



Agriculture and Agri-Food Canada

2017–18

Departmental Results Report

The Honourable Lawrence MacAulay, P.C., M.P.,
Minister of Agriculture and Agri-Food



Agriculture and
Agri-Food Canada

Agriculture et
Agroalimentaire Canada

Canada

2017–18 Departmental Results Report

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Minister's message

I am pleased to present to Parliament and Canadians the 2017–18 Departmental Results Report for Agriculture and Agri-Food Canada.

The Canadian agriculture and agri-food system contributes over \$114 billion of our gross domestic product, \$64 billion of our exports and one in eight jobs. Having farmed on Prince Edward Island for many years, and now as Minister of Agriculture, I'm honoured to be part of an industry that is so vital to our nation's health and economy.



A milestone year for the Department, 2017–18 marked the completion of negotiations for the Canadian Agricultural Partnership. Launched on April 1, 2018, the Partnership is the result of close collaboration among industry and federal, provincial and territorial governments. It will drive investments of \$3 billion over five years in key priorities identified by industry, including trade, innovation, sustainability, and public trust. Federal, provincial and territorial agreement on a comprehensive suite of Business Risk Management programs will ensure that producers continue to have support when significant risks threaten the viability of their farm and are beyond their capacity to manage. The Partnership brings a new focus on building public trust in our food systems, and strengthening diversity by helping groups such as youth, women and Indigenous peoples take leadership roles in the sector. As well as the Partnership, we also launched programs to help keep our dairy producers and processors on the cutting edge.

Investments will support initiatives such as sectoral AgriScience Clusters, bringing industry and academia together to drive growth in Canada's agricultural industry. Building on this work, investments in science and innovation in the past three federal budgets are giving farmers and food processors the tools they need to compete, and adapt to climate change.

Over the past year, our Department worked hard to deliver the final year of funding under the previous agricultural framework, while advancing the Government's strong and diversified trade agenda. By opening up and expanding markets for our agriculture and food products, we made good progress towards our target of \$75 billion in agri-food exports by 2025. The Department also helped the industry maximize opportunities under the Comprehensive Economic and Trade Agreement with the European Union, while supporting Canada's participation in the Comprehensive and Progressive Agreement for Trans-Pacific Partnership, which will eliminate tariffs on Canadian meats, grains, horticulture and processed foods in some of the world's leading markets for food. Combined with benefits under our existing trade agreements, Canadian

farmers and food processors will have a competitive edge in about two-thirds of the global economy.

To help farmers get their products to our customers around the world, the Department supported the passage of the Transportation Modernization Act, with key provisions for an efficient and reliable rail system for many years to come.

When I look ahead at the prospects for this great industry, I see a future full of promise. Demand for our food continues to grow – and Canada has the competitive advantages to meet that demand. I'm proud of our achievements over the past year, thanks to the hard work of our world-class farmers and food processors, our provinces and territories, and our dedicated public service. Through smart investments and continued collaboration, we will help Canada's agriculture and food sector continue to grow, innovate and prosper.

Honourable Lawrence MacAulay, P.C., M.P.,
Minister of Agriculture and Agri-Food

Results at a glance

The total resources utilized by the Department for 2017–18 are summarized below:

\$1,984,897,777	4,673
Total actual spending	Total actual full-time equivalents

Agriculture and Agri-Food Canada pursued the following results and priorities in 2017–18, in line with the Minister of Agriculture and Agri-Food’s [mandate letter](#)ⁱ commitments:

[Developed a new multi-year agricultural policy framework, with updated Business Risk Management programs](#)

The development of a progressive federal-provincial-territorial agricultural framework, the [Canadian Agricultural Partnership](#)ⁱⁱ (the Partnership), addressed several key commitments in the Minister of Agriculture and Agri-Food’s mandate letter. Negotiations were undertaken with the provinces and territories to ensure program continuity for the sector, finalize amendments to ongoing [Business Risk Management](#)ⁱⁱⁱ programming, and establish bilateral agreements for the federal, provincial and territorial cost-shared initiatives. Changes were introduced to the Business Risk Management program suite under the Partnership to facilitate and ensure equitable access to all producers. Federal, provincial and territorial governments also committed to undertake a review of Business Risk Management programs to explore ways to improve. Broad consultations were completed with stakeholders to inform the new framework, including focused engagement sessions with Indigenous peoples, women and youth. Launched on April 1, 2018, the Partnership will help chart the course for government investments in the sector over the next five years, and aims to continue to help the sector grow trade, advance innovation while maintaining and strengthening public confidence in the food system, and increase sector diversity.

[Advanced and promoted Canada’s agricultural trade interests and supported the Government of Canada’s trade agenda](#)

The Department continued to advance and promote Canada’s agricultural trade interests in key markets, and to open or maintain new markets through free trade agreements, in collaboration with federal partners, provinces, territories and industry. The provisional application of the Canada-European Union Comprehensive Economic and Trade Agreement, and Canada’s signature of the Comprehensive and Progressive Agreement for Trans-Pacific Partnership, were key achievements in 2017–18. The Department also worked with Global Affairs Canada and other partners to launch renegotiations to modernize the North American Free Trade Agreement with the United States and Mexico. In addition, the Department successfully maintained and

gained access for Canadian exports of meat, grains, oilseeds and pulses in key markets, as part of ongoing efforts to advance Canada's trade agenda.

Invested in agricultural research and worked with stakeholders to support science and innovation in the sector, including in clean and sustainable technologies and processes to enhance sector resiliency to a changing climate

The Department continued supporting research, development, and knowledge transfer activities and collaborated with stakeholders to help accelerate the pace of innovation, enhance sector sustainability, and improve sector productivity and profitability. Enhanced investments in specialized equipment and expertise are enabling the digital recording and eventual publication of the Department's taxonomic collections. This ongoing work will provide a valuable resource for the global research community, and will help in predicting climate change impacts on pest and disease management. Additionally, twenty new research projects were announced under the [Agricultural Greenhouse Gases Program](#)^{iv} that will help the sector become a world leader in the development and use of clean and sustainable agricultural technologies and practices. The Department also worked to improve the coordination of research projects with other government departments, and to deliver on priorities outlined in the [Pan-Canadian Framework on Clean Growth and Climate Change](#)^v.



Consulted Canadians on the development of a food policy that promotes healthy living and safe food

[A Food Policy for Canada](#)^{vi} will set a long-term vision for the health, environmental, social and economic goals related to food, while identifying actions to take in the short term. To inform its development, the Department held extensive consultations in 2017 to gather feedback that captured diverse voices, expertise, and experience from across Canada. The consultations included an online survey undertaken by nearly 45,000 Canadians, a national food policy summit and six regional engagement sessions, self-led engagement by Indigenous organizations, and various community-led and town hall events.

Advanced efforts to strengthen Canada's food processing industry

In 2017–18, the Department undertook a number of activities to support food processors' innovation through technical and marketing assistance, in order to reflect changing consumer tastes and capitalize on market opportunities. The Department continued to work collaboratively

with industry through the Food Processing Industry Roundtable, one of the [Value Chain Roundtables](#)^{vii} where industry and government can work together to address industry challenges and seize new opportunities. While broader than the food processing sector, Agriculture and Agri-Food Canada also continues to actively support the [Agri-Food Economic Strategy Table](#)^{viii}, which was established to identify sector challenges and develop an action plan in support of achieving ambitious growth targets for the sector.



Supported the implementation of the Government of Canada's transportation agenda

The Department worked closely with Transport Canada on the development of Bill C-49, the [Transportation Modernization Act](#)^{ix}, which seeks to advance a long-term agenda for a more transparent, balanced, efficient and reliable rail system to move Canadian goods, including grain, to global

markets. Agriculture and Agri-Food Canada facilitated industry engagement on issues important to the agriculture sector, including Bill C-49, through the [Crop Logistics Working Group](#)^x. Agriculture and Agri-Food Canada and Transport Canada also renewed the Grain Monitoring Program, which has provided industry and government with metrics on the performance of the grain handling and transportation system since 2001.

For more information on Agriculture and Agri-Food Canada's plans, priorities and results achieved, see the "Results: what we achieved" section of this Report.

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

Raison d'être

The Department of Agriculture and Agri-Food was created in 1868 – one year after Confederation – because of the importance of agriculture to the economic, social and cultural development of Canada. Today, the Department helps create the conditions for the long-term profitability, sustainability and adaptability of the Canadian agricultural sector. Agriculture and Agri-Food Canada supports the sector through initiatives that promote innovation and competitiveness, and that proactively manage risk. The Department's goal is to position agriculture, agri-food and agri-based product industries to realize their full potential by seizing new opportunities in the growing domestic and global marketplace.

Our Vision

Driving innovation and ingenuity to build a world leading agricultural and food economy for the benefit of all Canadians.

Our Mission

Agriculture and Agri-Food Canada provides leadership in the growth and development of a competitive, innovative and sustainable Canadian agriculture and agri-food sector.

Mandate and role

The Department supports the sector from the farmer to the consumer to global markets, through all phases of producing, processing and marketing of farm, food and agri-based products. Agriculture is a shared jurisdiction in Canada, and the Department works closely with provincial and territorial governments in the development and delivery of policies, programs and services.

Agriculture and Agri-Food Canada's mandate is based upon the [Department of Agriculture and Agri-Food Act](#)^{xi}. The Minister is also responsible for the administration of several other [Acts](#)^{xii} such as the [Canadian Agricultural Loans Act](#)^{xiii}.

The Department is responsible for ensuring collaboration with its [portfolio partners and agencies](#)^{xiv}, which are also involved in regulating and supporting Canadian agriculture, including the [Farm Products Council of Canada](#)^{xv}. The Department also includes the [Canadian Pari-Mutuel Agency](#)^{xvi}, a special operating agency that regulates and supervises pari-mutuel betting on horse racing at racetracks across Canada.

While the Canadian Food Inspection Agency reports to the Minister of Health, the Minister of Agriculture and Agri-Food is responsible for the Canadian Food Inspection Agency's non-food-safety activities, including economic and trade issues, as well as animal health and plant health.

For more general information about the department, see the “Supplementary information” section of this report. For more information on the department’s organizational mandate letter commitments, see the Minister’s [mandate letter](#)ⁱ.

Operating context and key risks

Operating context

Canada's diverse agriculture, agri-food and agri-based products sector is a driver of economic growth, innovation, trade, and investment at home and abroad. A major contributor to the Canadian economy, the sector contributed over \$114 billion of Canada's gross domestic product in 2017. Agriculture provides one in eight jobs, employing approximately 2.3 million Canadians.

The [Canadian Agricultural Partnership](#)ⁱⁱ (launched on April 1, 2018) will guide government investments in the sector over the next five years, and aims to continue to help the sector grow trade, advance innovation while maintaining and strengthening public confidence in the food system, and increase diversity and inclusiveness in the sector.

With over half of the value of agricultural production being exported, the growth of the sector is significantly influenced by an increasing global demand for agricultural products, shifting consumer preferences, and access to new and emerging markets, as well as continued access to existing markets. In 2017, the total value of Canadian agricultural and seafood exports reached an all-time high of over \$64 billion. Nearly three quarters of Canada's agriculture and agri-food exports went to countries where Canada has a trade agreement that is signed or in force. However, tariffs and non-tariff barriers can impact the economic outlook for producers who depend on export markets for their products. Agriculture and Agri-Food Canada is committed to maintaining and expanding market access and to enhancing the ability of the Canadian agricultural sector to seize domestic and international opportunities.

Science and innovation are critical to maintaining the profitability, competitiveness, and sustainability of Canada's agriculture and agri-food sector and are fundamental to Canada's growth agenda. Increasingly, a collaborative approach is being used across government, industry, and academia to build the necessary scientific capacity to capture key opportunities for the agricultural sector, and to accelerate the flow of science and technology in support of industry-defined strategies for future success. In addition, agriculture plays a key role in meeting the government commitments of the clean growth and climate change agenda. The Canadian Agricultural Partnership provides a renewed emphasis on agri-environmental issues like soil and water conservation, as well as climate



change mitigation and adaptation. The development and adoption of clean technologies supports the reduction of greenhouse gas emissions and creates opportunities for job creation and economic growth.

Ensuring alignment and facilitating responsiveness to the external environment is key to sector performance. Through ongoing engagement with industry and other Canadians including youth, women and Indigenous Canadians, Agriculture and Agri-food Canada strives to ensure that its programs and services reflect the needs and expectations of the sector in the context of current risks and opportunities.

Key risks

Agriculture and Agri-Food Canada applies a comprehensive approach to identify, assess and respond to risks that could affect the Department's ability to deliver on its mandate. This includes monitoring the operating environment through environmental scanning, and identifying both external and internal factors that may impact the agriculture and agri-food sector and the achievement of departmental results. The key departmental risks are revisited annually to ensure that they are well documented and that appropriate responses are identified for the coming year.

For the 2017–18 fiscal year, three areas that carried the highest risk to the Department, both in terms of likelihood and impact, were: (1) catastrophic crisis; (2) information management and information technology; and, (3) security of sensitive assets.

