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Minister's message

As the Minister of Health, I am pleased to present the 2019–20 Departmental Plan for the Canadian Food Inspection Agency (CFIA). This report provides information about the key initiatives that the Agency will undertake to fulfill its mandate to protect food safety, plant and animal health and support market access, on behalf of all Canadians.

This is a time of exciting change in Canada, and CFIA is ready for it. The coming into force of the *Safe Food for Canadians Regulations*, on January 15, 2019, further strengthens the already robust Canadian food system. The regulations focus on prevention and allow for the faster removal of unsafe food from the marketplace.



The Honourable Ginette Petitpas Taylor, P.C., M.P., Minister of Health

Having digital tools is crucial as Canada works to grow this country's agri-food exports. As of February 2019, CFIA has issued more than 3,300 Safe Food for Canadians licences through My CFIA's digital portal, which offers businesses a secure and convenient way to do business with the Agency online.

Prevention and risk-based decision-making continue to be at the core of the Agency's everyday work, whether it involves food safety, plant and animal health, or market access. Our focus on food safety will continue to protect Canadians from risks associated with foodborne illness and to support a healthy agricultural industry in Canada.

To that end, CFIA and Health Canada are working together to modernize food labelling. In 2019, CFIA will move forward proposed changes to food labelling that will help Canadians make clearer choices and support industry innovation.

CFIA is also continuing its hands-on management of two serious issues on the animal health front: preventing African swine fever from entering Canada and conducting the bovine tuberculosis investigation in British Columbia. To date, there have been no reported cases of African swine fever in North America, and CFIA continues to manage bovine tuberculosis to prevent its spread.

As well, CFIA has finalized regulations to make sure that animals in Canada arrive at their destinations in good health. The *Health of Animals Regulations* governing the transportation of animals were published in the Canada Gazette, Part II, on February 20, 2019, and will come into force in February 2020. I know how much the humane transportation of animals matters to Canadians, and these amendments strengthen protections related to the care of animals and align Canada's rules more closely with international standards.

Looking ahead, the United Nations has declared 2020 the International Year of Plant Health. Recognized worldwide for its leadership in plant health, CFIA will continue to raise awareness about the impacts of plant pests and disease and collaborate with partners to address risks that threaten our plant resources, environment and economy.

CFIA continues to build on its plans as outlined its progress report, Responding to Today, Building for the Future Progress Report 2018: Looking Back, Looking Forwardⁱ. That report and this Departmental Plan clearly demonstrate how CFIA, with its thousands of dedicated employees, is well positioned to deliver every day on behalf of all Canadians.

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

Plans at a glance and operating context

The Canadian Food Inspection Agency (CFIA) was created in April 1997 with the purpose of bringing together the inspection services related to the delivery of federal food safetyⁱⁱ, animalⁱⁱⁱ, and plant^{iv} health regulatory programs. As the agency enters its 23rd year, it continues to focus its efforts towards ensuring food safety and animal and plant health with an eye to continuously improving our programs and service delivery. Our core responsibility is to ensure safe food and healthy plants and animals.

Since the Agency's creation, CFIA professionals have been working to protect Canadians across the country and instill confidence in Canada's regulatory system for safe food and healthy plants and animals. Through the expected results of our work, food sold in Canada is safe and accurately represented to Canadians; plant and animal resources are protected from diseases and pests; and their associated products can be traded internationally.

To continue delivering on this important mandate and expected results, CFIA must continue to become more agile to help protect our resources while also supporting industry's ability to compete globally. The environment within which the agri-food sector operates in Canada continues to change. A growing population and diverse consumer preferences have led to an increasing volume and variety of products on the market. Global commerce has brought new business models and consolidation in the food and agricultural industry. Emerging and disruptive technology, such as artificial intelligence, blockchain and precision agriculture are significantly changing the landscape of the industry. This presents an opportunity for CFIA to adopt innovative approaches to enhance the level of trust and transparency in its relationship with the regulated parties as well as with Canadians.

CFIA is responding to these changes by investing in the right tools and technologies that will allow us to innovate and leverage our capabilities to provide new ways of doing business.

In recent years, CFIA has advanced a number of key initiatives aimed at keeping pace with, and positioning itself to adapt to, the changing operating environment:

- CFIA moved toward the implementation of new, outcome-based regulations, and reached a major milestone with the implementation of the *Safe Food for Canadians Regulations* in January 2019.
- As part of the broader Government of Canada digital first strategy, CFIA launched its My CFIA portal for regulated parties to access the Agency's new online Digital Service Delivery Platform.
- CFIA made great strides in implementing modern risk-based tools and incorporating the data and evidence to support risk-based program design and resource allocation.

In 2019–20, CFIA will continue to build on the considerable work done to date to respond to today while building for the future^v and advance the following five strategic priorities and accompanying key initiatives:

Modern Regulatory Toolkit • Outcome-based regulations and new compliance tools that focus on safety, allowing industry to innovate and the Agency to adapt in response to emerging risks.

Integrated Risk Management • Better use of our data, reports and surveillance to identify trends, allowing us to focus on risk and support program design, planning, compliance and enforcement efforts.

Consistent and Efficient Inspections

 An inspection approach carried out nationally in a fair, consistent and predictable manner that is focused on regulatory outcomes and supported by mobile tools and guidance.

Digital First Tools and Services • To equip regulated parties with a full range of electronic services and information to comply with regulations and employees with the necessary tools to carry out their work effectively and efficiently.

Global Leader • To pursue improved international standards, fairness in trade practices, enhanced use of technology and regulatory cooperation.

For more information on the Canadian Food Inspection Agency's plans, priorities and planned results, see the "Planned results" section of this report.

Planned results: what CFIA wants to achieve this year and beyond

Core Responsibility: Safe Food and Healthy Plants and Animals

Description

Protecting Canadians by safeguarding Canada's food system and the plant and animal resources on which Canadians depend, and supporting the Canadian economy through the trade of Canadian goods.

Planning Highlights

CFIA is continually evolving to meet the challenges of a complex and ever changing environment that is influenced by factors such as globalization, technological and environmental change, and new and emerging diseases or pests.

Annually, the food, plant and animal programs plan and deliver on their associated day-to-day prevention and safety activities. Innovative and experimental approaches are used to test/improve our business. The programs advance priorities that improve how CFIA delivers its business in the following areas:

- Setting rules CFIA develops the programs, policies, controls and scientific methods in place to help ensure safe food and healthy animal and plants.
- Compliance promotion CFIA provides tools and clear information to support industry and Canadians in understanding the rules, why they are important and what is needed to comply.
- Monitoring and enforcement CFIA verifies industry compliance with the rules through surveillance activities, inspection activities, and laboratory testing.



• Granting permissions – CFIA grants permissions in a timely manner based on applicants meeting the specific rules required for food commodities, plants, animals and their products.

CFIA also plays a key role internationally by supporting:

International standard setting – CFIA contributes to the development and
maintenance of internationally acceptable standards and trade rules in the areas of
food safety, and plant and animal health.

- Market access CFIA maintains and creates trade opportunities that ensure Canadian food, animals, plants and their products can be traded internationally.
- Regulatory cooperation and science collaboration CFIA engages and works together with its international partners to seek opportunities to strengthen partnerships and align approaches for food safety, consumer protection and plant and animal health.

Departmental Result 1: Food sold in Canada is safe and accurately represented to Canadians

Canadians want to know that the food they eat is safe and that industry understands and follows the required rules to produce or import food that is safe and accurately labelled. Through the delivery of its programs, CFIA mitigates risks to public health associated with potential hazards in the food supply system and manages food safety emergencies and incidents, including collaborating with federal and provincial food safety partners and industry. CFIA achieves its objectives through implementing regulations, risk management, adopting new tools and processes through embracing innovation and technology, adopting science-based international standards, and cooperating with like-minded partners.

