



Canadian Food Inspection Agency
Departmental Plan
2022–23

The Honourable Jean-Yves Duclos, PC, MP
Minister of Health

For the period ending March 31, 2023



Canadian Food
Inspection Agency

Agence canadienne
d'inspection des aliments

Canada

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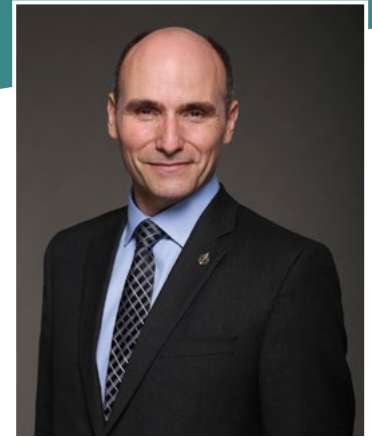
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Table of Contents

From the Minister	1
Plans at a glance	3
Core responsibility: Planned results and resources, and key risks	7
Safe food and healthy plants and animals	7
Departmental result 1: Food sold in Canada is safe and accurately represented to Canadians	8
Departmental result 2: Plant and animal resources are protected from diseases and pests and are safe for Canadians and the environment	11
Departmental result 3: Canadian food, plants and animals and their associated products can be traded internationally	17
Gender-based analysis plus	21
United Nations (UN) 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals	22
Experimentation	24
Key risks for core responsibility: Safe food and healthy plants and animals ..	27
Internal Services: planned results	33
Spending and human resources	39
Planned spending	39
Planned human resources	41
Estimates by vote	42
Future-oriented condensed statement of operations	42
Corporate information	43
Organizational profile	43
Raison d'être, mandate and role: who we are and what we do	44

Operating Context	45
Reporting framework	46
Supporting information on the program inventory	47
Supplementary information tables	49
Federal tax expenditures	51
Organizational contact information	53
Appendix: definitions	55
Endnotes	59



From the Minister

As the Minister of Health, I am pleased to present the Canadian Food Inspection Agency's (CFIA) *Departmental Plan* for 2022-23.

CFIA is a valued partner in the **Health Portfolio**.ⁱ Throughout the COVID-19 pandemic, CFIA continued to fulfill its mandate - and continues to do so - to safeguard Canada's food supply, to protect the health of plants and animals, and to support market access. In fact, the CFIA's important work is spotlighted in the *Message from the Interim Clerk on the 28th Annual Report to the Prime Minister on the Public Service of Canada*.ⁱⁱ

Canadians can have confidence that the food on their shelves is safe thanks to the CFIA's ongoing efforts to improve measures to verify the safety of domestic and imported food. In terms of market access, the CFIA supports Government of Canada trade priorities, strengthening relationships with international partners and stakeholders and working to gain, maintain and expand market access, which enhances our economy.

Canadians care about what they eat and making healthy food choices. The CFIA is committed to supporting Health Canada in its work under the Healthy Eating Strategy to finalize front-of-package labelling and restrictions on the commercial marketing of food and beverages to children. The Agency is championing food safety and consumer protection initiatives such as combatting food fraud - an issue that can impact consumer trust. Food fraud can introduce health risks when Canadians do not have accurate information about what is in their food.

With the ever-increasing impacts of climate change, managing the risks to plant and animal health will become even more challenging. The CFIA is proactively assessing these risks and will recommend a course of action under the National Adaptation Strategy that the federal government has prioritized.

To protect animal health, the CFIA continues to work to prevent foreign animal diseases from entering Canada. At the same time, the Agency is prepared to help contain animal disease outbreaks should they occur. Notably, African swine fever (ASF) - which as of this writing has never been detected in Canada - continues to be on the CFIA's radar. The CFIA is working collaboratively with Agriculture and Agri-Food Canada to execute

the Pan-Canadian Action Plan for ASF, a federal, provincial, territorial and industry effort to coordinate and prioritize ASF-related prevention and preparedness work across the country.

CFIA veterinarians are on the forefront of advocating for the prudent use of antimicrobial drugs in livestock animals to prevent antimicrobial resistance (AMR). AMR is complex and evolving, occurring in every country around the world. It is the reason why antibiotics are increasingly less effective in treating infections in both humans and animals. The CFIA is working with federal partners, including Health Canada and the Public Health Agency of Canada, to facilitate access to innovative alternatives to using antimicrobials in livestock production in an effort to keep animals healthy and reduce the need for antimicrobials in animal feed. The CFIA will also move forward with plans to increase information sharing with other countries as part of a global One Health effort to fight AMR.

Preventing and controlling the introduction of plant pests and invasive species in Canada continues to be a priority for the CFIA. The Agency works to protect plants – essential to the health of Canadians, our environment, our climate and the global economy – through domestic plant protection measures to limit the introduction and spread of invasive insects and other plant pests.

New technologies and digital business solutions help the CFIA deliver new and better services to Canadians. The CFIA will advance its digital service offering, working to add services to My CFIA – CFIA's online platform – to help industry keep pace with the speed of commerce.

As the CFIA delivers on its important programs, the Agency recognizes the importance of diversity and inclusion. In response to the *Clerk's Call to Action on Anti-Racism, Equity and Inclusion in the Federal Public Service*,ⁱⁱⁱ the CFIA's leaders are demonstrating their commitment to fostering a diverse and inclusive environment by expanding their own knowledge, taking accountability and leveraging opportunities to expand awareness and healthy discussion among employees.

The CFIA will mark two important anniversaries this year. January 2022 is the third anniversary of the *Safe Food for Canadians Regulations*.^{iv} These regulations make Canada's food system even safer by focusing on prevention of foodborne illnesses and allowing for faster removal of unsafe food from the marketplace.

Also in 2022, the CFIA will be celebrating its 25th anniversary. The CFIA is to be congratulated on its silver anniversary and the work the CFIA's dedicated employees carry out every day to safeguard the health of Canadians, the environment and the economy.

The Honourable Jean-Yves Duclos, PC, MP
Minister of Health

Plans at a glance

Science is the driving force behind CFIA's mandate to:

- safeguard Canada's food supply to enhance the health and well-being of Canada's people;
- protect Canada's plant and animal resources from pests and diseases; and
- facilitate the international trade of food, plants, animals and related products.

CFIA's work enhances the health of Canada's people, the environment, and Canada's economy. To keep pace with the many changes in the domestic and global environment, CFIA will continue consulting with partners at home and abroad regarding its modernization of regulatory frameworks and service delivery models.

CFIA 2025: Building for the Future

Being adaptable and responsive to changes and evolving risks is crucial to the future success of CFIA. The Agency is laying out this groundwork by launching "*CFIA 2025: Building for the Future*" - a new framework that guides how CFIA will improve how it delivers its mandate. The two guiding principles - trusted partnerships and global leader - envision a future of open and transparent scientific information sharing, and pushing the frontier of food safety and plant and animal health in a way that encourages a science-based, globally competitive industry and removes roadblocks to market innovation. The four areas of focus are:

- **Agile regulations:** Creating an environment where regulations remain dynamic, transparent and responsive will allow businesses to act on new opportunities and become more competitive. In turn, CFIA will continue to be a predictive and preventive regulator as it carries out its compliance and enforcement roles, allowing regulated parties to embrace innovations while keeping their products safe for Canadians.

- **Intelligent oversight:** Identifying risks based on the latest science and dynamic intelligence will allow CFIA to better plan where and when its human resources and investments in tools can be best utilized. New scientific methods, state-of-the-art technologies and collaborative arrangements are critical to this endeavour.
- **Enabled workforce:** An enabled workforce has the modern, secure and reliable digital work tools, equipment, and training that it needs to conduct its work effectively and efficiently. It is diverse and inclusive, which is central to removing barriers, improving efficiency, enhancing teamwork, and encouraging creativity.
- **Stakeholder empowerment:** Through the introduction of MyCFIA, stakeholders are now able to accomplish more business online than ever before. With access to the information and tools they need via an electronic platform, Canadians and industry alike will be empowered to make informed choices, which will facilitate compliance with regulatory requirements.

Key planning highlights for 2022–23

In 2022–23, CFIA will:

- Combat antimicrobial resistance (AMR), in collaboration with Health Canada and the Public Health Agency of Canada as well as industry stakeholders, in order to maintain animal health and reduce the use of antimicrobials in livestock production, in order to prolong the effectiveness of the antimicrobials that are necessary to treat infections in humans and animals. This is a commitment in the [Minister of Health's mandate letter](#);^v
- Leverage Canada's new Bovine spongiform encephalopathy (BSE) negligible risk status from the World Animal Health Organization (OIE) to negotiate conditions that will enhance global market access for Canadian cattle and beef as well as digitize pertinent permissions in order to help maintain that status;
- Modernize and strengthen inspection programs by focussing on, for example, continuing the implementation of standardized inspection procedures in hog slaughter, targeting inspection resources through the application of establishment-based risk assessment models in new areas such as feed mills and rendering plants, and continuing to experiment with alternatives to traditional inspections in remote locations, such as conducting virtual inspections;
- Advance an ambitious regulatory agenda to support the continued modernization and strengthening of the regulatory framework in key priority areas, including animal feed, animal biosecurity standards, livestock traceability, plant protection, and food compositional standards;
- Increase the availability of reliable, accessible and secure inspections that are seamless and digitally enabled, including a focus on export certification and other permissions, as well as increasing the availability of easy-to-access information so that regulated parties can better understand regulatory requirements; and

- Lead and support collaborative efforts to address plant pests and animal diseases of concern by creating, for example, an online dashboard to track Chronic Wasting Disease in cervids, launching the Canadian Plant Health Information System, and promoting community science to enhance our knowledge on the location of wild pig populations, which could prove important should African Swine fever ever appear in Canada.