Catastrophic Crisis

Canada's agricultural operating environment is rapidly evolving and the factors that can lead to emergencies are complex and diverse. Some key factors influencing this changing operating environment include, but are not limited to: demographic shifts and changing global trade patterns; climate change; increasing consolidation, concentration and integration of the Canadian agriculture sector; and, technological changes and advancements. As a result, there is the potential for emergency events to have significant implications that go beyond economic concerns (for example, impacts to the environment and human health, or loss of public trust).

Federal, provincial and territorial governments continued to work together to protect Canada's agricultural resources and to improve current emergency management practices. They also collaborated with industry to develop tools and approaches to help prevent or lessen the impact of, prepare for, respond to, and recover from agricultural emergencies. As a whole, the Department continued to coordinate internally and with the sector to increase capacity to respond to emergency events.

Information Management and Information Technology

Information is the cornerstone of a democratic, effective, and accountable government, and must be well managed throughout its life cycle. Stewardship of information and technology is critical in meeting client needs and expectations both internal and external to government. A responsive information management and technology environment is key to supporting the work at Agriculture and Agri-Food Canada, and any compromise to this environment could impact the Department's ability to deliver on its mandate.

In 2017–18, the Department continued to focus on the standardization and consolidation of information management services and technologies, as well as address aging systems that could impact resources and the Department's ability to meet emerging requirements. The Department continued to improve the performance and capabilities of its critical services and prioritization of investments to address the emerging technological requirements.

Security of Sensitive Assets

As cyber security threats continue to rise, protecting the Department's sensitive assets becomes increasingly important. The risk goes beyond cyber threats – it could include user error, inadequate controls, or even non-compliance with established procedures. If a breach of sensitive information occurs, it could damage the Department's relationships or reputation, cause harm to its stakeholders, and have legal ramifications for the Department.

Improvements to the security of information have progressed, which include enhancing security policy instruments and increasing awareness for employees. The Department continued to work with its federal partners in a concerted effort to address evolving threats and ensure the implementation of appropriate measures to protect its sensitive assets.

The following table provides an overview of the Department's corporate risks, including progress on the associated mitigation strategies, and the link to programs and priorities.

Key risks

Risks	Mitigating strategy and effectiveness	Link to the Department's programs	Link to mandate letter commitments and any government-wide or departmental priorities
Catastrophic Crisis Agriculture and Agri-Food Canada's capacity to prepare for and respond to	The risk was determined to be tolerable given the response strategy being implemented. Progress was made in mitigating the risk by engaging and building internal and sector	All programs	All Minister of Agriculture and Agri-Food mandate letter ⁱ commitments and departmental priorities

<p>catastrophic crises affecting the industry, including those related to natural and accidental hazards, may have consequences for the agriculture, agri-based and agri-food sector and/or to Canadians.</p>	<p>capacity to prepare for and respond to emergency events, including through the following activities:</p> <ul style="list-style-type: none"> • Developed clear and concise documents (e.g., the Emergency Management Program Plan which outlines the scope and focus of activities), as well as protocols and training (e.g., scenario-based workshops and departmental business continuity exercises); • Completed exercises under the Livestock Market Interruption Strategy^{xvii} that focused on awareness of roles and responsibilities of governments and the sector; • Updated the Department's list of mission-critical services to the Government of Canada and sector stakeholders and implemented other recommendations of the Office of the Comptroller General's Horizontal Audit on Business Continuity Planning; and • Delivered a series of communications products to promote the need to be prepared for emergencies. <p>As a result of this work, more sector organizations are actively engaging in readiness activities, such as the Canadian Animal Health Coalition, which has begun its own exercises and developed emergency response plans for associations and guidelines for producers.</p>		
<p>Information Management and Information Technology (IM/IT)</p> <p>There is a risk that the progressive standardization and consolidation of</p>	<p>The risk was determined to be tolerable given the response strategy being implemented. Progress was made in mitigating the risk by improving the identification and prioritization of IM/IT investments and enhancing and modernizing essential IM/IT</p>	<p>All programs</p>	<p>All Minister of Agriculture and Agri-Food mandate letterⁱ commitments and departmental priorities</p>

<p>information management and technology services and technologies, as well as the aging systems environment, may impede the delivery of programs and services, as well as further limit the Department's influence and speed in delivering innovative solutions to meet emerging requirements for business efficiencies.</p>	<p>systems, including through the following activities:</p> <ul style="list-style-type: none"> • Amended the approval process of the IM/IT Plan to improve governance in the prioritization and funding of IM/IT initiatives, especially for standardizing and consolidating IM/IT services and technologies; and • Upgraded and modernized a number of workstations, applications, and network traffic to improve performance and capabilities. <p>As a result, computer performance issues due to aging equipment, insufficient capacity, and other factors have decreased. The Department will continue to improve the effectiveness and efficiencies of the IM/IT systems, applications, and investment process to support the delivery of programs and services, as well as meet emerging requirements.</p>		
<p>Security of Sensitive Assets</p> <p>There is a risk that sensitive Agriculture and Agri-Food Canada assets (information, intellectual property, physical collections, etc.) could be compromised due to cyber threats, user error, inadequate capabilities/controls and/or non-compliance with established procedures.</p>	<p>The risk was determined to be tolerable given the response strategy being implemented. Progress was made in mitigating the risk by improving the security of information, enhancing security policy instruments, and increasing awareness for employees, including through the following activities:</p> <ul style="list-style-type: none"> • Implemented the Government of Canada Secret Infrastructure at Agriculture and Agri-Food Canada's national headquarters; • Issued secure devices during travel to protect sensitive information; • Promoted awareness and monitored compliance with established security procedures; and 	All programs	All Minister of Agriculture and Agri-Food mandate letter ⁱ commitments and departmental priorities

	<ul style="list-style-type: none"> Revised the Department's Standard on Physical Security to include procedures for visitors and delegations and security sweeps. <p>As a result of the mitigation strategies, the majority of Departmental employees have completed security training, and there is a decrease in the number of security infractions and vulnerability of information and networks during travel. The Department will continue to secure its assets by ensuring compliance of security procedures, improving infrastructure, establishing protocols, and through awareness and training.</p>		
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Results: what we achieved

Programs

Program 1.1: Business Risk Management

Description: Agriculture and Agri-Food Canada has a comprehensive suite of Business Risk Management programs to better equip producers with the tools and capacity to manage business risks. This suite provides support for income losses, a disaster-relief framework and insurance to protect farmers against production losses due to uncontrollable natural hazards, as well as research, development, implementation, and administration of new agricultural risk management tools. In addition to the Business Risk Management suite, Agriculture and Agri-Food Canada provides producers with the ability to market their products when conditions and prices may be more favourable through loan guarantee programs.

Results

Agriculture and Agri-Food Canada delivers [Business Risk Management](#)ⁱⁱⁱ programs with the overall objective to reduce income losses by producers. In 2015, the latest year for which program data is available, producers' net market income plus Business Risk Management program payments represented 121% of the previous five-year average, exceeding the target set at 85%.

As per the Minister's [mandate letter](#)ⁱ commitment, the Department worked with provincial and territorial governments to reach agreement on the [Canadian Agricultural Partnership](#)ⁱⁱ (the Partnership), the new multi-year agricultural policy framework that replaced [Growing Forward 2](#)^{xviii} as of April 1, 2018. The suite of Business Risk Management programs under the Partnership will continue to help producers manage risks that threaten the viability of their farm and are beyond their capacity to manage. In addition, federal, provincial and territorial governments negotiated a number of amendments to Business Risk Management programming as part of the Partnership, including:

- The Reference Margin Limit for the [AgriStability](#)^{xix} program was changed to ensure a more equitable level of support for all producers.
- A late participation mechanism was added to AgriStability that can be triggered by provincial and territorial governments to allow producers to enter the program late, in situations where there is a significant income decline and a gap in participation.
- The annual government matching contributions has been limited to \$10,000 per [AgriInvest](#)^{xx} account, down from \$15,000.
- Under AgriInvest and AgriStability, the minimum payment has been set at \$250.

The Department also worked with producers and provincial and territorial governments to assess the suite of farm income safety nets and its ability to meet the needs of Canadian farmers, as directed in the Minister’s [mandate letter](#)ⁱ. In 2017, federal, provincial and territorial governments agreed to launch a comprehensive review of [Business Risk Management](#)ⁱⁱⁱ programs to assess their effectiveness and impact on growth and innovation. The review includes an external expert panel and broad industry engagement. A set of recommendations resulting from the review was considered at the annual conference of Federal, Provincial, and Territorial Ministers of Agriculture in July 2018. Federal, provincial and territorial governments agreed on a path forward, which includes continued engagement with industry, to ensure Business Risk Management programs are effective in helping producers manage their risk.

Throughout 2017–18, the Department continued to provide agricultural producers and marketing agencies with access to low-cost loans to manage and grow their farm businesses through the following complementary loan-guarantee programs:

- the [Canadian Agricultural Loans Act program](#)^{xxi} – 1,151 registered loans totaling \$91.6 million, including \$33 million to beginner farmers;
- the [Advance Payments Program](#)^{xxii} – guaranteed cash advances to 20,745 producers totaling \$2.2 billion; and
- the [Price Pooling Program](#)^{xxiii} – \$38.8 million in guarantees with agricultural marketing agencies.

Agriculture and Agri-Food Canada also continued to support the research, development and implementation of new risk management tools through the [AgriRisk](#)^{xxiv} program. In 2017–18, the Department invested over \$14.3 million towards 53 AgriRisk Initiatives projects to support the research, development, and implementation of new agricultural risk management tools for Canadian producers. This included over \$2.7 million in support for the [Western Livestock Price Insurance](#)



British Columbia Wildfires Recovery Initiative

The [AgriRecovery Framework](#)^{lviii} guides federal, provincial and territorial collaboration to assess disasters affecting Canada’s agricultural producers, and respond with timely, targeted initiatives where there is a need for producer assistance beyond ongoing risk programming. In 2017, British Columbia experienced a significant fire season with devastating impacts on the agriculture sector. It was estimated that fires consumed more than 1,000,000 hectares of land including pastures and forage fields, and caused extensive damage to fences, corrals and other farm infrastructure.

The 2017 Canada-British Columbia Wildfires Recovery Initiative was established to provide financial assistance under the AgriRecovery Framework to British Columbia agricultural producers whose operations were devastated or destroyed as a result of the fires. The Initiative, with cost-shared funds of \$20 million, covered up to a percentage of extraordinary costs including: feed costs; veterinary, transportation and temporary shelter costs; or re-establishment and infrastructure costs.

[Program](#)^{xxv} in Western Canada, which protected participating producers against unexpected drops in the price of cattle and hogs.

Results achieved

Expected results	Performance indicators	Target	Date to achieve target	2017–18 Actual results	2016–17 Actual results	2015–16 Actual results
Producers' income losses are reduced	The current year producers' net market income plus Business Risk Management ⁱⁱⁱ program payments as a percent of the previous five-year average	85	March 31, 2018	121 (for the 2015 program year)	118 (for the 2014 program year)	132 (for the 2013 program year)
Producers' income losses are reduced	Percentage of producers considering the Business Risk Management suite of programs as an effective tool to manage risks	70	March 31, 2018	72 (Measured once per framework. The Business Risk Management Survey for Growing Forward 2 was conducted in 2016)	72 (Measured once per framework. The Business Risk Management Survey for Growing Forward 2 was conducted in 2016)	72 (Measured once per framework. The Business Risk Management Survey for Growing Forward 2 was conducted in 2016)
Producers' income losses are reduced	Percentage of producers who are satisfied with the delivery of Business Risk Management programs	70	March 31, 2018	69 (Measured once per framework. The Business Risk Management Client Satisfaction Survey for Growing Forward 2 was conducted in 2017)	69 (Measured once per framework. The Business Risk Management Client Satisfaction Survey for Growing Forward 2 was conducted in 2017)	69 (Measured once per framework. The Business Risk Management Client Satisfaction Survey for Growing Forward 2 was conducted in 2017)

Budgetary financial resources (dollars)

2017–18 Main Estimates	2017–18 Planned spending	2017–18 Total authorities available for use	2017–18 Actual spending (authorities used)	2017–18 Difference (actual spending minus planned spending)
1,306,311,287	1,306,311,287	966,392,721	958,353,021	(347,958,266)

Actual spending was less than planned spending largely due to less demand than forecasted for previous years for the AgriStability program, which resulted in an adjustment that impacted the current year, as well as a reduced requirement for AgriRecovery disaster response initiatives, and current below average interest rates and uptake in the Agricultural Marketing Programs Act program and the Canadian Agricultural Loans Act program. In addition, actual spending is net of \$18.1 million related to a return of funding from statutory grant and contribution programs, of which \$17.7 million relates to the Hog Industry Loan Loss Reserve program, that have expired and are not included in the current Program Alignment Architecture sub-programs. Therefore, actual spending at the sub-program level does not add up to the program level spending for Business Risk Management.

Human resources (full-time equivalents)

2017–18 Planned full-time equivalents	2017–18 Actual full-time equivalents	2017–18 Difference (actual full-time equivalents minus planned full-time equivalents)
366	350	(16)

Information on Agriculture and Agri-Food Canada's lower-level programs is available in the [GC InfoBase^{xxvi}](#).

