



Canadian Food
Inspection Agency

Agence canadienne
d'inspection des aliments

Canadian Food Inspection Agency 2017–18 Departmental Results Report



The Honourable Ginette Petitpas Taylor, PC, MP
Minister of Health

For the period ending March 31, 2018

Canada 

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CFIA P0971-18
Catalogue No.: A101-12E-PDF
ISSN: 2561-0775

Cette publication est aussi disponible en français.

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Minister's message

As the Minister of Health, I am pleased to present the 2017–18 Departmental Results Report for the Canadian Food Inspection Agency (CFIA).

I am proud of the work the CFIA carried out in 2017–18, in partnership with Health Canada, the Public Health Agency of Canada, Agriculture and Agri-food Canada and other partners in government and industry, to achieve results for Canadians. CFIA works 24/7 to uphold the Agency's mandate to safeguard food safety, animal health, plant health and international market access.



This past year the CFIA achieved an important milestone in protecting the health and safety of Canadians and promoting efficient and predictable regulation for industry. In June 2018, the Honourable Lawrence MacAulay, Minister of Agriculture and Agri-food, and I announced the publication of Canada's Safe Food for Canadians Regulations in Canada Gazette, Part II. As a result of in-depth public, industry, and expert engagement, these regulations consolidate 14 sets of regulations into a single set of rules for food safety in Canada.

While the new rules are designed first and foremost to protect the health of Canadians by strengthening our already world-class food safety system, they were also designed to support an agile regulatory system. To that end, the Safe Food for Canadians Regulations create a level playing field across all food industry sectors, align Canada's regulations with those of our trading partners and help maintain and grow market access for Canada's important agri-food and agricultural sector, which generates over \$111 billion a year and accounts for 1 in 8 Canadian jobs.

The CFIA has also made great strides in implementing a National Plant and Animal Health Strategy. The strategy, designed to strengthen Canada's ability to protect its plants and animals from pests and diseases, received strong support from Canadians during consultations and was endorsed by federal, provincial and territorial agriculture ministers. Work continues to implement this strategy in collaboration with governments, industry and others who play a role in safeguarding plant and animal health.

The CFIA also continues to play a proactive role in global security initiatives to protect public health and animal health systems. In October 2017, the CFIA and Global Affairs Canada co-hosted the World Organisation for Animal Health (OIE's) Second Global Conference on Biological Threat Reduction. This conference brought together a wider variety of experts including delegates from OIE member countries, scientific experts, representatives of security organizations and public health officials to discuss how to reduce the possibility of biological threats.

These are just a few of CFIA's achievements this year. We know that an effective and agile regulatory system is not just important for Canadians' health and safety, it is critical to maintaining public trust and market access for Canadian business, both domestically and in foreign markets. To that end, the CFIA is committed to openness and transparency in its engagement with industry and Canadians so that it can better respond to the needs of consumers.

As we look forward to the next year, the CFIA is committed to continuous improvement and innovation in an effort to proactively position itself as a global leader in addressing food safety, animal and plant health risks, as well as technological advancement in the agri-food sector.

The Honourable Ginette Petitpas Taylor, PC, MP
Minister of Health

Results at a glance

Mitigating risks to food safety is the CFIA's highest priority, and the health and safety of Canadians is the driving force behind our programs. In partnership with industry, consumers, and federal, provincial and municipal organizations, the CFIA continues to work towards protecting Canadians from preventable health risks related to food and zoonotic diseases¹. In addition, the current and future economic prosperity of the Canadian agriculture and forestry sectors relies on a healthy and sustainable animal and plant resource base. As such, the CFIA is continually improving its program design and delivery in the animal health and plant resource areas in order to minimize and manage risks.

In 2017–18, the CFIA focused its efforts on the development and implementation of its strategic framework – **Responding to Today, Building for the Future**ⁱ, which will guide Agency efforts in the coming years to help better manage emerging risks, respond to consumer demands and support industry as they compete in the global market place. The CFIA programs and internal services work closely together to advance the Agency's strategic direction.



The CFIA continued to deliver on a **modern regulatory toolkit**, including outcome-based regulations, with new compliance promotion tools to protect Canada's food, plant and animal resource-base and to support innovation. The Safe Food for Canadians Regulations were published in Canada Gazette, Part II, on June 13, 2018 as a result of official consultations that took place between January 2017 and April 2017. Following these consultations the CFIA continued to engage with stakeholders to further strengthen awareness of, and preparation for, the coming into force of the new regulations. These new regulations will replace 14 sets of existing regulations with one and will make our food system safer by focusing on prevention and allowing for faster removal of unsafe food from the marketplace. Also, amendments are proposed to the Health of Animals Regulations which will better reflect current industry practices and scientific knowledge about animal welfare during transport. Considerable public engagement on the proposed amendments took place in 2017–18 and we are working to advance the amendments for publication in Canada Gazette, Part II in 2018–19.

¹ A zoonotic disease is one that can be passed between animals and humans.

The CFIA continued to adopt **integrated risk management approaches**, targeting resources to where they are needed most, through the development and implementation of new risk management tools, analytics and surveillance to inform resource allocations and enforcement priorities. These include the Establishment-based Risk Assessment model, the CFIA's Risk Intelligence Framework and various program risk summaries. Additionally, engagement with federal, provincial and territorial food safety authority partners allowed the CFIA to further develop the **Canadian Food Safety Information Network**ⁱⁱ and sign data sharing memorandums of understanding. The CFIA also published the **Plant and Animal Health Strategy**ⁱⁱⁱ, endorsed by Canada's Ministers of Agriculture in July 2017. The Strategy charts a path forward for collectively addressing evolving risks to plant and animal health, focusing efforts on prevention and increased partner collaboration and coordination.

The CFIA continued to deliver **consistent and efficient inspections** by implementing a single inspection approach focused on regulatory outcomes and was increasingly supported by mobile tools and guidance, which will lead to greater efficiency and agility to respond to emerging risks. To accommodate an increase in grain exports, the CFIA redesigned its export certification program to provide the option of testing by authorized private laboratories. This program will also build on the CFIA's partnership with the Canadian Grain Commission to help serve the grain sector more efficiently. Also in 2017–18, the Modernized Slaughter Inspection Program included pilots at federal hog slaughter establishments. The first participating establishment began using the new program in February 2018. Progress on food safety, plant protection, animal health and market access can only happen through collaboration, open communication and strong relationships, and the CFIA's results in 2017–18 raised the bar.

The CFIA continued to embrace technology, with a **digital-first tools and services** approach, and made it easier to get information and services, by continuing to establish electronic access as the preferred method of requesting and receiving services. The growing usage of the '**Ask CFIA**'^{iv} service has allowed the CFIA to identify improvements to current online information and tools that support regulatory compliance, as work continues to expand the service to include all sectors. Also, the Digital Service Delivery Platform was established, which allows inspectors to record findings and share information with stakeholders while being fully mobile. Finally, recognizing the necessity of accurate and timely responses to public requests for information as an essential element of our democracy, the Agency advanced its Access to Information and Privacy Paperless initiative. The e-Retrieval pilot project was implemented in 2017–18, and helped to streamline the retrieval process, reduce the use of paper and improve quality and delivery time.

The CFIA was a **global leader**, supporting international consensus while pursuing improved international standards, fairness in trade practices, enhanced use of technology and regulatory cooperation in order to safeguard food, plants, animals and market access. The CFIA co-hosted the World Organisation for Animal Health (OIE)'s Second Global Conference on Biological Threat Reduction. The conference focused on “Enhancing Health and Security for All” and included an update on global security initiatives for biological threat reduction, consideration of new technologies and discussions on public and animal health systems. The CFIA also signed a science-sharing memorandum of understanding with France’s Agence nationale de sécurité sanitaire de l’alimentation, de l’environnement et du travail in March 2017. This memorandum enables the sharing of innovative science and risk assessment methods and strengthens scientific cooperation between the CFIA’s laboratories and 11 French laboratories. The CFIA will continue to pursue improved international standards, fairness in trade practices, enhanced use of technology and regulatory cooperation with our international partners.



For more information on the Canadian Food Inspection Agency’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 Canadian Food Inspection Agency (CFIA) is a large science-based regulatory Agency with employees working across Canada in the National Capital Region and in four operational regions: Atlantic, Québec, Ontario and Western Canada.

The CFIA is dedicated to safeguarding food safety and animal and plant health, which enhances Canada's environment, economy, and the health and well-being of its residents. Additionally, to support market access, the CFIA works with Canada's trading partners to verify that Canadian products meet importing countries' technical requirements, thus expanding, gaining, restoring or maintaining access to markets.



Mandate and role

For more general information about the Agency, 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](#).^v

The CFIA develops program requirements, conducts laboratory testing, and delivers inspections and services in order to:

- Prevent and manage food safety risks;
- Protect plant resources from regulated pests, diseases and invasive species;
- Prevent and manage animal and zoonotic diseases and protect animal resource health;
- Contribute to consumer protection; and
- Contribute to market access for Canada's food, plants and animals, and their products.

CFIA'S KEY FEDERAL PARTNERS

- Agriculture and Agri-Food Canada
- Canada Border Services Agency
- Canadian Grain Commission
- Environment and Climate Change Canada, including the Canadian Wildlife Service and Parks Canada
- Fisheries and Oceans Canada
- Global Affairs Canada
- Health Canada
- Natural Resources Canada, including the Canadian Forest Service
- Public Health Agency of Canada
- Public Safety Canada

The CFIA bases its activities on science, effective risk management, a commitment to service and efficiency, and collaboration with domestic and international organizations that share its objectives.

The CFIA shares its responsibilities with various levels of government, with which it implements food safety, plant and animal health measures, and manages risks, incidents, and emergencies.

As of March 31, 2017, the CFIA administered and enforced 14 federal statutes and 36 sets of regulations. In addition to supporting a sustainable plant and animal resource base, these statutes and regulations regulate the safety and quality of food and agricultural inputs sold in Canada, such as feed, seed, fertilizers and veterinary biologics.

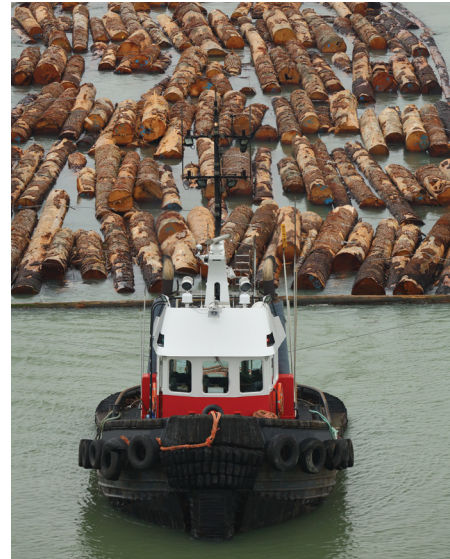
For more general information about the Agency, please refer to the [“Supplementary Information”](#) section of this report.

Operating context and key risks

Operating context

The CFIA is responsible for safeguarding food safety, animal health and plant health, as it relates to the health and well-being of Canadians, the environment and our economy. The Agency shares these responsibilities with various levels of government, industry and other stakeholders with whom it implements safety measures, manages risks, incidents and emergencies.

At the CFIA, decisions are based on timely, relevant science. Science informs policy development, program design and program delivery. The Agency relies on foresight, advice, risk assessment, adherence to international standards, research and development, and testing. The CFIA also negotiates with trading partners to resolve scientific and technical issues related to food safety and animal and plant health. In this way, the Agency contributes to market access for Canadian food, plants, animals and their products.



Internally, the CFIA's operating environment is shaped by the Agency's strategic priorities as outlined in its [Responding to Today, Building for the Futureⁱ](#) document.

Internal Influences

Over the last year, the CFIA's internal operating environment has included implementing a number of major change initiatives. The CFIA continued to streamline processes, advance science, and harness innovation to better serve Canadians. These initiatives will continue through to 2020 and beyond. Specifically, the following changes are at the heart of the CFIA's business, how it inspects and regulates, how it provides service, how it designs its programs and how it manages its resources:

- Safe Food for Canadians Regulations;
- Digital Service Delivery Platform;
- [My CFIA^{vi}](#) client service portal;
- Integrated Agency Inspection Model (iAIM) and Standard Inspection Procedure;
- Client-centric service model and culture; and
- Organization re-design and development of new Program Management Boards.

External Influences

The CFIA considers external factors in its daily operations. Each factor has a different impact as described below. External factors that influenced CFIA's operating environment include:

- Trade and market access: increases in volume, variety, and diversity of sources for trade;
- Increased consumer knowledge and expectations;
- Changing physical and social environment; and
- Advances in science and technology.

Key risks

Mitigating risks that could affect our ability to achieve our plans and results

As the organization responsible for managing risks to food safety, plant and animal health, market access and the environment, the CFIA uses a number of control measures. To manage risk effectively, the CFIA promotes risk prevention activities, has risk mitigation measures in place, monitors and responds to risks at various levels and takes advantage of potential opportunities while minimizing the impact of unplanned or adverse events.

To respond to our ever-changing environment, the CFIA has developed a strategic framework – **Responding to Today, Building for the Futureⁱ** – to help the CFIA better manage emerging risks, respond to consumer demands and support industries as they compete in the global market place. The CFIA's risk management objectives are supported by initiatives and through continuous improvement in our day-to-day work. The initiatives are aligned with the CFIA's strategic framework to maximize our capacity to respond to risk now and into the future. The framework includes five priority areas:

- Modern regulatory toolkit;
- Integrated risk management;
- Consistent and efficient inspections;
- Digital-first tools and services; and
- Global leader.

DID YOU KNOW?

My CFIA^{vi} is a convenient and secure way to do business with the CFIA online. Individuals, businesses and service providers, such as accredited veterinarians, can sign up today to access a growing number of online services.

The CFIA has developed new risk tools and refined existing ones for gathering information to continually improve how we manage current and emerging risks to food safety, plant and animal health, market access and the environment. Over the past two years, the CFIA has developed risk summaries that were used to identify emerging risks and to mitigate existing ones. For example, a risk summary profile for flour was produced following the emergence of a string of food recalls in 2017, to examine current control measures and develop options for adjusting the controls.

In line with its 2017–18 Departmental Plan, the CFIA's responses to risk were grouped under three corporate risk areas: managing change, emergency management and scientific capacity.