COVID-19 Response and Recovery

Since the onset of the COVID-19 pandemic, a risk-based approach was used to prioritize front-line services to enable the maximum delivery of CFIA front-line activities. All inspectors that were able to deliver on Agency priorities were fully dedicated to these tasks. Additional capacity was secured to ensure that food, plants and animals entering the Canadian food chain or destined for exportation meet the regulatory standards and expectations of trade partners.

In 2022-23, CFIA will continue to explore new ways to carry out regulatory activities including the use of innovative technology to enable virtual inspections. CFIA will also continue to adapt regulatory initiatives to reduce the administrative burden on industry and that further promote trade and commerce. As the pandemic continues to evolve it has reinforced the importance of prioritizing critical activities, such as meat inspection, food safety investigations and recalls, animal-disease investigations, laboratory testing and export certification.

As the world emerges from the pandemic, CFIA will continue to monitor impacts of disruptions and challenges for the agriculture and agrifood value chain and continue to work closely with Agriculture and Agri-food Canada, industry stakeholders, and provincial/territorial governments to do its part to both promote an ongoing safe supply of food and to maintain and increase market access for Canadian producers.

Climate Change

In 2022-23, CFIA will complete a preliminary climate change risk and vulnerability assessment that will identify adaptation priorities, and support **Canada's National Adaptation Strategy**^{vi} and strengthened climate plan - **A Healthy Environment and a Healthy Economy**.^{vii}

CFIA will also support the implementation of **Climate Science 2050**^{viii} - a national synthesis undertaken to better understand the breadth of climate change science and knowledge needs that exist in Canada - which will address knowledge gaps on how climate change may impact CFIA's mandate.

At the same time, CFIA has a responsibility and many opportunities to contribute to the Government of Canada's **Greening Government Strategy**^{ix} - a strategy where the objective is that the government will transition to net-zero carbon and climate-resilient

operations - while also reducing environmental impacts beyond carbon, including on waste, water, and biodiversity. CFIA has committed to concrete targets that will impact future investment plans and operational decisions related to its fleet as well as the construction, maintenance, and operation of CFIA real property, including laboratories.

CFIA recognizes the impact climate change has on every aspect of its mandate and activities, and its significance to Canada's plant and animal resource base as well to changes in the presence of related diseases and pests. As the urgency to combat climate change continues to be at the forefront of Government of Canada's priorities, CFIA recognizes that it has a significant role to play in terms of meeting federal goals and initiatives to support Canada on its way to becoming a resilient, carbon-neutral society.

Gender-based analysis plus

Gender-based analysis plus (GBA Plus) is an analytical tool used to assess how CFIA policies, legislation, regulations, programs, services and other initiatives can affect diverse groups. CFIA works with Health Canada and the Public Health Agency of Canada to support GBA Plus assessments when mitigating the health risks associated with specific foods for children, pregnant women, older adults and other populations. In 2022-23, CFIA will continue to incorporate GBA Plus analysis into its decision-making, uphold the **Procurement Strategy for Indigenous Business^x** - the Government of Canada's policy to support underrepresented Indigenous businesses with procurement opportunities - and continue to increase awareness through training and education activities.

Open and transparent government

To support open government, CFIA is promoting transparency by creating a list of its information systems to make publically available within a dedicated Data Asset Inventory System. The open government process and system has been enhanced to identify and publish datasets to the public, **Open.Canada.ca^{xi}** more efficiently and effectively. In 2022-23, CFIA will continue to align with **Canada's 5th National Action Plan on Open Government^{xii}** and the Government of Canada's **Digital Operations Strategic Plan: 2021-2024^{xiii}** enhance its Data Asset Inventory System, and meet requirements to have an established publishing target of its releasable high value datasets. CFIA will also be among the first departments and agencies to be assessed by TBS's new Data Maturity Model Assessment. This assessment provides a standard methodology to evaluate the effectiveness of a department's open government program. CFIA will use these results to increase its alignment with TBS's standards. Transparency initiatives help Canadians to make more informed decisions about food, plant and animal products.

For more information on CFIA's plans, priorities and planned results, see the "**Core responsibility: Planned results and resources, and key risks**" section of this report.

Core responsibility: Planned results and resources, and key risks

This section contains detailed information on CFIA's planned results and resources for its core responsibility - Safe food and healthy plants and animals. This section also contains information on key risks related to CFIA achieving those results.

Safe food and healthy plants and animals

Description

CFIA is dedicated to safeguarding food, plants, and animals, which enhances the health and well-being of Canada's people, the environment, and Canada's economy.

Planning highlights

The health and safety of Canadians is the driving force behind the design and development of CFIA programs. Through the delivery of its programs, CFIA administers and enforces regulations that aim to mitigate risks to consumers as well as to the health of Canada's plant and animal resources.

With industry, academia, consumers, federal partners and provincial, territorial and municipal organizations, CFIA works to protect Canadians from preventable health risks related to food and zoonotic diseases that affect animals and humans. CFIA works with industry and global partners to improve international standards, fair trade practices and regulatory cooperation to increase market access for Canadian products.

CFIA achieves its objectives by assessing and managing risk; implementing and enforcing regulations; developing and applying new scientific tools and processes; embracing innovation and technology; adopting and promoting science-based international standards; and, collaborating with stakeholders, as appropriate.

DEPARTMENTAL RESULT 1: Food sold in Canada is safe and accurately represented to Canadians

Description

Canada is recognized as having one of the strongest food safety systems in the world. CFIA designs and delivers programs to ensure that the food Canadians eat is safe, and that industry understands and follows sound rules to produce or import food that is safe and accurately labelled. CFIA's food safety programs aim to mitigate public health risks, prevent hazards in the food supply system and manage any food safety emergencies and incidents by working with industry and federal, provincial, territorial and international food safety partners.

Planning highlights

► Amendments to the *Food and Drug Regulations*

CFIA is proposing to incorporate by reference the food compositional standards in the *Food and Drug Regulations*^{xiv}. Incorporation by reference will create an agile framework, allowing food compositional standards to be maintained and updated in a transparent, timely and efficient manner. The regulations will become more responsive to changes in technology and consumer demand. CFIA expects to pre-publish the proposed regulations in the *Canada Gazette*, Part I, in fall 2022.

► Safe Food for Canadians Regulations

Recognizing the challenges facing some food businesses as result of the COVID-19 pandemic, CFIA has continued its efforts on compliance promotion related to the *Safe Food for Canadians Regulations*^{xv} (SFCR) within the manufactured food sector. In 2022-23, CFIA will shift its focus to engagement and education in order to support those manufactured food businesses that have already become licenced and to onboard additional sector stakeholders in complying with SFCR requirements.

► Food product innovation

Food product innovation supports economic recovery by streamlining and removing duplicative or outdated requirements for industry. This includes repealing labelling requirements which were previously commodity-specific; updating the definition of a test market food; repealing some standard container sizes; and, incorporating remaining standard container sizes and class names.

CFIA and Health Canada will continue to work closely to align any future labelling changes by coordinating coming-into-force timelines of other proposed regulatory initiatives in an effort to reduce the cumulative burden these changes can pose to industry.

► Establishment-based risk assessment (ERA) model for food

CFIA continues to integrate more information about fresh fruits and vegetables, manufactured foods, and imports into the ERA model for food. CFIA aims to further automate the use of the information from the ERA results to allocate inspection resources to higher-risk areas. In 2022-23, CFIA will continue to develop this tool to digitally integrate ERA risk results into operational planning in near real time.

► Modernized slaughter inspection program

CFIA is committed to modernizing its slaughter inspection programs in a step-wise fashion. CFIA started modernizing poultry inspection several years ago and hog inspection more recently, and is now undertaking initial explorations into modernizing beef inspection programs. The Modernized Slaughter Inspection Program (MSIP) focuses on CFIA fulfilling its role as a regulatory oversight body with industry as the regulated party; CFIA aligns resources with areas of greatest risks and benefits while industry takes all the appropriate steps to verify food safety and quality.

CFIA aims to implement MSIP-hog in remaining establishments by the end of the 2022-23 fiscal year. The successes and lessons learned from MSIP-hog will form the basis for modernizing CFIA's slaughter inspection program for beef.

► Food fraud

Food fraud can expose Canadians to health and safety risks. In addition, food fraud deceives consumers, damages market fairness, and shrinks confidence in the marketplace. In 2022-23, CFIA plans to leverage new technology and tools to further enhance its risk intelligence capacity. This enhancement will help CFIA continue to focus on high-risk commodities, verify industry compliance, and carry out enforcement actions as appropriate. CFIA will continue to work with Health Canada to develop new laboratory methods that detect food adulteration. CFIA will also collaborate with stakeholders – including other government departments – to tackle food fraud, strengthen international partnerships, and represent Canada at international forums for food fraud and food safety. CFIA will continue to raise awareness about food fraud and publish results of its surveillance work, including updates, on its [webpage dedicated to food fraud](#).^{xvi}

► **Technology-enhanced remote inspection**

The COVID-19 pandemic presented a set of circumstances for CFIA to be more innovative in delivering critical services using virtual techniques, such as remote audits and inspections. While travel restrictions are in place, CFIA will continue to use virtual techniques to support market access and safety of imported products where appropriate and needed. Exploratory testing of new technologies is ongoing. In 2022-23, CFIA will develop a more formal policy and plan for recommending and adopting specific technologies for practical application. This plan will be informed by feedback from internal and external participants - CFIA employees as well as industry - about its effectiveness, security of information, health and safety, and trade.

► **Offshore program activities**

CFIA collaborates with other countries' competent authorities and industry to help Canada's trading partners meet Canada's food safety standards and prevent unsafe food entering the marketplace. Through the offshore program, CFIA gathers information and data to better manage risks associated with imported foods.