Program 1.2: Market Access, Negotiations, Sector Competitiveness, and Assurance Systems

Description: Agriculture and Agri-Food Canada supports and equips industry for commercial success in order to maximize the sector's long-term profitability and competitiveness. In pursuing this objective, and in close collaboration with the Canadian agriculture, agri-food and agri-based products sector, Agriculture and Agri-Food Canada works to enhance access to markets, facilitates industry-led activities aimed at developing international markets and assurance systems, and provides information to help position industry to capitalize on market opportunities both at home and abroad. Assurance systems include systems, standards and tools for food safety, biosecurity, traceability, surveillance, animal welfare, and other market attributes.

Results

Agriculture and Agri-Food Canada continued efforts in 2017–18 to support the Canadian agriculture and agri-food sector to capitalize on market opportunities at home and abroad. The Department's work focused on trade negotiations, including the modernization of the North

American Free Trade Agreement; market access and development activities, including trade missions; and engagement and advocacy to promote rules- and science-based trade. In 2017, the total value of Canadian agricultural and seafood exports reached \$64.6 billion, an increase of approximately \$2 billion over 2016. Increasing agricultural export value and advancing Canada's agricultural trade interests aligns with the Minister's [mandate letter](#)ⁱ commitments to support the Government of Canada's broader trade agenda.

Third Global Minor Use Summit

In October 2017, Agriculture and Agri-Food Canada hosted the Third Global Minor Use Summit. Specialty crop producers from around the globe are faced with regulatory challenges including the regulation and registration of pesticides. By securing a more collaborative approach to regulation and management of minor uses of pesticides internationally, Canadian producers will have better access to international markets.

To address these concerns, more than 200 experts from 35 countries, including representatives from Agriculture and Agri-Food Canada, gathered in Montreal. The Summit provided a venue for experts to discuss issues and identify priority areas for global collaboration with a goal of increasing access to new pest control tools for horticulture and specialty crop growers, leading to improved crop production and potential for increased trade. The Department will continue to work cooperatively with agricultural stakeholders and international partners to advance activities resulting from the Summit.

In addition to the ongoing modernization discussions on the North American Free Trade Agreement, Canada launched free trade negotiations with the Pacific Alliance and MERCOSUR, and saw the entry into force of the Canada-Ukraine Free Trade Agreement in 2017–18. Of key importance to the sector was the signing on March 8, 2018, of the Comprehensive and Progressive Agreement for Trans-Pacific Partnership. Once entered into force, this agreement will provide preferential market access to a set of countries to which Canada exported an average of \$6.9 billion annually between 2014 and 2016. The agreement will provide new market access opportunities for agricultural commodities as well as processed products including meat, grains, oilseeds, pulses, maple syrup, wines and spirits, and seafood. Improved market access is especially significant for markets such as Japan, Malaysia and Vietnam, with whom Canada does not already have a preferential trade agreement and where Canadian exporters will see high tariffs lowered.

The Department also continued its efforts to support the sector in taking advantage of opportunities in key markets. For example, following the provisional application of the Canada-European Union Comprehensive Economic and Trade Agreement, the Department implemented a new

[web portal](#)^{xxvii} to highlight business opportunities in the European Union and enable the sharing of intelligence and resources with government partners and industry stakeholders. The Department also participated in stakeholder outreach through seminars in 13 cities across Canada as well as a series of webinars.

Agriculture and Agri-Food Canada promoted rules- and science-based trade through engagement with several multilateral organizations and through international advocacy in 2017–18. The

Department advanced and defended Canadian interests at the World Trade Organization, including during the 11th Ministerial Conference and through participation in dispute consultations, as well as at meetings of the G20, G7, and the Food and Agriculture Organization of the United Nations. The Department led international efforts to develop consensus on practical science-based approaches to issues related to trade in products of biotechnology, including by hosting the 5th meeting of the [Global Low Level Presence initiative](#)^{xxviii}. Agriculture and Agri-Food Canada also brought like-minded countries together to identify ways to mitigate trade risks arising from pesticide maximum residue limits.

In 2017–18, Agriculture and Agri-Food Canada continued working to advance sector competitiveness in collaboration with industry through 14 [value chain roundtables](#)^{vii}. These fora addressed key issues, such as labour, antimicrobial resistance and use, and public trust. Additionally, Agriculture and Agri-Food Canada has been enabling industry to take a transformational view of the sector over the long-term by supporting the work of the [Agri-Food Economic Strategy Table](#)^{viii} (the Table), led by Innovation, Science and Economic Development Canada. One of six industry-led tables created under the Federal Budget of 2017, the Table is tasked to identify sector-specific challenges and bottlenecks, bring forward bold ideas, set ambitious growth targets, and develop an action plan to achieve these goals. The Table reflects the full range of primary agriculture, fish, seafood, aquaculture and food processing industries.

The Department also supported the work of the [Innovation Superclusters Initiative](#)^{xxix}, led by



Dairy Programs

On August 1, 2017, two programs were announced to support a more efficient and productive dairy sector through strategic investments: the [Dairy Farm Investment Program](#)^{lix} (\$250 million over five years), which helps farmers invest in productivity-enhancing technologies such as robotic milkers, automated feeding systems and better herd management tools; and the [Dairy Processing Investment Fund](#)^{lx} (\$100 million over four years), which assists dairy processors to modernize their operations and, in turn, improve productivity and competitiveness.

The programs were developed based on feedback and engagement with dairy stakeholders and Canadians, and have generated significant interest as confirmed by the more than 2,500 applications received under the Dairy Farm Investment Program and the 88 full applications received for the Dairy Processing Investment Fund.

As of March 31, 2018, nearly \$60 million has been invested to support dairy sector modernization and competitiveness. For the Dairy Farm Investment Program, 870 projects were approved ranging from investments in cow comfort equipment to automation of milking systems, and representing a total investment of more than \$43 million. Under the Dairy Processing Investment Fund, 6 projects totalling \$16.4 million were approved for the same period.

Innovation, Science and Economic Development Canada. This funding initiative is designed to help accelerate growth in highly innovative industries and position Canada for global leadership. Agriculture and Agri-Food Canada supported the assessment of the new innovation superclusters under this initiative, as well as the development of the final model of the [Protein Industries Supercluster^{xxx}](#), which will use plant genomics and novel processing technology to increase the value of key Canadian crops, such as canola, wheat and pulses.

The Department supported industry-led market development activities through funding agreements with key national industry associations and several small- and medium-sized enterprises under the [AgriMarketing^{xxxi}](#) program. Approximately 1,900 market development and promotional products/events in new markets were undertaken over the course of the [Growing Forward 2^{xviii}](#) policy framework (2013 to 2018). These activities helped to maintain industry's capacity to identify and seize market opportunities while increasing industry's exposure in global markets, and informing international buyers about what Canada has to offer. Work was also undertaken to support the development of national assurance systems through funding initiatives. A total of 49 assurance systems and standards tools were completed under Growing Forward 2 (2013 to 2018). These systems and standards tools enabled industry to respond to consumer, buyer, and market demands for assurance, and thus enhanced its competitiveness in domestic and international markets.

Results achieved

Expected results	Performance indicators	Target	Date to achieve target	2017–18 Actual results	2016–17 Actual results	2015–16 Actual results
Canadian agriculture and agri-food sector is responsive to market opportunities and risks	Value in total exports of agriculture and agri-food (including seafood) (billions of dollars) Baseline in 2014–15: \$56.4 billion	56.4	December 31, 2017	64.6	62.5	61.6 (Target was 50.3. Target was updated in 2016–17)

Budgetary financial resources (dollars)

2017–18 Main Estimates	2017–18 Planned spending	2017–18 Total authorities available for use	2017–18 Actual spending (authorities used)	2017–18 Difference (actual spending minus planned spending)
173,414,582	173,414,582	216,646,830	193,135,350	19,720,768

Actual spending was higher than planned spending mainly due to funding received during 2017–18 through Supplementary Estimates to support investments in the dairy sector, and amounts carried forward from 2016–17. This is partially offset by funding transferred out to other government departments for Growing Forward 2 initiatives through Supplementary Estimates, and internal transfers and realignment among programs in response to shifting priorities.

Human resources (full-time equivalents)

2017–18 Planned full-time equivalents	2017–18 Actual full-time equivalents	2017–18 Difference (actual full-time equivalents minus planned full-time equivalents)
407	451	44

Actual full-time equivalents were higher than planned mainly due to staff required to support the dairy programs.

Information on Agriculture and Agri-Food Canada's lower-level programs is available in the [GC InfoBase^{xxvi}](#).

Program 1.3: Farm Products Council of Canada

Description: Established under the Farm Products Agencies Act, the Farm Products Council of Canada is an oversight body that reports to Parliament through the Minister of Agriculture and Agri-Food (the Minister). The Farm Products Agencies Act provides for the creation of national marketing agencies, which are not subject to the Competition Act, as well as promotion and research agencies. The Farm Products Council of Canada supervises these agencies, and works with them to ensure that the supply management system for poultry and eggs and promotion-research activities for beef cattle work in the balanced interest of all stakeholders, from producers to consumers, and can evolve to respond to current and future challenges. The Farm Products Council of Canada also provides advice and recommendations to the Minister, collaborates with provincial supervisory boards and actively works with the Department and Agriculture and Agri-Food Portfolio organizations.

Results

The Farm Products Council of Canada (the Council) continued to implement its [2015-2018 Strategic Plan](#)^{xxxii} by fostering a better understanding of the roles of stakeholders within the supply management and promotion and research systems, as they work together to maintain and promote an efficient and competitive agriculture industry. In 2017–18, the Council reviewed all orders and regulations that were proposed by the agencies subject to the [Farm Products Agencies Act](#)^{xxxiii}, within six months of receipt. Additionally, eight out of nine orders and regulations that were made by the agencies during the reporting period were reviewed within six months of receipt. Occasionally, as was the case in 2017–18, the Council review process extended beyond six months to ensure that a satisfactory decision was made. Moving forward, the Council will continue working with provincial supervisory agencies and governmental stakeholders to strengthen the Canadian marketing, as well as the promotion and research systems, through dialogue on common goals and issues and by ensuring that the system's legal frameworks, including federal-provincial agreements, are up-to-date and reflect agencies' current practices and policies.

The Farm Products Council of Canada is also responsible for hearing complaints lodged by parties affected by the operations of any of the existing agencies. For the reporting period, the Council received one complaint as per paragraph 7.(1)(f) of the Farm Products Agencies Act. The complaint was reviewed and processed in a timely manner and a hearing has been scheduled to take place in 2018–19. The Council continues to promote and work towards the creation of promotion and research agencies. As per paragraph 8 of the Farm Products Agencies Act, the Council is responsible for processing requests and holding public hearings for the creation of promotion and research agencies, and for providing guidance and support to commodity groups interested in establishing such an agency. In 2017–18, the Council worked with stakeholders to review applications for the establishment of promotion and research agencies, before proceeding to the public hearing stage of the process. For the reporting period, no public hearings in regards to the establishment of promotion and research agencies were held by the Council, due to the status of the various administrative procedures.

The Farm Products Council of Canada is committed to fostering a positive environment in which stakeholders of marketing, as well as promotion and research systems, can communicate openly and constructively. In 2017–18, the Council worked on developing communications products and will continue to develop internal expertise and improve administrative and business processes by building more efficient processes.

Results achieved

Expected results	Performance indicators	Target	Date to achieve target	2017–18 Actual results	2016–17 Actual results	2015–16 Actual results
All orders and regulations received are reviewed by the Farm Products Council of Canada in a timely manner as per the Farm Products Agencies Act ^{xxxiii} paragraph 7.(1)(d)	Percentage of orders and regulations received that are reviewed within six months of receipt	95	March 31, 2018	100	Not available*	Not available*
All orders and regulations received are reviewed by Farm Products Council of Canada as per Farm Products Agencies Act paragraph 7.(1)(e)	Percentage of orders and regulations received that are reviewed within six months of receipt	95	March 31, 2018	88 Note: one of the nine requests received required further review by the Council, which extended the review process beyond the 6 months target.	Not available*	Not available*
The Farm Products Council of Canada processes complaints received from any person who is directly affected by the operations of an agency as per Farm Products Agencies Act paragraph 7.(1)(f)	Average processing time	12 months	March 31, 2018	6 months	Not available*	Not available*
Farm Products Council of Canada holds	Average processing time	12 months	March 31, 2018	Not available Note: No public	Not available*	Not available*

public hearings if: an inquiry into the merits of establishing an agency is needed; if Council reviews a proposed marketing plan or research and promotion plan; if the Governor in Council or the Minister directs the Council to hold public hearing. As per Farm Products Agencies Act ^{xxxiii} paragraph 8				hearings regarding the establishment of promotion and research agencies were held during the fiscal year 2017–18.		
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* Actual results for 2016–17 and 2015–16 are not available as the expected results and performance indicators were introduced for 2017–18.