Managing change:

Risk responses included:

- The CFIA's Departmental Results Framework was approved and rolled out in April 2018.
- The CFIA's corporate risk profile was updated.
- The CFIA rolled out a risk assessment model (the Establishment-based Risk Assessment model) that uses data and a mathematical algorithm to evaluate federally-inspected food establishments in terms of the level of risk they represent to Canadian consumers.
- The CFIA published more information for Canadians online as part of our digital-first initiative. '[Ask CFIA](#)'^{iv} is now available for the following sectors - dairy, fish and seafood, fresh fruits and vegetables, processed products (fruit and vegetable), egg and egg products, honey and maple products – and later on, will include all industry sectors.
- The CFIA continued work on creating a single food import program under the Safe Food for Canadians Regulations, which were published in the Canada Gazette, Part II, in June 2018.

Emergency management:

The federal, provincial and territorial governments, industry, academia and other stakeholders developed a Plant and Animal Health Strategy for Canada that outlines how all parties will work together to protect plant and animal resources from new and emerging risks. In July 2017, federal-provincial-territorial Agriculture Ministers endorsed the strategy.

Scientific capacity:

In 2017–18, as part of the implementation of the CFIA Risk Intelligence Framework, the CFIA developed strategic, functional and tactical intelligence products to support current or planned program and operational activities. In collaboration with internal and external partners, the CFIA continued to actively contribute to the identification, analysis and documentation of intelligence in a systematic, consistent and transparent way to address risk.



The CFIA continued to participate in the biosafety level 4 zoonotic disease laboratories network. This network is an international group of decision-makers and scientists from 14 partnering organizations in five countries: Canada, the United States, the United Kingdom, Germany, and Australia, that work together to improve the global capacity to respond to the threat of zoonotic diseases.

As part of the CFIA's effort to increase the focus on prevention through building partnerships to support decision making, the CFIA made progress on such initiatives as the [Canadian Food Safety Information Network](#)ⁱⁱ. Progress on the network is described in detail in the Results section of this report. The CFIA also continued to leverage laboratory networks and strategies to strengthen our scientific capacity.

The CFIA continued working with other science-based departments and agencies to advance the development of a 25-year federal science and technology infrastructure strategy aligned with the new vision for science in Canada. The results of this work will contribute to achieving a more collaborative, nimble and responsive federal science and technology enterprise and to informing the implementation of the Federal Science and Technology Infrastructure Initiative.

The CFIA continued to work collaboratively with Genome British Columbia and other partners on [Genome British Columbia](#)^{vii}, which leads genomics innovation and facilitates its integration into society. Two projects, funded in part by Genome British Columbia, are applying cutting-edge genomics tools in early detection of viruses and pathogens in fruit trees.

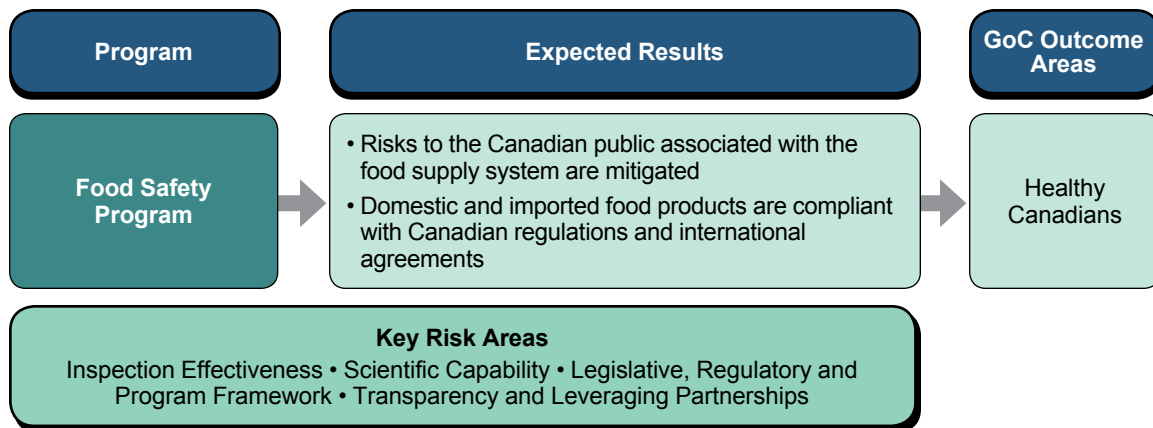
Results: what we achieved

Programs

Food Safety Program

Description

The Food Safety Program aims to mitigate risks to public health associated with diseases and other health hazards in the food supply system and to manage food safety emergencies and incidents. The program achieves its objectives by promoting food safety awareness through public engagement and verification of compliance by industry with standards and science-based regulations. The program delivers initiatives to verify that consumers receive food safety and nutrition information and to mitigate unfair market practices targeting consumers and industry. Collaboration with other governments and stakeholders further enhances the Agency's ability to track, detect and mitigate risks associated with food and the food supply system, including food-borne illness. This program supports public health and instils confidence in Canada's food system.



Results

Modern Regulatory Toolkit

CFIA has engaged in unprecedented engagement with stakeholders on proposals to modernize regulations under the Safe Food for Canadians Act since 2013. Official consultations took place between January and April 2017 following which the CFIA continued to engage with stakeholders to further strengthen awareness of, and preparation for, the coming into force of the new regulations.

Extensive feedback was received from over 1,700 stakeholders who included: consumers, small businesses, importers and exporters and governments. The feedback showed that stakeholders supported the proposed direction, which is consistent with global approaches to food safety, and was considered in the final proposed regulations.

On June 13, 2018, the Safe Food for Canadians Regulations were published in the Canada Gazette, Part II. The regulations will make our food system even safer by focusing on prevention and allowing for faster removal of unsafe food from the marketplace. They will reduce unnecessary administrative burden on businesses by replacing 14 sets of regulations with one, and will help maintain and grow market access for Canada's agri-food and agricultural sector.

The new consolidated regulations will require food businesses that import or prepare food for export or to be sent across provincial or territorial borders to have licenses, as well as preventive controls that outline steps to address potential risks to food safety. They will also help reduce the time it takes to remove unsafe food from the marketplace by requiring businesses to trace their food back to their supplier and forward to whom they sold their products.

The CFIA began releasing Safe Food for Canadians Regulations guidance materials and tools for industry, including more information on critical control points.

Food production and processing methods continuously evolve, and global food trade is constantly increasing as consumers look for more diverse food choices. Additionally, as consumers are becoming more concerned about health and safety, and value for money, they scrutinize food product labels more closely. As such, the CFIA continued work on developing a modern food labelling system that:

- Appropriately responds to consumer and industry needs around food labelling within the CFIA's mandate; and
- Improves service delivery for inquiries and availability of labelling information and tools.

In 2017–18, the CFIA analyzed stakeholder consultation feedback on food labelling proposals and conducted targeted discussions on commodity-specific labelling affecting individual sectors.

The CFIA, working in partnership with Health Canada, started developing food labelling regulatory amendments to the Safe Food for Canadians Regulations and the Food and Drug Regulations. This includes labelling provisions for date marking, origin, and company contact information. These changes were informed by three phases of broad stakeholder engagement and will result in a more modern food labelling system that responds to current and future challenges. This will improve access to information for consumers while enhancing opportunities for industry to compete and innovate. Once drafted, the proposed amendments will be pre-published in the Canada Gazette, Part I, for consultation.

DID YOU KNOW?

A [“What We Heard”^{viii}](#) report that summarizes the feedback from the public consultation on the Safe Food for Canadians Regulations was posted on the CFIA's website.

The CFIA actively engages stakeholders on labelling modernization, and worked closely with Health Canada on labelling initiatives under its Healthy Eating Strategy, to coordinate implementation plans and align the timing of coming-into-force of proposed regulatory changes. The last phase of the food labelling modernization consultation was completed in early 2017, and used a combination of face-to-face discussions, webinars, and an online questionnaire to connect with stakeholders. This work reached over 2,500 stakeholders including consumers and consumer associations, industry and industry associations, governments and academia.

DID YOU KNOW?

The CFIA published a “[What we Heard^{vii}](#)” report on the CFIA website that shows that stakeholders support the implementation of the food labelling modernization proposals.

Integrated Risk Management

Over 2017–18, the CFIA made significant strides in the development of its risk management approach. The Agency used scientific data from the Comparative Risk Model, an analytical tool that uses data from external and internal sources to systematically measure and compare diverse risks across and within business lines, and data from the Establishment-based Risk Assessment (ERA) to guide tactical workplans and inspection activities. The data from these and other sources also inform risk summaries, part of a Food Program Management Framework, and provide evidence for risk-based decisions control measures.

DID YOU KNOW?

The CFIA received recognition for the Establishment-based Risk Assessment model from the international scientific community through the publication of three scientific articles in peer reviewed journals (Food Microbiology, Food Control and Microbial Risk Analysis), that cover the latest research in food safety and technology.

The CFIA continued to implement the Establishment-based Risk Assessment model. Using scientific data and establishment-specific information gathered from questionnaires provided to regulated parties, the ERA model evaluates a facility and determines its level of risk. This means that higher risk establishments or sectors that require urgent attention can be easily identified and focused on.

Staff information sessions were held on national data collection in the egg and egg products sector in January 2018 in preparation for data collection later in 2018. As of March 31, 2018, data collection for federally-registered establishments was completed for dairy and meat, and is ongoing in the fish and seafood, and maple and honey, sectors.

The analysis of results for 265 active dairy establishments has been completed. The model results from the first dairy analysis were shared with inspector management teams across the country and staff identified potential discrepancies and gaps in the electronic model.

These findings are being factored into the program design and will be used to improve the next round of analysis. The model results were also shared and discussed with the CFIA's key stakeholders and the model will continue to guide and support risk-based decision making in the CFIA.

The Canadian Food Safety Information Network (CFSIN) is a CFIA-led initiative designed to strengthen the ability of food safety authorities across Canada to better anticipate, detect and respond to food safety incidents and emergencies. Through a secure online platform, the network will link food safety authorities and food testing laboratories across the country, allowing for the sharing of data, expertise, analysis and scientific techniques. The CFIA continued to engage and collaborate with federal, provincial and territorial food safety authorities to develop the network and sign data sharing memorandums of understanding. In 2017–18, the CFIA signed a data sharing memorandum of understanding with Nunavut, and advanced discussions towards the finalization of memorandums of understanding with British Columbia and Québec.

Consistent and Efficient Inspections

In 2017–18, the CFIA made significant progress to advance consistency in food inspections. For example, over 400 staff were trained in the Standard Inspection Procedure (SIP) that looks at industry's preventive controls in a consistent and risk-informed manner. This training will continue in 2018–19 with an expected end result of over 800 staff trained on the procedure.

In addition, the Modernized Slaughter Inspection Program was developed to improve food safety through a consistent application of policy in hog slaughter houses. In 2017–18, the program included the launch of a pilot for federal pork slaughter establishments. The training phase for the pilot program began in November 2017 in the two participating establishments. In February 2018, the pilot launched with subject matter experts on site to address issues immediately. Engagement with staff, unions and industry was a key component.

DID YOU KNOW?

'Ask CFIA'^{iv} was established in response to stakeholders' desire for direct access to consistent and easy to understand information and access to technical expertise in the CFIA. It provides regulated parties with one point of entry to ask questions to help them understand and comply with CFIA regulatory requirements.

The CFIA continued work with the United States Department of Agriculture's Food Safety and Inspection Service to improve alignment of the two countries' meat inspection systems, while also continuing to work on an international comparison of meat inspection systems to assist in improving access to international trade for Canadian meat.

Digital First Tools and Services

In addition to working to advance on more consistent standards across the food industry under the Safe Food for Canadians Regulations in 2017–18, the CFIA is making improvements in other areas to ensure Canadians can be confident that inspections are being carried out consistently and efficiently using the Digital Service Delivery Platform. We are rolling out the use of new digital tools for inspectors that give them better connectivity and online access to guidance and historical inspection records. The new Digital Service Delivery Platform, as implemented, will allow inspectors to record findings, complete inspection reports, record images and share information with stakeholders while fully mobile.



In 2017–18, releases on the platform included:

- Expanded access to a broader set of permissions related to multiple commodities;
- The introduction of export certificates for potatoes and fish (limited countries); and
- Significant new inspection functionalities.

The CFIA completed the Electronic Service Delivery Platform project in 2017–18. The platform has now transitioned to an established system known as the Digital Service Delivery Platform, which will continue to be enhanced by building on the system and progress achieved to date.

In 2017–18, ‘[Ask CFIA](#)’^{iv}, the CFIA’s digital access platform to technical expertise, received 1,829 enquiries. The collection of data associated with ‘[Ask CFIA](#)’^{iv} questions has allowed the CFIA to identify improvements to current online information and tools that support regulatory compliance and the CFIA’s digital-first approach. The CFIA is exploring how questions received can be used to promote greater industry understanding of regulatory requirements. ‘[Ask CFIA](#)’^{iv} will support the coming into force of the Safe Food for Canadians Regulations.

Global Leader

The CFIA signed a science-sharing memorandum of understanding with France's Agence nationale de sécurité sanitaire de l'alimentation, de l'environnement et du travail in March 2017. This memorandum enables the sharing of innovative science and risk assessment methods and also strengthens and formalizes scientific cooperation between the CFIA's laboratories and 11 French laboratories.

The CFIA also continued to work with the United States Food and Drug Administration on initiatives under the Regulatory Cooperation Council Food Safety Work Plan and the implementation of the Canada-United States Food Safety Systems Recognition



Arrangement. In addition to enhancing collaboration between the two agencies to improve public health and consumer protection related to food safety, this arrangement will specifically facilitate trade of Canadian food products under the United States Food and Drug Administration's new Foreign Supplier Verification Program rule. Under these requirements, rather than verifying that Canadian suppliers meet applicable United States safety standards, importers need only verify that their suppliers are in good regulatory standing with the CFIA.

Enhancing the Agency's ability to identify and prevent food safety issues offshore increases the safety of food imported to Canada. Foreign food safety assessments and the provision of technical assistance to strengthen them enhance market access for Canadian importers and provide more

choices for Canadian consumers. As part of its efforts to verify the safety of food imported to Canada, the CFIA assesses certain foreign food systems and provides technical assistance to specific countries to strengthen their systems.

In 2017–18, the CFIA conducted foreign assessments in six countries: Colombia, China, Hungary, Uruguay, Costa Rica and Chile. The scope of these activities included fresh fruit and vegetables, meat and meat products, and shellfish.

This work determined that appropriate food safety controls are in place for the production of safe food for export to Canada. The foreign assessments also increased awareness of Canadian requirements and strengthened our relationships with our foreign counterparts. Information from these assessments was shared with other federal government departments and within the CFIA to inform risk evaluation and resource allocation.

In 2017–18, technical assistance was provided to five countries (China, India, Mexico, Guatemala and Costa Rica) as part of the CFIA's proactive offshore activities. The countries were selected based on various factors, including export volume to Canada, compliance history and commodity specific risks. The broad objective for these technical assistance activities was to reduce non-compliance of specific imports from those countries through information sharing workshops with government and industry (producers and exporters) representatives.