CFIA has been advancing some key initiatives to support food safety, including publishing the *Safe Food for Canadians Regulations* that came into force in January 2019, further implementing analytical risk tools such as the Establishment-based Risk Assessment Model, and releasing a growing number of online services for industry through My CFIA. CFIA also tested new inspection procedures in hog slaughter establishments in two facilities in Alberta and rolled out the first wave of new digital devices for employees across the country, to help them work more efficiently and effectively. This work continues to serve as a foundation for additional activities moving forward.

Our plans to keep food safe and accurately represented to Canadians for 2019–20 include:

Modern
Regulatory
Toolkit

Integrated
Risk
Management

Consistent
and Efficient
Inspections

Digital First
Tools and
Services

Global
Leader



Safe Food for Canadians Regulatory Amendments

The Safe Food for Canadians Regulations resulted in a shift from 14 sets of commodity-specific regulations to one comprehensive set of more outcomebased regulations that will apply to all

DID YOU KNOW?

The Safe Food for Canadians Regulations were published on June 13, 2018 in the Canada Gazette Part II, and came into force on January 15, 2019.

food commodities traded interprovincially, imported, or exported. This will increase focus on prevention, allow faster removal of unsafe food from the marketplace, reduce burden on industry, enhance innovation and facilitate market access for Canada's agri-food and agricultural sector.

Looking forward, CFIA will continue to support industry over the next three years to meet regulatory requirements as they apply to different parts of the industry. In 2019–20, a key focus for the Agency will be engaging and supporting the fresh fruit and vegetable sector for which preventive control requirements come into force in January 2020.



Amendments to the *Food and Drug Regulations* (Beer Standard and Ale, Stout, Porter or Malt Liquor Standard and Vodka Standard)

These proposed amendments to the *Food and Drug Regulations* will redefine the compositional standard for "beer" to better reflect innovation and market developments in brewing.

There are a number of beer styles that would benefit from a modern beer standard. For example, it would allow beers with spices, fruits and other ingredients used in the brewing process to use the common name "beer" on the label, thereby maintaining its status as a standardized alcoholic beverage. The proposed amendments would also repeal the standard for ale, stout, porter or malt liquor.

Standardized beer is currently exempt from the labelling requirements set out in the *Food and Drugs Regulations* for allergens, gluten sources and added sulphites. The proposed amendments would allow the use of ingredients not previously permitted in the manufacturing of standardized beer, which could include allergens. To address these risks, the proposal would repeal the labelling exemption in the current *Food and Drug Regulations*. This would contribute to improved consumer health and safety, and enable informed consumer choice.

In November 2018, the Government of Canada announced similar changes to the vodka standard to provide more flexibility to industry in terms of raw material used, characteristics of the final product, and labelling.



Amendments to the Safe Food for Canadians Regulations and Food and Drug Regulations (Food Labelling Modernization)

As a result of extensive pre-regulatory consultation over several years, CFIA intends to put forward proposed food labelling modernization regulatory amendments that would

introduce a more modern food labelling system that responds to current and future challenges in the area of food labelling. These would apply to all foods including: imported, domestic, retail, consumer packaged or bulk, and food for further manufacturing. This proposal would amend labelling requirements in the *Safe Food for Canadians Regulations* and *Food and Drugs Regulations* in key areas, such as, date marking, food company information, and origin of imported food. It aims to clarify language, promote



consistency across commodities, harmonize, where appropriate, and improve outdated labelling requirements.

These amendments are intended to protect consumers and enable informed purchasing decisions, allow industry innovation and leverage modern regulatory tools such as

incorporation by reference for continually evolving areas such as food compositional standards.



CFIA and Health Canada are working closely together to align labelling modernization activities under each organization, such as by coordinating engagement activities and coming-into-force timelines of proposed regulatory changes, in order to reduce impacts for industry.



Amendments to the Agriculture and Agri-food Administrative Monetary Penalties Regulations (Safe Food for Canadians Regulations and Safe Food for Canadians Act)

Administrative monetary penalties are one of several enforcement options for CFIA to encourage compliance. The amendments to the Agriculture and AgriFood Administrative Monetary Penalties Regulations are being proposed to introduce these penalties for non-compliance with certain provisions of the Safe Food for Canadians Act and Regulations and at the same time replace violations to the Meat Inspection Act and Regulations. The direct consequence of these amendments will be to expand the use of administrative

DID YOU KNOW?

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. This memorandum enables the sharing of innovative science and risk assessment methods and strengthens scientific cooperation between CFIA's laboratories and 11 French laboratories.

monetary penalties to all food as an enforcement response option.

For more information on anticipated regulatory changes over the next two years, including consultation opportunities, that CFIA intends to bring forward, please refer to CFIA's **forward regulatory plan**^{vi} web page. Please note that this plan is amended throughout the year as CFIA's regulatory environment develops and evolves.



Establishment-based Risk Assessment Model

CFIA plans to use results from its Comparative Risk Model (CRM) and Establishment-based Risk Assessment (ERA)model to inform risk oversight, and verification frequencies for food commodities. The ERA model uses data and a mathematical algorithm to assess the food safety risks of food establishments under CFIA jurisdiction. It takes into consideration food safety risks associated with a specific food commodity, operation or



manufacturing process, mitigation strategies implemented by the industry to control their food safety risks, as well as establishment compliance information. In contrast, the CRM is an analytical tool that uses data from external and internal sources to compare risks across foods commodities and other CFIA activities. CFIA also plans to integrate establishment data online collected through My CFIA to better understand clients and their business activities. Work is also underway to adapt the ERA Model for importers.



Standard Inspection Procedure and Compliance Verification System

The standard inspection procedure (SIP) represents a fundamental shift in our regulatory approach, with less emphasis on prescriptive-based requirements and more focus on safety outcomes. This will mean a stronger food safety system which enables industry to innovate and respond to emerging risks and developments. As such, CFIA will continue to roll out the standard inspection procedure to all food commodities and in particular to processed products, honey, maple, processed eggs and shell eggs in order to implement the *Safe*

DID YOU KNOW?

The standard inspection procedure^{vii} (SIP) is the common system-based inspection approach for conducting inspections of regulated parties. The SIP applies a consistent method of verification processes across the 3 business lines (food, animal health and plant health) in accordance with the integrated Agency Inspection Model (iAIM).

Food for Canadians Regulations in a timely and efficient manner.



CFIA has fully implemented the Compliance Verification System (CVS) updates for meat. As a next step, CFIA will integrate oversight of the meat and poultry sectors into the integrated agency inspection model and the standard inspection procedure, while maintaining a system that continues to facilitate international trade and market access.



Modernized Slaughter Inspection Program

A modernized slaughter inspection program moves traditional inspection to a more riskbased approach that enhances industry responsibility and an inspector's capacity to focus

on true areas of risks to food safety. In addition to creating efficiencies, this approach also aligns Canada better with trading partners which, in turn, supports market access and trade. In 2018–2019, the program was piloted in Alberta where the modernized inspection approach was tested for several months in hog establishments of different sizes with positive food safety results. Based on an evaluation of scientific data and performance indicators by Agency experts,



the pilot demonstrated the new inspection procedures resulted in equally effective or more effective food safety outcomes when it comes to program delivery. Over the next 12 to 18 months, CFIA will conduct additional pilots in establishments of varying sizes and operations to further validate this modernized inspection model.