Budgetary financial resources (dollars)

2017–18 Main Estimates	2017–18 Planned spending	2017–18 Total authorities available for use	2017–18 Actual spending (authorities used)	2017–18 Difference (actual spending minus planned spending)
3,008,456	3,008,456	3,557,771	2,626,335	(382,121)

Actual spending was lower than planned spending mainly due to temporary vacant positions within the organization in 2017–18. Farm Products Council of Canada is anticipating an increase in actual spending once vacant positions are filled in 2018–19.

Human resources (full-time equivalents)

2017–18 Planned full-time equivalents	2017–18 Actual full-time equivalents	2017–18 Difference (actual full-time equivalents minus planned full-time equivalents)
26	18	(8)

Actual full-time equivalents were lower than planned due to temporary vacant positions within the organization in 2017–18. Farm Products Council of Canada is anticipating 23 full-time equivalents once the vacant positions are filled in 2018–19.

Information on Agriculture and Agri-Food Canada's lower-level programs is available in the [GC InfoBase](#)^{xxvi}.

Program 2.1: Science, Innovation, Adoption and Sustainability

Description: Agriculture and Agri-Food Canada contributes to innovation and sustainability of the agriculture, agri-food and agri-based products sector through science and associated activities designed to improve profitability in new and existing products, services, processes, and markets. Agriculture and Agri-Food Canada provides research, development and knowledge transfer that enhance the sector's resiliency, foster new areas of opportunity for the sector and support sector competitiveness, as well as coordinated and informed decision making. Agriculture and Agri-Food Canada promotes integrated planning, engaging industry, government and academia, and collaborative action to accelerate the flow of science and technology along the innovation continuum in support of industry-defined strategies for future success. Farmers, agri-entrepreneurs and agri-based enterprises are supported in their efforts to adopt new technologies and commercialize new products and services. Pathfinding and transformational research help to define future sustainable opportunities and prepare the sector for emerging opportunities and challenges.

Results

Agriculture and Agri-Food Canada's science programming contributed to the sector's efforts to grow and capitalize on new market opportunities, improve sector efficiency, and ultimately contribute to the strength of the Canadian economy. Ongoing collaboration with stakeholders and partners supported and advanced science and innovation in the sector, while investments in agricultural research, including clean and sustainable technologies and processes, contributed to the enhancement of sector resiliency to a changing climate. This work is aligned with the Minister's [mandate letter](#)ⁱ commitment to invest in agricultural research to support discovery science and innovation in the sector.



Agriculture and Agri-Food Canada science sector strategies outline the Department's objectives and areas of focus for research, development and knowledge transfer. These strategies were updated in 2017–18, with a focus on research and innovation centred on opportunities and challenges in areas such as clean technologies, soil and water conservation, and climate change. In support of this commitment, the Department's scientists established one of the largest studies to examine the effects of climate change on plant litter decay in Canada. The decay of plant litter – unharvested leaves, stems, and roots – is important to agricultural soils because it recycles plant nutrients and restores soil health. Through extensive collaboration, research and analysis,

scientists can better predict how changes in climate may affect this vital decay process, which will help farmers understand and better manage critical ecological processes in agricultural soils.



The Federal Budget of 2016 committed an investment of \$30 million in agricultural science over six years to accelerate the DNA analysis, digital recording and imaging of its collections of over 19 million physical specimens, including insects, plants and fungi. This work, which continued through 2017–18, will improve public accessibility to the Department’s collections, creating an important resource for the global research community. It

also supports research in climate change and the rapid identification and prevention of pest and disease threats to agriculture, strengthening the protection of Canada’s food supply. Since the beginning of the initiative, over 410,000 specimen records and more than 190,000 images have been captured. DNA has been extracted from thousands of microorganisms, seeds, and preserved plant or fungal tissues, and good progress has been made in the development and optimization of protocols for obtaining sequences from these materials.

The Department also continued to work collaboratively with other government departments, provincial and territorial partners, and industry stakeholders, to advance science and innovation. For example, in 2017, the Department worked with Environment and Climate Change Canada, and the government of Ontario to coordinate a joint [Action Plan](#)^{xxxiv} to help reduce the amount of algae-inducing phosphorus entering Lake Erie. Scientists from Agriculture and Agri-Food Canada developed a water management drainage system that reduces phosphorous loads and improves water quality by capturing and storing runoff, which would otherwise end up in Lake Erie, and returning it to crops during dry periods.

Industry-led research, specific to the needs of the agricultural sector, continued to be a focus for the Department in 2017–18. The [AgriInnovation](#)^{xxxv} program under [Growing Forward 2](#)^{xviii} continued funding science clusters and research projects in 2017–18, with a variety of concepts for the agriculture and agri-food sector being developed and tested. For example, a new technology that measures key soil health components that influence corn production was developed and commercialized. Through the use of molecular biology techniques, the soil health test can

Crunchy Yogurt Bites

Funding under Agriculture and Agri-Food Canada’s AgriInnovation program supported the development of an innovative and value-added product – crunchy yogurt bites. Produced using state-of-the-art Canadian technology, these bites maintain the active cultures of real yogurt in a high-protein snack (10 g of protein per serving) that requires no refrigeration. These crunchy yogurt bites are available in four flavours and are easily consumed on the go. The product has been test marketed domestically on a small scale, but its long shelf life also offers strong export potential, including in new markets with high demand for innovative and value-added dairy products.

provide corn producers with an inexpensive and reliable tool to monitor nutrient management practices. Soil health is an important factor not only for improving on-farm productivity but also for reducing greenhouse gas emissions by limiting inputs such as nitrogen fertilizers.

Pan-Canadian Framework on Clean Growth and Climate Change

The [Pan-Canadian Framework on Clean Growth and Climate Change](#)^v outlines goals and actions to reduce greenhouse gas emissions in collaboration with provinces, territories and other federal science departments. The Department contributes to these goals through the development of innovative clean technologies that can be adopted by the sector. For example, advances in precision agriculture that enhance carbon storage in soils and the development of agri-based bioproducts, such as bioplastics and renewable fuels, can help the sector tackle the challenge of reducing emissions.

Agriculture and Agri-Food Canada is committed to advancing science-based solutions and innovative clean technologies to address environmental and climate change challenges and opportunities in the agriculture and agri-food sector. In support of this commitment, the federally-funded [Agricultural Greenhouse Gases Program](#)^{iv}, which helps create technologies, practices and processes to assist the sector in adjusting to climate change and improving soil and water conservation, was renewed in 2017. Through support provided by the program, the University of Alberta will help farmers find ways to reduce their greenhouse gas emissions and increase soil carbon sequestration by evaluating the environmental impact of a number of cattle grazing systems, investigating the use of perennial cereals over annual cropping systems, and evaluating the environmental impact of shelterbelts and hedgerows.

Results achieved

Expected results	Performance indicators	Target	Date to achieve target	2017–18 Actual results	2016–17 Actual results	2015–16 Actual results
Agriculture and agri-food sector that utilizes science to improve agriculture's efficiency, increase availability of new products and contribute to the Canadian economy	<p>Agriculture net value added (billions of dollars)</p> <p>The agriculture value added account is designed to provide an annual measure of the value of income generated from the production of agricultural goods and services. The numbers are used to assess the state of the agricultural industry and to form the basis of various policy options.</p>	12.3	March 31, 2018	<p>20.9</p> <p>Note: Estimate is based on Agriculture and Agri-Food Canada's calculation of Statistics Canada farm cash receipts and net income release. Statistics Canada will update its figures for 2017 in November 2018.</p>	<p>20.4</p> <p>(Updated from 2016–17 Departmental Results Report to reflect further analysis)</p>	<p>18.8 (for the calendar year ended 2015)</p> <p>(Updated from 2015–16 Departmental Performance Report to reflect further analysis)</p>

Budgetary financial resources (dollars)

2017–18 Main Estimates	2017–18 Planned spending	2017–18 Total authorities available for use	2017–18 Actual spending (authorities used)	2017–18 Difference (actual spending minus planned spending)
563,745,548	563,745,548	638,046,825	602,610,968	38,865,420

Actual spending was more than planned spending primarily due to amounts carried forward from 2016–17 and costs associated with the retroactive collective bargaining obligations, as well as realignment among programs in response to shifting priorities.

Human resources (full-time equivalents)

2017–18 Planned full-time equivalents	2017–18 Actual full-time equivalents	2017–18 Difference (actual full-time equivalents minus planned full-time equivalents)
2,556	2,594	38

Actual full-time equivalents were higher than planned mainly due to additional scientists in key research areas, in addition to a reallocation of full-time equivalents within Agriculture and Agri-Food Canada to respond to the operational workload.

Information on Agriculture and Agri-Food Canada's lower-level programs is available in the [GC InfoBase^{xxvi}](#).

Program 2.2: Industry Capacity

Description: This program helps build the capacity of the sector and businesses to sustainably succeed in a market-driven and competitive world. The program encourages the use of sound business management practices, while also enabling businesses in the sector to understand their financial situation, be profitable and invest where needed. It provides for enhanced participation by young or new entrants, First Nations clients, and clients in specific sub-sectors in transition. The program also supports the sector and its businesses to improve access to key infrastructure.

Results

In 2017–18, the Department continued to encourage sound business management practices and leadership skills, in support of the sector's ability to be resilient and self-sustaining, as measured by the percentage of farms with high free cash flow or available cash after paying farm business expenses and debt.

The Fostering Business Development program under [Growing Forward 2^{xviii}](#), funded activities related to business management practices and skills that strengthen capacity. Activities in this

area collectively strengthened the capacity of individuals and businesses to assess the financial implications of business improvements; respond to change and adapt; understand their financial situations; and provide for enhanced participation by women, young people, Indigenous communities, and new entrants to the sector. As an example, in 2017–18, the Department funded a project by the Native Women's Association of Canada to engage Indigenous women and girls on the development of [A Food Policy for Canada](#)^{vi}. Additionally, the Native Women's Association of Canada developed a high-level communication plan for ongoing engagement and communication with Indigenous organizations across Canada with regard to agriculture. As a result, many Indigenous women expressed interest in starting their own agricultural business and getting involved in the food industry. Through social media campaigns, the Native Women's Association of Canada was able to highlight the inspiring work of Indigenous women who are leaders in the Canadian food industry and are fostering business development. The engagement project has promoted the leadership roles that Indigenous women can take in their communities and in business development in Canada.

In accordance with the [Farm Debt Mediation Act](#)^{xxxvi}, the Department also provides its [Farm Debt Mediation Service](#)^{xxxvii} to farmers experiencing financial difficulties to help them and their creditors arrive at mutually satisfactory arrangements. The Farm Debt Mediation Service enhanced participants' financial management skills by offering financial counselling and mediation services to farmers who were having difficulties meeting their financial obligations.



Career Focus Program and Agricultural Youth Green Jobs Initiative

The [Career Focus Program](#)^{lxi} and the [Agricultural Youth Green Jobs Initiative](#)^{lxii} receive funding through the government-wide [Youth Employment Strategy](#)^{lxiii} initiative led by Employment and Social Development Canada, and were delivered in collaboration with ten federal departments and agencies. They are designed to help young Canadians find their first job and get the experience they need to secure employment.

The Career Focus Program supported 53 internships in 2017–18. Each internship provided meaningful experience to help young Canadians seek future employment in agriculture, agri-food, agri-food science, and veterinary medicine. Of the 53 interns: 38 identified as women, 3 identified as Indigenous people, and 3 identified as visible minorities.

Under the Agricultural Youth Green Jobs Initiative, the Department supported 244 internships for Canadian post-secondary graduates and high school students working in the agricultural industry in 2017–18 (128 were on farms and 116 were off-farm positions). Of the 244 interns: 120 identified as women, 21 identified as Indigenous people, 17 identified as visible minorities, and 3 identified as people with disabilities.

In 2017–18, almost half of the interns under the Career Focus Program and the Agricultural Youth Green Jobs Initiative who completed a post-internship questionnaire were employed or self-employed at the end of the internship.

In 2017–18, the majority of cases (75%) that went through the mediation process resulted in a signed agreement between farmers and creditors.

Results achieved

Expected results	Performance indicators	Target	Date to achieve target	2017–18 Actual results	2016–17 Actual results	2015–16 Actual results
The sector is increasing its ability to be resilient and self-sustaining	Maintain and/or increase the percentage of farms with high free cash flow	55	March 31, 2028	Not available*	66 Source: Statistics Canada, Farm Financial Survey 2015 and Agriculture and Agri-Food Canada calculations Note: Free cash flow represents available cash after paying farm business expenses including farm debt	58 Source: Statistics Canada, Farm Financial Survey 2013 and Agriculture and Agri-Food Canada calculations Note: Free cash flow represents available cash after paying farm business expenses including farm debt

* Actual results for 2017 (reference year) will not be available until early 2019 due to data collection underway in 2018.

Budgetary financial resources (dollars)

2017–18 Main Estimates	2017–18 Planned spending	2017–18 Total authorities available for use	2017–18 Actual spending (authorities used)	2017–18 Difference (actual spending minus planned spending)
61,514,447	61,514,447	66,136,157	57,542,611	(3,971,836)

Actual spending was less than planned spending primarily due to low uptake in the Canadian Agricultural Adaptation Program.