During these workshops, CFIA experts shared information on Canada's food safety regulatory framework, including the proposed Safe Food for Canadians Regulations, pesticide residue limits, microbial hazards, and undeclared allergens. As a result of these technical assistance activities:

- Foreign competent authorities and the export industry have an improved understanding of and ability to meet Canadian import requirements, thereby improving the safety of food sold in Canada;
- Risk intelligence is collected on foreign food safety systems and export practices and is shared within the CFIA for improvement of import surveillance work and potential increased effectiveness of inspection controls; and
- Confidence in the safety of imported foods is increased.

Results achieved

The indicators in the table below show continued high compliance of products tested and facilities inspected by the CFIA.

Although several industry sectors show a reduced compliance rate, this may be attributed to enhanced rigor and the introduction of standardized inspection procedures, resulting in an increase of corrective action requests and enforcement action being taken by the CFIA.

Expected results	Performance indicators	Target	Date to achieve target	2017–18 Actual results	2016–17 Actual results	2015–16 Actual results
Risks to the Canadian public associated with the food supply system are mitigated	Number of commodity areas where inspected federally-registered establishments meet established compliance targets	6 out of 6 met	March 31, 2018	3 out of 6	6 out of 6	5 out of 6
	Meat and Poultry	98%	March 31, 2018	94.4% ²	97.5%	95.60%
	Egg	98%	March 31, 2018	98.3%	98.25%	96.22%
	Dairy	98%	March 31, 2018	94.7% ³	98.86%	99.00%
	Fish and Seafood	98%	March 31, 2018	93.4% ⁴	97.23%	98.11%
	Fresh Fruits and Vegetables	98%	March 31, 2018	97.6%	100%	98.85%
	Processed Products	98%	March 31, 2018	99.4%	98.97%	97.77%

2 Of the 698 registered meat and poultry establishments inspected, 39 in three Areas received a final notice of non-compliance. CFIA inspectors exercising enhanced rigor in following up on Corrective Action Requests (CARs) and following guidance and enforcement procedures more closely may have contributed to issuance of enforcement letters to establishments nationally. The CFIA aims to increase the level of compliance through enhanced communication and will continue its vigilance through inspection and enforcement of the defined standards.

3 263 federally registered dairy establishments were inspected in 2017–18. Of these inspected establishments, 14 received a letter of non-compliance. The majority of the letters of non-compliance reflected food safety concerns related to achieving regulatory requirements for sanitary controls.

The CFIA continues to work with industry to increase compliance levels through ongoing compliance promotion, and to continue its vigilance through inspection and enforcement activities. CFIA will consider the results of this performance indicator in the design and delivery of these activities.

4 561 federally registered fish and seafood establishments were inspected in 2017–18. Of the establishments inspected, 37 received letters of non-compliance. These letters of non-compliance reflected a variety of food safety and non-food safety concerns linked to regulatory infractions.

The CFIA continues to work with industry to increase compliance levels through ongoing compliance promotion, and to continue its vigilance through inspection and enforcement activities. CFIA will consider the results of this performance indicator in the design and delivery of these activities.

Expected results	Performance indicators	Target	Date to achieve target	2017–18 Actual results	2016–17 Actual results	2015–16 Actual results
Risks to the Canadian public associated with the food supply system are mitigated	Percentage of public warnings for Class I food recalls that are issued within 24 hours of a recall decision ⁵	100%	March 31, 2018	93.9% ⁶	96.9%	95.03%
(continued)	Percentage of public warnings for Class II food recalls that are issued within 24 hours of a recall decision ⁷	95%	March 31, 2018	89.4% ⁶	100%	100%
Domestic and imported food products are compliant with Canadian regulations and international agreements	Number of commodity areas where tested domestic food products meet established compliance targets	6 out of 6 met	March 31, 2018	6 out of 6	6 out of 6	6 out of 6
	Meat and Poultry	95%	March 31, 2018	97.8%	97.91%	97.32%
	Egg	95%	March 31, 2018	94.3%	98.88%	99.00%
	Dairy	95%	March 31, 2018	96.3%	96.52%	97.94%
	Fish and Seafood	95%	March 31, 2018	99.1%	98.99%	97.61%

5 Class I - represents a situation in which there is a reasonable probability that the consumption or exposure to a food will lead to adverse health consequences which are serious or life-threatening, or that the probability of a foodborne outbreak situation is considered high.

6 The CFIA issued 99 public warnings for Class I food recalls where the average time to issue the public warning was just over 8 hours. Six public warnings did not meet the 24 hour performance indicator. Factors that contributed to the delays included the CFIA awaiting confirmation of the accuracy of recalled product details and recalling companies deciding to include additional products in their recalls.

7 Class II - represents a situation in which there is a reasonable probability that the consumption or exposure to a food will lead to temporary or non-life threatening health consequences or that the probability of serious adverse consequences is considered remote.

8 The CFIA issued 47 public warnings for Class II food recalls where the average time to issue the public warning was 12 hours. Five public warnings did not meet the 24 hour performance indicator, all of which were related to the recall of flour and raw flour based products. The investigation was particularly challenging as it revealed a food safety concern in an unusual food commodity produced from blending several types of wheat grains. These complexities contributed to delays in identifying and verifying the accuracy of affected product details. Accuracy of information was necessary to assist Canadians in taking appropriate action regarding products in their homes.

Expected results	Performance indicators	Target	Date to achieve target	2017–18 Actual results	2016–17 Actual results	2015–16 Actual results
Domestic and imported food products are compliant with Canadian regulations and international agreements (continued)	Fresh Fruits and Vegetables	95%	March 31, 2018	99.3%	99.10%	98.95%
	Processed Products	95%	March 31, 2018	98.2%	98.20%	98.12%
	Number of commodity areas where tested imported food products meet established compliance targets	6 out of 6 met	March 31, 2018	5 out of 6	5 out of 6	4 out of 6
	Meat and Poultry	95%	March 31, 2018	98.3%	98.1%	98.62%
	Egg	95%	March 31, 2018	99.8%	99.6%	99.53%
	Dairy	95%	March 31, 2018	94.4%	90.5%	88.54%
	Fish and Seafood	95%	March 31, 2018	94%	95.3%	87.89%
	Fresh Fruits and Vegetables	95%	March 31, 2018	97.2%	95.7%	96.83%
	Processed Products	95%	March 31, 2018	98.1%	97.6%	96.98%

Performance Analysis and Lessons Learned

The CFIA performance targets are set to be achieved on a long term basis in support of the expected results. The CFIA monitors progress to achieve the targets and adjusts as appropriate.

For details on past performance and lessons learned for the Food Safety Program indicators that did not meet their target, please refer to the relevant section in past Departmental Performance Reports/Departmental Results Report:

- [2015–16 Departmental Performance Report](#)^{ix}
- [2016–17 Departmental Results Report](#)^x

The following tables present the Food Safety Program's planned and actual spending and full-time equivalents 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 minus planned)
348,722,065	349,600,493	411,567,681	358,956,685	9,356,192

The increase of \$62.0 million in food authorities over planned spending is mainly related to: the renewal of sunseting funding for various food safety initiatives; the reimbursement of personnel-related payments made on behalf of the Government of Canada; and in-year funding received to support anticipated operating pressures related to the settlement of collective agreements.

The Agency spent \$9.4 million more than planned, and \$52.6 million less than total food authorities available for use. Unspent authorities were mainly related to: Federal Infrastructure Initiative funds which were re-profiled to 2018–19; and funds reserved for the anticipated collective bargaining settlement costs. Collective bargaining settlements were not finalized in 2017–18; therefore, these lapsing funds will be brought forward to 2018–19.

Human resources (full-time equivalents)

2017–18 Planned	2017–18 Actual	2017–18 Difference (actual minus planned)
2,890	3,265	375

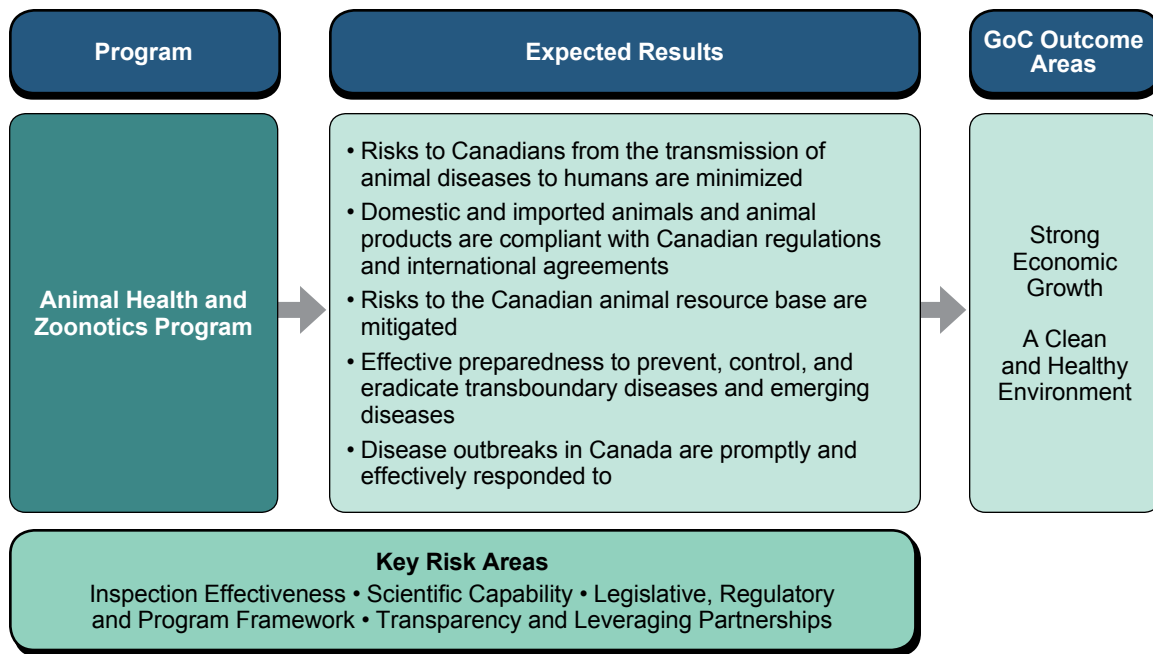
The increase of 375 full-time equivalents over planned mainly relates to in-year funding received for the renewal of sunseting funding for various food safety initiatives.

Information on the CFIA's lower-level programs is available in the [GC InfoBase](#).^{xi}

Animal Health and Zoonotics Program

Description

The Animal Health and Zoonotics Program aims to mitigate risks to Canada's animal resource base, animal feeds and animal products, which are integral to a safe and accessible food supply system as well as to animal and public health. The program achieves its objectives by mitigating risks to Canada's animals (including livestock and aquatic animals) from regulated diseases, managing animal disease emergencies and incidents, limiting risks to livestock and derived food products associated with feed, promoting animal welfare and guarding against deliberate threats to the animal resource base. The program helps to mitigate risks associated with animal diseases that can be transmitted to humans by controlling diseases within animal populations. This program supports the health of Canada's animal resources and instills confidence in the safety of Canada's animals, animal products and by-products, and production systems.



Results

Modern Regulatory Toolkit

In 2017–18, following publication in the Canada Gazette, Part I, in December 2016, work continued to amend the Health of Animals Regulations. The proposed amendments will establish clear requirements that better reflect current industry practices and scientific knowledge about animal welfare during transport. Timelines for publication of the amendments have been revised due to the volume of public comments received and it is anticipated that the amendments will be published in the Canada Gazette, Part II, in 2018.

As part of the work to amend the Health of Animals Regulations, amendments to the traceability section will strengthen existing livestock identification traceability requirements in Canada to better support effective and timely disease control investigations. The amendments will improve how we manage animal health issues, further protect Canadian public health, and improve our ability to maintain market access for Canadian animals and their products. The proposed amendments were drafted and are expected to be published next in the Canada Gazette, Part I, in 2018.



A committee comprised of the CFIA, Agriculture and Agri-Food Canada, provinces, responsible administrators and national industry associations, has been established to prepare for the coming-into-force of the regulations. The committee ran a communication blitz to increase understanding around the identification of premises and developed communication products to inform stakeholders of the proposed requirements.

DID YOU KNOW?

The CFIA reviewed approximately 51,000 comments received from roughly 11,000 Canadians on the proposed amendments to the animal transport regulations.

Currently, livestock identification, movement, location and custodianship information is collected in multiple information systems managed by responsible administrators and provincial governments. The Traceability National Information Portal allows authorized users to access these various sources of information

through a single window. In 2017–18, significant progress was made in moving data sharing agreements forward with Québec and Newfoundland, premises identification information from Nova Scotia was linked to the portal, and linkages were created to the Agri-Traçabilité Québec system.

In 2017–18, as part of ongoing efforts to modernize Canada's Feeds Regulations, the CFIA posted, for public review and comments, a number of proposals related to maximum nutrient values and maximum contaminant levels in feed. The CFIA received, reviewed and assessed about 73 stakeholder responses from the commercial feed industry, ingredient suppliers, livestock producers, academia and federal/provincial/territorial governments. The publication of the proposed regulations in the Canada Gazette, Part I, was originally scheduled for the fall of 2017. We are working to advance the regulations for consideration in 2018–19.

As part of its regulatory modernization process, the CFIA has developed a regulatory toolkit focused on outcome-based regulations with up-to-date guidance and compliance promotion tools.