In 2022-23, to address food safety risks at the source, CFIA will continue to conduct the following offshore program activities virtually, as appropriate:

- 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

Description

CFIA is mandated to protect Canada’s plant and animal resources from pests and diseases. CFIA’s plant and animal programs aim to prevent the incursion of foreign plant pests and animal diseases, and to contain plant pests and animal diseases should they enter Canada. In close collaboration with its North American and international partners, CFIA works within its mandate to mitigate risks to plant and animal resources. CFIA remains at the forefront of responding to a changing climate, rapid technological advancements, and scientific breakthroughs while ensuring its services remain reliable and relevant.

Planning highlights

► Regulatory amendments

Canada’s regulatory systems must adapt to keep pace with emerging threats, risks, and challenges and enable industry to make informed risk management choices. In 2022–23, CFIA plans to advance the following important regulatory proposals:

- **Feeds:** Amendments to modernize the *Feeds Regulations*^{xvii} would require feed operators to identify hazards and implement preventive controls and good manufacturing practices to address risks before they enter the food system or the environment. CFIA anticipates that the comments will be addressed and the final amendments published in the *Canada Gazette*, Part II, in winter 2023.
- **Seeds:** Proposed amendments would modernize the *Seeds Regulations*^{xviii} as they apply to seeds that are imported, conditioned, stored, tested, labelled, exported and sold in Canada. The proposed amendments would reduce any overlap or redundancy in the regulatory requirements, increase responsiveness to industry changes or practices, and provide clarity and flexibility to regulated parties. They are anticipated to be pre-published in the *Canada Gazette*, Part I, in fall 2024.
- **Plant Breeders’ Rights:** Proposed amendments to the *Plant Breeders’ Rights Regulations*^{xix} would improve accessibility to the intellectual property framework. These proposed regulatory amendments would encourage increased investment in plant breeding in Canada, while fostering greater accessibility to foreign seed varieties for farmers, and supporting a sustainable funding model for program delivery. Proposed amendments are anticipated to be pre-published in the *Canada Gazette*, Part I, in fall 2023.

Did you know?

CFIA remains committed to shifting from traditional prescriptive regulations to more preventive and outcome-based regulations that can adapt, as appropriate, to a dynamic environment.

- **Livestock identification and traceability (*Health of Animals Regulations*):** By introducing additional requirements to the *Health of Animals Regulations*^{xx} to include more complete and accurate traceability information, the proposed amendments would enable a more effective and timely response to disease outbreaks and food safety issues. The additional identification and traceability requirements would also improve support for disease surveillance activities. CFIA anticipates that the proposed amendments will be pre-published in the *Canada Gazette*, Part I, in spring 2022.
- **Cross-border transport biosecurity protocol (*Health of Animals Regulations*):** Proposed regulatory amendments would be more flexible so that vehicles may be cleaned and disinfected in Canada provided that they are registered in an approved third-party program. CFIA anticipates that the final regulations will be published in the *Canada Gazette*, Part II, in fall 2022.
- **Hatchery:** New regulations propose that hatcheries and their supply flocks implement and use preventive control plans. These plans will decrease the risk of introducing and transmitting animal and human diseases. CFIA anticipates that the final regulatory amendments will be published in *Canada Gazette*, Part II in spring 2022. Following this, Amendments to the *Agriculture and Agri-Food Administrative Monetary Penalties Regulations*,^{xxi} which are anticipated to be published a year later, will introduce administrative monetary penalties for failure to comply with certain requirements of the new *Hatchery Regulations*.^{xxii}

► Establishment-based risk assessment models – hatcheries, feed mills, renderers

In 2022–23, CFIA will develop the Information Management and Information Technology (IMIT) Solution so that ERA model risk results for hatcheries are digitally integrated into planning efforts. The IMIT Solution will support near real-time application of the model results, contributing to CFIA's efficiency and responsiveness to food safety risks.

CFIA will plan and initiate the implementation of the ERA model for feed mills and complete the development and performance assessment of the ERA model for renderers. By assessing both animal health and food safety risks associated with feed establishments, these models will help CFIA design programs, prioritize inspection activities, and manage resources according to risk. This approach will contribute to feed safety and protect the animal industry and the food chain.

➤ Antimicrobial resistance

In 2022–23, CFIA will continue working with domestic and international partners, other federal government departments, provincial and territorial governments, and industry stakeholders with a One Health lens to address the serious and growing public health threat of Antimicrobial resistance (AMR). Specifically, CFIA will continue to work with Health Canada and industry on Antimicrobial Use (AMU) Stewardship, a key pillar of the **pan-Canadian Framework for Action to Tackle AMR**,^{xxiii} in order to:

- promote animal health
- reduce the use of antimicrobials in livestock production by improving access to veterinary biologics and innovative feed products
- add veterinary health products to livestock feed

➤ African swine fever

African swine fever (ASF) is a disease that can affect both domestic pigs and invasive wild pigs. Detection of ASF in Canada could have significant consequences for domestic Canada's pork industry and the business sectors supporting it. Federal, provincial, territorial and industry stakeholders' work together to maintain a robust pan-Canadian action plan. In 2022–23, CFIA will:

- continue establishing zoning arrangements with international trading partners
- continue efforts to establish a voluntary National Compartmentalization Program with industry
- contribute to a national eradication strategy for wild pigs, to mitigate the risk of ASF spreading to domestic pigs
- refine CFIA's response plan should ASF be detected in the wild pig population

Did you know?

With Budget 2021, the Government of Canada invested \$7.5 million over five years and \$800,000 ongoing for CFIA activities supporting Antimicrobial Use Stewardship.

Did you know?

The Canadian pork industry comprises 7,650 farms and 26 federal processing facilities which creates about 100,000 jobs, and contributes \$28 billion to the economy each year. Through preparation and mitigation where needed, CFIA works to keep potential disease outbreaks – such as African swine fever – out of Canada.

CFIA has led activities to prevent, prepare for, and manage the risk of introducing ASF into Canada by air travellers. Assessing potential pathways through which ASF could be introduced and identifying measures to mitigate these pathways is a key activity for CFIA. Several studies have shown that understanding the correlation between the movement of air passengers and contraband pork products would provide additional knowledge to improve biosecurity at Canada's borders. In 2022-23, CFIA will work on a mathematical model to better understand, and therefore be able to better mitigate, the risks posed by inadvertently and illegally imported pork products by air travellers.

► **Community Science**

Community science, which encourages the public to join scientific professionals in addressing scientific issues, represents a new fundamental component of robust and integrated surveillance and disease response programs. In 2022-23, CFIA will expand its community science efforts by collaborating with the Canadian Wildlife Health Cooperative to develop a process by which community members can report wild pig sightings. Wild pigs are potential carriers of ASF and can be challenging to locate - CFIA anticipates developing new diagnostic tools to support surveillance and response activities. Improved knowledge of their numbers and movements will allow CFIA to better assess and mitigate the potential role of wild pigs in ASF transmission within farmed and wild populations.

► **Potato Wart Long Term Management Plan**

In 2022-23, CFIA will continue revising the Potato Wart Long Term Management Plan and modernize its approach to potato wart detections outside of the province of Newfoundland and Labrador. This work will continue in cooperation with the province of Prince Edward Island and potato sector stakeholders.

CFIA will implement new approaches to potato wart management to maintain enhanced risk mitigation measures for pest movement within Canada and to support exports. These will not only support international obligations under the International Plant Protection Convention, but will help maintain national confidence in CFIA's management and control efforts.

► **Canadian Plant Health Information System**

In 2022-23, the CFIA-led Canadian Plant Health Information System (CPHIS) will launch online environments for collaboration, expertise mapping, and environmental horizon scanning. These new virtual environments will improve information sharing amongst plant health communities, advancing one of the key action areas identified in the **Plant and Animal Health Strategy for Canada**.^{xxiv} As a result, CFIA and its CPHIS partners will be better able to identify and respond to plant health issues that pose economic or safety risks to Canadians.

► The Plant and Animal Health Strategy for Canada

The Plant and Animal Health Strategy for Canada provides a national vision to proactively address risks to the health of the plant and animal resource base through collaborative partnerships. Planned priorities for the Canadian Plant Health Council in 2022–23 include:

- continuing to harmonize surveillance plans and protocols and sharing among partners to coordinate surveillance of selected insects, weeds, and diseases
- improving awareness and implementation of biosecurity practices at the farm level
- continuing to build a domestic coordinated multi-partner emergency response plan

These priorities will be delivered in part via the CPHIS, which will provide a virtual space for collaboration, expertise mapping, and environmental horizon scanning for partners involved in plant health activities.

CFIA launched its plant health science mobilization plan in 2021. Through a collaborative approach, the plan advances scientific discoveries, innovations and applications as they relate to deliverables within the Plant and Animal Health Strategy for Canada. The plan's action-oriented approach will advance plant health science through collaboration and informed decision-making, strengthen Canada's position as a global leader in plant health protection.

In 2022–23, CFIA will continue to collaborate with the National Farmed Animal Health and Welfare Council (now known as Animal Health Canada) to implement elements of the Plant and Animal Health Strategy for Canada. This future-oriented shift towards better coordinating animal health priorities between CFIA, industry, and provincial and territorial partners, will benefit Canadians as this model fosters collaboration and clear accountabilities of all partners involved based on their areas of authority and mandate.

Did you know?

Climate change will have a profound impact on plant health, potentially affecting important Canadian industries like forestry and agriculture. In 2022–23, CFIA will join forces with over 10 different countries to help develop and implement the International Plant Protection Convention's action plan on climate change; raising international awareness of the impacts of climate change on plant health.