Human resources (full-time equivalents)

2017–18 Planned full-time equivalents	2017–18 Actual full-time equivalents	2017–18 Difference (actual full-time equivalents minus planned full-time equivalents)
125	117	(8)

Information on Agriculture and Agri-Food Canada's lower-level programs is available in the [GC InfoBase^{xxvi}](#).

Program 2.3: Canadian Pari-Mutuel Agency

Description: Section 204 of the Criminal Code of Canada designates the Minister of Agriculture and Agri-Food responsible for making the regulations that direct the lawful conduct of pari-mutuel betting in Canada on horse racing. The Canadian Pari-Mutuel Agency is a special operating agency within Agriculture and Agri-Food Canada that approves and supervises pari-mutuel betting conducted at racetracks and betting theatres across Canada, with the objective of ensuring that betting is conducted in a way that is fair to the betting public. Costs associated with the activities of the Canadian Pari-Mutuel Agency are recovered through a levy on every dollar bet in Canada on horse races. The levy is currently set at eight-tenths of a cent of every dollar bet. Canadian Pari-Mutuel Agency's strategic plans are focused on regulating and supervising pari-mutuel betting on horse races in the most modern, effective and transparent manner.

Results

The [Canadian Pari-Mutuel Agency^{xvi}](#) (the Agency) continued to ensure that pari-mutuel betting activities at racetracks and betting theatres across Canada were conducted fairly, in compliance with the [Pari-Mutuel Betting Supervision Regulations^{xxxviii}](#) and policies.

The Agency issued 35 betting permits in 2017. The Agency also provided uninterrupted delivery of its national [Equine Drug Control Program^{xxxix}](#) with the collection and analysis of 26,534 equine samples, to help ensure that race outcomes were not influenced by the inappropriate administration of drugs or medications to race horses.

The federal levy on pari-mutuel betting of approximately \$9.9 million for 2017–18, supported the Canadian Pari-Mutuel Agency's operating budget.

The Agency undertook a multi-year project beginning in 2016–17, to modernize the information technologies that support delivery of its core services and programs, including the authorization and supervision of pari-mutuel betting activity, and the operation of the Equine Drug Control Program. In 2017–18, the business requirements for three systems were identified and all are expected to be in production by the end of 2018–19.

Results achieved

Expected results	Performance indicators	Target	Date to achieve target	2017–18 Actual results	2016–17 Actual results	2015–16 Actual results
Pari-mutuel betting is conducted in a way that is fair to the Canadian betting public	Percentage of compliance with the Pari-Mutuel Betting Supervision Regulations ^{xxxviii} of Canadian racetracks and betting theatres inspected by Canadian Pari-Mutuel Agency ^{xvi} officers	100	March 31, 2018	100	100 (Actual target date March 31, 2017)	100 (Actual target date March 31, 2016)

Budgetary financial resources (dollars)

	2017–18 Main Estimates	2017–18 Planned spending/revenue	2017–18 Total authorities available for use	2017–18 Actual spending/revenue (authorities used)	2017–18 Difference (actual spending minus planned spending)
Gross Spending	10,133,000	10,133,000	21,647,334	9,572,416	(560,584)
Less: Respendable Revenue	(10,133,000)	(10,133,000)	(10,133,000)	(9,844,181)	288,819
Net Spending	0	0	11,514,334	(271,765)	(271,765)

The Canadian Pari-Mutuel Agency is not funded through an appropriation of public funds but rather through a levy on all money bet in Canada on horse racing. Therefore, the revenue and actual spending each year will vary.

Human resources (full-time equivalents)

2017–18 Planned full-time equivalents	2017–18 Actual full-time equivalents	2017–18 Difference (actual full-time equivalents minus planned full-time equivalents)
33	31	(2)

Information on Agriculture and Agri-Food Canada's lower-level programs is available in the [GC InfoBase](#)^{xxvi}.

Program 3.1: Internal Services

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

Results

Service modernization

Under the Department's service modernization strategy, Agriculture and Agri-Food Canada continued to implement improvements to program and service delivery processes and tools. Program delivery improvements in 2017–18 included updated service standards for the [AgriMarketing](#)^{xi} and [AgriAssurance](#)^{xli} programs, as well as improved application and administrative processes for programs under [Growing Forward 2](#)^{xviii}.

The dairy farm investment operating system was launched, allowing for online program enrollment and offering streamlined program delivery of the [Dairy Farm Investment Program](#)^{lix}. The Department also commenced the implementation of its enhanced service delivery strategy with the objective of increasing awareness of under-represented groups such as Indigenous and women producers.

Online services for the [AgriInvest](#)^{xx} and [Advance Payments Programs](#)^{xxii} were improved on the Department's [My AAFC Account](#)^{xlii} portal, and the [AgriStability](#)^{xix} program was added, further enhancing secure two-way communications between program administrators and clients.

Results and delivery

In 2017–18, in line with the Government's [Policy on Results](#)^{xliii}, Agriculture and Agri-Food Canada established its Departmental Results Framework to improve the achievement of results and better measure and communicate those results. The Department also developed a five-year integrated audit and evaluation plan, and initiated a departmental data strategy to support the results agenda. Continued development and implementation of the data strategy will support maximizing the Department's use of data for evidence-based decision-making, program and service delivery, as well as results measurement, reporting, and communication.

Information management and information technology

Agriculture and Agri-Food Canada continued to deliver on commitments for openness and transparency in government. Over 270 new datasets were contributed to the [Open Government Portal](#)^{xliv} in 2017–18. In addition, Agriculture and Agri-Food Canada introduced new data harvesting tools and participated in the Canadian Open Data Summit. The Department continued to implement its information management and information technology strategic plans, including investments to enhance and modernize core information technology services, as well as focus on delivering services digitally, in alignment with the [Government of Canada Strategic Plan for Information Management and Information Technology 2017 to 2021](#)^{xlvi}.

Promoting a healthy, inclusive and respectful work environment with a focus on wellness and mental health

The Department implemented a mental health strategy in 2017–18, which included the release of a mental health handbook to assist employees in managing their own mental health and well-being, as well as training focused on raising awareness and reducing stigma around mental health and mental illness. Agriculture and Agri-Food Canada



continued to promote a respectful and harassment-free work environment through training on civility and how to create a respectful workplace, as well as raising awareness of expected behaviours and how to report and address harassment. In 2018, the Department was selected as one of Canada's Best Diversity Employers for the second year in a row. The Department renewed its diversity and inclusion plan, with emphasis on creating an increasingly diverse workforce and inclusive workplace through targeted recruitment initiatives, increased awareness and learning opportunities, and planned activities from diversity and inclusion networks. Results from the [2017 Public Service Employee Surveys](#)^{xlvi} have also informed the development and implementation of human resources strategies, action plans, and the promotion of workplace wellness.

Blueprint 2020 / Public Service Renewal

In the pursuit of delivering high quality service, Agriculture and Agri-Food Canada continues to anticipate and evolve with the demands of modern agriculture and the shifting needs of Canadians. To that end, the Department undertook a number of initiatives in three priority areas for [public service renewal](#)^{xlvi}, as identified by the Clerk of the Privy Council: mental health and workplace well-being; improving the capabilities of the public service; and attracting, retaining and developing top talent.

In addition to the activities related to wellness and mental health noted above, other departmental initiatives in support of public service renewal included the following:

- Agriculture and Agri-Food Canada drafted an integrated wellness strategy in consultation with the Department’s National Occupational Health and Safety Policy Committee. This strategy ensures that the Department’s workplace wellness efforts are well coordinated, in a work environment that enables all employees to bring the best of their diverse talents, skills and energy to work every day.
- The Department’s employee and professional networks support and advance a diverse and inclusive workplace through a variety of activities and initiatives including: the Positive Space Initiative; activities supporting women in science; activities organized on gender and sexual diversity awareness; career advancement; Indigenous cultural awareness; and addressing unconscious biases and accommodations from a manager’s perspective.
- Continuing its long-term commitment to student employment, Agriculture and Agri-Food Canada hired 1,428 students across the country in 2017–18, and 84 students were appointed into term or indeterminate positions. Additionally, an administrative recruitment and development program was launched in 2017–18 for new and existing administrative professionals; and the Department attended over 20 career fairs and information sessions at post-secondary institutions.
- In 2017, the Department established an Indigenous Support and Awareness Office. This office will enhance departmental capacity to support Indigenous agriculture by: increasing recruitment and retention of Indigenous employees, including through the [Indigenous Student Recruitment Initiative](#)^{xlvi} (which recruited 55 Indigenous students in the summer of 2017) and the Indigenous Network Circle for employees; and enhancing awareness of Indigenous peoples and cultures through a department-wide training program, including current and historic agricultural activities.

Budgetary financial resources (dollars)

2017–18 Main Estimates	2017–18 Planned spending	2017–18 Total authorities available for use	2017–18 Actual spending (authorities used)	2017–18 Difference (actual spending minus Planned spending)
143,189,378	143,189,378	173,013,195	170,901,257	27,711,879

Actual spending was more than planned spending primarily due to amounts carried forward from 2016–17, and costs associated with the retroactive collective bargaining obligations, and a realignment among programs.

Human resources (full-time equivalents)

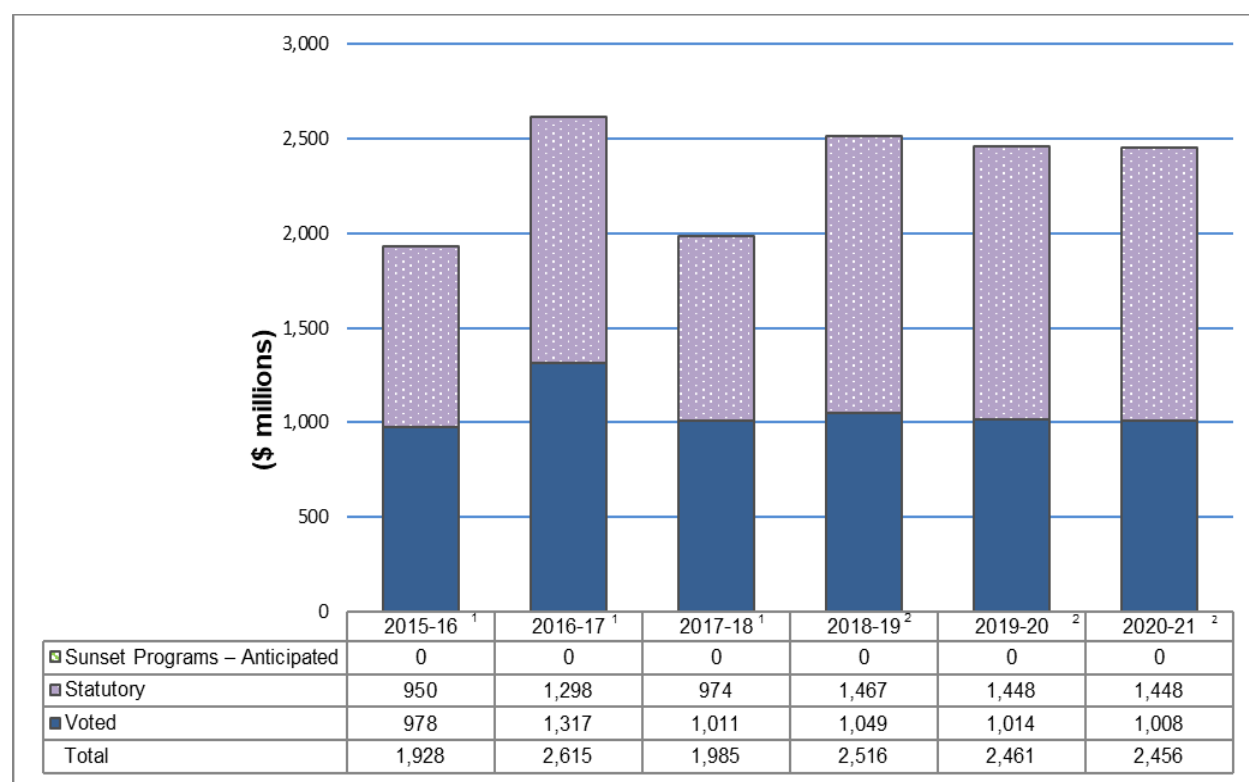
2017–18 Planned full-time equivalents	2017–18 Actual full-time equivalents	2017–18 Difference (actual full-time equivalents minus Planned full-time equivalents)
1,140	1,112	(28)

Actual full-time equivalents were lower than planned, primarily due to a realignment among programs subsequent to the production of the 2017–18 Departmental Plan.

Analysis of trends in spending and human resources

Actual expenditures

Departmental spending trend graph



¹ Spending for 2015–16, 2016–17 and 2017–18 represents the actual expenditures incurred during the respective fiscal years, as reported in Public Accounts.

² Spending for 2018–19, 2019–20 and 2020–21 represents Planned Spending amounts as reported in the 2018–19 Departmental Plan.

Over the period of 2015–16 to 2020–21, spending varies from a low of \$1.9 billion in 2015–16 to a high of \$2.6 billion in 2016–17. Agriculture and Agri-Food Canada's programs and initiatives vary from year to year in response to changes affecting the agriculture, agri-food and agri-based products sector, as outlined below.