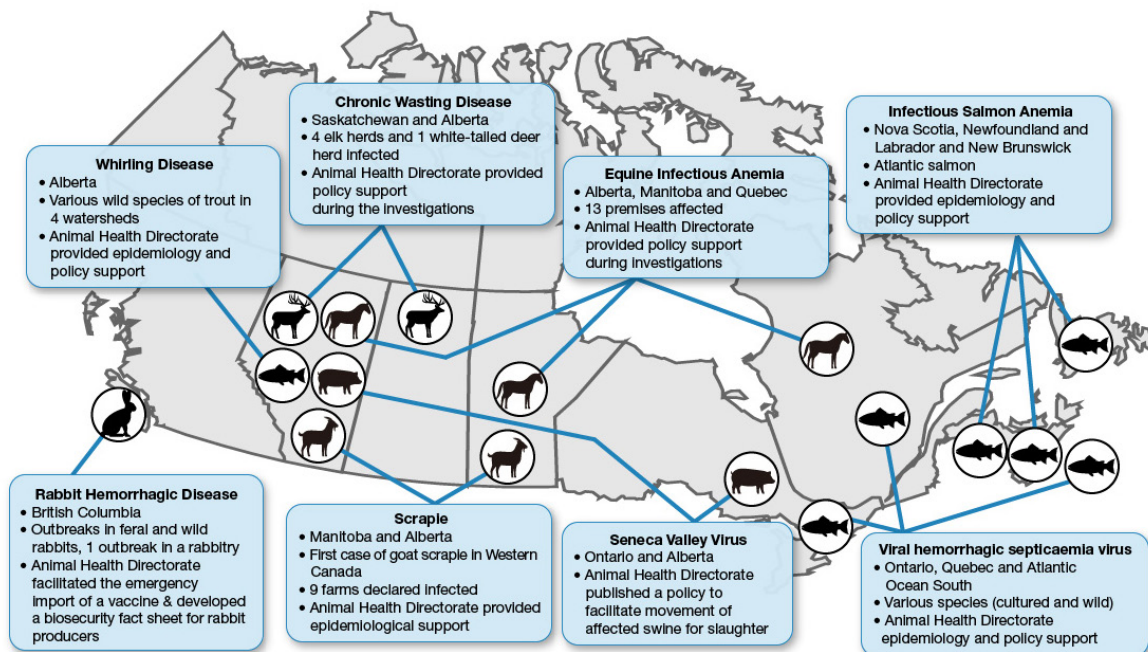
Integrated Risk Management

The **Canadian Animal Health Surveillance System^{xii}**, an initiative of the National Farmed Animal Health and Welfare Council, is a federal/provincial/territorial and industry collaborative effort to build an animal health surveillance network-of-networks. Approximately 87 organizations worked to support the system's surveillance. All major sectors are now linked into the network-of-networks, including swine, poultry, equine, cattle, wildlife, and aquatics.

A key network within the system is the **Community for Emerging and Zoonotic Diseases^{xiii}** – a virtual network that integrates current automated data-mining tools with a human-based multidisciplinary analytical capability. In 2017–18, the community continued to grow and diversify, and produced 38 early warning intelligence reports. This early warning of emerging animal or zoonotic disease outbreaks from within Canada or abroad supports disease prevention or mitigation action, thereby contributing to Canada's economic, animal and human health. The CFIA manages diseases and continuously improves programs and policies before, during and after various disease events. An infographic prepared by the CFIA's Animal Health Directorate demonstrates some of the animal diseases that the Agency encountered in 2017–18. To see a list of confirmed reportable **terrestrial animal disease^{xiv}** and **aquatic animal disease^{xv}** detections in Canada in 2017–2018 visit CFIA's website.

DID YOU KNOW?

CFIA scientists monitor the health of domestic and wild animals by testing over 400,000 samples every year.



In addition, CFIA scientists, in collaboration with the Canadian Safety and Security Program led by Defence Research and Development Canada, have made key breakthroughs, including an increased understanding of the virulence, and the ability to cause harm, of several pathogens.

In 2017–18, the CFIA took steps to consolidate its internal emergency management responsibilities, bringing all of the CFIA's emergency management activities under a single point of accountability. This will strengthen the CFIA's emergency management framework and provide better coordination and direction across the organization. The CFIA's Strategic Emergency Management Plan, Emergency Response Plan, and the mandate-specific emergency plan for Animal Health were reviewed, and are being updated to ensure alignment with each other, and to meet evolving changes both externally and within the CFIA.

The CFIA worked further with other government departments to advance activities committed to in the [Federal Action Plan](#)^{xvi} on antimicrobial resistance and use in Canada. In collaboration with the Public Health Agency of Canada, Health Canada, and Agriculture and Agri-Food Canada and other government departments, the CFIA actively supported the development and release of the pan-Canadian framework to address antimicrobial resistance.

The CFIA continued to work with partners to develop and implement a robust surveillance system to track antimicrobial use in Canada and develop an integrated risk assessment model to help prevent the spread of antimicrobial resistance. Additionally, the CFIA continued to support the regulatory and policy changes associated with antimicrobial use in the feed and agricultural sectors as part of our commitment towards antimicrobial use stewardship in Canada and worldwide. The CFIA worked closely with Health Canada on extensive engagement with stakeholders to update the compendium of medicating ingredient brochures. The updated brochures and shared compliance and enforcement approach were introduced on April 1, 2018.

Global Leader

In April 2018, the CFIA renewed the existing zoning arrangement with the United States Department of Agriculture. Zoning is an internationally recognized disease control strategy that limits market disruption in areas that are not affected by the disease. The renewed zoning arrangement will benefit Canadians by minimizing disruption of trade in the Canadian livestock sector, through the mutual recognition of foreign animal disease control and eradication zones. The Veterinary Infrastructure evaluations that provide support for the arrangement by measuring the performance of animal health facilities and systems in Canada and the United States were also updated and expanded.

As the World Organisation for Animal Health (OIE) does not recognize country zoning decisions for certain diseases, the CFIA started developing tools to facilitate the determination of whether to accept zoning decisions or not. The CFIA collaborated with

the North American Virtual Animal Disease Modelling Centre to develop a modelling tool; however, the results were not sufficient to provide decision-makers with the required data. The upcoming changes to the World Organisation for Animal Health code, if accepted by the World Assembly, will clarify a number of international trade-related issues, and likely aid in a solution to this issue.

Bovine Spongiform Encephalopathy (BSE) controls and programming were subject to internal evaluations in 2013 (Evaluation of the Enhanced Feed Ban) and 2014 (Evaluation of the Bovine Spongiform Encephalopathy (BSE) Management Program). In 2015, recommendations from these evaluations, combined with other observations, lead to the identification of a number of priority areas for improvement that are required for the integrity of Canada's BSE control program delivery. These include BSE Surveillance Data, Specified Risk Material (SRM) Control Data, Feed Mills and Rendering Data, Awareness data, Training, Export Certification and Succession Planning.

In 2017–18, the CFIA made improvements and advanced initiatives in the BSE programming that included:

- Initiation of the collection of retrospective data pertaining to BSE awareness activities from provinces, other federal departments, industry, veterinarian associations and the CFIA (anticipating completion in mid-2018);
- Taking steps towards effective succession planning to retain CFIA BSE expertise;
- Signing a new contract with a deadstock collector in Québec that will significantly increase the number of samples for BSE. Work is ongoing to find a strategy to improve sampling levels in the Western provinces (Saskatchewan and Alberta in particular);
- Implementation of a new permitting system for Specified Risk Material in November 2017 that allows for the capture of validated tombstone data at the source and better access to reliable data. A new section was added to the BSE Hazard Specific Plan to provide information on the inspection of Specific Risk Material controls in non-federally registered abattoirs, and a new checklist was provided and training on this new tool was delivered. Work is ongoing with the Electronic Inspection Worksheet and Digital Service Delivery Platform team to ensure the data will be captured in these new tools in the next fiscal year;
- Completion of the development and delivery of the training materials involved in the training of inspectors responsible for the inspection and audit of Specific Risk Material controls in non-federally registered abattoirs;
- Conducting audits (Technical Assessor Component) to ensure that products and by-products exported from Canada meet foreign requirements on cross-contamination by specified risk material and/or with bovine material of Canadian origin;

- Analyzing how programs perform, to recommend reallocation of the existing BSE resources;
- Ongoing implementation of improvements identified in the previous year; and
- Ensuring the availability of reliable BSE surveillance data on a monthly basis.

The CFIA recently led the formation of the Biosafety Level 4 Zoonotic Laboratory Network, which brings together 12 organizations from five countries to strengthen international cooperation in response to potential high consequence bio-threats. Network partners worked together to complete and share an international operational capabilities benchmarking survey, a Nipah virus gap analysis, a laboratory interoperability plan, and developed targeted training.

The network has provided scientists and decision makers with a forum to exchange knowledge and expertise for Level 4 laboratories concerning risks, vulnerabilities, challenges, and opportunities for advancement. The network is breaking traditional national and geographic boundaries to promote collaborative science and technology development, while effectively elevating awareness of, and preparedness against harmful biological agents.

Federal Science and Technology Infrastructure

The CFIA's scientists enrich Canada's vibrant science ecosystem, contributing science and research that underpins evidence-based decisions that safeguard Canada's people, animals and plants, and advances innovation and economic growth. While this initiative is mentioned in the animal program, it spans the CFIA's food and plant programs as well. In 2017–18, the CFIA made significant contributions to advancing various components of the strategy, including identifying collaborative opportunities for science programs through partner engagement, defining information management and information technology needs for science, and reviewing scientific equipment processes. This work will facilitate designing future laboratory science clusters that will contribute to achieving a more collaborative, nimble, and responsive federal science and technology enterprise for the benefit of all Canadians.

DID YOU KNOW?

The CFIA's **13 laboratories**^{xvii}, situated across the country, support scientific activities such as specialized diagnostic testing and research in support of food safety, plant and animal health to satisfy domestic and international trade requirements.

The CFIA spearheaded interdepartmental work that identified common information management and information technology needs from the science practitioner's point of view. The results of this work are now being used by Shared Services Canada to develop an overall science information management and information technology infrastructure.

Results achieved

Expected results	Performance indicators	Target	Date to achieve target	2017–18 Actual results	2016–17 Actual results	2015–16 Actual results
Risks to Canadians from the transmission of animal diseases to humans are minimized	Number of reportable animal diseases that have entered into Canada via specified regulated pathways	0	March 31, 2018	0	0	0
	Percentage of cases where investigations were completed following the positive identification of a reportable zoonotic disease	100%	March 31, 2018	100%	100%	100%
Domestic and imported animals and animal products are compliant with Canadian regulations and international agreements	Percentage of legally exported animal and animal product shipments destined for foreign markets that meet certification requirements	99%	March 31, 2018	99%	100%	100%
	Canada's status on the OIE disease risk status lists remains either "free, controlled risk, or negligible risk"	Status maintained	March 31, 2018	Status maintained	Status maintained	Status maintained
Risks to the Canadian animal resource base are mitigated	Percentage of cases where investigations were completed following the positive identification of a reportable animal disease	100%	March 31, 2018	100%	100%	100%

Expected results	Performance indicators	Target	Date to achieve target	2017–18 Actual results	2016–17 Actual results	2015–16 Actual results
Effective preparedness to prevent, control, and eradicate transboundary diseases and emerging diseases	Manuals for CFIA officials are updated as needed	100% of all necessary manual updates are completed	March 31, 2018	34% ⁹ of all necessary manual updates are completed	32% of necessary manual updates were completed	75% of necessary manual updates were completed
	Number of emergency preparedness simulation exercises and drills in which CFIA participates	9	March 31, 2018	40	8	11
Disease outbreaks in Canada are promptly and effectively responded to	Percentage of detections of reportable transboundary diseases and significant emerging diseases in which an investigation was commenced in a timely fashion	100%	March 31, 2018	100%	100%	100%
	Percentage of cases where CFIA communicated with key stakeholders in a timely fashion following the confirmation of a transboundary or significant emerging disease	100%	March 31, 2018	100%	100%	100%

⁹ Due to several high visibility or emerging issues, resources were not available to update the existing program guidance material. We evaluated the number of manuals to identify which ones were updated this year as required. Only 33% of the required updates were completed.

Performance Analysis and Lessons Learned

CFIA performance targets were set to be achieved on a long-term basis in support of the expected results. The CFIA monitors progress to achieve the targets and adjusts as appropriate.

For details on past performance and lessons learned for the Animal Health and Zoonotics indicators that did not meet their target, please refer to the relevant section in past Departmental Performance Reports/Departmental Results Report:

- [2015–16 Departmental Performance Report](#)^{ix}
- [2016–17 Departmental Results Report](#)^x

The following tables present the Animal Health and Zoonotic Program's planned and actual spending and full-time equivalents 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 minus planned)
124,518,784	125,411,593	145,569,202	135,253,334	9,841,741

The increase of \$20.2 million in animal authorities over planned spending is mainly related to: statutory payments to compensate Canadians, in accordance with the appropriate regulations, for animals ordered destroyed for the purpose of disease control; reimbursement of personnel related payments made on behalf of the Government of Canada; and in-year funding received to support the anticipated operating pressures related to the settlement of collective agreements.

The Agency spent \$9.8 million more than planned, and \$10.3 million less than total animal authorities available for use. Unspent authorities were mainly funds reserved for anticipated collective bargaining settlement costs. Collective bargaining settlements were not finalized in 2017–18; therefore, these lapsing funds will be brought forward to 2018–19.

Human resources (full-time equivalents)

2017–18 Planned	2017–18 Actual	2017–18 Difference (actual minus planned)
942	1,001	59

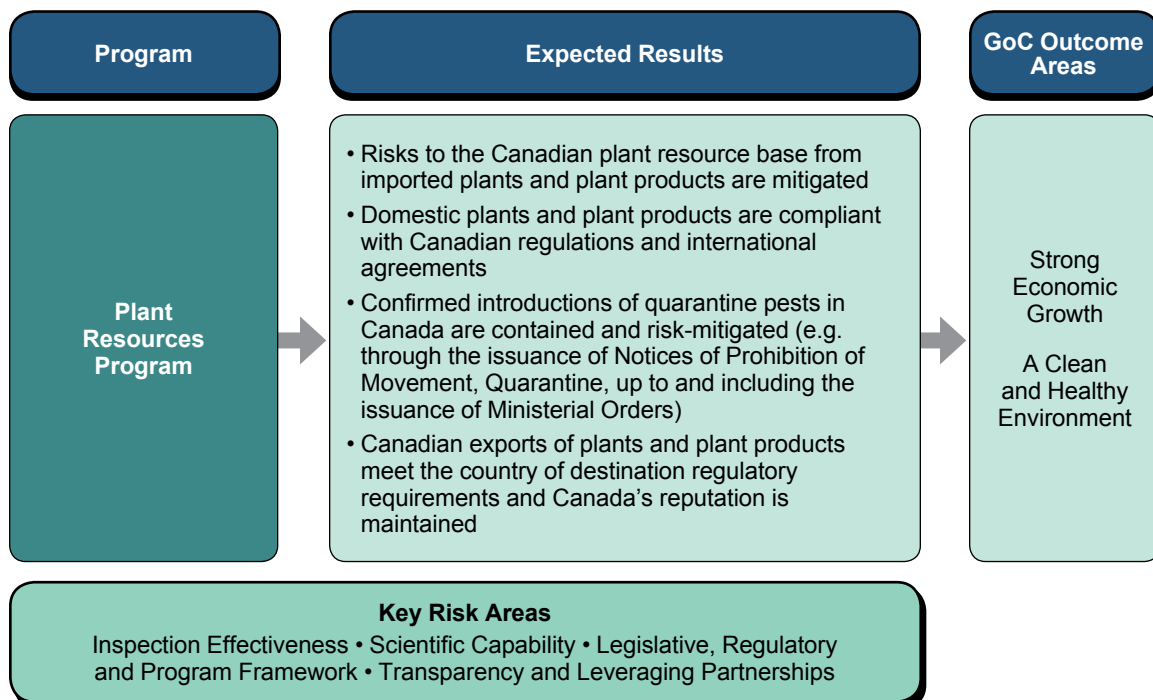
The increase of 59 full-time equivalents over planned is partially due to incremental in-year activity related to the Agency's response to the Bovine Tuberculosis outbreak in Alberta South.