Canadian Food Safety Information Network

CFIA plans to release the Canadian Food Safety Information Network platform and focus on onboarding, supporting, and developing the network with food safety partners. A strategy will be developed to engage with the food industry and academia to grow the network and a shared Pan-Canadian approach to federal, provincial and territorial food surveillance activities will be prepared.



Mobile Strategy

In support of consistent and efficient inspections, CFIA will be replacing ageing and older technology and devices with new smartphones, tablets and laptops. Field inspectors and their colleagues will experience better connectivity, collaboration and information sharing that will ultimately support them in their work. New devices, paired with the incremental adoption of the Digital Service Delivery Platform mobile inspection application, will help free inspectors from manual administrative tasks and enable the tracking and management of information digitally.

Mobile devices will be rolled out to inspectors in a gradual manner to ensure smooth operations while detecting and solving any issues that may be identified. CFIA will also continue to ensure the inspectorate has the necessary support to build and develop competencies and capacity to carry out inspection activities effectively and efficiently. This will be achieved through providing training and guidance as well as easier ways of collaborating through the rollout of new apps and tools.



Digital Services

Looking forward, CFIA will continue to explore the capabilities of our digital platform, My CFIA, and our National Service Centres in an effort to get information and guidance to our clients quickly, using mechanisms they can access anytime and from anywhere. Over the next three years, CFIA will enhance My CFIA by offering the following additional services:

DID YOU KNOW?

My CFIA allows registered users to get convenient and secure access to online services including managing and tracking service requests and requesting permissions such as licenses, permits, registrations and authorizations.

- Further rollout of the Certificate of Free Sale to commodities other than manufactured foods.
- Continue incremental rollout of export certificates.
- Continue to engage foreign trading partners to facilitate the electronic exchange of export certificates between governments.

- Transition to a streamlined, efficient, and digitally-supported process for export eligibility lists.
- Support staged client enrolment and issuance of food licenses.
- E-Billing availability.
- Import certification through the Canada Border Service Agency's Single Window Initiative.
- Continue to implement the inspection component of the digital platform for all inspections.

The food program transition to digital services will move us towards decommissioning legacy systems and reduce operational risk due to aging information technology infrastructure.



Global Leader

Over the next three years, CFIA will finalize and implement, in collaboration with other departments, Canada's Strategic Framework for Canada's participation in the Joint Food Standards Program of the Food and Agriculture Organization of the United Nations and the World Health Organization.

To address the risks associated with imported foods, CFIA uses a range of risk control measures to target inspection resources and verify compliance with Canadian requirements. CFIA's offshore food safety program is part of CFIA's broader pre-border risk management approach. By working with foreign competent authorities and industry, the offshore program enhances CFIA's capacity to identify and prevent risks from imported foods and proactively address food safety issues before they reach Canada. CFIA's offshore program activities include:

- Foreign Food Safety Systems Audits and Assessments
- Foreign Establishment Verifications
- Technical Assistance Activities

Departmental Result 2: Plant and animal resources are protected from diseases and pests and are safe for Canadians and the environment

Canadians want the health of our animals and plants safeguarded. To effectively and efficiently prevent and contain diseases and pests that affect plant and animal resource bases, CFIA must keep pace with the rapid rate of technological advancements and scientific breakthroughs, while maintaining reliable and relevant services for clients.

CFIA's activities to safeguard our plant and animal resource bases are integral to a safe and accessible and sustainable food supply, which enhances the health and well-being of the Canadian people, environment and the economy. CFIA is committed to directing resources allocated for animal and plant health to the initiatives, programs and activities that have the greatest impact on reducing risks. This means delivering services in an effective, results-oriented manner.

DID YOU KNOW?

Canada is recognized as a topperforming country for its veterinary services and as a leading example in meeting international standards, according to a comprehensive evaluation by the World Organisation for Animal Health (OIE)^{viii}.

Our plans to protect plant and animal resources from diseases and pests and ensure they are safe for Canadians and the environment for 2019–2020 include:

Modern Regulatory Integrated Risk Management

Consistent and Efficient Inspections Digital First Tools and Services

Global Leader



Regulatory Amendments

In Budget 2018, the Government of Canada committed to supporting innovation and business investment through a regulatory review and reform agenda. The goal is to make Canada's regulatory system more agile, transparent and responsive, enabling businesses to be more competitive and to exploit new opportunities. CFIA will work with key stakeholders, in particular industry, to identify other major issues and innovations that could influence our future, as CFIA moves towards an outcome-based regulatory system to protect the health of Canada's animals and plants.

CFIA will continue to align revised acts and regulations with the above goal in mind, move several proposed regulations through the federal regulatory approval process, develop the necessary training, tools and guidance, and keep employees, industry and other stakeholders aware of and ready for new requirements for:

• Livestock Identification and Traceability (*Health of Animals Regulations*)^{ix}: By requiring more complete and accurate traceability information, this regulatory proposal would enable a more effective and timely response to disease outbreaks, food safety issues, and would improve support for disease surveillance activities.

A traceability system contributes to food safety outcomes from a gate-to-plate perspective and would be compatible with livestock identification and movement reporting requirements adopted by provincial and territorial governments. This would ultimately have the effect of supporting market access.

- Zoning (*Health of Animals Regulations*)^x: In 2012, amendments to the *Health of Animals Act* gave the Minister the authority to use zoning as a tool to prevent the spread of terrestrial animal diseases from high-risk parts of the country. As zoning is an internationally recognized disease control strategy, its use also limits market disruption in areas that are not affected by the disease. Since 2012, CFIA has been working on making amendments to the *Health of Animals Regulations* to support the zoning authorities of the act. These amendments were pre-published in the *Canada Gazette*¹, Part I in January, 2018.
- Feeds^{xi}: The proposed modernized regulations represent a more robust risk-, system-and outcome-based framework (that includes hazard identification, preventive controls, traceability, increased record-keeping requirements and establishment licensing) that will enable CFIA to better understand and manage risks that feeds pose to public, animal and plant health and the environment. Proposed amendments would reduce overlap and redundancy, increase responsiveness to industry changes, and address gaps, weaknesses and inconsistencies. These amendments will also provide more clarity, flexibility and transparency to regulated parties. Additionally, it would introduce a strong, more transparent feed ingredient assessment and authorization process to support a safe and competitive feed supply chain.
- Hatcheryxii: The proposal would allow CFIA and the hatchery and supply flock (breeding) sector to keep pace with advances in science and technology, enable appropriate monitoring and controls for current, emerging and future pathogenic organisms of concern, and facilitate international trade. The proposed regulations would establish updated national requirements for hatcheries



that would minimize diseases in poultry hatcheries and supply flocks in Canada. Additionally, the amended regulations would incorporate by reference standards for the production and management of eggs and chicks sourced by hatcheries from supply flocks. These standards would extend the mitigation of disease and welfare risks up the supply chain, allowing Canada to promote the integrity of its hatchery industry with increased credibility for international trading.

¹ The *Canada Gazette* is the official newspaper of the Government of Canada. It publishes official notices, laws and regulations that govern the daily lives of Canadians as per legislated mandate. The *Canada Gazette* plays an important role in the Canadian regulatory and democratic process, as a consultation and information vehicle between the government and its citizens. Part I contains public notices, official appointments and proposed regulations from the Government. Part II contains enacted regulations, as well as statutory instruments and other documents, such as orders in council, orders and proclamations.