Actual spending in 2015–16 was low primarily due to strong market conditions, which reduced the need for statutory grants and contributions under [Business Risk Management](#)ⁱⁱⁱ, mainly in the [AgriStability](#)^{xlix} program. In addition, actual net spending reflects \$53.8 million of returned funding from the expired statutory contribution program: the [Hog Industry Loan Loss Reserve program](#)ⁱ. These decreases were partially offset by a higher payment under the Canadian Wheat Board Transition Costs Program, as a lump sum payment was provided in order to settle obligations and complete the program.

Actual spending in 2016–17 was higher as it reflected one-time funding for the transfer of federal water infrastructure to the Government of Saskatchewan, an increase in demand, compared to 2015–16, for statutory grants and contributions for [Business Risk Management](#)ⁱⁱⁱ programs, as well as an increase for the Federal Infrastructure Initiative.

Actual spending in 2017–18 was lower as there was a decrease in Business Risk Management programs due to less demand than forecast for previous years for the [AgriStability](#)^{xlix} program, which resulted in an adjustment that impacted the current year, as well as a reduction in participation and slight decrease in commodity prices for the [AgriInsurance](#)^{li} program. These decreases were partially offset by new investment in the dairy sector, retroactive collective bargaining obligations, and other compensation adjustments.

The increase in planned spending in 2018–19 and 2019–20 reflects a forecasted increase in Business Risk Management programs spending based on market conditions, primarily related to the [AgriStability](#)^{xix} program, as well as support for the implementation of the [Dairy Farm Investment Program](#)^{lix} and the [Dairy Processing Investment Fund](#)^{lx}.

Budgetary performance summary for Programs and Internal Services (dollars)

Programs and Internal Services	2017–18 Main Estimates ¹	2017–18 Planned spending ²	2018–19 Planned spending ³	2019–20 Planned spending ³	2017–18 Total authorities available for use ⁴	2017–18 Actual spending (authorities used) ⁵	2016–17 Actual spending (authorities used) ⁵	2015–16 Actual spending (authorities used) ⁵
Program 1.1 Business Risk Management	1,306,311,287	1,306,311,287	Not available	Not available	966,392,721	958,353,021	1,276,920,061	923,685,461
Program 1.2 Market Access, Negotiations, Sector Competitiveness, and Assurance Systems	173,414,582	173,414,582	Not available	Not available	216,646,830	193,135,350	154,505,331	198,590,662
Program 1.3 Farm Products Council of Canada	3,008,456	3,008,456	Not available	Not available	3,557,771	2,626,335	2,835,900	3,087,351
Program 2.1 Science, Innovation, Adoption and Sustainability	563,745,548	563,745,548	Not available	Not available	638,046,825	602,610,968	622,848,352	600,370,331
Program 2.2 Industry Capacity	61,514,447	61,514,447	Not available	Not available	66,136,157	57,542,611	407,813,434	50,436,622
Program 2.3 Canadian Pari-Mutual Agency	0	0	Not available	Not available	11,514,334	(271,765)	(1,046,008)	(962,575)
Subtotal	2,107,994,320	2,107,994,320	2,364,476,656	2,312,052,973	1,902,294,638	1,813,996,520	2,463,877,070	1,775,207,852
Internal Services	143,189,378	143,189,378	151,526,770	149,108,945	173,013,195	170,901,257	151,033,280	153,201,740
Total	2,251,183,698	2,251,183,698	2,516,003,426	2,461,161,918	2,075,307,833	1,984,897,777	2,614,910,350	1,928,409,592

For an explanation of the variances by Program and Internal Services, please refer to the "Results: what we achieved" section of this report.

¹ Main Estimates figures are as reported in the 2017–18 Main Estimates.

² Planned spending figures are as reported in the 2017–18 Departmental Plan. Planned spending reflects funds already brought into the Department's reference levels as well as amounts to be authorized through the Estimates process as presented in the Annual Reference Level Update.

³ Given Agriculture and Agri-Food Canada has transitioned to the Departmental Results Framework in 2018–19, the Department will no longer report against the Program Alignment Architecture for future years.

⁴ Total authorities reflect 2017–18 Main Estimates and a net total decrease of \$175.9 million consisting of adjustments to statutory amounts to equal actual spending, Supplementary Estimates and allocations from central votes received during 2017–18, as well as other adjustments and amounts available from previous year, as reported in the Public Accounts of Canada 2018.

⁵ Actual spending figures represent the actual expenditures incurred during the respective fiscal year, as reported in Public Accounts. In certain cases, where authorized amounts are unspent, they can be reprofiled for use in future years.

Actual human resources

Human resources summary for Programs and Internal Services (full-time equivalents)

Programs and Internal Services	2015–16 Actual full-time equivalents	2016–17 Actual full-time equivalents	2017–18 Planned full-time equivalents	2017–18 Actual full-time equivalents ¹	2018–19 Planned full-time equivalents ²	2019–20 Planned full-time equivalents ²
1.1 Business Risk Management	361	367	366	350	Not available	Not available
1.2 Market Access, Negotiations, Sector Competitiveness, and Assurance Systems	396	400	407	451	Not available	Not available
1.3 Farm Products Council of Canada	25	24	26	18	Not available	Not available
2.1 Science, Innovation, Adoption and Sustainability	2,439	2,526	2,556	2,594	Not available	Not available
2.2 Industry Capacity	203	156	125	117	Not available	Not available
2.3 Canadian Pari-Mutual Agency	33	32	33	31	Not available	Not available
Subtotal	3,457	3,505	3,513	3,561	3,549	3,537
Internal Services	1,056	1,089	1,140	1,112	1,140	1,140
Total	4,513	4,594	4,653	4,673	4,689	4,677

¹ Actual full-time equivalents – reflect only those full-time equivalents funded through the Department's appropriated resources. In addition to the actual full-time equivalents of 4,673, there were 29 full-time equivalents employed by Agriculture and Agri-Food Canada for research funded through collaborative agreements with industry partners and 14 full-time equivalents funded from other government departments. Also, an additional 562 full-time equivalents were employed as students.

² Given Agriculture and Agri-Food Canada has transitioned to the Departmental Results Framework in 2018–19, the Department will no longer report against the Program Alignment Architecture for future years.

The increase in full-time equivalents from 2015–16 to 2016–17 was due to the staffing of vacant positions. This increase is partially offset by a decrease due to the winding down of the [Community Pasture Program](#)^{lii}.

The increase in full-time equivalents in 2017–18 was mainly due to staff required to support the [dairy programs](#)^{liii}, as well as the genomics, digitization and data mobilization of Agriculture and Agri-Food Canada's biological collections as announced in Budget 2016, in addition to succession planning staffing. This increase was partially offset by a decrease due to the winding down of the Community Pasture Program.

The planned increase of full-time equivalents in 2018–19 is mainly due to a planned increase of staff required to support the implementation of programs and services under the [Canadian Agricultural Partnership](#)ⁱⁱ and the [dairy programs](#)^{liii}. This increase is partially offset by the winding down of the [Community Pasture Program](#)^{lii} at the end of 2018–19.

Expenditures by vote

For information on Agriculture and Agri-Food Canada's organizational voted and statutory expenditures, consult the [Public Accounts of Canada 2017–2018](#)^{liv}.

Government of Canada spending and activities

Information on the alignment of Agriculture and Agri-Food Canada's spending with the Government of Canada's spending and activities is available in the [GC InfoBase](#)^{xxvi}

Financial statements and financial statements highlights

Financial statements

Agriculture and Agri-Food Canada's financial statements (unaudited) for the year ended March 31, 2018, are available on the [Departmental website](#)^{lv}.

Financial statements highlights

The financial highlights presented within this Departmental Results Report are intended to serve as a general overview of the Department's financial position and operations. More detailed information is provided in the Department's consolidated financial statements which are prepared using an accrual basis of accounting.

Condensed Statement of Operations (unaudited) for the year ended March 31, 2018 (dollars)

Financial information	2017–18 Planned results	2017–18 Actual results	2016–17 Actual results	Difference (2017–18 actual results minus 2017–18 planned results)	Difference (2017–18 actual results minus 2016–17 actual results)
Total expenses	2,350,802,000	2,096,848,000	2,717,230,000	(253,954,000)	(620,382,000)
Total revenues	68,480,000	64,500,000	66,307,000	(3,980,000)	(1,807,000)
Net cost of operations before government funding and transfers	2,282,322,000	2,032,348,000	2,650,923,000	(249,974,000)	(618,575,000)

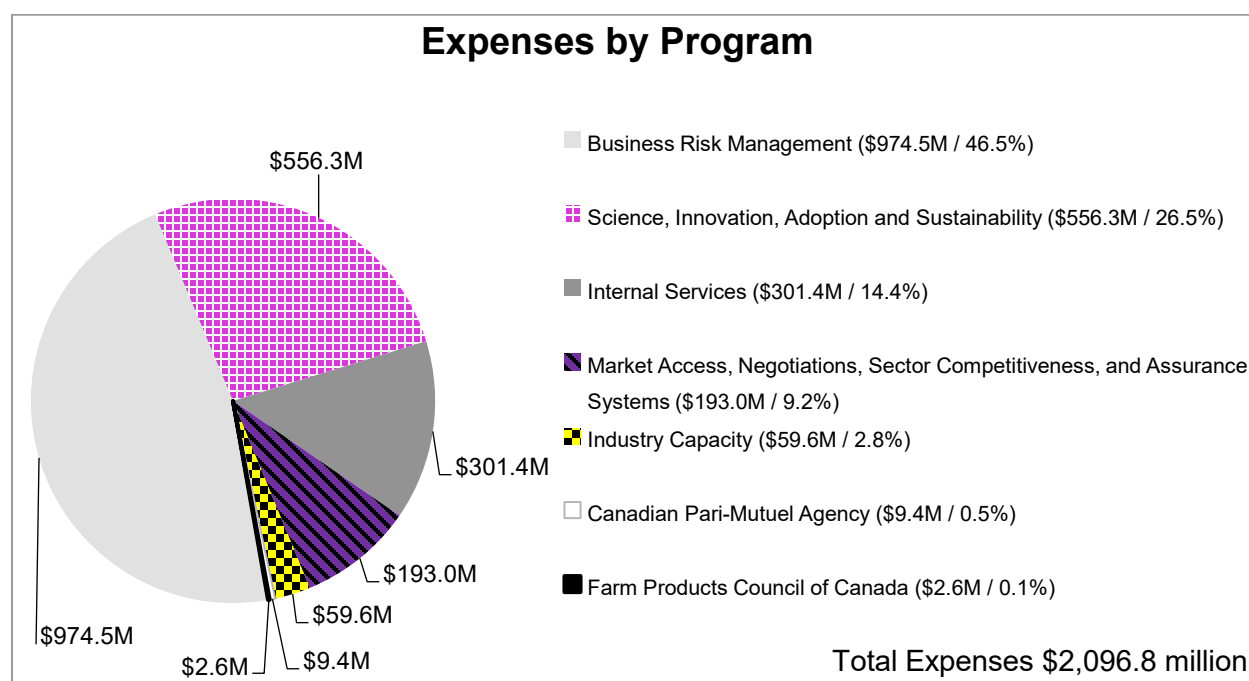
Consolidated Future-Oriented Statement of Operations (Unaudited) can be found on the [Departmental website](#)^{iv}.

Condensed Statement of Financial Position (unaudited) as of March 31, 2018 (dollars)

Financial information	2017–18	2016–17	Difference (2017–18 minus 2016–17)
Total net liabilities	968,900,000	1,069,714,000	(100,814,000)
Total net financial assets	882,079,000	997,350,000	(115,271,000)
Departmental net debt	86,821,000	72,364,000	14,457,000
Total non-financial assets	428,670,000	417,653,000	11,017,000
Departmental net financial position	341,849,000	345,289,000	(3,440,000)

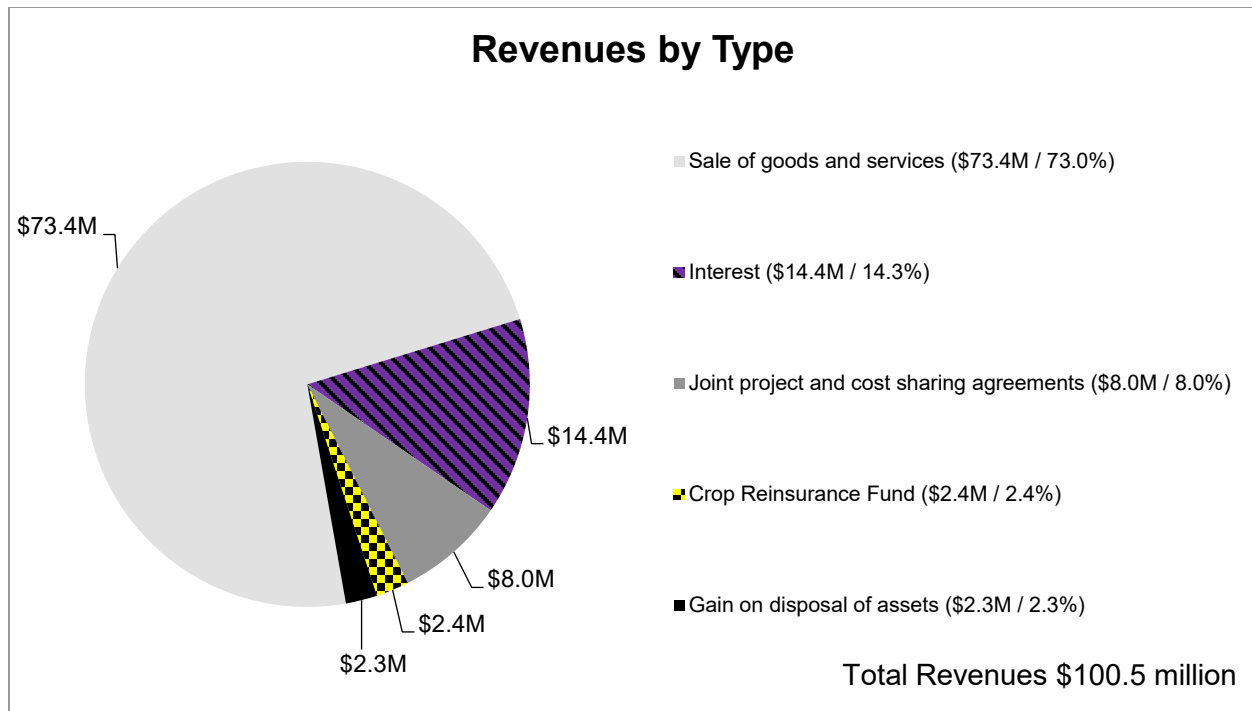
Expenses and Revenues

Expenses incurred and revenues earned, in support of Agriculture and Agri-Food Canada's programs and services that benefited Canadians during 2017–18, are detailed in the following graphs.