Information on the CFIA's lower-level programs is available in the [GC InfoBase](#).^{xi}

Plant Resources Program

Description

The Plant Resources Program aims to mitigate risks to Canada's plant resource base, which is integral to a safe and accessible food supply, as well as to public health and environmental sustainability. The program achieves its objectives by regulating agricultural and forestry products; mitigating risks to the plant resource base (including crops and forests) from regulated pests and diseases; regulating the safety and integrity of seeds, fertilizers and plant products; and managing plant health emergencies and incidents. The program also guards against deliberate threats to the plant resource base, facilitates the introduction of emerging plant technologies and protects the rights of plant breeders. Achieving the objectives of the program instills confidence in Canada's plants, plant production systems and plant products, and contributes to the health of Canada's plant resources.



Results

Modern Regulatory Toolkit

The CFIA is working to modernize fertilizer regulations to address gaps and inconsistencies, respond to emerging risks, and reflect current science. They will be more responsive to industry needs while maintaining strong, risk-based oversight of the safety of fertilizer entering Canada.

The CFIA experienced minor setbacks on its regulatory agenda to amend the Fertilizers Regulations due to a re-prioritization of regulatory amendments. The regulatory drafting instructions are completed and we are working to advance the consideration of the regulations for publication in the Canada Gazette, Part I, in 2018–19.

DID YOU KNOW?

Scientific partnerships and investments are important aspects of protecting the health of Canadians, our environment and the economy. In September 2017, the CFIA announced contributions of \$320,000 in the University of Guelph's Biodiversity Institute of Ontario to support collaborative research projects which will use DNA barcoding and innovative computer technology to help protect Canada's plants, animals and people from invasive pests and diseases.

Integrated Risk Management

In early 2017, a draft version of the partnership-based, co-created Plant and Animal Health Strategy was published for consultation with Canadians. There was strong overall support for the draft strategy indicating that it would strengthen Canada's ability to protect its plants and animals from pests and diseases. The strategy was endorsed by Canada's Ministers of Agriculture in July 2017 and work is proceeding on its implementation.

The strategy identifies four areas for action:

- Coordination through partnerships;
- A system founded on prevention and defended through effective response and recovery;
- Collection, analysis and sharing of information; and
- Enabling desired behaviours.

Since then, plant health partners have been preparing for implementation, including the establishment of an implementation and coordination council for plant health. A multi-partner plant health task team has been assembled to develop recommendations for the structure and function of the proposed coordinating council. The task team, with representatives from federal/provincial/territorial governments, industry and academia, continues its work with the guidance of a Regulatory Assistant Deputy Minister Champion from the Province of Saskatchewan.

Building on the foundation set by the Plant and Animal Health Strategy, the CFIA continued to strengthen partnerships in plant health science. A Canadian Plant Health Science Network will enable more rapid access to specialized knowledge and expertise. The network will lead to increased collaboration and coordination, resulting in more efficient use of resources and increased protection of Canada's

plant resources. As a first step, the CFIA and its partners identified the current state of information exchange and defined their information sharing needs. A workshop was hosted in February 2018 with plant health partners from government, industry and academia to validate and further expand these efforts.

DID YOU KNOW?

During the Plant and Animal Health Strategy consultation, approximately 250 partners were engaged, including roughly 100 provincial partners and representatives of more than 130 different organizations.

Consistent and Efficient Inspections

To accommodate the increase in grain exports, an alternative service delivery for grain testing was introduced. In 2017–18, the CFIA redesigned its Grain Export Certification program to provide exporters the option of having their grain shipments sent to certain export partners for phytosanitary¹⁰ testing by authorized private laboratories.



The Recognition of Export Grain Analysis by Authorized Laboratories program will also build on the CFIA's data sharing partnership with the Canadian Grain Commission to help serve the grain sector more efficiently.

The CFIA consulted with stakeholders and, in August 2017, shared details of the pilot program, which aims to provide more choices and potentially faster testing of grains for export, thus facilitating trade. The CFIA authorized the first laboratory in December 2017 and has approximately eight other laboratories in the process of being authorized.

Digital First

As part of the Government of Canada's Open Government commitment, as outlined in its [Third Biennial Plan to the Open Government Partnership](#)^{xviii}, implemented in 2016, science-based departments and agencies are making the science performed in support of Government of Canada programs and decision-making more open and transparent to Canadians. While this initiative is mentioned in the Plant program of this report, it spans and supports the Food and Animal program.

¹⁰ A sanitary or phytosanitary measure is any measure applied for the protection of human, animal or plant life or health.

To that end, the CFIA accomplished the following in 2017–18:

- Strengthened open access of scientific publications through an Open Access Peer-reviewed Scientific Publications Pilot to increase the number of peer-reviewed articles authored by CFIA employees that are freely available to the public (open access publication increased from ~40% to ~60% during the pilot).
- Implemented policies, guidelines, processes or tools, including the CFIA Scientific Publication Policy, to enable open science and foster a consistent approach to publications within the CFIA’s Science Branch.
- Strengthened open data through actively encouraging and supporting the posting of scientific data to the Open Data portal.
- Strengthened internal communications and employee engagement through the creation of CFIA Open Science Departmental Points of Contact.
- Strengthened science communications capacity through:
 - a) the promotion of media training for CFIA scientists;
 - b) the creation of a dedicated, public-facing web page for “Science at the CFIA” to share laboratory and research information;
 - c) videos made available on the CFIA YouTube channel, social media, and the public-facing website to highlight: Women in Science, Genomics, Seed Science, Safeguarding with Science.
- Increased activities/mechanisms to engage with the public by:
 - a) promoting the participation of CFIA scientists in the federal directory of scientists on science.gc.ca;
 - b) participating in Science Odyssey 2017, Canada 150, local and regional activities to promote science at the CFIA;
 - c) contributing CFIA science information to CFIA and S&T Cluster social media (including the Facebook page and Twitter feed) and the public-facing CFIA website (e.g., outreach materials, information on laboratories, scientific publications, and research).
- Explored basic types of metrics to track and report on the progress of Open Science through the development of a federal Open Science Metrics working group, with members from each science-based department and agency. This working group developed the Open Science Metrics report and recommendations (finalized in June 2018) that will be implemented as part of the new 4th Open Government federal action plan.

Global Leader

In 2017–18, the CFIA continued to develop the post-entry quarantine program, in collaboration with the United States Department of Agriculture - Animal and Plant Health Inspection Service. This program will allow plants grown in Canada to be deemed to meet the import requirements of the United States. A proposal was submitted that would establish the equivalency of certain import requirements between the countries. By aligning these phytosanitary import requirements, the CFIA will help protect both countries from the unintentional introduction of pests through the movement of plants and plant products. Implementation of the program will proceed once the CFIA and the United States Department of Agriculture have finalized the process.

In 2017–18, as part of the expansion of the prevention program for the Asian gypsy moth, the CFIA and the United States Department of Agriculture – Animal and Plant Health Inspection Service jointly:

- Discussed collaborative opportunities with Chile, Ecuador, Paraguay, Uruguay, Brazil, Argentina and Peru on mitigating phytosanitary risks from other invasive alien pests and pathways;
- Continued to advance collaborative opportunities with the national plant protection organizations of Korea, Russia, Japan, and China on the Asian gypsy moth certification program and on mitigating phytosanitary risks from other invasive alien pests and pathways; and
- Published a bulletin on requirements for 2017 for the maritime shipping industry.

In 2017–18, CFIA developed partnerships to leverage the \$80M investment into the replacement of its post-quarantine laboratory in Sidney, BC. As part of pre-planning for this investment, research partners from academia and other federal departments were consulted to see how the modern, new facilities could be best used to prevent the introduction, establishment and spread of plant pests and pathogens, to promote appropriate control measures and to minimize trade impacts of pest and pathogens. The industry was consulted to determine how the new facilities could support a Clean Plant Network and industry certification networks, such as the one recently created for grapevines. The research priorities of the Sidney laboratory were established with the participation of Genome BC, industry, academia and federal researchers.

Highlights of Pest Incident Responses

In December 2017, the CFIA confirmed the presence of emerald ash borer in the city of Winnipeg, Manitoba, which was outside of the regulated area. In January 2018, the CFIA updated the regulated areas to include the City of Winnipeg and new areas in the Province of Québec, to slow the spread of this pest, since it cannot be eradicated.

In August 2017, the CFIA confirmed the presence of hemlock woolly adelgid, a regulated pest, in southwestern Nova Scotia. This is the first time the pest has been detected in Atlantic Canada and a Ministerial Order was issued on December 15, 2017, to restrict movement of regulated materials in the affected areas.

In July 2017, the CFIA detected a Japanese beetle for the first time in British Columbia, in the City of Vancouver, and the CFIA engaged with the British Columbia Ministry of Agriculture, the City of Vancouver and other non-governmental stakeholders. In January 2018, the CFIA notified these partners that it would not undertake an eradication effort on its own, but encouraged collaboration among the stakeholders. In March 2018, the CFIA participated in a meeting of interested stakeholders and a successful collaborative group was put in place, led by the province and facilitated by the Invasive Species Council of British Columbia.

Plant Breeders' Rights

Plant Breeders' Rights are a form of intellectual property rights by which plant breeders can protect their new varieties in the same way an inventor protects a new invention with a patent. The CFIA administers the Plant Breeders' Rights Act (1990) and Regulations, which provide legal protection for these plant breeders. The CFIA's Plant Breeders' Rights Office successfully adhered to the legislative requirements of the Plant Breeders' Rights Act (1990), to advance applications for intellectual property protection, through the process of assessment and examination, in a timely manner. For fiscal year 2017–18, the Plant Variety Journal was published on the targeted dates of publication, as follows:

- [April 28, 2017^{xix}](#)
- [July 31, 2017^{xx}](#)
- [October 31, 2017^{xxi}](#)
- [January 31, 2018^{xxii}](#)

Results achieved

Expected results	Performance indicators	Target	Date to achieve target	2017–18 Actual results	2016–17 Actual results	2015–16 Actual results
Risks to the Canadian plant resource base from imported plants and plant products are mitigated	Number of regulated foreign plant pests that enter into Canada through regulated pathways and establish themselves	0	March 31, 2018	0	1	0
Domestic plants and plants products are compliant with Canadian regulations and international agreements	Percentage of domestic seed, crop inputs and plants with novel traits in compliance with Canadian regulations and international agreements	90%	March 31, 2018	90.7%	93.2%	96.16%
Confirmed introductions of quarantine pests in Canada are contained and risk-mitigated (e.g. through the issuance of Notices of Prohibition of Movement, Quarantine, up to and including the issuance of Ministerial Orders)	Percentage of confirmed introductions of quarantine pests for which notices are issued	100%	March 31, 2018	100%	100%	100%
	Percentage of notices issued in a timely manner	90%	March 31, 2018	100%	100%	100%
Canadian exports of plants and plant products meet the country of destination regulatory requirements and Canada's reputation is maintained	Percentage of certified plants and plant products shipment (lots) that meet the country of destination phytosanitary import requirements	99%	March 31, 2018	99.6%	99.73%	99%

Performance Analysis and Lessons Learned

CFIA performance targets are set to be achieved on a long term basis in support of the expected results. The CFIA monitors progress to achieve the targets and adjusts as appropriate.

For details on past performance and lessons learned for the Plant Health indicators that did not meet their target, please refer to the relevant section in past Departmental Performance Reports/Departmental Results Report:

- [2015–16 Departmental Performance Report](#)^{ix}
- [2016–17 Departmental Results Report](#)^x

The following tables present the Plant Resources Program's planned and actual spending and full-time equivalents 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 minus planned)
78,138,366	78,664,213	82,585,356	74,846,479	(3,817,734)

The increase of \$3.9 million in plant authorities over planned is mainly related to: modest in-year funding received to commence work on the construction of a new state-of-the-art Centre for Plant Health in Sidney, British Columbia; and in-year funding received to support the anticipated operating pressures related to the settlement of collective agreements.

The Agency spent \$3.8 million less than planned, \$7.7 million less than total plant authorities available for use. Unspent authorities were mainly funds reserved for the anticipated collective bargaining settlement costs. Collective bargaining settlements were not finalized in 2017–18; therefore, these lapsing funds will be brought forward to 2018–19.

Human resources (full-time equivalents)

2017–18 Planned	2017–18 Actual	2017–18 Difference (actual minus planned)
688	706	18

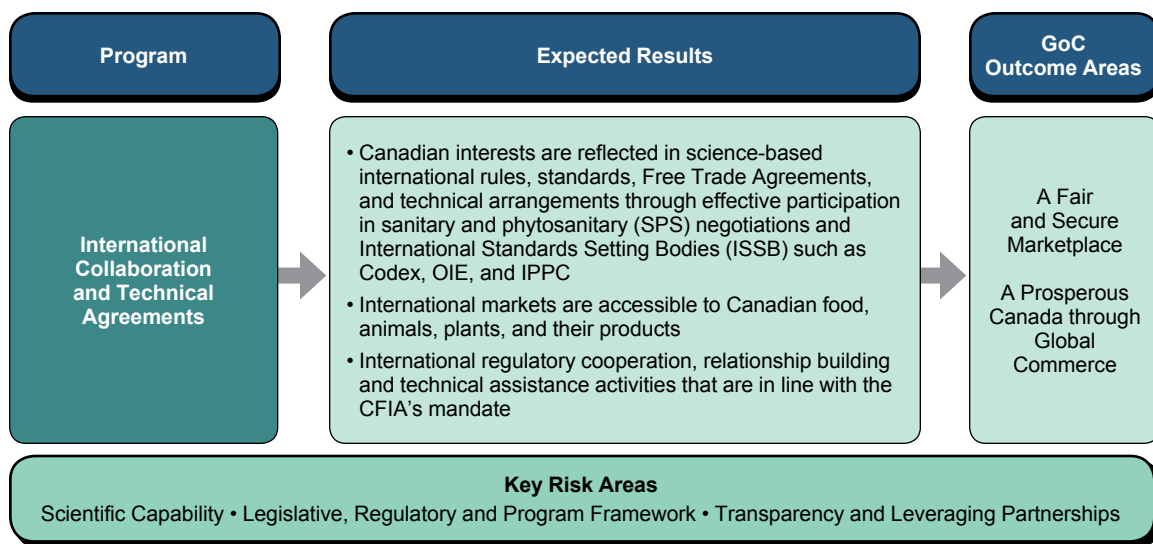
The modest increase in full-time equivalents is partially due to incremental in-year funding received to commence work on the construction of a new state-of-the-art Centre for Plant Health in Sidney, British Columbia.