► Sidney Laboratory (Centre for Plant Health)

Laboratories Canada^{xxv}, announced in **Budget 2018**,^{xxvi} is a 25-year strategy to renew the Government of Canada’s science infrastructure. CFIA is a key partner in this initiative, which is led by Public Services and Procurement Canada. CFIA is the lead for the Regulatory and Security Science hub and the redevelopment of Sidney Laboratory in Sidney, British Columbia. Also known as the **Sidney Centre for Plant Health**,^{xxvii} the Sidney Laboratory is a pathfinder project for Laboratories Canada that will inform future science infrastructure projects. Construction of a modernized research facility is set to commence in 2022–23, with an anticipated completion date of 2025.

► Digitalization Strategy for Plant and Animal

The Plant and Animal Digitalization Strategy establishes the vision for digital service delivery of plant and animal programs and services to Canadians, and the use of data to support CFIA risk oversight and resource allocation. Providing user-focused digital service to Canadians and connected, real-time data to CFIA managers is central to more effective and effective risk management and utilization of CFIA resources. Digital service delivery underpins Canada’s competitive edge in agricultural production and the trade of plant and animal products at home and internationally.

► Plant and animal health risk intelligence and early warning

Protecting the health of plants and animals in Canada is a shared responsibility between federal, provincial and territorial governments and the industries they regulate. Risk intelligence and the interpretation of early warning signals help prevent plant and animal health risks before they affect the health of Canadians and the economy. In 2022–23, CFIA will:

- continue to strengthen surveillance under the Canadian Animal Health Surveillance System, the Community for Emerging and Zoonotic Diseases, and CPHIS
- enhance the use of data analytics to incorporate intelligence from environmental

scanning, early warning signals and new data sources to support risk management and evidence-based decisions

- increase collaborations in risk intelligence to address gaps through improved integration of external partner, laboratory, and field inspection data
- incorporate risk intelligence into risk assessments to inform policy and guidance concerning emerging pests and disease

Did you know?

Spotted lanternfly (*Lycorma delicatula*), native to Asia, is a potential threat to Canadian industries such as the grape, fruit tree, and forestry industry. In 2022–23, CFIA will work with partners to raise awareness about this pest of concern, support early detection and develop collaborative response plans should spotted lanternfly be detected in Canada.

DEPARTMENTAL RESULT 3: Canadian food, plants and animals and their associated products can be traded internationally

Description

As a science-based regulator, CFIA advances Canadian trade and promotes and supports Canadian businesses' access to international markets interests, while protecting the Canadian public and the environment from environmentally harmful products and foreign and domestic pests, diseases, and food safety risks. CFIA is responsible for administering and enforcing legislation related to the import and export of food, plant and animal products. Canada's regulatory system for food safety and the protection of its plant and animal resource base is respected around world. CFIA's science-based approach earns the trust and confidence of other countries in Canada's systems and is the foundation for advancing market access for Canada's agricultural exports.

Planning highlights

► Market access support

Challenges in the global trade environment include trade uncertainty and protectionism, shifting consumer preferences, plant and animal diseases, and an increase in new and complex regulatory requirements. These challenges have affected the export of Canadian commodities to several markets. CFIA provides the technical expertise needed to facilitate the opening, re-opening, expansion and maintenance of markets, within its mandate, while advancing issues related to food safety, plant and animal health, and organic products.

In 2022-23, CFIA will continue to:

- preserve the safety and integrity of Canada's domestic markets, products and resources, while responding to Canadians' increased demands for imported products
- negotiate conditions that will enhance market access for Canadian agricultural products globally, for example, Canadian beef and beef products as a result of Canada's new Bovine spongiform encephalopathy (BSE) negligible risk status from the OIE
- negotiate recognition of Canada's ASF zoning decisions with key trading partners to promote the quick return to trade with disease-free zones if the disease was to be detected in Canada; ASF has caused significant challenges for trading nations

Did you know?

Canadians trading plants, plant products, and related items online, even for home use, are importers and exporters. To avoid bringing products harmful to our natural resources and economy into Canada, make sure you know the rules before ordering plants, plant products or living organisms.

- work with Codex Alimentarius Commission, the International Plant Protection Convention (IPPC), and the World Organisation for Animal Health (OIE) to advance Canada's position and negotiate agreements to expand export opportunities for Canadian food, animal and plant products and prevent unnecessary trade disruption
- work with other government departments, Canadian industry, provinces and territories, international partners and organizations to gain, maintain and expand market access for Canadian agricultural, fishery and agri-food products

► International standard setting

CFIA actively participates in international forums to contribute to, and influence, the development of international standards for food safety, consumer protection and fair practices in food trade, plant and animal health, and international trade rules that are consistent with Canada's objectives. These activities promote harmonization and facilitate predictable trade based on transparent rules.

In 2022–23, CFIA will continue to:

- lead Canada's participation at the International Plant Protection Convention (IPPC) and the World Organization for Animal Health (OIE), and co-lead, with Health Canada, Canada's engagement in the Codex Alimentarius Commission to contribute to the development of international standards, guidelines and recommendations. These are based on science and aim to enhance safety, fairness and predictability in international trade of food, plants and animal products
- play a leadership role in negotiating sanitary and phytosanitary (SPS) measures under Canada's free trade agreements. These agreements enhance access to new and existing markets by preserving a country's right to take necessary regulatory measures on food safety, animal health and plant health, while making sure that these measures do not unnecessarily restrict international trade
- lead Canada's implementation of the World Trade Organization's Agreement on the Application of Sanitary and Phytosanitary Measures to maintain and strengthen rules-based international trade
- play a leadership role in negotiating Canada's organic equivalency arrangements, which enhance access to new and existing markets

► International regulatory cooperation and collaboration

CFIA collaborates with other countries to help advance international regulatory - and science-based initiatives. This collaboration means that Canada's regulatory systems are accepted internationally; regulatory and bilateral relationships are established and maintained; and any associated risks are mitigated.

In 2022–23, CFIA will continue to provide leadership and work with:

- the European Union (EU), through the Comprehensive Economic and Trade Agreement (CETA) Sanitary and Phytosanitary Joint Management Committee, to advance market access and identify areas for further cooperation between regulators
- the United States of America (USA), to reduce regulatory burdens on industry while maintaining and improving food safety and protection of animal and plant health. For instance, continue working with the USA and Mexico to implement the sanitary and phytosanitary (SPS) Chapter of the Canada-USA-Mexico Agreement
- international partners involved in food safety, including the Strategic Food Safety Dialogue (SFSD) Group (*Canada, Australia, EU, New Zealand, UK, and USA*) to share information and advance discussions to map out a shared vision for a robust and flexible food safety regulation
- international partners involved in plant health, including the North American Plant Protection Organization, the IPPC and the Plant Health Quadrilaterals Group (*Australia, Canada, New Zealand, USA*) to mitigate risks from plant pests and prevent introduction and spread
- international partners involved with animal health, including the Animal Health Quadrilateral Alliance (*Australia, Canada, New Zealand, USA, United Kingdom*), the OIE Regional Commission for the Americas and the tri-national Animal Health Committee, on various topics, including ASF
- Global Affairs Canada and Senegal on a multi-year technical project to deliver a capacity-building program, managing and scientifically regulating agricultural biotechnology and developing a national seed testing capability and quality control plan to establish a seed reference herbarium for Senegal
- Comprehensive and Progressive Agreement for Trans-Pacific Partnership parties, through its SPS committee, to identify areas for further cooperation and communication
- Chile, Colombia and the Republic of Korea, through their SPS committees, to share information and regulatory approaches and discuss market access
- members of the international organic equivalency arrangements working group to discuss organic food fraud and how to implement and potentially expand the current organic equivalency arrangements

- developing countries and emerging economies that do not have regulatory systems equivalent to Canada's, to provide technical assistance on animal health, plant health and food safety based on demands
- the Organisation for Economic Co-operation and Development's Working Group on Harmonisation of Regulatory Oversight in Biotechnology, to improve mutual understanding and reduce trade barriers by promoting international harmonization in the regulation and assessment of organisms produced through modern biotechnology

► **Biosafety Level 4 Zoonotic Laboratory Network (BSL4Znet)**

The Biosafety Level 4 Zoonotic Laboratory Network (BSL4ZNet) is a network of government organizations, led by CFIA, dedicated to strengthening international coordination for pandemic preparedness and response. In 2022-23, BSL4ZNet will leverage lessons learned from the COVID-19 pandemic to identify and engage in opportunities to enhance Canada's capacity for rapid diagnostics, personnel training, and research into zoonotic pathogens. In fall 2022, CFIA will also host the 3rd annual BSL4ZNet International Conference in bringing together multidisciplinary experts in research, academia, government, industry, and non-profit organizations to address priority issues. These efforts will enhance Canada's ability to protect Canadians during emergencies linked to zoonotic pathogens, such as COVID-19.

Gender-based analysis plus

CFIA will continue to incorporate GBA Plus analysis into its decision-making to better understand how its regulations, programs, and services could affect underrepresented and vulnerable populations.

In 2022-23, CFIA will:

- initiate the development of a data inventory related to GBA Plus for CFIA's plant, animal health and food business lines
- support integration of GBA Plus into procurement activities to uphold the **Procurement Strategy for Indigenous Business**;^x the Government of Canada's policy to support underrepresented Indigenous businesses with procurement opportunities
- CFIA will develop a strategy to implement the **Health Portfolio Sex and Gender-Based Analysis Policy**^{xxviii} and further strengthen integration of GBA Plus into its key activities

► Reconciliation with Indigenous Peoples in Canada

CFIA recognizes the relationship between its mandate to safeguard the food supply and plant and animal health and the importance of these resources to Indigenous peoples' spirituality, traditions and ways of life. This includes their right to use and conserve traditional resources, now and for future generations.