- Fertilizers^{xiii}: The proposed amendments would introduce a risk-based approach to regulatory intervention, and revise the scheme of exemptions from registration. This proposal supports aligning pre-market regulatory oversight with the risk profile of the product, and is expected to facilitate market access for safe and innovative fertilizers and supplements. The proposal would amend product definitions and compositional criteria of fertilizer and supplement materials, bringing these up to date with current science, industry trends and international norms. The proposed amendments were pre-published in *Canada Gazette* Part I in December 2018.
- Cross-border Transport
 Biosecurity Protocol (Health
 of Animals Regulations)xiv: This
 proposed regulatory amendment
 would mitigate the risk of disease
 introduction through contaminated
 livestock and poultry transport
 conveyances at all Canadian land
 border crossings or ports of entry and
 would include proposed amendments
 that are aligned with current science
 and industry practices.

DID YOU KNOW?

In support of imports, CFIA completes over 100 science advice and formal risk assessment documents and over 350 import permit evaluations each year to support domestic emergency response programs and plant commodity import requests.

CFIA partners with municipalities, provinces, and other Federal Government departments to deliver surveys for plant pests.

- Plant Breeders' Rights^{xv}: The proposed amendments to the *Plant Breeders' Rights Regulations* would improve accessibility to the intellectual property framework, support a self-sustaining funding model for program delivery, and encourage greater investment and innovation in Canada's agriculture, horticulture, and ornamental sectors.
- Seeds^{xvi}: These proposed amendments would modernize the *Seeds Regulations* as they apply to seeds imported, conditioned, stored, tested, labelled, exported and sold in Canada. The proposed amendments would reduce overlap and redundancy, increase responsiveness to industry changes, address gaps, weaknesses and inconsistencies, and provide clarity and flexibility to affected regulated parties.

As mentioned under Departmental Result #1, please refer to CFIA's forward regulatory plan^{vi} web page for more information on anticipated regulatory changes, including consultation opportunities, that CFIA intends to bring forward over the next two years.



Establishment-Based Risk Assessment

Building on the work completed on the establishment-based risk assessment model in the food program area, this tool has been adapted for the animal program area, beginning with the hatchery program, and is being followed by the feed program to implement a systematic, evidence-based approach to assess the level of risk associated with hatcheries and feed establishments.



Improved Ways of Doing Business

An effective regulatory system is one that achieves its objectives while being predictable, transparent and efficient. CFIA is making changes to its inspection system that will increase standardization and consistency. Additionally, CFIA is redesigning many of its programs to address the need to continuously innovate and improve our effectiveness and efficiency as a regulator so as to better safeguard animal and plant health.

CFIA strives to improve its ability to identify and address risks, prevent and contain diseases and pests that affect the animal and plant resource bases, and stay current with scientific breakthroughs and technological advancements. In 2019–20, CFIA plans to make the following improvements:

- Standard Inspection Procedure (SIP)
 - Begin the rollout of the standard inspection procedure across animal and plant business lines.
- Chronic Wasting Disease Program
 - Continue phasing in the program changes that were announced in 2017 working with provincial and territorial partners to complete development of, and implement enhancements to, the federal chronic wasting disease program.
- Equine Infectious Anemia Disease Control Program
 - ° Evaluate the information received during the consultation.
 - Complete design and implementation of a pilot project for a new approach to the equine infectious anemia disease control in Canada and assess results for further program changes.
 - ° Implement mandatory e-certification.



Digital Services

Similar to the digital services being developed and the legacy systems being decommissioned to support **Departmental Result #1** one for food, My CFIA will also support plant and animal activities.

- In 2019–20, the Agency will add the following services to My CFIA:
 - Incremental rollout of the export process and electronic certificates across the animal and plant commodities.

DID YOU KNOW?

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

DID YOU KNOW?

CFIA has been testing the "My CFIA" platform with frontline employees. Their feedback has been instrumental in helping uncover roadblocks that are being addressed before a wider rollout of the platform.

- Electronic billing.
- Import certification through the Canada Border Service Agency's Single Window Initiative.
- ° Rollout the inspection component of the digital platform for all inspections.
- Incremental rollout of pre-market permission applications to the Digital Service Delivery Platform.
- Begin decommissioning old electronic services that will be replaced by the Digital Service Delivery Platform.

The agency will also launch a new platform to support emergency response to animal health, food safety, and plant health activities.



Global Leader

Canadians want the health of our animals and plants to be safeguarded. CFIA works with federal, provincial and territorial governments, industry, academia and other stakeholders who have a role in protecting animal and plant health to achieve the best outcomes possible. In 2019–20, CFIA will continue collaborative efforts to safeguard animal and plant health. These efforts include:

- Implementation of the Plant and Animal Health Strategyxvii, working in partnership through the Canadian Plant Health Council and the National Farmed Animal Health and Welfare Council.
- Ongoing monitoring and engagement
 with partners, within Canada and internationally, on preparedness planning to ensure
 appropriate measures are taken in preventing the introduction and spread of plant
 pests such as Asian gypsy moth and other invasive species, and animal diseases such as
 African swine fever in Canada.

DID YOU KNOW?

Did you know that the Canadian Plant Health Council was established in 2018 to bring government, industry and academia together to collaboratively take action according to the vision laid out by the Plant and Animal Health Strategy? This is a significant milestone for plant health in Canada as it will address priorities specific to the plant health sector, working together on preventive approaches and activities to protect forests, agriculture and other plants from pests, diseases and other risks.

Departmental Result 3: Canadian food, plants and animals and their associated products can be traded internationally

As a science-based regulator, CFIA advances Canadian trade interests while protecting the Canadian public and the environment from foreign and domestic pests, disease and food safety risks. CFIA's work not only safeguards the health of food, plant and animal resources, it also serves as the foundation for public trust beyond Canada's borders to maintain current market access and facilitate access to new markets for Canadian products.

Our plans to facilitate the international trade of Canadian food, plants and animals for 2019–2020 include:



The Government of Canada's Budget 2017 Innovation and Skills Plan^{xviii} committed to strengthening the economy through the agri-food sector (including fish and seafood products), and set a target: "to grow Canada's agri-food exports to at least \$75 billion annually by 2025."

To support the economic growth of Canada's agriculture and agri-food industry, CFIA's key priorities in the global arena will continue to focus on influencing international standards, pursuing fairness in trade practices, embracing the use of technology, and enhancing regulatory cooperation with competent authorities. To enable it to deliver on the Government of Canada and its own priorities, CFIA is developing its International Strategic Plan: Delivering on Government of Canada Priorities^{xix}. This plan is set to cover the 2019–25 timeframe.

Given that CFIA's domestic systems underpin foreign market access, our ability to ensure that CFIA has rigorous controls in place here at home for food safety and consumer protection, animal health and plant health directly impacts our ability to access export markets.

Access to foreign markets is enhanced when importing countries base their requirements on international standards and processes that are science-based. To that end, CFIA undertakes work in the international area that contributes to the development of international standards that are science- and risk-based, which in turn, facilitates the trade of agriculture and agri-food products. CFIA supports these objectives through trade negotiations and participation in international standard-setting bodies and international fora. CFIA's ability to influence the development of international standards helps lead to safer products and an improved flow of agricultural goods and forestry and aquatic animal products.

CFIA conducts a significant amount of work towards addressing scientifically unjustified sanitary and phytosanitary barriers to markets, along with regulatory cooperation across functional areas to mitigate risks associated with food safety, animal health, and plant health. Collaboration at international fora, such as the World Trade Organization, Codex Alimentarius Commission (Codex)xx, the World Organisation for Animal Health (OIE)viii, and the International Plant Protection Convention (IPPC)xxi, provides a key mechanism to advance science-based standards that enhance fairness and predictability in trade.