Information on the CFIA's lower-level programs is available in the [GC InfoBase](#).^{xi}

International Collaboration and Technical Agreements

Description

The Canadian Food Inspection Agency's International Collaboration and Technical Agreements program contributes to a coherent, predictable, and science-based international regulatory framework that facilitates meeting regulatory requirements of importing countries' food, animals, and plants, and their products, resulting in the facilitation of multi-billion dollar trade for the Canadian economy. The program achieves its objectives by actively participating in international fora for the development of international science-based rules, standards, guidelines and policies and the management of sanitary and phytosanitary committees established under international agreements. The CFIA's active promotion of the Canadian science-based regulatory system with foreign trading partners, and negotiations to resolve scientific and technical issues, contribute to market access.



Results

International Standard Setting

To promote the development of science-based international standards, consistent with Canada's regulatory framework and Government of Canada objectives, the CFIA led Canada's participation at the International Plant Protection Convention, and the World Organisation for Animal Health (OIE) Conference, and, with Health Canada, co-led Canada's participation on the Codex Alimentarius Commission. Canada is the permanent host of the Codex Committee on Food Labelling, and successfully co-hosted the 44th Session in Paraguay, in October 2017. The committee, chaired by the CFIA, finalized and advanced guidance on the date marking of pre-packaged foods. Led by Canada, the committee also began work on front-of-package labelling guidance and identified new areas of potential work for the committee, such as internet sales of food, allergen labelling, and the use of technology in food labelling.

The CFIA was again active at the International Plant Protection Convention, notably by hosting, and participating in the meeting of the Expert Working Group on the Authorization of Entities to Perform Phytosanitary Actions, to develop an international standard on alternative service delivery, which has been a priority for Canada. The CFIA also participated as the North American representative on the Convention's Commission on Phytosanitary Measures and chaired meetings of its financial committee. In addition, the CFIA participated as the North American representative and Vice-Chair at the first meeting of the newly-formed Implementation and Capacity Development Committee. The CFIA chaired the first meeting of the International Plant Protection Convention Sea Container Task Force in Shanghai, China, to engage world experts in sea container usage and movement, including industry and international organizations, to develop actions to reduce pest risks in the international movement of sea containers. This is an issue that the CFIA is already active on as co-lead with the United States Department of Agriculture Animal and Plant Health Inspection Service on the North American Sea Container Initiative. The CFIA is also a member of the North American Plant Protection Organization, working with Mexico and the United States to develop standards and guidelines, and pursue related initiatives to protect North America's plant resources and facilitate safe trade.

DID YOU KNOW?

If you are travelling with your pet to a foreign country, your pet may need an export certificate signed by the CFIA – valid for the destination country, as well as any stopover and layover countries.

Last year, Canada underwent the most comprehensive evaluation of its veterinary services to date. The evaluation was conducted by the World Organisation for Animal Health (OIE), and the CFIA led the coordination of the evaluation at the federal/provincial/territorial level and, where relevant, with Canadian stakeholders. This evaluation plays an essential role in maintaining international confidence in Canada's domestic systems for



animal health and animal welfare, and provides valuable feedback on areas of improvement for animal health. The evaluation report highlighted Canada's strengths as a world leader in the safe trade of animals and animal products and showed its strong commitment to transparency and continuous improvement; the results were among the highest achieved internationally. The report made some recommendations to enhance veterinary services in Canada, and the CFIA is leading the development of an action plan to address these recommendations.

In October 2017, the CFIA successfully co-hosted, with Global Affairs Canada, the World Organisation for Animal Health (OIE)'s Second Global Conference on Biological Threat Reduction, focused on "Enhancing Health and Security for All". The conference, organized by the World Organisation for Animal Health (OIE), brought together national delegates of several member countries, renowned scientific experts, representatives of security organizations and stakeholders, and public health officials. The purpose of the conference was to provide an update on global security initiatives for biological threat reduction, consider the risks and benefits of new technologies, discuss public health and animal health systems, and develop recommendations on inter-sectoral activities to be undertaken by partners to reduce biological threats.

The CFIA continued to enhance its engagement in international standards setting bodies by assigning Canadian technical experts to the International Plant Protection Convention, the World Organisation for Animal Health (OIE), and the Food and Agriculture Organization's Food Safety and Quality Unit, to provide scientific support for the development of international standards. Notably, the CFIA expert working at the International Plant Protection Convention is continuing to manage the development of a globally harmonized tool – ePhyto Solution – to facilitate the adoption and exchange of official electronic phytosanitary certificates between trading countries. The ePhyto Solution is intended to enable all countries, regardless of development capacity, to exchange certificates in a simple harmonized manner. The hub component of the ePhyto Solution has recently undergone testing and plans are moving forward to fully implement it in countries with national systems capable of creating the electronic message.

The CFIA risk assessment expert on assignment to the Food and Agriculture Organization contributed to the development of scientific advice on Shiga-toxin producing *E. coli* in food, the safety and quality of water used in food production and processing, and the development of guidelines; the expert also conducted capacity building activities on risk-based meat inspection.

The CFIA technical expert on assignment to the World Organisation for Animal Health (OIE)'s Science and New Technologies Department was a key contributor to the development of a "Roadmap for Zoonotic Tuberculosis", prepared jointly by the World Health Organization, World Organisation for Animal Health (OIE), Food and Agriculture Organization and The International Union Against Tuberculosis and Lung Disease. The roadmap outlines a strategy for the control and eradication of a form of tuberculosis that affects cattle and that can be transmitted to humans. The technical expert is currently contributing to the development and global implementation of harmonized international quality standards for vaccines and diagnostic tests for use in animals, and coordinating a major international collaborative study to develop and test a new international reference standard that will be used for quality control of tuberculin that are used for bovine tuberculosis diagnosis and surveillance. The study involves collaborators from 14 countries, including Canada.

As the Canadian Head of Delegation to the World Trade Organization Committee on Sanitary and Phytosanitary Measures committee, the CFIA played an active role in 2017–18 to advance the work of the committee. Canada intervened in support of other members on specific items of interest and met bilaterally with members on the margins of the committee meetings. In addition, Canada participated in a workshop on the margins of the October 2017 meeting, where interested members learned about the implementation of the Transparency Article in the Agreement on the Application of Sanitary and Phytosanitary Measures. During the March 2018 meeting, members also adopted the Catalogue of Instruments, a list of tools available for members to manage sanitary and phytosanitary issues, which was developed by Canada and Kenya.

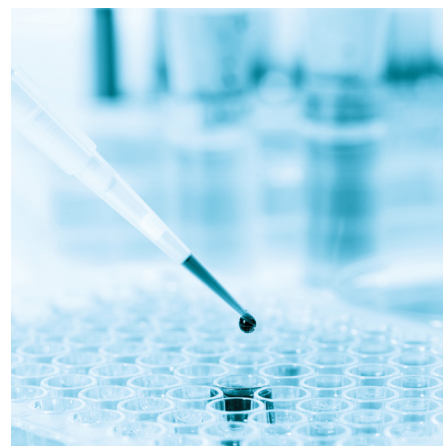
In support of the Government of Canada's ambitious trade agenda, the CFIA participated actively in a number of free trade agreement negotiations. This included negotiating new free trade agreements with fast-growing markets (i.e. India and Pacific Alliance), negotiating the modernization of existing free trade agreements (i.e. North American Free Trade Agreement), and holding discussions with trading partners to explore the potential of launching negotiations for a free trade agreement (i.e. China and Mercosur).

The CFIA's participation in an increased number of priority free trade agreements negotiating rounds during 2017–18 and international standards setting meetings resulted in a significantly higher number of meetings (53) than the target number (36) for the 2017–18 DRR.

International regulatory cooperation and collaboration

The CFIA continued to work with its international regulatory counterparts in like-minded countries, such as the United States and member countries of the European Union, and in emerging economies, to align regulatory approaches.

The provisional application of the Canada-European Union Comprehensive Economic Trade Agreement took effect in September 2017. The Comprehensive Economic Trade Agreement Sanitary and Phytosanitary Measures Joint Management Committee was established and held its first meeting in March 2018. It was the first committee under trade agreement to hold a meeting. The CFIA led Canadian participation as the Canadian Chair of the Comprehensive Economic Trade Agreement Sanitary and Phytosanitary Measures Joint Management Committee and the European Commission's Directorate-General for Health and Food Safety (DG SANTE) is the European Union Chair. The implementation of the Sanitary and Phytosanitary Measures Joint Management Committee aligns



with the mandate letter commitments of both the Minister of Trade, “to ratify and implement Comprehensive Economic Trade Agreement”, and the Minister of Agriculture, “to promote Canadian agricultural interests during future trade negotiations.”

Canada and the United States continue to collaborate to align regulatory approaches between the two countries, where appropriate, under the Regulatory Cooperation Council and through other fora. In 2017–18 the CFIA and its United States counterparts:

- Continued advancing the Greenhouse Certification Program in collaboration with the United States Department of Agriculture’s Animal and Plant Health Inspection Service, which will help simplify the flow of low-risk greenhouse-grown plants between Canada and the United States, recognizing mutually acceptable standards, while reducing paperwork.
- Advanced implementation of the Canada-United States Food Safety Systems Recognition Arrangement, signed by the CFIA, Health Canada, and the United States Food and Drug Administration. The CFIA is also continuing to advance efforts with the United States Department of Agriculture towards the exchange of electronic certificates.
- Advanced the development of a bilateral arrangement which, if implemented, would facilitate the transit of live animals between the United States and Canada in emergency situations.

Additionally, the CFIA and the United States Food and Drug Administration signed a memorandum of understanding in October 2017 to facilitate the sharing of food safety information and data, and enable collaborative research projects.

In 2017–18, the CFIA presented current regulatory requirements, as well as the proposed Safe Food for Canadians Regulations, to international stakeholders in various countries (e.g. India, China, Costa Rica, Guatemala, Mexico, Chile and Colombia), providing an overview of the proposal and the available tools, resources and guidance materials.

Technical assistance is a means to promote Canadian interests and help the recipient country meet Canadian import requirements in support of the CFIA’s International Strategic Framework. Technical assistance was delivered through in-person meetings in Canada, site visits, workshops, webinars, teleconference links, responses to questionnaires, and email exchanges. A total of 17 activities were successfully delivered in response to requests from developing countries and emerging economies for technical assistance during 2017–18. The use of these alternative delivery mechanisms allowed the CFIA to exceed its target using fewer resources, while meeting requestors’ expectations.

Two technical assistance missions (one to Costa Rica, Guatemala and Mexico, and another to India) were planned and delivered in 2017–18 to enhance food safety through the “improving food safety offshore” program preventive activities. Through the planned

missions, the CFIA was able to engage with targeted foreign counterparts at source to provide information on non-compliance of imported food products from the country of export. Delivery of these missions helps manage risks prior to food reaching Canada and strengthens the CFIA's relationships with its foreign counterparts.

The technical assistance missions also increased the knowledge of Canada's food safety oversight system within the government departments and exporters from China, Costa Rica, Guatemala, Mexico, and India.

Market Access Support

Access to markets, both existing and new, is critical to Canada's economy. In 2017–18, the CFIA continued to promote the Canadian science-based regulatory system with counterparts in key trading countries, negotiated import and export conditions and resolved technical issues to expand or maintain access to markets. This was achieved with CFIA's specialists in Canada and abroad. In 2017–18, 65 market access issues were resolved and examples include:

- Maintained access to Pakistan for Canadian oilseeds and pulses;
- Maintained access to China for canola and developed materials to support risk assessment for Canadian pulses and oat grain exports to China;
- Maintained access to Ukraine for fish;
- Expanded access for beef to China by approving additional establishments eligible to export to China; and
- Regained access to Argentina for pork.

Global Food Safety Partnership

CFIA is a part of the Global Food Safety Partnership which, under the auspices of the World Bank, enables effective and coordinated food safety capacity building through a robust public-private partnership aiming to improve public health and economic development outcomes.

A delegation of Indian government officials from the Food Safety and Standards Authority of India, with representation from the Export Inspection Council and the Central Institute of Fisheries Technology, was in Canada on April 18–19, 2017. At the invitation of the CFIA, the delegation visited Headquarters and laboratories to exchange information on laboratory management and the operation of a national laboratory network. The laboratory diagnostic training is



an initiative of the Global Food Safety Partnership, with funding from Canada. The four-member delegation from India increased their knowledge of Canada's food safety system and learned how to adapt the system to their situation to meet their needs and interests, which will assist them in providing safe food in India and support compliance with Canada's food safety import requirements. The visit was a follow-up to a one-day CFIA-led workshop on laboratory management held at Food Safety and Standards Authority of India offices in Delhi in February 2017. Prior to coming to Ottawa, the delegation had visited the International Food Safety Training Laboratory at the University of Maryland for training on veterinary drug residue testing.

The CFIA was a founding member of the Governing Council to the Global Food Safety Partnership and has funded the partnership in the past. The Governing Council was dissolved in November 2017, and in the last quarter of 2017–18, the Global Food Safety Partnership adopted a new and simplified governance structure with greater transparency and accountability to donors, while still allowing the partnership to embrace its public private persona in support of food safety capacity building in low and middle-income countries.

In 2017–18, the CFIA continued to support the Global Food Safety Partnerships objectives of strengthening science-based regulations, international and national regulatory frameworks for food safety.

Results achieved

Expected results	Performance indicators	Target	Date to achieve target	2017–18 Actual results	2016–17 Actual results	2015–16 Actual results
Canadian interests are reflected in science-based international rules, standards, Free Trade Agreements, and technical arrangements through effective participation in sanitary and phytosanitary negotiations and International Standards Setting Bodies such as Codex, OIE, and IPPC	Number of key sanitary and phytosanitary negotiations and international standards setting bodies meetings where the CFIA promoted Canada's interests	36	March 31, 2018	53	36	38
International markets are accessible to Canadian food, animals, plants and their products	Number of unjustified non-tariff barriers resolved	45	March 31, 2018	65	64	57
International regulatory cooperation, relationship building and technical assistance activities that are in line with the CFIA's mandate	Number of senior level CFIA-led committees with foreign regulatory counterparts	4	March 31, 2018	6	4	6
	Number of CFIA-led technical assistance activities provided to foreign national governments	8	March 31, 2018	20	16	11

Performance Analysis and Lessons Learned

For details on past performance and lessons learned for the International Collaboration and Technical Agreement indicators that did not meet their target, please refer to the relevant section in past Departmental Performance Reports/Departmental Results Reports:

- [2015–16 Departmental Performance Report^{ix}](#)
- [2016–17 Departmental Results Report^x](#)

The following tables present the International Collaboration and Technical Agreement Program's planned and actual spending and full-time equivalents 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 minus planned)
31,736,983	36,418,999	36,721,749	31,725,840	(4,693,159)

The net increase of \$0.3 million in international authorities over planned is related to: in-year funding received to support the anticipated operating pressures related to the settlement of collective agreements; partially offset by an in-year adjustment to align authorities, initially included in international planned spending, to the food, animal and plant programs where the related expenditures were actually incurred.