To advance reconciliation in 2022-23, working in-step with departments and agencies across the Government of Canada including Crown-Indigenous Relations and Northern Affairs Canada, CFIA will:

- begin to assess how its legislation, policies and programs are aligned with the **United Nations Declaration on the Rights of Indigenous Peoples Act**^{xxix} and identify opportunities to integrate an indigenous lens into its activities
- raise awareness on the meaning and importance of reconciliation in the context of CFIA's roles and responsibilities

United Nations (UN) 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals

In September 2015, Canada and 192 other UN Member States adopted the **2030 Agenda for Sustainable Development**.^{xxx} The 2030 Agenda is a 15-year global framework centred on 17 sustainable development goals (SDGs), and envisions a secure world free of poverty and hunger, with full and productive employment, access to quality education and universal health coverage, gender equality, empowerment of all women and girls, and an end to environmental degradation. It is a universal call to action, implicating both developing and developed countries, to end poverty and other deprivations around the world.

CFIA's planned activities under its core responsibility "Safe food and healthy plants and animals" support Canada's efforts to address the sustainable development goals.

To support the **Zero Hunger Goal** (SDG 2), CFIA, in cooperation with provincial and territorial governments and industry associations, sets policies and verifies regulatory compliance aiming to: prevent food safety incidents; reduce the risks associated with diseases and toxic substances that may affect animals or that may be transmitted by animals to people; and protect plant resources from threats such as diseases, pests and invasive species.

Through the surveillance and control of terrestrial and aquatic animal diseases, CFIA protects public health and supports the **Good Health and Well-Being Goal** (SDG 3) as some of these diseases may be transmitted to humans (zoonotic).

By establishing and enforcing fertilizer and supplement registrations and safety standards, CFIA supports the **Good Health and Well-being Goal** (SDG 3) and **Clean Water and Sanitation Goals** (SDG 6).

CFIA reinforces the shared responsibility of managing invasive species in nature and supports the **Responsible Consumption and Production Goal** (SDG 12) through outreach and awareness activities and campaigns.

In support of **Climate Action Goal** (SDG 13), CFIA is assessing its institutional climate change risks and identifying ways to manage climate-driven risks to its mandated activities. Through this activity, the CFIA aims to better understand the wide range of climate change impacts that could potentially affect its assets, services and operations across the country. Thereafter, CFIA will prioritize integrating and 'mainstreaming' climate change measures into national policies, strategies and planning. The preliminary assessment will be completed in 2022–23.

By promoting compliance and carrying out enforcement activities, CFIA is minimizing the spread and introduction of invasive species that affect Canada’s plant and environmental resources, contributing to the **Life on Land Goal** (SDG 15).

CFIA has been a voluntary participant in the **Federal Sustainable Development Strategy**^{xxxii} (FSDS) since 2010. The FSDS is the Government of Canada’s primary vehicle for sustainable development planning and reporting. It sets out sustainable development priorities and establishes goals and targets. The 2019–2022 FSDS presents the Government of Canada’s sustainable development activities, as required by the **Federal Sustainable Development Act**.^{xxxiii} In keeping with the objectives of the Act to make environmental decision making more transparent and accountable to Parliament, CFIA supports the implementation of the 2019–2022 FSDS through the activities under its **2020–2023 Departmental Sustainable Development Strategy**.^{xxxiii}

Experimentation

As a science-based regulator, CFIA recognizes the need to continually test assumptions and experiment with novel approaches to existing and new problems within its mandate. CFIA continues to apply this approach and culture into the program design and delivery areas, ultimately modernizing the way CFIA works.

Some examples of experiments at CFIA include the following:

► Innovative Solutions Canada

The **Innovative Solutions Canada**^{xxxiv} (ISC) program is designed to stimulate the growth of Canadian small businesses, while providing federal departments and agencies with the latest and most innovative products and services to help deliver programs to Canadians. In 2022-23, CFIA will award up to \$1.3 million in funding to launch new, as well as continue ongoing, challenge and testing innovation opportunities. This includes a new challenge to develop a **novel robotic surveillance tool**^{xxxv} to help identify cattle with increased risk of bovine tuberculosis; a chronic contagious bacterial disease of livestock that can be transmitted from affected animals to people.

CFIA will also explore ways to help Canadian small businesses have their prototypes tested by the federal government in real-life settings. These innovations will help equip CFIA, industry, and remote communities with tools to safeguard food, plants and animals, and to enhance the health and well-being of Canada's people, the environment, and Canada's economy.

► Enabling Competitiveness and Innovation

As part of its 2019 Agri-food and Aquaculture Regulatory Review Roadmap commitment, CFIA sought input from the public in 2021 on how the Agency could position itself to better support competitiveness and innovation for the agriculture and agri-food sector. Results from this consultation, **Framing Competitiveness and Innovation for Success**,^{xxxvi} are expected to be released in 2022 and will help inform CFIA's next steps, including potential areas of investment over the longer term.

► Remotely piloted aircraft systems (drones)

In 2022-23, CFIA will continue experimenting with the use of remotely piloted aircraft systems (RPAS, or drones) in conducting appropriate activities. The goal is to compare the RPAS' results with those of standard inspections, noting where RPAS use could increase the efficiency and effectiveness of the plant protection program. In particular, CFIA is assessing the value of using RPAS' for real-time aerial imagery, GPS coordinates, and mapping capabilities. Field testing is ongoing in northern Alberta and the Port of Vancouver.

As part of this initiative, CFIA continues to build on its strong relationships with other government departments and agencies, learning what partners have done, and sharing information on CFIA testing efforts.

► **Comparative Risk Model**

The Comparative Risk Model (CRM) is an analytical tool used to compare the cost-effectiveness of control measures for risks within CFIA's mandate. The CRM simulates the overall performance of risk reduction options; assists in planning and reporting; and provides information and evidence for decisions. As a component of integrated risk management, CFIA is currently updating the data in the CRM, which is an Agency-wide initiative, to ensure that the model results are timely and accurate.

In 2022-23, CFIA will be expanding the CRM to include new commodities and risk factors, such as climate change, and will continue to refine the methodology of the model. CFIA will also improve the automation of the CRM data updates, thus providing more efficiencies throughout the Agency when identifying, understanding, and addressing emerging risks. To better ensure consistency and risk-informed decision making within the Agency, the CFIA will create a platform to facilitate the communication of, and access to, the results produced by the CRM.

► **Digital Enablement Experimentation Lab**

The Digital Enablement Experimentation Lab (DEEL), a specialized unit within CFIA, will test the potential of new technologies as digital business solutions and prepare them for implementation, as appropriate. In 2022-23, CFIA's ongoing digital business solutions include:

- experimenting with inspector check in/check out technology to address occupational health and safety concerns related to working alone in remote locations
- testing mobile hotspots and Wi-Fi boosting technology to enable connectivity in areas with weak cellular signals
- exploring assistive technologies, in partnership with Shared Services Canada (SSC)

► **Artificial intelligence and machine learning**

CFIA continues to experiment with artificial intelligence and statistical learning models to improve business solutions. CFIA's Imagery Seed Classification project is being tested as a way to help identify seed contaminants. Image recognition technologies are also being considered in other program areas where automation could complement existing inspection and testing techniques. CFIA is assessing new advances in virtual assistance and translation services in areas where these might enhance user experience.

► Seeking field level innovations

CFIA looks to its workforce for ideas that may benefit from digital business solutions. Participating employees can experiment, test, and develop a solution. This encourages improvements in areas such as providing new or improved services to Canadians, enhancing ways of monitoring and reducing risk to the Canadian food supply chain and plant and animal health, or improving internal processes or availability of information. In 2022-23, CFIA will support three field driven innovative ideas as a solution to a business process challenge. CFIA has an open forum where field staff can bring their proposed solutions directly to senior decision makers. The top three ideas will have the opportunity to experiment and demonstrate its proof of concept. Results from 2021-22 have demonstrated benefits in efficiencies and effectiveness within the delivery of inspection services. CFIA is anticipating a similar outcome for 2022-23.

Key risks for core responsibility: Safe food and healthy plants and animals

► Key risk: Climate change

Climate change continues to accelerate and affect Canada in many ways - from fires, floods, and drought in the West to storms with increasing intensity in the East and thawing permafrost in the North.

Climate change touches on every aspect of CFIA's mandate and can, for example, significantly impact Canada's plant and animal resource base as well as contribute to changes in the presence of related diseases and pests. Critical CFIA infrastructure, such as laboratories, can be both directly impacted by extreme weather events as well as indirectly impacted by, for example, construction labour availability and supply chain issues for certain materials and equipment. CFIA recognizes that it has a significant role to play in terms of meeting Greening government commitments, and that meeting these commitments will require planning and investments.

CFIA's planned risk mitigation strategies include:

Climate change risk and vulnerability assessment	CFIA aims to better understand the wide range of climate change impacts that could potentially affect its assets, services and operations. The preliminary climate change and risk vulnerability assessment, to be completed in 2022–23, will inform policies, strategies and future plans.
Departmental Sustainable Development Strategy (DSDS) action	In 2023–24, CFIA will refresh its DSDS as well continue efforts to make progress against previously identified targets. In addition, CFIA will contribute to the development and progress against a renewed Federal Sustainable Development Strategy and the achievement of UN Sustainable Development Goals, including the Climate Action Goal (SDG 13).
Climate-change lens on investment planning and related decision-making	CFIA's 2022–27 Investment Plan will reflect CFIA's commitment to integrate climate change and 'greening' considerations into investment decision-making. For example, new fleet purchases will be focussed on low / no emission vehicles and the vulnerability of critical infrastructure will be assessed with the impacts of climate change considered.

