted for 2005–06 to examine whether the expected results are being achieved.</p> <p>More information on this initiative can be found in Section 2.3.</p>	<ul style="list-style-type: none"> • Health Canada • Environment Canada • Industry Canada • Fisheries and Oceans Canada • Natural Resources Canada
AAFC-CFIA MOU on the Agricultural Policy Framework (APF)	<p>On December 2, 2003, the Minister of Agriculture signed a Memorandum of Understanding between the Canadian Food Inspection Agency (CFIA) and Agriculture and Agri-Food Canada on the APF.</p> <p>The MOU sets out general terms, roles and responsibilities for the management of the following initiatives funded under the APF and implemented by the CFIA: Medicated Feed Regulations; and On-Farm Food Safety Recognition Program. These initiatives are part of the Federal Government's commitments.</p> <p>A total amount of \$27.0 million is provided to the CFIA under the APF to cover the two initiatives over a five-year period, starting on April 1, 2003.</p>	<ul style="list-style-type: none"> • Agriculture and Agri-Food Canada

More information on horizontal initiatives can be found at at: <http://www.tbs-sct.gc.ca/est-pre/estime.asp>

Section IV: Annexes

4.1 Acronyms

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AAFC	Agriculture and Agri-Food Canada
AI	Avian Influenza
ALHB	Asian long-horned beetle
APF	Agricultural Policy Framework
BSE	Bovine spongiform encephalopathy
BSLB	Brown spruce longhorn beetle
CBSA	Canada Border Services Agency
CCIA	Canadian Cattle Identification Agency
CFIA	Canadian Food Inspection Agency
CFISIG	Canadian Food Inspection System Implementation Group
CGC	Canadian Grain Commission
CODEX	CODEX Alimentarius Commission
CRSB	Canadian Regulatory System for Biotechnology
CRTI	Chemical, Biological, Radiological & Nuclear Research and Technology Initiative
CWS	Canadian Wildlife Service
DFO	Fisheries and Oceans Canada
DRDC	Defence Research and Development Canada
EAB	Emerald ash borer
EC	Environment Canada
EMF	Environmental Management Framework
FPT	Federal/provincial/territorial
FSEP	Food Safety Enhancement Program
FTEs	Full-time employees
HACCP	Hazard Analysis Critical Control Point
HC	Health Canada
HR	Human Resources

IC	Industry Canada
IM/IT	Information Management/Information Technology
IRM	Integrated Risk Management
ITCAN	International Trade Canada
LTCP	Long-term Capital Plan
MAF	Management Accountability Framework
MRRS	Management, Resources and Results Structure
NCE	Network of Centres of Excellence
NRC	National Research Council
NWDS	National Wildlife Disease Strategy
OFFS	On-farm Food Safety
OIE	Office international des épizooties
OTF	Organic Production System Task Force
PHAC	Public Health Agency of Canada
PMF	Performance Management Framework
PNTs	Plants with novel traits
PSAT	Public Security and Anti-Terrorism
PSEPC	Public Safety and Emergency Preparedness Canada
PSTP	Public Security Technical Program
PWGSC	Public Works and Government Services Canada
QA	Quality Assurance
QMS	Quality Management System
RMAF	Results-based Management Accountability Framework
RPMF	Real Property Management Framework
RPP	Report on Plans and Priorities
SBDAs	Science-based departments and agencies
SP&V	Scientific, Professional and Veterinary
SRM	Specified risk material
TBS	Treasury Board Secretariat
TSEs	Transmissible spongiform encephalopathies

4.2 Web Links for Additional Information

Canadian Food Inspection Agency	www.inspection.gc.ca
Food Safety	www.inspection.gc.ca/english/index/fssae.shtml
Animal Health	www.inspection.gc.ca/english/index/ahsae.shtml
Plant Protection	www.inspection.gc.ca/english/index/pppve.shtml
Human Resources Strategy	www.inspection.gc.ca/english/hrrh/strat2003-08/strate.shtml
Modern Management Initiative Action Plan	www.inspection.gc.ca/english/audit/mod/plane.shtml
Corporate Business Plan	www.inspection.gc.ca/english/corpaffr/busplan/2003-2008/plane.shtml
Allergy Alerts and Food Recalls	www.inspection.gc.ca/english/corpaffr/educ/alerte.shtml
Asian Long-Horned Beetle	www.inspection.gc.ca/english/plaveg/protect/pestrava/asialong/asialonge.shtml
Avian Influenza	www.inspection.gc.ca/english/anima/heasan/disemala/avflu/avflue.shtml
Bovine Spongiform Encephalopathy	www.inspection.gc.ca/english/anima/heasan/disemala/bseesb/bseesbe.shtml
Canadian Animal Health Consultative Committee	www.inspection.gc.ca/english/anima/heasan/cahcc/cahcc_e.shtml
Emerald Ash Borer	www.inspection.gc.ca/english/plaveg/protect/pestrava/ashfre/agrplae.shtml
Feed Program	www.inspection.gc.ca/english/anima/feebet/feebete.shtml
Food Safety Web Wheel	www.inspection.gc.ca/english/corpaffr/educ/alerte.shtml
Prosecution Bulletins	www.inspection.gc.ca/english/corpaffr/projud/projude.shtml
Rabies	www.inspection.gc.ca/english/anima/heasan/disemala/rabrag/rabrage.shtml
Research Partnership Strategy	www.inspection.gc.ca/english/sci/tech/teche.shtml
Regulated Plants with Novel Traits	www.inspection.gc.ca/english/plaveg/bio/pntvcne.shtml
Reportable Diseases	www.inspection.gc.ca/english/anima/heasan/disemala/guidee.shtml