Looking forward, CFIA will continue to focus its efforts on building its reputation as a global leader to maintain current market access and facilitate access to new international markets. CFIA will continue to use strategic multilateral and bilateral opportunities to promote science-based and risk-based approaches to regulations and standards while working with other government departments to influence international approaches to regulating innovative products. CFIA's goal is to further harmonize systems for product approvals and to create greater market predictability.

International Standard Setting

CFIA carries out its mandate in accordance with Canada's rights and obligations, including those established by the World Trade Organization. Further, CFIA must remain at the forefront of international standards setting. CFIA actively engages in the activities of Codex Alimentarius Commission, the International Plant Protection Convention, and the OIE, also known as the "three sisters". Codex Alimentarius Commission, OIE and the International Plant Protection Convention are standard-setting bodies whose mandates are to work with member countries to harmonize international standards for food safety, plant and animal health, and to facilitate safe trade. It is essential that the Agency continues to actively engage in the activities of international standard setting bodies to ensure that international rules and standards are science-based and reflective of Canadian interests. Multilateral engagement is important to facilitating safe trade in food, animals and plant products.

In the international standard-setting space, CFIA's plans for the next three years include:

- Finalize and implement, in collaboration with other departments, Canada's Strategic Framework for participation in the Joint Food and Agriculture/World Health Organization Food Standards Program.
- Continue to actively engage in Codex Alimentarius and participate in its various committees to influence the development of food standards and continue to host and provide leadership on guidelines, practices, and ensuring fair trading practices.
- Continue to represent Canada and North America and provide positive leadership in all governance bodies of the International Plant Protection Convention.

- Provide leadership in the Regions of the Americas to increase participation in the standard-setting process and the appropriate implementation of World Organisation for Animal Health (OIE) standards.
- Provide input to finalize and adopt the 7th World OIE Strategic Plan: 2021–2025.
- Continue to actively engage and participate in the Canadian Animal Health Surveillance System (CAHSS), an industry-government collaboration. In particular, identify federally-held information sources useful to animal health surveillance and work towards providing access to CAHSS members and others.
- Continue to play a leadership role in the negotiation of Canada's free trade agreements to maintain current access and facilitate new access to markets.
- Continue to play a leadership role in advancing the work of the World Trade Organization Committee on Sanitary and Phytosanitary Measures in order to strengthen and promote a rules-based international trading system to both facilitate trade and preserve its ability to regulate in the public interest.
- Continue to engage with our foreign counterparts' competent authorities in developing and emerging countries through individual assistance activities, as well as in responding to requests to share information and lessons learned in areas such as regulatory modernization and the development of Canada's food safety system.

International regulatory cooperation and collaboration

International regulatory cooperation is a valuable tool for CFIA to achieve regulatory objectives, create efficiencies in resource allocation and to mitigate global and domestic risks to human, animal and plant health or life. These objectives are achieved through advocating for harmonized standards within the international regulatory framework, promoting and enhancing information sharing with international bodies and other countries, and by aligning regulatory systems and approaches with trading partners that also have advanced systems for food safety, plant and animal health. Collaboration and information sharing in the development of regulations or policies also promotes transfer of best practices and can help prevent the creation of unnecessary trade barriers or duplicative requirements. This in turn helps to facilitate trade and mitigate potential market access issues. Regulatory cooperation also includes work with international counterparts to build regulatory capacity or provide technical assistance, thus contributing to the improvement of international regulatory governance practices.

In the international regulatory cooperation and collaboration space, CFIA's plans for the next three years include:

 Canada and the European Union, through the Comprehensive Economic and Trade Agreement Sanitary and Phytosanitary Joint Management Committee, will continue to advance market access issues, identify areas for cooperation and build on strong collaboration.

- Collaborate with Global Affairs Canada, to deliver a capacity building program with Senegal to manage and scientifically regulate agricultural biotechnology and the development of a national seed testing capability and quality control plan towards the establishment of a seed reference herbarium for Senegal.
- Continue working with international plant partners, such as through participation in North American Plant Protection Organization (NAPPC), International Plant Protection Convention and Quadrilateral working groups and technical panels to mitigate global risks of specific plant pests and related pathways of introduction and spread.
- Continue working with international animal partners, such as the Animal Health Quadrilateral Group and the World Organisation for Animal Health (OIE) Regional Commission of the Americas.
- Work collaboratively with the United States through formal mechanisms such as the Canada-U.S. Regulatory Cooperation Council (RCC), as well as informally in areas where greater collaboration and alignment of regulatory systems, approaches, and activities would be beneficial and aimed at reducing regulatory burdens for industry while improving the safety and security of food and agricultural commodities on both sides of the border.

Market access support

CFIA will continue to work to gain, improve, and maintain market access for Canadian agriculture and agri-food products, in collaboration with other relevant government departments as well as Canadian industry. This work will be done through:

- Continued participation in international standards setting bodies.
- Engaging regulatory counterparts in negotiation of certification requirements that allows new and existing trade of Canadian goods to enter foreign markets without disruption.
- Maintaining and strengthening international confidence in Canada's domestic systems through robust risk mitigation controls.

Industry is focused on expanding and diversifying markets to stay competitive in the ever changing global environment. CFIA and Agriculture and Agri-food Canada work together to ensure that priorities are a balance of multiple variables, such as the relative ease with which new market access can be gained, restored, maintained, or expanded, as well as CFIA's understanding of trading partners' regulatory requirements and their willingness

DID YOU KNOW?

In support of exports, CFIA completes over 50 science advice and formal risk assessment documents each year on commodity exports ranging from canola to cherries. This supports Canadian companies that want to export their products to over 40 countries.

to negotiate on a scientific basis. As the competent authority in Canada for plant health, animal health, and food safety, CFIA plays a key role in advancing and resolving technical market access issues for products requiring CFIA regulatory oversight in order to be exported.

Experimentation

As a science-based regulator, innovation is vital as CFIA continues to test assumptions and experiment with new and novel approaches to existing and new problems. Through experimentation that spans across CFIA's core business and is supported by internal services, the Agency plans on improving policy design, process and implementation, streamlining services, and modifying internal business processes, all while delivering on its core mandate.

Equivalency Project

CFIA has initiated a project to compare international regulatory approaches for the evaluation and authorization of new animal feed ingredients and feed products in order to accept foreign authorizations. Through this work CFIA will be moving towards harmonizing regulations and minimizing the regulatory burden on regulated parties.

To assess how new feeds are authorized in different countries, a side-by-side comparison approach has been developed. In order to be considered for the process, a country's regulatory system had to meet three key criteria:

- The country had a pre-market authorization regulatory system.
- Feed products must have been evaluated and authorized by a governmental body.
- The authorization met the same endpoints as Canada for animal, human and environmental safety, and product effectiveness.

CFIA is working with two familiar jurisdictions: the United States Food and Drug Administration's Center for Veterinary Medicine (CVM) and the European Commission through the European Food Safety Authority (EFSA).

It is expected that if a country's system is found to be equivalent, this could result in the acceptance in Canada of a product that has obtained a foreign approval, making Canada the first country to accept a foreign approval for animal feed.

The first stage of the project, involving a detailed review of both country's regulatory system and requirements, is complete. The data analysis is now being validated with the two jurisdictions and Health Canada and communication material will be developed to provide industry with the new mechanism for submitting the data.