► Key risk: Globalization

Global supply chains have changed the way products are produced, processed, packaged, distributed and sold. At the same time, global consumer preferences are changing the volume and variety of products entering and leaving Canada. Combined, these factors increase the complexity of delivering CFIA's mandate related to safe food and protection of the plant and animal resource base. In addition, the Government of Canada's economic priorities are expected to lead to a significant increase in agri-food exports. CFIA has a critical role in laying the ground work operationally and strategically so that these priorities can be realized and risks minimized.

CFIA's planned risk mitigation strategies include:

International standard-setting	Actively participate in international forums in order to influence the development of international standards. The primary objective is to promote standards that are based on science and aim to enhance safety, fairness, and predictability in the trade of food, plants and animals, and related products.
Market access support	Provide technical expertise, in partnership with other government departments and industry, to help facilitate the opening, re-opening, expansion and maintenance of markets for Canadian agricultural, fishery and agri-food products. For example, work to enhance market access of Canadian beef and beef products now that Canada has regained Bovine spongiform encephalopathy (BSE) negligible risk status from the OIE.
Offshore program activities	Provide assistance to trading partners' competent authorities so that their products meet Canada's food requirements and so that CFIA can better prevent unsafe food from entering the marketplace. In addition, to address food safety risks at the source, CFIA will conduct foreign food safety systems audits and assessments, foreign establishment verifications, and technical assistance activities – albeit virtually, as necessary.

► Key risk: Asset management

CFIA's asset base, which includes laboratories, quarantine and inspection stations, scientific equipment, a fleet, and information management and information technology assets are critically important to support effective program delivery and ultimately to deliver CFIA's mandate. Consistent with the findings of Treasury Board of Canada Secretariat's recently released **Horizontal Fixed Asset Review**,^{xxxvii} the need for CFIA to transform and improve the management of its real property is apparent. Aging infrastructure and equipment, combined with many years of deferred maintenance, technological advancements, and new Government of Canada priorities, such as greening government operations, have highlighted the need for strategic management of CFIA's assets.

CFIA's planned risk mitigation strategies include:

Strengthening investment planning	In 2022–23, the CFIA will take steps to strengthen the management of its asset base by enhancing governance, policies, and practices related to investment planning.
Redevelopment of the Sidney Centre for Plant Health	The Sidney Centre for Plant Health , ^{xxvii} which was established in 1912, is recognized internationally for its expertise in post-entry plant quarantine and plays an integral role in Canada's national plant health program. CFIA is leading this pathfinder project, which will inform future science infrastructure projects, in association with Laboratories Canada. Construction of a modernized research facility is set to commence in 2022–23, with an anticipated completion date of 2025.
Applications modernization	Delivery of CFIA's programs and services increasingly depend on IT applications and platforms. Plans for 2022–23 include digitization of permissions and inspections to help maintain Canada's negligible risk for BSE; renewal of the content and underlying technology for CFIA's website; and preparation of critical business applications for migration to Shared Services Canada enterprise data centres, which will modernize a number of critical databases.

Planned results for Safe food and healthy plants and animals

Departmental results	Performance indicators	Target	Date to achieve target	2018–19 Actual results	2019–20 Actual results	2020–21 Actual results
Departmental Result 1: Food sold in Canada is safe and accurately represented to Canadians	Percentage of food establishments that have addressed compliance issues upon follow-up or were brought into compliance, by year	75% to 85%	March 31, 2023	*Not available	*Not available	*Not available
	Percentage of higher risk food recalls that occurred prior to an adverse effect being reported to CFIA, by year	84%	March 31, 2023	*Not available	*Not available	*Not available
	Percentage of Canadians who agree that CFIA helps ensure that food sold in Canada is safe, by year	At least 70%	March 31, 2023	*Not available	*Not available	*Not available
Departmental Result 2: Plant and animal resources are protected from diseases and pests and are safe for Canadians and the environment	Number of harmful foreign plant pests that have entered and established themselves in Canada, by year	0	March 31, 2023	0	3	2
	Percentage of regulated, harmful foreign plant pests that had previously entered and established in Canada and whose spread was successfully limited by CFIA control programs, by year	At least 95%	March 31, 2023	*Not available	*Not available	*Not available
	Percentage of plant inputs, products and by-products that comply with Canadian regulations and relevant international agreements, by year	At least 95%	March 31, 2023	92.2%	92.3%	92.2%

Departmental results	Performance indicators	Target	Date to achieve target	2018–19 Actual results	2019–20 Actual results	2020–21 Actual results
Departmental Result 2: Plant and animal resources are protected from diseases and pests and are safe for Canadians and the environment (continued)	Percentage of animal inputs, products and by-products that comply with Canadian regulations and relevant international agreements, by year	At least 95%	March 31, 2023	*Not available	*Not available	*Not available
	Percentage of Canadian producers that have maintained or improved their status in programs designed to protect the health of animals, by year	At least 95%	March 31, 2023	*Not available	*Not available	*Not available
	Rate of confirmed animal disease outbreaks per 100 investigations conducted by CFIA to limit the impact of animal health diseases within Canada, by year	Less than 3	March 31, 2023	*Not available	*Not available	*Not available
Departmental Result 3: Canadian food, plants and animals and their associated products can be traded internationally	Number of international markets that are opened or maintained based on CFIA activities, by year	75	March 31, 2023	*Not available	*Not available	*Not available

* Historical result is not available as this is a new departmental results indicator as of 2021–22.

Financial, human resources and performance information for CFIA's program inventory is available in the [GC InfoBase](#).^{xxxviii}

Planned budgetary financial resources for Safe food, healthy plants and animals

The following table shows, in full-time equivalents, the human resources the CFIA will need to fulfill this core responsibility for 2022-23 and for each of the next two fiscal years.

2022-23 budgetary spending (as indicated in Main Estimates)	2022-23 planned spending	2023-24 planned spending	2024-25 planned spending
666,566,722	666,566,722	627,137,232	568,156,209

Planned human resources for Safe food, healthy plants and animals

The following table shows, in full-time equivalents, the human resources the CFIA will need to fulfill this core responsibility for 2022-23 and for each of the next two fiscal years.

2022-23 planned full-time equivalents	2023-24 planned full-time equivalents	2024-25 planned full-time equivalents
5,300	5,005	4,733

Financial, human resources and performance information for CFIA's program inventory is available in the [GC InfoBase](#).^{xxxviii}

Internal Services: planned results

Description

Internal Services are groups of related activities and resources that the federal government considers to be services in support of programs and/or required to meet an organization's corporate obligations. Internal Services refers to the activities and resources of the 10 distinct services that support program delivery in the organization, regardless of how they are delivered 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

Planning highlights

► Human resources

CFIA supports its workforce and is committed to fostering a work environment where everyone is treated with respect and dignity.

In support of initiatives within the broader public service and the Clerk of the Privy Council's call to action on anti-racism, equity and inclusion, CFIA will continue to work towards achieving a diverse workforce that is representative of the Canadians it serves and supporting a culture of inclusiveness. There will be a specific focus on increasing the representation, appointments and leadership development of diverse groups as well as initiatives to support the career advancement and development of racialized employees. CFIA will continue to explore opportunities to partner with other government departments and support public service programs and initiatives relating to diversity and inclusion.

In addition, in 2022-23 CFIA will finalize a Diversity, Equity and Inclusion Strategy and Action Plan, and as required under the [Accessible Canada Act](#),^{xxxix} an Accessibility Strategy and Action Plan. CFIA's vision is to create a fully accessible, respectful, and inclusive workplace that values and enables persons with disabilities.

As the COVID-19 pandemic and subsequent easing of restrictions and public health measures continues to be a reality across the country and around the world, CFIA will continue to support its employees and key stakeholders as it transitions to a hybrid work model, including adapting human resources policies and procedures. The focus on the mental health and well-being of its workforce also remains a priority for CFIA and the public service. CFIA will continue its work with bargaining agents to focus on sustaining the wellness and well-being of employees through the delivery and promotion of mental health programs and services. Plans are also underway to update CFIA's mental health strategy, which forms part of the occupational health and safety program.

CFIA will continue to emphasize core human resources service delivery in staffing and recruitment to achieve a representative workforce that supports CFIA's mandate of safeguarding Canada's food, plants, and animals. Efforts in 2022-23 will concentrate on recruiting veterinarians, scientists, and employment equity groups. CFIA will also focus on implementing initiatives to effective human resources planning that will support managers in their recruitment and retention activities.

► Enhancing project and programme management

CFIA continues to strengthen its investment and project management governance, competency and capacity in accordance to the Treasury Board of Canada Secretariat (TBS) **Policy on the Planning and Management of Investments**^{xl} and the TBS **Directive on the Management of Projects and Programs**.^{xli}

In order to leverage lessons learned since the onset of the pandemic and pivot to CFIA's new operating reality, the Agency will need to develop a long term vision for investments as well as develop strategies in each of CFIA's asset portfolios (real property, IMIT, fleet and scientific equipment).

In 2022-23, CFIA will create a Project Management Development Program (PMDP) to assess and improve the skills, knowledge and experience of project management professionals and ensure alignment between their level of qualifications and the risk and complexity of projects. The program will provide a structured career path, defined learning curriculum and professional experience opportunities with the goal of creating a pool of accredited project managers.

CFIA will also advance processes and tools that will strengthen its investment planning and Enterprise Project Management Frameworks, including: strengthened data analysis and reporting; adoption of agile methodologies; and, enhanced focus on performance measurement and benefits realization. Well-managed projects and programmes will ultimately contribute to the CFIA's capacity to effectively deliver its day-to-day work on behalf of Canadians.