The Agency spent \$4.7 million less than planned, \$5.0 million less than total international authorities available for use. Unspent authorities were mainly funds reserved for the anticipated collective bargaining settlement costs. Collective bargaining settlements were not finalized in 2017–18; therefore, these lapsing funds will be brought forward to 2018–19.

Human resources (full-time equivalents)

2017–18 Planned	2017–18 Actual	2017–18 Difference (actual minus planned)
310	319	9

Full-time equivalents were relatively stable between plans and actuals in 2017–18.

Information on the CFIA's lower-level programs is available in the [GC InfoBase^{xi}](#).

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

The CFIA's internal services are vital for enabling the delivery of CFIA programs and initiatives. Many of the initiatives mentioned in various sections of this report (i.e. Federal Science and Technology Infrastructure and Electronic Service Delivery Platform) have been supported by our internal services.

Service Delivery

As part of the CFIA's Service Management Strategy, in 2017–18 the service inventory was streamlined to ensure better alignment with the structure of the CFIA's new Permissions programs (i.e. Food Products, Plant Products, and Animal Products). These are part of the CFIA's new Departmental Results Framework (DRF), which came into effect on April 1, 2018.

Additionally, by streamlining its service definitions and publishing service standards, the CFIA has simplified the terminology used and now provides Canadians with clearer service delivery expectations. This in turn reduces effort, waste and costs.

The CFIA has established service standards for 63% of its priority services, which is an increase from 35% in 2016–17. The CFIA will report publicly on performance against these standards in the Government of Canada wide service inventory.

These exercises have enhanced the CFIA's ability to review, analyze and manage the services it provides to industry and Canadians. This includes the ability to design service processes end-to-end from the client's perspective.



Information is the cornerstone of a democratic, effective and accountable government. The CFIA recognizes the necessity of accurate, timely and complete responses to public requests for information as an essential element of our democracy. In support of this, the Agency launched an initiative called Access to Information and Privacy Paperless that enables the electronic retrieval of records in their native digital format.

In 2017–18, the e-Retrieval pilot project, a component of the Access to Information and Privacy Paperless initiative, was completed. This initiative has streamlined the retrieval process, reduced the use of paper, and improved quality and delivery time for retrieval of records, reducing the time required for the retrieval, triage and importation of records by 40 percent (6.2 days). The pilot project was recognized for an award of excellence in Access to Information and Privacy services by the Conference Board of Canada's Council of Chief Information Officers.

Web Renewal

In 2017–18, the CFIA developed a new information classification structure in preparation for the shift towards the common Government of Canada documents management system. In support of this, the CFIA enhanced its current electronic document and records management system to improve the accessibility of information and increase performance and accessibility.

DID YOU KNOW?

The first quarterly publication from the Canadian Food Inspection Agency (CFIA), [The Chronicle](#)^{xxiii}, was made available online in the Winter of 2017.

The Chronicle provides updates on the Agency's activities and highlights some of the changes we have underway. Canadians can keep up to date with changes happening at the CFIA by subscribing to the [modernization initiatives listserv](#)^{xxiv}.

In June 2017, the CFIA replaced its legacy GroupWise email and calendar platform with Microsoft Outlook which aims to improve productivity and efficiency among Agency employees. Due to a change in the timing for the roll-out of the Canada.ca web renewal process, the CFIA did not migrate to the new Canada.ca web structure, but instead focused on preparing for the future implementation by aligning its web content with the Canada.ca format to make it easier for Canadians to find CFIA-related information and services.

Open Government

Open Government is about making government more accessible to everyone. This means giving greater access to government data and information to the Canadian public and the businesses community. In 2017–18, in line with the Government of Canada's Open Government Implementation Plan, the CFIA developed a framework to enhance openness and transparency and began preparations for the official launch of consultations with Canadians and stakeholders.

Additionally, the CFIA supported the Open Government Implementation Plan by maintaining a comprehensive data asset inventory and publishing 24 data sets in accessible and reusable formats on the Open Government Portal.

Enhancing Project Management

The management of projects is key to providing value for money and demonstrating sound stewardship in program delivery at the CFIA. The CFIA's comprehensive approach to managing projects, which is integrated across the Agency, enhances the likelihood of realizing project outcomes and ensuring clear accountability. In December 2017, the CFIA launched its Project Management Competency Development Program, which aims to increase the knowledge, understanding, and application of project management principles. Ten participants registered and completed their prerequisite project management training and individual mentors have been assigned to each participant.

Additionally, the CFIA completed an assessment of its Enterprise Project Management Framework with an emphasis on identifying portfolio and program of projects approaches within the CFIA. These continuous improvement efforts will improve the CFIA's ability to ensure that investment oversight is reflective of the level of risk and complexity and will encourage innovation by considering the full range of options available to best meet the Agency's needs.

People Management

Effective people management is a cornerstone of a high performing public service and a key enabler in building Canadians' trust in and satisfaction with government. The CFIA's approach continues to evolve to keep pace with and to address the challenges of globalization and increasing operating complexity.

In 2017–18, the CFIA focused on diversity and on employment equity, to strengthen its ability to achieve its program goals and provide services to Canadians. The CFIA attended career fairs and conducted outreach with Indigenous communities throughout the year and formally launched the Indigenous Summer Student Program, which provides mentorship and cultural support and engagement for Indigenous students. The CFIA also enhanced its online presence by posting job opportunities on campus websites, LinkedIn and Twitter, and encouraged Agency managers to utilize student hiring initiatives, such as the Youth Accessibility Student Employment Opportunity and Indigenous Student Employment Opportunities. As a result of these efforts, and changes in our approach to recruitment and hiring, the CFIA was able to increase recruitment of Indigenous students by 57 percent, and students with disabilities by 150 percent, and continues to benefit from the social and cultural diversity that enriches Canada.

The CFIA made progress towards implementing a new talent management framework and work was completed to adopt a common performance assessment tool that will bring the CFIA in line with core departments in the government. The CFIA also encouraged

open and collaborative dialogue with employees throughout 2017–18. Examples include the President’s Blog, a proactive, two-way communication tool, increased use of video messaging and prominently displaying the Agency’s Twitter feed on the intranet home page. The CFIA used these means to facilitate broad employee awareness of activities and new information and to help build and maintain trust, which helps to create conditions to allow all employees to maximize their contributions and provide world-class service to Canadians.

The following tables present the Internal Service Program’s planned and actual spending and full-time equivalents 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 minus planned)
121,533,396	121,954,294	143,540,357	138,235,246	16,280,952

The increase of \$21.6 million in authorities over planned spending is mainly related to: the renewal of sunseting funding for various food safety initiatives; the reimbursement of personnel related payments made on behalf of the Government of Canada; incremental Agency investments to support the implementation of Government of Canada and Agency initiatives, projects and the resolution of Agency Phoenix pay-related issues; and in-year funding received to support the anticipated operating pressures related to the settlement of collective agreements.

The Agency spent \$16.3 million more than planned, and \$5.3 million less than total internal services authorities. Unspent authorities were mainly funds reserved for the anticipated collective bargaining settlement costs. Collective bargaining settlements were not finalized in 2017–18; therefore, these lapsing funds will be brought forward to 2018–19.

Human resources (full-time equivalents)

2017–18 Planned	2017–18 Actual	2017–18 Difference (actual minus planned)
861	980	119

The increase of 119 full-time equivalents over planned is largely related to: the renewal of sunseting funding for various food safety initiatives; compensation and benefits specialists to support the resolution of Phoenix issues; and additional internal services resources to support the implementation of Government of Canada and Agency initiatives and projects.

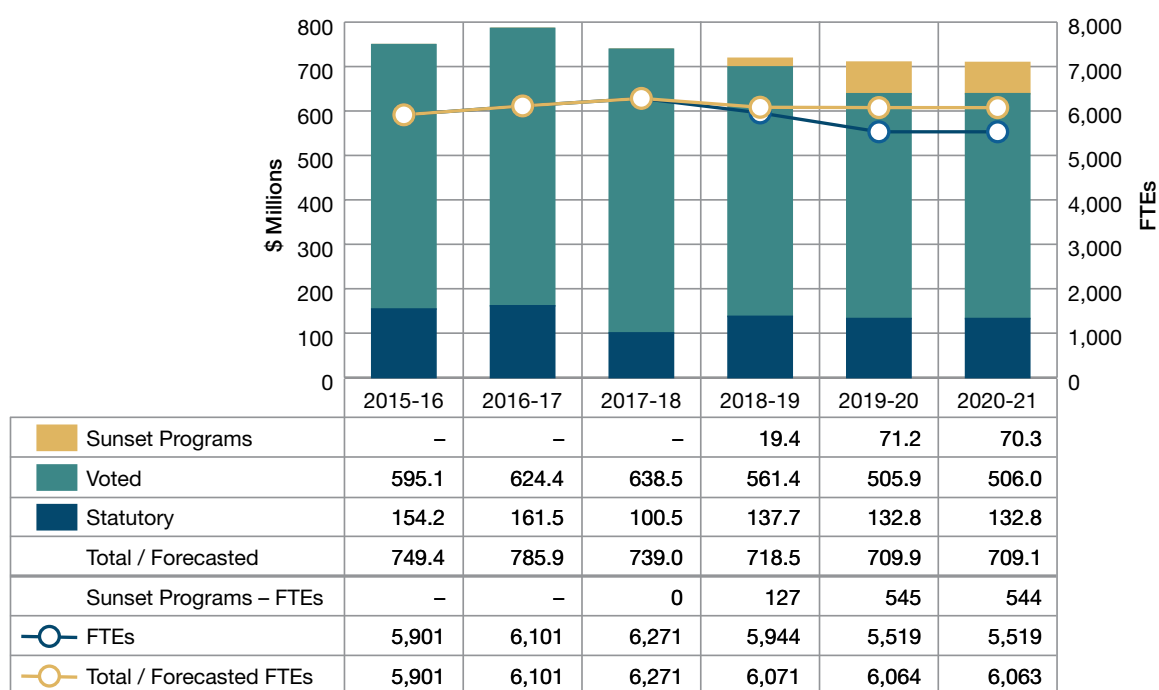
Analysis of trends in spending and human resources

Actual expenditures

The tables presented in this section reflect the CFIA's historical spending levels from 2015–16 to 2017–18 and planned spending for the next three fiscal years (2018–19 to 2020–21). Planned spending excludes funding extensions that the Agency plans to pursue. Sunsetting programs are subject to government decisions to extend, reduce or enhance funding.

The Agency will assess initiatives that are sunsetting and seek renewal, as required, to maintain and continuously improve Canada's strong food safety system, safe and accessible food supply, and plant and animal resource base. Following parliamentary approval, funding renewal decisions will be reflected in the Agency's budgetary authorities. Agency-level information, including anticipated renewal of sunsetting resources, can be found in the Departmental spending trend graph below.

Departmental spending trend¹¹



¹¹ Numbers may not add due to rounding.

Budgetary performance summary for Programs and Internal Services (dollars)

Programs and Internal Services	2017–18 Main Estimates	2017–18 Planned spending	2018–19 Planned spending	2019–20 Planned spending	2017–18 Total authorities available for use	2017–18 Actual spending (authorities used)	2016–17 Actual spending (authorities used)	2015–16 Actual spending (authorities used)
Food Safety Program	348,722,065	349,600,493			411,567,681	358,956,685	368,568,579	376,113,531
Animal and Zoonotics Program	124,518,784	125,411,593			145,569,202	135,253,334	173,246,450	141,043,127
Plant Resources Program	78,138,366	78,664,213			82,585,356	74,846,479	79,435,589	79,807,062
International Collaboration and Technical Agreements	31,736,983	36,418,999			36,721,749	31,725,840	31,229,287	32,552,166
Safe Food and Healthy Plants and Animals (Core Responsibility)			571,740,385	512,414,764				
Subtotal	583,116,198	590,095,298	571,740,385	512,414,764	676,443,988	600,782,338	652,479,905	629,515,886
Internal Services	121,533,396	121,954,294	127,384,141	126,301,772	143,540,357	138,235,246	133,431,955	119,846,641
Total	704,649,594	712,049,592	699,124,526	638,716,536	819,984,345	739,017,584	785,911,860	749,362,527

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	2018–19 Planned full-time equivalents	2019–20 Planned full-time equivalents
Food Safety Program	3,155	3,220	2,890	3,265		
Animal and Zoonotics Program	959	975	942	1,001		
Plant Resources Program	703	695	688	706		
International Collaboration and Technical Agreements	307	295	310	319		
Safe Food and Healthy Plants and Animals (Core Responsibility)					5,043	4,625
Subtotal	5,124	5,185	4,830	5,291	5,043	4,625
Internal Services	777	916	861	980	901	894
Total	5,901	6,101	5,691	6,271	5,944	5,519

The CFIA's actual spending and full-time equivalents (FTEs) trended up from 2015–16 to 2017–18 mainly due to an increase in temporary resources for: the Federal Infrastructure Initiative; the digital service delivery platform initiative; the Improved Food Safety for Canadians initiative; and increased expenditures related to statutory payments made to compensate Canadians for plants or animals ordered destroyed for the purpose of disease control. Also, the Agency realigned existing resources and FTEs from its programs to Internal Services to finalize compliance with the April 2016 amendment to the Treasury Board requirements for classifying internal services activities.

In 2017–18, Agency FTEs further increased mainly due to Agency investments in: compensation and benefits specialists to support the resolution of Phoenix issues; and additional internal services resources to support the implementation of Government of Canada and Agency initiatives and projects. However, 2017–18 actual spending is less than 2016–17 due to a year over year decrease in statutory compensation payments made to Canadians to compensate them for animals or plants ordered destroyed for the purpose of disease control.

In 2018–19, 2019–20 and 2020–21, planned spending and FTEs decrease compared to prior years mainly due to the sunsetting of funding for various initiatives and projects, and the exclusion of anticipated in-year allocations from planned spending (such as annual reimbursements of personnel related payments made on behalf of the Government of Canada).