Total expenses were \$2,096.8 million in 2017–18, a decrease of \$620.4 million from the previous year's total expenses of \$2,717.2 million. This was primarily attributable to a decrease in the Industry Capacity program of \$354.9 million, due to the transfer of federal water infrastructure to the Government of Saskatchewan for \$350.0 million in 2016–17. There was also a decrease of \$342.7 million in [Business Risk Management](#)ⁱⁱⁱ programs due to less demand than forecasted for previous years for the [AgriStability](#)^{xlix} program, which resulted in an adjustment that impacted the current year, as well as a reduction in participation and slight decreases in commodity prices for the [AgriInsurance](#)^{li} program. These decreases were offset by increases in other programs, including an increase of \$41.6 million in Market Access, Negotiations, Sector Competitiveness, and Assurance Systems primarily as a result of investments in the dairy sector.

Planned expenses for 2017–18 were \$2,350.8 million compared to actual expenses of \$2,096.8 million. Actual expenses were \$254.0 million less than planned mainly due to the decrease in expenses for Business Risk Management programs.

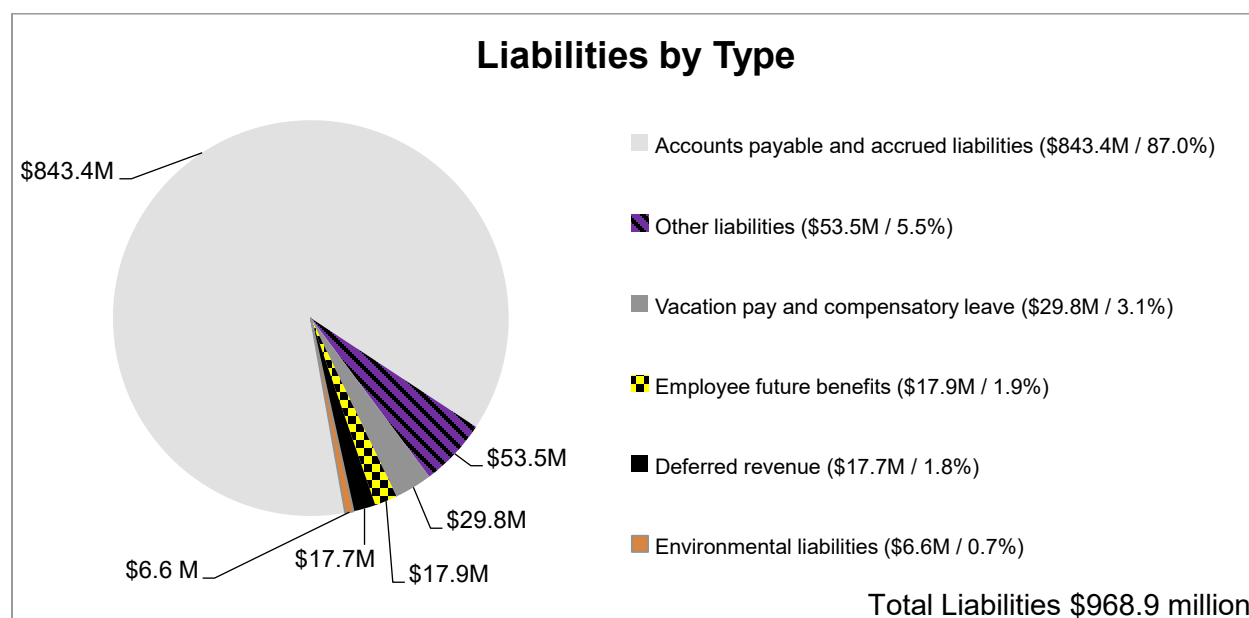


Note: Revenues earned on behalf of government are included in this graph.

Total revenues earned of \$100.5 million in 2017–18 were primarily comprised of \$73.4 million in sale of goods and services. Total revenue is presented in the departmental consolidated financial statements net of revenues earned on behalf of government. Total net revenues remained relatively stable year over year at \$64.5 million in 2017–18 compared to \$66.3 million in 2016–17, a decrease of \$1.8 million.

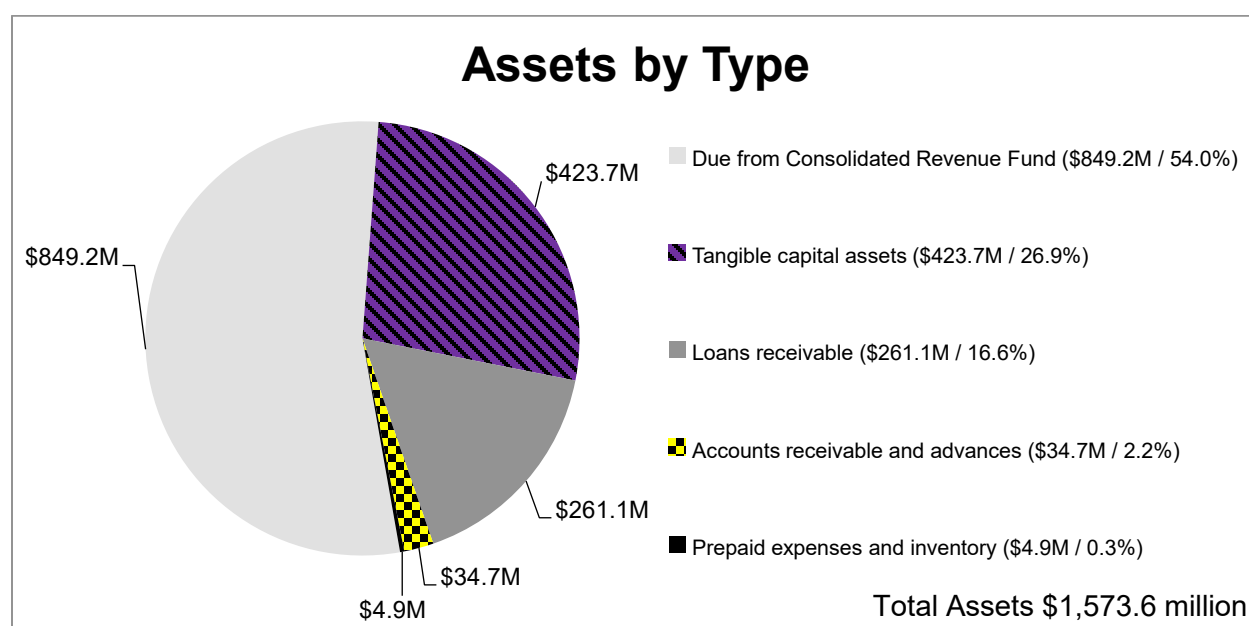
Liabilities

Liabilities arising from departmental activities at the end of 2017–18 were \$968.9 million, a decrease of \$100.8 million compared to the previous year's total liability of \$1,069.7 million. The decrease was primarily in the accounts payable and accrued liabilities category, which represents the largest portion of the overall liability at \$843.4 million or 87.0%. The decrease was predominately attributed to the [AgriStability^{xlix}](#) program. The Department does not hold any liabilities on behalf of government.



Assets

At the end of 2017–18, the Department held total gross financial assets of \$1,145.0 million, consisting primarily of the asset due from the Consolidated Revenue Fund, which represents the net amount of cash that the Department was entitled to draw from the Consolidated Revenue Fund without further authorities to discharge its liabilities. Excluding financial assets held on behalf of government, total net financial assets at the end of 2017–18 were \$882.1 million, a decrease of \$115.2 million from the previous year's net financial assets of \$997.3 million. The change in total net financial assets was mainly due to a decrease in the amounts due from the Consolidated Revenue Fund. The Department also held non-financial assets totalling \$428.7 million.



Note: Assets held on behalf of government are included in this graph.

Supplementary information

Corporate information

Organizational profile

Appropriate minister: The Honourable Lawrence MacAulay

Institutional head: Chris Forbes, Deputy Minister

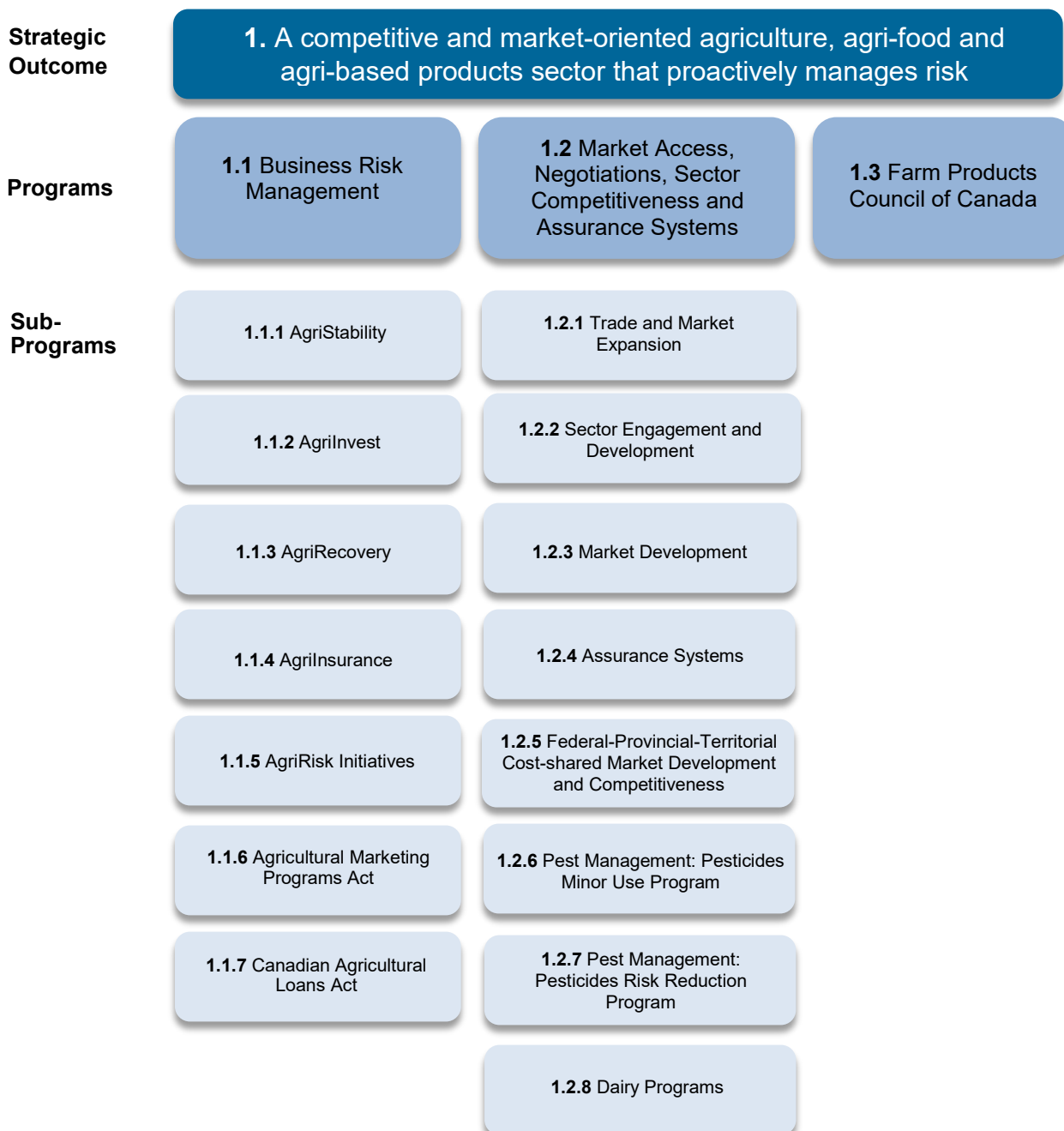
Ministerial portfolio: Agriculture and Agri-Food Canada