► Digital enablement

CFIA continues to oversee the response to the COVID-19 pandemic alert, shifting its priorities in line with the Government of Canada to accelerate IT delivery to quickly support the federal workforce undertaking critical work. A large number of employees continue to be able to work remotely, and inspection staff continue their work while minimizing risk and physical contact.

CFIA continues to adopt new ways of using data to support management in making decisions on risk and collecting information to support a more effective system of tracking and deploying resources to support critical priorities. In 2022-23, CFIA will continue to enhance digital enablement by:

- outfitting all CFIA employees with a standard digital bundle so that they can work either in the physical workplace or remotely
- migrating core office applications to the cloud as part of the Microsoft 365 rollout
- supporting the long-term CFIA business model
- providing improved day-to-day remote IT services using standard tools and methodologies

► Applications modernization

Delivery of CFIA's programs and services increasingly depends on IT applications and platforms. CFIA is working to digitize inspections and services. Through Budget 2019, the Government of Canada proposed funding and legislative revisions so that regulatory departments and agencies can create more user-friendly regulatory systems. This funding included \$27.2 million over five years, starting in 2019-20, for CFIA to continue digitizing its export certification activities. This is in line with the Government of Canada's commitment to provide Canadians with reliable, accessible, and secure services that are seamless and digitally enabled.

In 2022-23 CFIA will build on efforts made to date, notably:

- the Canadian Animal Disease Integrated Application, which is intended to support controls and the containment of animal diseases
- digitization of permissions and inspections to help maintain Canada's negligible risk for BSE
- renewal of the content and underlying technology for its external website; inspection.canada.ca^{xlii}

In addition, CFIA will prepare critical business applications for migration to Shared Services Canada enterprise data centres. This activity will modernize a number of critical databases and position them for a more seamless migration.

► Interactive dashboard for chronic wasting disease in cervids

Interactive, easy-to-use online dashboards allow CFIA to share timely, comprehensive geospatial information on animal demographics and disease findings at regional and national levels. Building on the success of the Equine Disease Dashboard introduced in 2019-20 for the integration, mapping and publishing of equine disease information, CFIA will focus efforts in 2022-23 to develop a similar dashboard for chronic wasting disease in cervids. This new dashboard will help CFIA and other interested parties identify issues and discuss solutions to enhance the integration and effectiveness of animal disease surveillance and disease control programs for chronic wasting disease in Canada.

► **Alternative service delivery**

CFIA is committed to continuously improving how it delivers its mandate, particularly in light of growing demand for programs and services driven by increased domestic and international trade, technological innovation, and foreign pests and diseases. In 2022-23, CFIA will begin to examine its suite of program policies and tools with a goal to improve the design and management of alternative service delivery models, as it is a key enabler for success in delivering CFIA's mandate.

► **Integrated national real property portfolio strategy**

TBS released the **Horizontal Fixed Asset Review Final Report**^{xliii} in the fall of 2020 and the new **Directive on the Management of Real Property**^{xliv} in May 2021. The Directive will come into effect in May 2022. The scope of the real property strategy has broadened to also include all elements required for sound real property management to integrate program requirements and developing implementation plans. This will ensure that the management of real property within CFIA reflects balanced risks, benefits and returns to CFIA and the Government of Canada. Development of the strategy will continue into the 2022-23 fiscal year and implementation will be over the long term.

► **Agency security plan**

To continue achieving its strategic objectives and priorities, CFIA is committed to sustaining and improving the security framework in an environment where threats are evolving. The CFIA Security Plan 2020-2023 has been updated to respond to changes in the risk environment brought about by the COVID-19 pandemic. CFIA will continue its security programming and activities in alignment with the Policy on Government Security and related policies and directives to ensure the safety and protection of its employees, Agency information, and assets.

Planned budgetary financial resources for Internal Services

The following table shows, for internal services, budgetary spending for 2022-23, as well as planned spending for that year and for each of the next two fiscal years.

2022-23 budgetary spending (as indicated in Main Estimates)	2022-23 planned spending	2023-24 planned spending	2024-25 planned spending
171,249,967	171,249,967	167,810,691	164,509,952

Planned human resources for Internal Service

The following table shows, in full-time equivalents, the human resources the department will need to carry out its internal services for 2022-23 and for each of the next two fiscal years.

2022-23 planned full-time equivalents	2023-24 planned full-time equivalents	2024-25 planned full-time equivalents
1,055	1,055	1,055

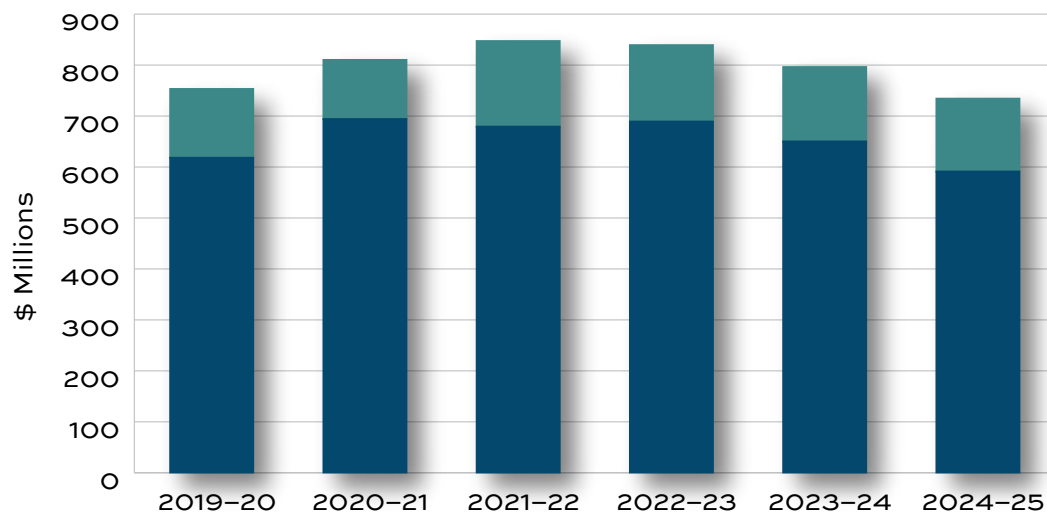
Spending and human resources

This section provides an overview of the department's planned spending and human resources for the next three consecutive fiscal years and compares planned spending for the upcoming year with the current and previous years' actual spending.

Planned spending

Departmental spending 2019-20 to 2024-25.

The following graph presents planned (voted and statutory) spending over time.



Statutory	135	116	168	150	146	143
Voted	617	693	678	688	649	590
Total	752	810	847	838	795	733

This bar graph illustrates CFIA's actual spending for fiscal years 2019-20 and 2020-21, forecast spending for fiscal year 2021-22 and planned spending for fiscal years 2022-23, 2022-24 and 2024-25. Financial figures are presented in dollars along the

y axis, increasing by \$100 million and ending at \$900 million. These are graphed against fiscal years 2019-20 to 2024-25 on the x axis. For each fiscal year, amounts for CFIA's program expenditures and statutory vote are identified.

In 2019-20, actual spending was \$135 million for statutory items, \$617 million for program expenditures for a total of \$752 million.

In 2020-21, actual spending was \$116 million for statutory items, \$693 million for program expenditures for a total of \$810 million.

In 2021-22, forecast spending is \$168 million for statutory items, \$678 million for program expenditures for a total of \$847 million.

Planned spending for statutory items goes from \$150 million in 2022-23, to \$146 million in 2023-24 and to \$143 million in 2024-25. Planned spending for program expenditures goes from \$688 million in 2022-23, to \$649 million in 2023-24 and to \$590 million in 2024-25.

Total planned spending goes from \$838 million in 2022-23, to \$795 million in 2023-24 and to \$733 million in 2024-25.

Budgetary planning summary for core responsibilities and Internal Services (dollars)

The following table shows information on spending for each of CFIA's core responsibility and for its internal services for 2022-23 and other relevant fiscal years.

Core responsibilities and Internal Services	2019-20 expenditures	2020-21 expenditures	2021-22 forecast spending	2022-23 budgetary spending (as indicated in Main Estimates)	2022-23 planned spending	2023-24 planned spending	2024-25 planned spending
Safe food and healthy plants and animals	605,995,371	645,590,510	676,481,984	666,566,722	666,566,722	627,137,232	568,156,209
Subtotal	605,995,371	645,590,510	676,481,984	666,566,722	666,566,722	627,137,232	568,156,209
Internal Services	146,271,373	163,973,109	170,056,521	171,249,967	171,249,967	167,810,691	164,509,952
Total	752,266,744	809,563,619	846,538,505	837,816,689	837,816,689	794,947,923	732,666,161

CFIA is forecasting an increase in spending for 2021-22, primarily due to investments in CFIA for its core services and the construction of the new Centre for Plant Health in Sidney, British Columbia.

The planned spending for fiscal year 2022-23 is slightly less than the forecast spending for fiscal year 2021-22. This reduction is primarily due to the temporary funding received to maintain inspection capacity during COVID-19 pandemic.

Planned human resources

The following table shows actual, forecast and planned full-time equivalents (FTEs) for each core responsibility in CFIA's departmental results framework and to Internal Services for the years relevant to the current planning year.

Human resources planning summary for core responsibilities and Internal Services

Core responsibilities and Internal Services	2018-19 actual full-time equivalents	2019-20 actual full-time equivalents	2020-21 forecast full-time equivalents	2022-23 planned full-time equivalents	2023-24 planned full-time equivalents	2024-25 planned full-time equivalents
Safe food and healthy plants and animals	5,097	5,156	5,452	5,300	5,005	4,733
Subtotal	5,097	5,156	5,452	5,300	5,005	4,733
Internal Services	959	1,012	1,158	1,055	1,055	1,055
Total	6,056	6,168	6,610	6 355	6 060	5 788

CFIA is forecasting an increase in FTEs for 2021-22, primarily due to investments in CFIA for its core services.