However, the Agency will assess initiatives that are sunsetting and seek renewal, as required, to maintain and continuously improve Canada's strong food safety system, safe and accessible food supply, and plant and animal resource base. When including anticipated renewal of sunsetting resources, Agency spending and FTEs utilization is forecasted to be more stable as illustrated in the Departmental spending trend graph.

Expenditures by vote

For information on the Canadian Food Inspection Agency's organizational voted and statutory expenditures, consult the [Public Accounts of Canada 2017–2018](#).^{xxv}

Government of Canada spending and activities

Information on the alignment of the Canadian Food Inspection Agency's spending with the Government of Canada's spending and activities is available in the [GC InfoBase](#).^{xi}

Financial statements and financial statements highlights

Financial statements

The CFIA's financial statements (unaudited) for the year ended March 31, 2018, are available on the Agency's [website](#)^{xxvi}.

Financial statements highlights

The financial statements highlights presented within the Departmental Result Report are intended to serve as a general overview of the CFIA's financial position and operations. Financial statements are prepared in accordance with accrual accounting principles, Treasury Board accounting policies and year-end instructions issued by the Office of the Comptroller General, which are based on Canadian generally-accepted accounting principles for the public sector, as required under Section 31 of the Canadian Food Inspection Agency Act.

However, the financial information previously presented in the earlier portion of this Department Results Report was drawn from the Public Accounts of Canada which were prepared using an expenditure basis of accounting, also known as modified cash accounting.

The main financial highlights for 2017–18 are the decrease in the bovine tuberculosis outbreak compensation payments in the Animal Health and Zoonotics Program and the increase in the allowance for collective bargaining. Capital investments related to the Federal Infrastructure Initiative and the Digital Service Delivery Platform were comparable to the prior year.

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	808,983,000	844,907,000	877,477,000	35,924,000	(32,570,000)
Total revenues	52,687,000	56,449,000	53,787,000	3,762,000	2,662,000
Net cost of operations before government funding and transfers	756,296,000	788,458,000	823,690,000	32,162,000	(35,232,000)

Note: For more information about the planned results, please visit the [2017–18 Future-Oriented Statement of Operations](#)^{xxvii}.

The total expenses were \$844.9 million in 2017–18, a decrease of \$32.6 million compared to last year's \$877.5 million. Variances came from a decrease in statutory compensation payments and other associated expenses, such as travel, related to the bovine tuberculosis emergency (\$3.4 million compared to \$36.2 million in fiscal year 2016–17). In addition, these elements, along with the reductions in expenses related to amortization, have been offset by a \$11.8 million increase in salary due to anticipated collective bargaining increases.

Total revenues amounted to \$56.4 million for 2017–18, which is similar to last year's \$53.8 million.

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

Financial Information	2017–18	2016–17	Difference (2017–18 minus 2016–17)
Total net liabilities	198,169,000	171,912,000	26,257,000
Total net financial assets	100,353,000	98,051,000	2,302,000
Departmental net debt	97,816,000	73,861,000	23,955,000
Total non-financial assets	200,579,000	189,067,000	11,512,000
Departmental net financial position	102,763,000	115,206,000	(12,443,000)

Total liabilities at the end of 2017–18 were \$198.2 million, an increase of \$26.3 million over the previous year. The increase is mostly the result of the allowance for expired collective agreements. Total non-financial assets increased \$11.5 million resulting from capital asset acquisitions net of amortization.

Supplementary information

Corporate information

Organizational profile

Appropriate minister: The Honourable Ginette Petitpas Taylor, PC, MP

Institutional head: Paul Glover

Ministerial portfolio: Health

Enabling instruments:

CFIA Wide

- **Canadian Food Inspection Agency Act^{xxxviii}**
- **Agriculture and Agri-Food Administrative Monetary Penalties Act^{xxxix}**

Food Safety

- **Food and Drugs Act^{xxx}** (as it relates to food)
- **Safe Food for Canadians Act^{xxxi}** (SFCA)
(Once brought into force, the SFCA will replace the following):
 - **Canada Agricultural Products Act^{xxxii}**
 - **Consumer Packaging and Labelling Act^{xxxiii}** (as it relates to food)
 - **Fish Inspection Act^{xxxiv}**
 - **Meat Inspection Act^{xxxv}**

Plant and Animal Health

- **Agricultural Growth Act^{xxxvi}**
(Agricultural Growth Act with the exception of subsection 53 (1).)

Plant

- **Fertilizers Act^{xxxvii}**
- **Plant Breeders' Rights Act^{xxxviii}**
- **Plant Protection Act^{xxxix}**
- **Seeds Act^{xl}**

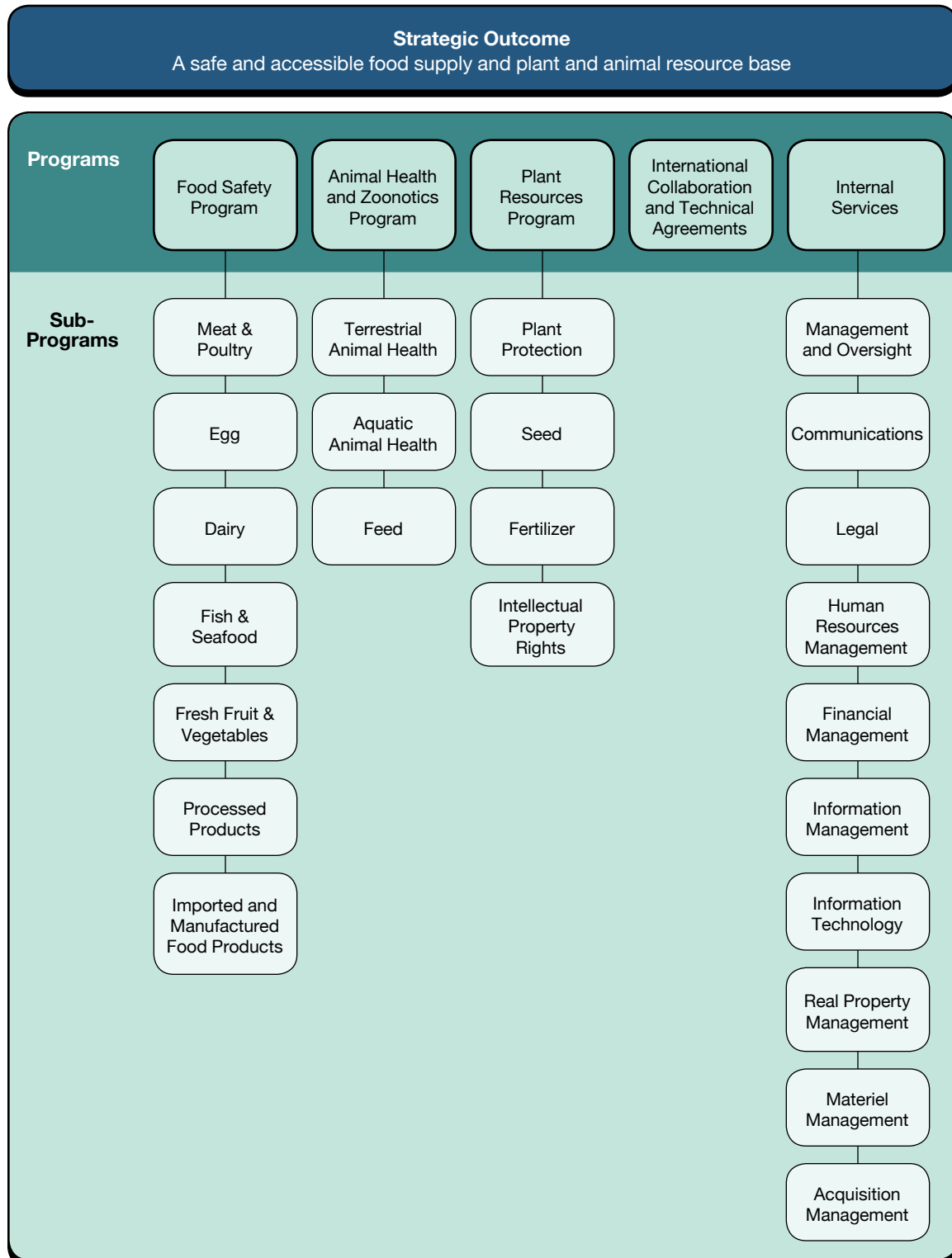
Animal Health

- **Health of Animals Act^{xli}**
- **Feeds Act^{xlii}**

Year of incorporation/commencement: 1997

Reporting framework

The Canadian Food Inspection Agency's Strategic Outcome and Program Alignment Architecture (PAA) 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](#).^{xi}

Supplementary information tables

The following supplementary information tables are available on the Canadian Food Inspection Agency's [website](#).^{xliii} :

- 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
- Status report on projects operating with specific Treasury Board approval
- Status report on transformational and major Crown projects

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](#).^{xliv} 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

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Canada

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Teletypewriter: 1-800-465-7735

Internet:

<http://inspection.gc.ca/about-the-cfia/contact-us/eng/1299860523723/1299860643049>

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 Responding to Today, Building for the Future: <http://www.inspection.gc.ca/about-the-cfia/strategic-priorities/eng/1374871172385/1374871197211>
- ii Canadian Food Safety Information: <http://www.inspection.gc.ca/food/cfsin/eng/1525378586176/1525378959647>
- iii Plant and Animal Health Strategy: <http://www.inspection.gc.ca/about-the-cfia/accountability/consultations-and-engagement/pahs/eng/1490917160508/1490917161242>
- iv Ask CFIA: <http://www.inspection.gc.ca/industry-guidance/ask-cfia/eng/1466573216927/1466573290851>
- v The Minister's mandate letter, <https://pm.gc.ca/eng/mandate-letters>
- vi My CFIA: <http://www.inspection.gc.ca/about-the-cfia/my-cfia/eng/1482204298243/1482204318353>
- vii Genome British Columbia: <https://www.genomebc.ca/>
- viii What we heard: <http://www.inspection.gc.ca/food/labelling/labelling-modernization-initiative/phase-iii/eng/1513957863218/1513957863658>
- ix Departmental Performance Report 2015–16, <http://www.inspection.gc.ca/about-the-cfia/accountability/reports-to-parliament/2015-2016-dpr/eng/1472053055708/1472053099163>
- x Departmental Performance Report 2016–17, <http://www.inspection.gc.ca/about-the-cfia/accountability/reports-to-parliament/2016-2017-drr/eng/1508961492636/1508961493269>
- xi TBS InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xii Canadian Animal Health Surveillance System: <https://cahss.ca/>
- xiii Community for Emerging and Zoonotic Diseases: <https://cahss.ca/groups/CEZD/>
- xiv Terrestrial Animal Diseases: <http://www.inspection.gc.ca/animals/terrestrial-animals/diseases/eng/1300388388234/1300388449143>
- xv Aquatic Animal Diseases: <http://www.inspection.gc.ca/animals/aquatic-animals/diseases/eng/1299156296625/1320599059508>
- xvi Federal Action Plan: <https://www.canada.ca/en/public-health/services/antibiotic-antimicrobial-resistance/antimicrobial-resistance-use-canada-federal-framework-action.html>
- xvii CFIA Laboratories: <http://www.inspection.gc.ca/about-the-cfia/science/laboratories/eng/1494878032804/1494878085588>
- xviii Biennial Plan to the Open Government Partnership: <https://open.canada.ca/en/content/third-biennial-plan-open-government-partnership>
- xix Plant Varieties Journal Number 103 – April 2017: <http://inspection.gc.ca/english/plaveg/pbrpov/journal/journal103e.shtml>
- xx Plant Varieties Journal Number 104 – July 2017: <http://inspection.gc.ca/english/plaveg/pbrpov/journal/journal104e.shtml>
- xxi Plant Varieties Journal Number 105 – October 2017: <http://inspection.gc.ca/english/plaveg/pbrpov/journal/journal105e.shtml>
- xxii Plant Varieties Journal Number 106 – January 2018: <http://inspection.gc.ca/english/plaveg/pbrpov/journal/journal106e.shtml>
- xxiii The Chronicle: <http://inspection.gc.ca/about-the-cfia/the-cfia-chronicle/eng/1528770452012/1528770503117>
- xxiv Modernization initiatives listserv: <http://inspection.gc.ca/english/util/listserv/listsube.shtml>

- xxv Public Accounts of Canada 2017–2018, <http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>
- xxvi Financial Statements: <http://inspection.gc.ca/eng/1534973902487/1534974070898#a6e1>
- xxvii 2017–18 Future-Oriented Statement of Operations: <http://www.inspection.gc.ca/about-the-cfia/accountability/reports-to-parliament/financial-reporting/2017-2018/eng/1488397935350/1488397997093>
- xxviii Canadian Food Inspection Agency Act, <http://laws-lois.justice.gc.ca/eng/acts/C-16.5/>
- xxix Agriculture and Agri-Food Administrative Monetary Penalties Act, <http://laws-lois.justice.gc.ca/eng/acts/A-8.8/>
- xxx Food and Drugs Act, <http://laws-lois.justice.gc.ca/eng/acts/F-27>
- xxxi Safe Food for Canadians Act, <http://laws-lois.justice.gc.ca/eng/acts/S-1.1/index.html>
- xxxii Canada Agricultural Products Act, <http://laws-lois.justice.gc.ca/eng/acts/C-0.4/>
- xxxiii Consumer Packaging and Labelling Act, <http://laws-lois.justice.gc.ca/eng/acts/C-38/>
- xxxiv Fish Inspection Act, <http://laws-lois.justice.gc.ca/eng/acts/F-12/>
- xxxv Meat Inspection Act, <http://laws-lois.justice.gc.ca/eng/acts/M-3.2/>
- xxxvi Agricultural Growth Act, http://laws-lois.justice.gc.ca/eng/AnnualStatutes/2015_2/
- xxxvii Fertilizers Act, <http://laws-lois.justice.gc.ca/eng/acts/F-10/>
- xxxviii Plant Breeders' Rights Act, <http://laws-lois.justice.gc.ca/eng/acts/P-14.6/>
- xxxix Plant Protection Act, <http://laws-lois.justice.gc.ca/eng/acts/P-14.8/>
- xl Seeds Act, <http://laws-lois.justice.gc.ca/eng/acts/S-8/>
- xli Health of Animals Act, <http://laws-lois.justice.gc.ca/eng/acts/H-3.3/>
- xlii Feeds Act, <http://laws.justice.gc.ca/eng/acts/F-9/>
- xlili Supplementary Tables: <http://inspection.gc.ca/eng/1534973902487/1534974070898#a7c>
- xliv Report on Federal Tax Expenditures, <http://www.fin.gc.ca/purl/taxexp-eng.asp>