Canadian Plant Health Network

Through the Canadian Safety and Security Program, CFIA is in the process of elaborating a network of plant health experts to foster better communication to address emergencies and resolve collective challenges by providing more rapid access to specialised knowledge and expertise. The project is an initiative under the Plant and Animal Health Strategy endorsed by Canada's federal, provincial and territorial ministers in July 2016 and 2017,

respectively. Through partnerships with subject matter experts from provinces, territories, other federal departments and academia, mechanisms for information sharing and determining the readiness of project partners to adopt a data exchange system have been investigated. This project will strengthen Canada's One Health concept, by laying the ground work to develop and implement a plant health 'network of networks'.



Convert Kiln Dried Hardwood Lumber Certification Program to an Alternative Service Delivery Model

CFIA currently conducts thousands of inspections annually to certify exports of kiln dried hardwood lumber for about forty exporting establishments. CFIA has successfully negotiated the use of alternative service delivery models for specific wood export, and is looking into transitioning the on-demand inspection program for certifying the phytosanitary exports of kiln dried hardwood lumber to an audit based system.



CFIA has buy-in from industry and foreign partners to ensure success of this project proposal. CFIA already has legislation and legal arrangements in place with three alternative service delivery organizations to maintain oversight of facilities registered under the heat treatment program for softwood. CFIA in turn audits the alternate service providers. The cost of this audit approach is much less than the cost of direct product inspection. Several key national

plant protection organizations (e.g. the European Union and Malaysia) currently accept certification of softwood from Canada using this approach. Certification of softwood under the heat treatment program would serve as a model for success for certification of kiln-dried hardwood using a similar approach.

Innovation and Design

CFIA supports consultation and fosters partnerships with stakeholders, experts, universities, and organizations to provide high quality and ethical innovation. Through a newly created design team, CFIA developed an idea zone (i-Zone) which provides a space where employees can experiment with and harness the power of creative thinking, challenge the status quo, and think outside the box while supporting the evolution of the Agency in building for the future and promoting innovation.

Based on employee engagement, the Agency will focus on "hot spots", which are a collaborative design approach, that leverages team diversity, to rapidly test an idea where the outcome and/or expected result is not known, and ensure that it makes sense in the Agency's operating environment.

The following hot spots are currently underway:

People First Hot spot:

- Seeks to create a "playbook" for a new approach to creating opportunities in areas where resource reallocation in a conventional manner is not effective or practical.
- The hot spot will use the modernized slaughter inspection program in hog as one transformative undertaking as a baseline for feasibility.

Hot spot for Leveraging Data Science to Predict Non-Compliance in Wood Packaging Material:

- In collaboration with the Canada Border Services Agency, a decision-support tool
 using machine learning principles is being developed to guide targeted inspection of
 import packaging materials.
- Lessons learned from this hot-spot will be applied to other oversight activities in the Agency to help guide risk-informed allocation of resources.

Mobility Hot spot:

 Develop a holistic look at the impact of integrating technologies and tools on security, privacy, data management, legacy systems, people management and the Agency's culture for the purpose of mapping and prioritizing how to make positive and incremental change.

In addition, as part of the Innovative Solutions Canada program, the Agency has earmarked \$1.3 million to support the creation of innovative solutions through experimentation. Three challenges (two on detecting plant pests and one on detecting marine biotoxins in shellfish) were posted online whereby Canadian small businesses were able to submit proposals. Successful applicants will be funded this fiscal year to develop their innovative solutions.

New Technologies

CFIA will embrace new technologies to further its business intelligence. For example, CFIA will partner with Innovation, Science and Economic Development Canada and the Blockchain Research Institute on a case study to understand this technology and its implications on the agriculture and agri-food industry, given that blockchain has huge potentials for tracing long and complicated supply chains.

Gender-based analysis plus (GBA+) and CFIA

The Canadian Food Inspection Agency is committed to ensuring gender impacts are meaningfully incorporated in its decision-making. As part of this commitment, CFIA regularly considers the factors in gender-based analysis plus (GBA+) when administering its food safety, animal and plant health programs and services. As a science and risk-based regulator, CFIA also identifies risks to potentially vulnerable populations to incorporate mitigating measures into its programs and services.

In 2018, CFIA adopted a strategic action plan to strengthen the implementation of GBA+ in its policies, programs, regulations and services. The multi-year action plan (2018–2020) builds on the core elements of a GBA+ framework to ensure programs and policy initiatives use a GBA+ lens to better address the diverse needs of Canadians, while supporting Gender Results Framework priorities such as equality, full participation in the economy and a harassment-free workplace.

CFIA works closely with its Health and Agriculture Portfolio partners to promote GBA+ awareness and ensure its application in developing and administering programs, policies, regulations and services. For example, CFIA works in partnership with Health Canada and the Public Health Agency of Canada to support GBA+ assessments when mitigating human health risks associated with specific foods in specific populations such as children, the elderly, and pregnant women.

As well, CFIA works closely with Agriculture and Agri-Food Canada to support a diverse and representative workforce that has the skills and expertise to address challenges in the agricultural sector. For example, CFIA liaises with veterinary colleges to ensure that gender diverse participants have the training required for careers in large animal practices, which is a much needed expertise required in the sector.

For more information on Gender-based analysis plus (GBA+) and CFIA, see the "Additional Information" section of this report on the Canadian Food Inspection Agency's website.

Planned Results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2015–16 Actual results	2016–17 Actual results	2017–18 Actual results
Food sold in Canada is safe and accurately represented to Canadians.	Percentage of food businesses that comply with federal rules.	95%	March 31, 2020	Not applicable ²	Not applicable ²	Not applicable ²
	Percentage of Public Warnings for high risk food recalls that are issued within 24 hours of a recall decision	95%	March 31, 2020	100%	100%	100%
Plant and animal resources are protected from diseases and pests and are safe for	Number of harmful foreign plant pests that have entered and established themselves in Canada.	0	March 31, 2020	0	1	0
Canadians and the environment.	Percentage of domestic seed, fertilizer, and new or modified plant varieties and products that comply with Canadian regulations and international agreements	95%	March 31, 2020	96.16%	93.2%	90.7%
	Percentage of inspected loads of live animals that comply with federal humane transportation requirements.	95%	March 31, 2020	98.34%	98.53%	98.9%
	Number of cases of animal diseases that affect human and/ or animal health that have entered into Canada.	0	March 31, 2020	0	0	0

² The methodology used to measure this indicator is new. As a result, trending data before 2018–19 is not available.

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2015–16 Actual results	2016–17 Actual results	2017–18 Actual results
Canadian food, plants and animals and their associated products can be traded internationally.	Number of shipments of Canadian goods that are rejected at foreign borders because they do not meet their import requirements.	To be established in 2019–20 ³	March 31, 2020	Not applicable ²	Not applicable ²	Not applicable ²

Budgetary financial resources (dollars)

2019–20	2019–20	2020–21	2021–22	
Main Estimates	Planned spending	Planned spending	Planned spending	
537,142,804	537,142,804	531,134,043	526,745,166	

Human resources (full-time equivalents)

2019–20	2020–21	2021–22
Planned full-time	Planned full-time	Planned full-time
equivalents	equivalents	equivalents
4,702	4,702	4,604

Reductions in planned spending and FTEs are anticipated in 2020–21 and 2021–22 and are mainly due to the sunsetting of various initiatives and projects.

Financial, human resources and performance information for the Canadian Food Inspection Agency's Program Inventory is available in the GC InfoBase.xxii

² The methodology used to measure this indicator is new. As a result, trending data before 2018–19 is not available.

³ CFIA is currently testing the indicator methodology. Once the testing is complete, the methodology will be applied to the 2017–18 data to establish a baseline and analyze the 2018–19 data to establish a target. Target to be confirmed in 2019–20.