The planned FTEs for fiscal year 2022-23 is less than the forecast FTEs for fiscal year 2021-22. This reduction is primarily due to the temporary funding received to maintain inspection capacity during COVID-19 pandemic.

Estimates by vote

Information on CFIA's organizational appropriations is available in the [2021-22 Main Estimates](#).^{xlv}

Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of CFIA's operations for 2021-22 to 2022-23.

The amounts for forecast and planned results in this statement of operations were prepared on an accrual basis. The amounts for forecast and planned spending presented in other sections of the Departmental Plan were prepared on an expenditure basis. Amounts may therefore differ.

A more detailed future-oriented statement of operations and associated notes, including a reconciliation of the net cost of operations to the requested authorities, are available on CFIA's [website](#).^{xlvi}

Future-oriented Condensed statement of operations for the year ending March 31, 2023 (dollars)

Financial information	2021-22 forecast results	2022-23 planned results	Difference (2022-23 planned results minus 2021-22 forecast results)
Total expenses	943,028,000	989,077,000	46,049,000
Total revenues	53,000,000	53,000,000	0
Net cost of operations before government funding and transfers	890,028,000	936,077,000	46,049,000

CFIA is anticipating a 5% increase in total expenses in fiscal year 2022-23 compared to fiscal year 2021-22. This change is mainly due to accrued salary increases as well as funding to maintain CFIA's core services such as increasing capital investment in the Sidney Centre for Plant Health.

Corporate information

Organizational profile

Appropriate minister: The Honourable Jean-Yves Duclos

Institutional head: Siddika Mithani, Ph.D.

Ministerial portfolio: Health

Enabling instrument(s):

- *Canadian Food Inspection Agency Act*^{xlvii}
- *Agriculture and Agri-Food Administrative Monetary Penalties Act*^{xlviii}
- *Food and Drugs Act*^{xlix} (as it relates to food)
- *Safe Food for Canadians Act*^l
- *Fertilizers Act*^{li}
- *Plant Breeders' Rights Act*^{lii}
- *Plant Protection Act*^{liii}
- *Seeds Act*^{liv}
- *Health of Animals Act*^{lv}
- *Feeds Act*^{lvi}

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 we are and what we do” is available on CFIA’s [website](#).^{lvii}

For more information on CFIA’s organizational mandate letter commitments, see the [Minister of Health’s mandate letter](#).^v

Operating Context

Information on the operating context is available on CFIA's [website](#).^{lviii}

Reporting framework

CFIA's approved departmental results framework and program inventory for 2022–23 are as follows.

CORE RESPONSIBILITY		
Safe food and healthy plants and animals		
DEPARTMENTAL RESULTS		
DR 1: Food sold in Canada is safe and accurately represented to Canadians	DR 2: Plant and animal resources are protected from diseases and pests and are safe for Canadians and the environment	DR 3: Canadian food, plants and animals and their associated products can be traded internationally
DEPARTMENTAL RESULTS INDICATORS		
Percentage of food establishments that have addressed compliance issues upon follow-up or were brought into compliance, by year	Number of harmful foreign plant pests that have entered and established themselves in Canada, by year	Number of international markets that are opened or maintained based on CFIA activities, by year
	Percentage of regulated, harmful foreign plant pests that had previously entered and established in Canada and whose spread was successfully limited by CFIA control programs, by year	
Percentage of higher risk food recalls that occurred prior to an adverse effect being reported to CFIA, by year	Percentage of plant inputs, products and by-products that comply with Canadian regulations and relevant international agreements, by year	
	Percentage of animal inputs, products and by-products that comply with Canadian regulations and relevant international agreements, by year	
Percentage of Canadians who agree that CFIA helps ensure that food sold in Canada is safe, by year	Percentage of Canadian producers that have maintained or improved their status in programs designed to protect the health of animals, by year	
	Rate of confirmed animal disease outbreaks per 100 investigations conducted by CFIA to limit the impact of animal health diseases within Canada, by year	
PROGRAM INVENTORY		
Setting Rules for Food Safety and Consumer Protection		
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		
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 CFIA's program inventory is available in the [GC InfoBase](#).^{xxxviii}

Supplementary information tables

The following supplementary information tables are available on CFIA's [website](#).^{lix}

- Sustainable Development Goals
- Departmental Sustainable Development Strategy
- Details on transfer payment programs
- Gender-based analysis plus
- Horizontal initiatives
- Upfront multi-year funding

Federal tax expenditures

CFIA's Departmental Plan does not include information on tax expenditures that relate to its planned results for 2022-23.

Tax expenditures are the responsibility of the Minister of Finance, and the Department of Finance Canada publishes cost estimates and projections for government-wide tax expenditures each year in the **Report on Federal Tax Expenditures**.^{lx} This report provides detailed information on tax expenditures, including objectives, historical background 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 solely 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

Website: www.inspection.gc.ca^{lxi}

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 a department over a 3year period. Departmental Plans are tabled in Parliament each spring.

departmental priority (priorité ministérielle)

A plan or project that a department has chosen to focus and report on during the planning period. Departmental priorities represent the things that are most important or what must be done first to support the achievement of the desired departmental results.

departmental result (résultat ministériel)

A consequence or outcome that a department seeks to achieve. 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)

A framework that consists of the department’s core responsibilities, departmental results and departmental result indicators.

Departmental Results Report (rapport sur les résultats ministériels)

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

experimentation (expérimentation)

The conducting of activities that seek to first explore, then test and compare, the effects and impacts of policies and interventions in order to inform evidence-based decision-making, and improve outcomes for Canadians, by learning what works and what does not. Experimentation is related to, but distinct from innovation (the trying of new things), because it involves a rigorous comparison of results. For example, using a new website to communicate with Canadians can be an innovation; systematically testing the new website against existing outreach tools or an old website to see which one leads to more engagement, is experimentation.

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 Plus) (analyse comparative entre les sexes plus [ACS Plus])

An analytical process used to assess how diverse groups of women, men and gender-diverse people experience policies, programs and services based on multiple factors including race, ethnicity, religion, age, and mental or physical disability.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2021-22 Departmental Plan, government-wide priorities refers to those high-level themes outlining the government’s agenda in the 2020 Speech from the Throne, namely: Protecting Canadians from COVID-19; Helping Canadians through the pandemic; Building back better - a resiliency agenda for the middle class; The Canada we’re fighting for.

horizontal initiative (initiative horizontale)

An initiative in which two or more federal organizations are given funding to pursue a shared outcome, often linked to a government priority.

nonbudgetary 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 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.

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.

strategic outcome (résultat stratégique)

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

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

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- iii. Clerk's Call to Action on Anti-Racism, Equity and Inclusion in the Federal Public Service, <https://www.canada.ca/en/privy-council/corporate/clerk/call-to-action-anti-racism-equity-inclusion-federal-public-service.html>
- iv. *Safe Food for Canadians Regulations*, <https://laws-lois.justice.gc.ca/eng/regulations/SOR-2018-108/index.html>
- v. Minister of Health's mandate letter, <https://pm.gc.ca/en/mandate-letters/2021/12/16/minister-health-mandate-letter>
- vi. Canada's National Adaptation Strategy, <https://www.canada.ca/en/services/environment/weather/climatechange/climate-plan/national-adaptation-strategy.html>
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- x. Procurement Strategy for Indigenous Business, <https://www.sac-isc.gc.ca/eng/1100100032802/1610723869356>
- xi. Open.Canada.ca, <https://open.canada.ca/en>
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- xv. *Safe Food for Canadians Regulations*, <https://laws-lois.justice.gc.ca/eng/regulations/SOR-2018-108/index.html>

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- xix. *Plant Breeders' Rights Regulations*,
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- xx. *Health of Animals Regulations*,
https://laws-lois.justice.gc.ca/eng/regulations/c.r.c.,_c._296/
- xxi. *Agriculture and Agri-Food Administrative Monetary Penalties Regulations*,
<https://laws-lois.justice.gc.ca/eng/regulations/SOR-2000-187/>
- xxii. *Hatchery Regulations*,
https://laws-lois.justice.gc.ca/eng/regulations/C.R.C.,_c._1023/FullText.html
- xxiii. Pan-Canadian Framework for Action to Tackle AMR, <https://www.canada.ca/en/health-canada/services/publications/drugs-health-products/tackling-antimicrobial-resistance-use-pan-canadian-framework-action.html>
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- xxix. *United Nations Declaration on the Rights of Indigenous Peoples Act*,
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https://www.un.org/ga/search/view_doc.asp?symbol=A/RES/70/1&Lang=E
- xxxi. Federal Sustainable Development Strategy,
https://www.fsds-sfdd.ca/downloads/FSDS_2019-2022.pdf
- xxxii. *Federal Sustainable Development Act*, <https://laws-lois.justice.gc.ca/eng/acts/f-8.6/>
- xxxiii. 2020–2023 Departmental Sustainable Development Strategy, <https://inspection.canada.ca/about-cfia/transparency/corporate-management-reporting/fsds/2020-2023/eng/1602088780695/1602088781039>
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- xxxvii. Horizontal Fixed Asset Review, <https://www.canada.ca/en/treasury-board-secretariat/corporate/reports/improving-results-2017-horizontal-departmental-reviews/horizontal-fixed-asset-review-executive-summary-final-report.html>

- xxxviii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
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- xli. Directive on the Management of Projects and Programs, <https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32594>
- xlii. Canadian Food Inspection Agency, inspection.canada.ca
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- xliv. Directive on the Management of Real Property, <https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32691>
- xlv. 2019–20 Main Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
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- lv. *Health of Animals Act*, <https://laws-lois.justice.gc.ca/eng/acts/H-3.3/>
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