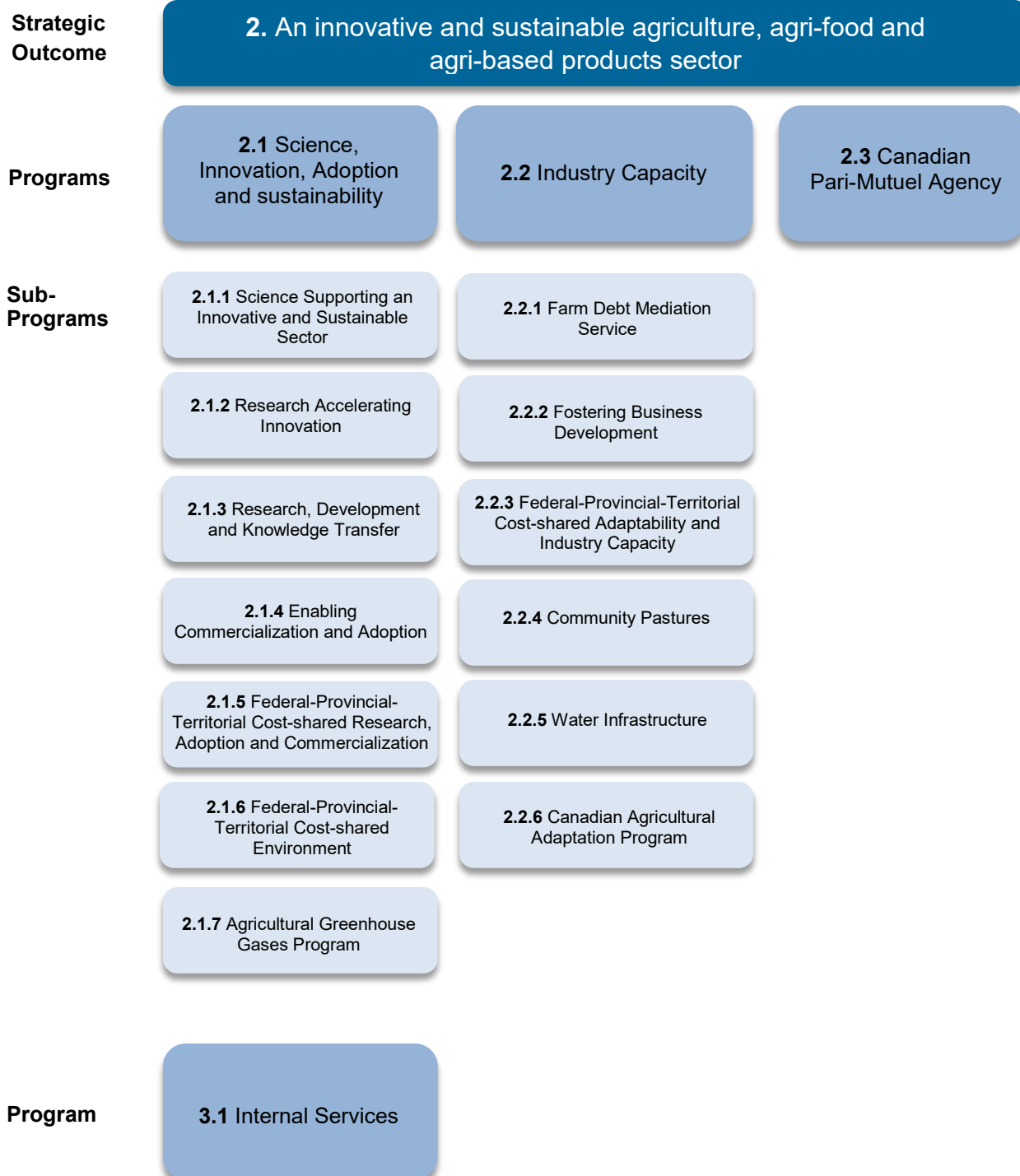
Enabling instrument: [Department of Agriculture and Agri-Food Act, \(R.S.C. 1985, c. A-9\)](#)^{xi}

Year of incorporation / commencement: 1994

Reporting framework

Agriculture and Agri-Food Canada's Strategic Outcomes and Program Alignment Architecture of record for 2017–18 are shown below:





Supporting information on lower-level programs

Supporting information on lower-level programs is available on the [GC InfoBase^{xxvi}](#).

Supplementary information tables

The following supplementary information tables are available on [Agriculture and Agri-Food Canada's website^{lvi}](#):

- ▶ Departmental Sustainable Development Strategy
- ▶ Details on transfer payment programs of \$5 million or more
- ▶ Evaluations
- ▶ Fees
- ▶ Horizontal initiatives
- ▶ Internal audits
- ▶ Response to parliamentary committees and external audits
- ▶ Up-front multi-year funding

Federal tax expenditures

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

Organizational contact information

Public Information Requests Services
Agriculture and Agri-Food Canada
1341 Baseline Road
Ottawa, Ontario K1A 0C5

Telephone: 613-773-1000
Toll-free: 1-855-773-0241
Fax: 613-773-1081
Telecommunications Device for the Deaf/Teletype:
613-773-2600
Email: info@agr.gc.ca
Website: www.agr.gc.ca

Appendix: definitions

appropriation (crédit)

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

budgetary expenditures (dépenses budgétaires)

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

Departmental Plan (plan ministériel)

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

Departmental Results Report (rapport sur les résultats ministériels)

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

evaluation (évaluation)

In the Government of Canada, the systematic and neutral collection and analysis of evidence to judge merit, worth or value. Evaluation informs decision making, improvements, innovation and accountability. Evaluations typically focus on programs, policies and priorities and examine questions related to relevance, effectiveness and efficiency. Depending on user needs, however, evaluations can also examine other units, themes and issues, including alternatives to existing interventions. Evaluations generally employ social science research methods.

experimentation (expérimentation)

Activities that seek to explore, test and compare the effects and impacts of policies, interventions and approaches, to inform evidence-based decision-making, by learning what works and what does not.

full-time equivalent (équivalent temps plein)

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

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

An analytical approach used to assess how diverse groups of women, men and gender-diverse people may experience policies, programs and initiatives. The “plus” in GBA+ acknowledges that the gender-based analysis goes beyond biological (sex) and socio-cultural (gender) differences. We all have multiple identity factors that intersect to make us who we are; GBA+ considers many other identity factors, such as race, ethnicity, religion, age, and mental or physical disability. Examples of GBA+ processes include using data disaggregated by sex,

gender and other intersecting identity factors in performance analysis, and identifying any impacts of the program on diverse groups of people, with a view to adjusting these initiatives to make them more inclusive.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2017–18 Departmental Results Report, those high-level themes outlining the government’s agenda in the 2015 Speech from the Throne, namely: Growth for the Middle Class; Open and Transparent Government; A Clean Environment and a Strong Economy; Diversity is Canada’s Strength; and Security and Opportunity.

horizontal initiative (initiative horizontale)

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

Management, Resources and Results Structure (structure de gestion, des ressources et des résultats)

A comprehensive framework that consists of an organization’s inventory of programs, resources, results, performance indicators and governance information. Programs and results are depicted in their hierarchical relationship to each other and to the Strategic Outcome(s) to which they contribute. The Management, Resources and Results Structure is developed from the Program Alignment Architecture.

non-budgetary expenditures (dépenses non budgétaires)

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

performance (rendement)

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

performance indicator (indicateur de rendement)

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

performance reporting (production de rapports sur le rendement)

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

plan (plan)

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

planned spending (dépenses prévues)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts that receive Treasury Board approval by February 1. Therefore, planned spending may include amounts incremental to planned expenditures presented in the Main Estimates.

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

priority (priorité)

A plan or project that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Strategic Outcome(s) or Departmental Results.

program (programme)

A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results and that are treated as a budgetary unit.

Program Alignment Architecture (architecture d'alignement des programmes)

A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

result (résultat)

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

statutory expenditures (dépenses législatives)

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

Strategic Outcome (résultat stratégique)

A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

sunset program (programme temporisé)

A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

target (cible)

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

voted expenditures (dépenses votées)

Expenditures that Parliament approves annually through an Appropriation Act. The Vote wording becomes the governing conditions under which these expenditures may be made.

Endnotes

- i. Minister of Agriculture and Agri-Food Mandate Letter, <https://pm.gc.ca/eng/minister-agriculture-and-agri-food-mandate-letter>
- ii. Canadian Agricultural Partnership, <http://www.agr.gc.ca/eng/about-us/key-departmental-initiatives/canadian-agricultural-partnership/?id=1461767369849>
- iii. Business Risk Management programs, <http://www.agr.gc.ca/eng/programs-and-services/agricultural-business-management/business-risk-management-programs/?id=1490812852619>
- iv. Agricultural Greenhouse Gases Program, <http://www.agr.gc.ca/eng/programs-and-services/agricultural-greenhouse-gases-program-step-1-what-this-program-offers/?id=1461247059955>
- v. Pan-Canadian Framework on Clean Growth and Climate Change, <https://www.canada.ca/en/services/environment/weather/climatechange/pan-canadian-framework.html>
- vi. A Food Policy for Canada, <https://www.canada.ca/en/campaign/food-policy.html>
- vii. Value Chain Roundtables, <http://www.agr.gc.ca/eng/industry-markets-and-trade/value-chain-roundtables/?id=1385758087741>
- viii. Agri-Food Economic Strategy Table, <https://www.ic.gc.ca/eic/site/098.nsf/eng/00006.html>
- ix. Transportation Modernization Act, http://laws-lois.justice.gc.ca/eng/AnnualStatutes/2018_10/page-1.html
- x. Crop Logistics Working Group, <http://www.agr.gc.ca/eng/industry-markets-and-trade/canadian-agri-food-sector-intelligence/crops/initiatives-supporting-crop-producers/crop-logistics-working-group/?id=1323987063552>
- xi. Department of Agriculture and Agri-Food Act, <http://lois-laws.justice.gc.ca/eng/acts/A-9/>
- xii. Agriculture and Agri-food Canada Acts and Regulations, <http://www.agr.gc.ca/eng/about-us/acts-and-regulations/?id=1180107359564>
- xiii. Canadian Agricultural Loans Act, <http://laws-lois.justice.gc.ca/eng/acts/f-2.7/index.html>
- xiv. Portfolio partners and agencies, <http://www.agr.gc.ca/eng/about-us/partners-and-agencies/?id=1360701203481>
- xv. Farm Products Council of Canada, <http://www.fpcc-cpac.gc.ca/index.php/en-GB/>
- xvi. Canadian Pari-Mutuel Agency, <http://www.agr.gc.ca/eng/about-us/partners-and-agencies/canadian-pari-mutuel-agency/?id=1204043533186>
- xvii. Livestock Market Interruption Strategy, <http://www.agr.gc.ca/eng/industry-markets-and-trade/agriculture-emergency-management/livestock-market-interruption-strategy-helping-the-livestock-industry-and-governments-get-prepared/?id=1525206834723>
- xviii. Growing Forward 2, <http://www.agr.gc.ca/eng/about-us/key-departmental-initiatives/growing-forward-2/?id=1294780620963>
- xix. AgriStability Program (Canadian Agricultural Partnership), <http://www.agr.gc.ca/eng/?id=1291990433266>
- xx. AgriInvest Program (Canadian Agricultural Partnership), <http://www.agr.gc.ca/eng/?id=1291828779399>
- xxi. Canadian Agricultural Loans Act Program, <http://www.agr.gc.ca/eng/?id=1288035482429>
- xxii. Advance Payments Program, <http://www.agr.gc.ca/eng/programs-and-services/advance-payments-program-1-overview/?id=1462198969862>
- xxiii. Price Pooling Program, <http://www.agr.gc.ca/eng/?id=1289934791790>
- xxiv. AgriRisk (Growing Forward 2), <http://www.agr.gc.ca/eng/about-us/key-departmental-initiatives/growing-forward-2/?id=1294780620963>

- xxv. Western Livestock Price Insurance Program, <https://www.wlpi.ca/>
- xxvi. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xxvii. Canada-European Union Comprehensive Economic and Trade Agreement for Agri-Food Exporters, <http://www.agr.gc.ca/eng/industry-markets-and-trade/international-agri-food-market-intelligence/europe/canada-european-union-comprehensive-economic-and-trade-agreement-ceta-for-agri-food-exporters/?id=1438010928703>
- xxviii. Low Level Presence, <http://www.agr.gc.ca/eng/industry-markets-and-trade/agri-food-trade-issues/technical-trade-issues-in-agriculture/low-level-presence/?id=1384370877312>
- xxix. Innovation Superclusters Initiative, <http://www.ic.gc.ca/eic/site/093.nsf/eng/home>
- xxx. Protein Industries Supercluster, <https://www.ic.gc.ca/eic/site/093.nsf/eng/00012.html>
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Text Box: British Columbia Wildfires Recovery Initiative (page 16)

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