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 services that support program delivery in the organization, regardless of the Internal Services delivery model in a department. These services are:

- Management and Oversight Services
- Communications Services
- Legal Services
- Human Resources Management Services
- Financial Management Services
- Information Management Services
- Information Technology Services
- Real Property Management Services
- Materiel Management Services
- Acquisition Management Services

Budgetary financial resources (dollars)

2019–20	2019–20	2020–21	2021–22	
Main Estimates	Planned spending	Planned spending	Planned spending	
138,638,594	138,638,594	138,236,751	135,309,065	

Human resources (full-time equivalents)

2019–20	2020–21	2021–22
Planned full-time	Planned full-time	Planned full-time
equivalents	equivalents	equivalents
940	940	940

Reductions in planned spending are anticipated in 2020–21 and 2021–22 are mainly due to the sunsetting of various initiatives and projects.

Planning highlights

CFIA will continue its focus on supporting its employees and achieving its departmental results to strengthen its core responsibility so as to serve Canadians in the most effective and efficient manner possible. Our plans for 2019–20 include:

Enhancing Open and Transparent Government

CFIA's transparency agenda continues to evolve to meet growing public expectations for increased openness and transparency since it was initiated in 2011. In 2019–20, the Agency will begin to further expand its existing transparency practices as part of working toward its goal of making its programs and services 'open by design'.

In support of this goal and to help respond to stakeholder feedback received during consultation on the next stage of its transparency agenda in 2018, CFIA will continue implementing its revised openness and transparency framework and policy.

CFIA will also continue to advance its openness and transparency agenda, which in addition to consultation feedback received will consider the transparency practices of domestic and international regulatory counterparts, and the need to balance diverse stakeholder needs while maintaining the Agency's regulatory independence.

DID YOU KNOW?

CFIA is one of many Science Based Departments and Agencies involved in the Government of Canada's Federal Science and Technology Infrastructure Initiative (FSTII). Consistent with the new vision for science, CFIA will work with other government departments to implement the initiative that will enable world-class science through renewed infrastructure. Supported by a significant new investment of \$2.8B in Budget 2018, Phase 1 will address infrastructure in poor and critical condition while maintaining the pursuit of science excellence, leadership in accessibility, and environmental sustainability as important drivers.

Human Resources

The Clerk of the Privy Council outlined objectives in three key areas for the public service in his Twenty-Fifth Annual Report to the Prime Minister^{xxiii}. The first one is to achieve a public service that is representative of the Canadians CFIA serves and that makes full use of its talent. The second is to remain committed to the mental health and well-being of our workforce, including by addressing harassment and discrimination. And the last one is to support our capacity to deliver by ensuring public servants have the right tools, processes and organizational structures to do their jobs.

CFIA will pursue a number of initiatives in 2019–2020 that will contribute to these objectives:

• Continue to implement the Agency's healthy workplace strategy, working with our bargaining agents, to ensure that CFIA maintains a deliberate focus on the wellness and well-being of our employees.

- Continue efforts to: modernize and strengthen core human resource service delivery including staffing and recruitment; recruit talented people who want to make a difference to the health and safety of all Canadians and Canada's plant and animal resource bases, with special concentration on veterinarians, scientists and employment equity groups; and maintain student recruitment as a priority, with a special focus on indigenous students and students with disabilities.
- Provide ongoing communication and support for the performance excellence program and the public service performance management applications.

Information Management/Information Technology

My CFIA is an online entry point that allows people who do business with the Agency to request, manage and track permissions such as licenses, permits, registrations and export certificates by signing up for a secure online account. My CFIA is supported by the Digital Service Delivery Platform. This platform gives Agency staff the ability to manage certain permission and export certificate requests and analyze data and track changes. It will also allow inspectors to capture and report their inspection findings as the platform continues to rollout.

Enhancing Project Management

CFIA continues to mature its project management capabilities through the development of portfolio and program management practices and standards. In 2019–20 CFIA will:

 Complete the development, and initiate the implementation, of a program management framework in support of CFIA capital investment.



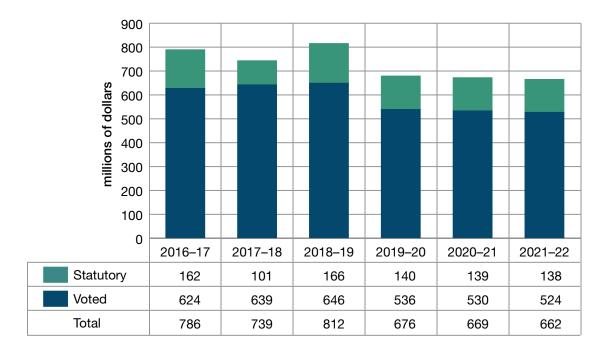
- Continue to improve project monitoring, reporting and oversight through: the adoption of new tools to support enhanced data collection and integrity; continued efforts to augment organizational project management capacity through competency development initiatives; and refining existing frameworks to adopt a risk-based approach to project oversight and governance.
- Implement 2018–19 lessons learned from the Project Management Career
 Development Program to help identify areas that have worked well and areas where
 opportunities for improvement exist in order to continually mature the Project
 Management Career Development Program project management within CFIA.

Spending and human resources

The tables and graph presented in this section reflect CFIA's historical spending and full-time equivalents (FTEs) from 2016–17 to 2017–18, forecasted spending and FTEs for 2018–19, and planned spending and FTEs for the next three fiscal years (2019–20 to 2021–22). Planned spending and FTEs exclude funding extensions that the Agency plans to pursue, which are subject to government decisions to extend, enhance or reduce. 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 budget authorities.

Planned spending

Departmental spending trend graph



Budgetary planning summary for Core Responsibility and Internal Services (dollars)

Core Responsibilities and Internal Services	2016–17 Expenditures	2017–18 Expenditures	2018–19 Forecast spending	2019–20 Main Estimates	2019–20 Planned spending	2020–21 Planned spending	2021–22 Planned spending
Safe food and healthy plants and animals	652,479,904	600,782,338	662,969,466	537,142,804	537,142,804	531,134,043	526,745,166
Subtotal	652,479,904	600,782,338	662,969,466	537,142,804	537,142,804	531,134,043	526,745,166
Internal Services	133,431,956	138,235,246	149,138,207	138,638,594	138,638,594	138,236,751	135,309,065
Total	785,911,860	739,017,584	812,107,673	675,781,398	675,781,398	669,370,794	662,054,231

Planned human resources

Human resources planning summary for Core Responsibility and Internal Services (full-time equivalents)

Core Responsibilities and Internal Services	2016–17 Actual full-time equivalents	2017–18 Actual full-time equivalents	2018–19 Forecast full-time equivalents	2019–20 Planned full-time equivalents	2020–21 Planned full-time equivalents	2021–22 Planned full-time equivalents
Safe food and healthy plants and animals	5,185	5,291	5,139	4,702	4,702	4,604
Subtotal	5,185	5,291	5,139	4,702	4,702	4,604
Internal Services	916	980	982	940	940	940
Total	6,101	6,271	6,122	5,642	5,642	5,544

In 2019–20, planned spending and FTEs decrease compared to the previous year's forecast primarily due to: one-time pay disbursements related to the collective agreements in 2018–19 and the sunsetting of funding for various initiatives and projects. When including anticipated renewal of sunsetting resources, Agency spending and FTE utilization is forecasted to be more stable.

The forecast results for fiscal year 2018–19 and planned results for fiscal year 2019–20 significantly differ. The difference noted in the expenses is mainly explained by the disbursement of ratified collective agreements for fiscal year 2018–19 and the sunsetting of funding for various initiatives and projects.

Further decreases in planned spending and FTEs are anticipated in 2020–21 and 2021–22 and are mainly due to the sunsetting of various initiatives and projects.

Estimates by vote

Information on the Canadian Food Inspection Agency's organizational appropriations is available in the 2019–20 Main Estimates. **xxiv**

Future-Oriented Condensed Statement of Operations

The Future-Oriented Condensed Statement of Operations^{xxv} provides a general overview of the Canadian Food Inspection Agency's operations. The forecast of financial information on expenses and revenues is prepared on an accrual accounting basis to strengthen accountability and to improve transparency and financial management.

Because the Future-Oriented Condensed Statement of Operations^{xxv} is prepared on an accrual accounting basis, and the forecast and planned spending amounts presented in other sections of the Departmental Plan are prepared on an expenditure basis, amounts may differ.

A more detailed Future-Oriented Statement of Operations^{xxv} and associated notes, including a reconciliation of the net cost of operations to the requested authorities, are available on the Canadian Food Inspection Agency's website^{xxv}.

Future-Oriented Condensed Statement of Operations for the year ended March 31, 2020 (dollars)

Financial information	2018–19 Forecast results	2019–20 Planned results	Difference (2019–20 Planned results minus 2018–19 Forecast results)
Total expenses	877,428,000	831,225,000	(46,203,000)
Total revenues	55,719,000	53,771,000	(1,948,000)
Net cost of operations before government funding and transfers	821,709,000	777,454,000	(44,255,000)

The forecast results for fiscal year 2018–19 and planned results for fiscal year 2019–20 differ slightly. The difference noted in the expenses is mainly explained by the retroactive collective agreement payments included in 2018–19 forecast results as well as the sunsetting of funding for initiatives and projects in 2019–20. The Electronic Services Delivery Platform (ESDP) and the Federal Infrastructure Initiative (FII) are forecasted to reach completion this fiscal year; resulting in a modest decrease in expenses for 2019–20.

Additional information

Corporate information

Organizational profile

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

Institutional head: Siddika Mithani (President)

Ministerial portfolio: Health

Enabling instrument(s):

CFIA Wide

- Canadian Food Inspection Agency Actxxvi
- Agriculture and Agri-Food Administrative Monetary Penalties Act xxvii

Food Safety

- Food and Drugs Actxxviii (as it relates to food)
- Safe Food for Canadians Act xxix (SFCA) (Replaces the following):
 - · Canada Agricultural Products Actxxx
 - · Consumer Packaging and Labelling Actxxxi (as it relates to food)
 - Fish Inspection Act xxxii
 - Meat Inspection Act xxxiii

Plant and Animal Health

• *Agricultural Growth Act* xxxiv (*Agricultural Growth Act* with the exception of subsection 53 (1))

Plant

- Fertilizers Actxxxv
- Plant Breeders' Rights Act xxxvi
- Plant Protection Act xxxvii
- Seeds Act xxxviii

Animal Health

- Health of Animals Act xxxix
- Feeds Act^{xl}

Year of Incorporation / Commencement: 1997

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

"Raison d'être, mandate and role: who CFIA is and what CFIA does" is available on the Canadian Food Inspection Agency's website xli .

Reporting framework

The Canadian Food Inspection Agency's Departmental Results Framework and Program Inventory of record for 2019–20 are shown below.

		20 are shown below.		
Departmental Results Framework	Core Responsibility: Safe food and healthy plants and animals			
	Departmental Result 1: Food sold in Canada is safe and accurately	Percentage of food businesses that comply with federal rules		
	represented to Canadians	Percentage of Public Warnings for high risk food recalls that are issued within 24 hours of a recall decision		
	Departmental Result 2: Plant and animal	Number of harmful foreign pests that have entered and established themselves in Canada		
	resources are protected from diseases and pests and are safe for Canadians and the environment	Percentage of domestic seed, fertilizer, and new or modified plant varieties and products that comply with Canadian regulations and international agreements	n Slenra	
		Percentage of inspected loads of live animals that comply with federal humane transportation requirements		
		Number of cases of animal diseases that affect human and/or animal health that have entered into Canada		
	Departmental Result 3: Canadian food, plants and animals and their associated products can be traded internationally	Number of shipments of Canadian goods that are rejected at foreign borders because they do not meet their import requirements		
Program Inventory	Setting Rules for Food Safety and Consumer			
	Food Safety and Consumer Protection Compliance Promotion			
	Monitoring and Enforcement for Food Safety and Consumer Protection			
	Permissions for Food Products			
	Setting Rules for Plant Health			
	Plant Health Compliance Promotion			
	Monitoring and Enforcement for Plant Health			
	Permissions for Plant Products			
	Setting Rules for Animal Health			
	Animal Health Compliance Promotion			
	Monitoring and Enforcement for Animal Health			
	Permissions for Animal Products			
	International Standard Setting			
	International Regulatory Cooperation and Science Collaboration			
	International Market Access Support			

Supporting information on the Program Inventory

Supporting information on planned expenditures, human resources, and results related to the Canadian Food Inspection Agency's Program Inventory is available in the GC InfoBase^{xxii}.

Supplementary information tables

The following supplementary information tables are available on the Canadian Food Inspection Agency's website^{xlii}:

- Departmental Sustainable Development Strategy
- Details on transfer payment programs of \$5 million or more
- Disclosure of transfer payment programs under \$5 million
- Gender-based analysis plus

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**. **Iiii This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs, as well as evaluations, research papers and gender-based analysis. The tax measures presented in this report are the responsibility of the Minister of Finance.

Organizational contact information

Canadian Food Inspection Agency (CFIA)

1400 Merivale Road,

Ottawa, Ontario K1A 0Y9

Canada

Telephone: 1-800-442-2342 / 1-613-773-2342

Teletypewriter: 1-800-465-7735

Internet: www.inspection.gc.ca

Appendix: definitions

appropriation (crédit)

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

budgetary expenditures (dépenses budgétaires)

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

Core Responsibility (responsabilité essentielle)

An enduring function or role performed by a department. The intentions of the department with respect to a Core Responsibility are reflected in one or more related Departmental Results that the department seeks to contribute to or influence.

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 Result (résultat ministériel)

Any change that the department seeks to influence. A Departmental Result is often outside departments' immediate control, but it should be influenced by Program-level outcomes.

Departmental Result Indicator (indicateur de résultat ministériel)

A factor or variable that provides a valid and reliable means to measure or describe progress on a Departmental Result.

Departmental Results Framework (cadre ministériel des résultats)

The department's Core Responsibilities, Departmental Results and Departmental Result Indicators.

Departmental Results Report (rapport sur les résultats ministériels)

A report on the 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 process used to help identify the potential impacts of policies, programs and services on diverse groups of women, men and gender-diverse people. The "plus" acknowledges that GBA goes beyond sex and 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.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2019–20 Departmental Plan, government-wide priorities refers to 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.

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 Information Profile (profil de l'information sur le rendement)

The document that identifies the performance information for each program from the Program Inventory.

performance reporting (production de rapports sur le rendement)

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

phytosanitary measures (mesures phytosanitaires)

A phytosanitary measure is any measure applied for the protection of plant life or health.

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 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 Departmental Results.

Program (programme)

Individual or groups of services, activities or combinations thereof that are managed together within the department and focus on a specific set of outputs, outcomes or service levels.

Program Inventory (répertoire des programmes)

Identifies all of the department's programs and describes how resources are organized to contribute to the department's Core Responsibilities and Results.

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.

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.

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