



Canadian Food Inspection Agency  
**Departmental Plan**  
2023–24

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The Honourable Jean-Yves Duclos, P.C., M.P.  
Minister of Health



Canadian Food  
Inspection Agency

Agence canadienne  
d'inspection des aliments

Canada

The Canadian Food Inspection Agency (CFIA) touches the lives of all Canadians in so many positive ways. Every day, hard-working CFIA employees—including inspectors, veterinarians, and scientists—inspect food for safety risks, protect plants from pests and invasive species, and respond to animal diseases that could threaten Canada’s animal resource base and human health. Guided by science-based decision-making and modern regulations, the Agency works tirelessly to promote access to and verify safe and healthy food in Canada and to support access to international markets for our high-quality agricultural products. To learn more, visit [inspection.canada.ca](https://inspection.canada.ca).

L’Agence canadienne d’inspection des aliments (ACIA) a une incidence positive sur la vie de tous les Canadiens, et ce, de bien des façons. Tous les jours, les employés de l’ACIA – inspecteurs, vétérinaires, scientifiques et d’autres encore – travaillent assidûment à vérifier que les aliments ne posent pas de risque à la salubrité, à protéger les plantes des ravageurs et des espèces envahissantes, et à réagir aux zoonoses qui pourraient menacer la santé des élevages canadiens et celle des humains. En s’appuyant sur un processus décisionnel axé sur la science et sur une réglementation moderne, l’Agence travaille sans répit afin de garantir l’accès à des aliments sains et sains au Canada et de soutenir l’accès de nos produits agricoles de haute qualité aux marchés internationaux. Pour en savoir plus, consultez [inspection.canada.ca](https://inspection.canada.ca).

– Canadian Food Inspection Agency

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## From the Minister

As the Minister responsible for the Canadian Food Inspection Agency (CFIA), I am pleased to present the CFIA's **Departmental Plan** for 2023–24.



The CFIA touches the lives of all Canadians in many positive ways. Every day, more than 6,000 hard-working CFIA employees – including inspectors, veterinarians, and scientists – inspect food for safety risks, protect plants from pests and invasive species, and respond to animal diseases that could threaten human and animal health. Guided by science-based decision-making and modern regulations, the CFIA works tirelessly to facilitate access to safe and healthy food in Canada and supports access to international markets for our high-quality food, plant and animal products.

This Departmental Plan sets out the Agency's planning highlights for 2023–24 to guide its ongoing work to safeguard food; prevent the introduction of pests, disease, and invasive species into plant and animal resources; support and secure market access opportunities; and contribute to consumer protection and food security.

The CFIA uses a science-based, risk-informed, preventative approach in all of its programs and initiatives. For example, the Agency is taking proactive measures to prevent African swine fever from entering Canada. However, there will always be a need for emergency response and, in collaboration with other departments, the Agency is ready. The CFIA continues to respond to threats like avian influenza and potato wart to protect the health of animals and plants, and to work towards mitigating the impact of such animal diseases and pests on the safety of our food and on the food supply.

Worldwide climate change is introducing new threats, pressures, and emerging issues such as the introduction of foreign animal disease, plant pests, and non-native plant or animal species into Canada.

To address emerging challenges, the CFIA began working on a comprehensive One Health Strategy and Action Plan in 2021–22. One Health focuses on the connections between the health of humans, animals, plants and their ecosystems. Using this approach, the Agency will work with domestic and international partners to address the serious and growing public health threat of antimicrobial resistance. Highly pathogenic avian influenza and chronic wasting disease are also being managed from a One Health perspective.

As a global leader, the CFIA also continues its important work with international partners and industry stakeholders to improve international standards, fairness in trade practices, and regulatory cooperation to increase market access for Canadian products.

I invite Canadians to read the CFIA’s 2023–2024 **Departmental Plan** to learn more about the work the Agency does to protect the health and safety of our food, plants and animals to enhance the well-being of Canadians, our environment, and the economy.

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





## Plans at a glance

The Canadian Food Inspection Agency is a science-based regulator of food safety and the health of plants and animals. The Agency is mandated to:

- implement the requirements of Canada's food safety system to enhance people's health and well-being;
- protect Canada's plant and animal resources from pests and diseases; and,
- facilitate market access of food, plants, animals and related products at home and abroad to support the economy.

The **CFIA 2025: Building for the Future framework**, established in 2021, guides the Agency in delivering its mandate. The two guiding principles, building trusted partnerships and serving as a global leader, are a result of open and transparent sharing of information. Based on this framework, the CFIA is leading on food safety and plant and animal health in a way that encourages a science-based, globally competitive industry, and removes roadblocks to market innovation.

### Key planning highlights

The CFIA has one core responsibility, **safe food and healthy plants and animals**. The highlights that follow provide an overview of some of the key 2023–24 plans that will support fulfilling the Agency's core responsibility.

- Actively addressing the highly pathogenic avian influenza (HPAI) outbreak that began spreading within Canada in 2021 will continue to be a key priority in 2023–24. This disease is impacting poultry and other birds in Canada and around the globe. Surveillance and strong biosecurity measures will continue to be the first line of defence, followed by rapid, intensive, and coordinated action as soon as the disease is detected. The CFIA continues to consider emerging scientific information as well as domestic and international lessons learned. Much like any global pandemic, the length of intensive response is unknown. The Agency is also preparing for other potential significant threats, including African swine fever (ASF), which has been

significantly impacting the pork industry globally but has so far not been detected in North America, as well as spotted lanternfly, which is destroying high-value vineyards and orchards just south of Canada.

- The CFIA will continue pursuing a One Health approach to address the complex challenges that can arise at the intersection of human, animal, plant, and environmental health, such as antimicrobial resistance (AMR), HPAI, chronic wasting disease, and other risks exacerbated by climate change. The Agency will continue to seek out and share intelligence with numerous domestic and international experts to develop an integrated approach to these and other global issues and diseases.
- The CFIA is conducting a multi-year structured and comprehensive review of its regulatory frameworks. Regulations that are outcome-based, transparent, and consider industry practices will provide a strong foundation for delivery of results. The CFIA will advance a number of regulatory proposals in 2023–24, including priority proposals related to livestock identification and traceability, food compositional standards, cross-border transport biosecurity, and livestock feed.



- Tackling food fraud protects consumers from deception and industry from unfair market competition. The Agency will focus on verification and enforcement, identifying food commodities more likely to be subject to food fraud, and advancing laboratory methods to detect food fraud. The CFIA will continue educating consumers and industry, exchanging intelligence and working in partnership with experts to set international rules and standards.
- The CFIA will continue to facilitate international market access for Canadian food, plants, and animals by championing science-based international standards and pursuing relationships with like-minded partners. The Agency will seek input from domestic stakeholders into Canadian regulatory positions and maintain Canada's well-respected regulatory system so that Canadian products continue to be recognized as safe and free of diseases and pests. The Agency will maintain its involvement within diverse international organizations.



## Gender-based Analysis Plus (GBA Plus)

The Agency is committed to ensuring that its policies are informed by, and developed with, a GBA Plus framework. In 2023–24, the CFIA will be in the second year of a four-year GBA Plus data collection plan. The Agency will continue to establish a baseline of GBA Plus demographic data and gather credible qualitative and quantitative data and information to inform decision-making. The CFIA will also focus on strengthening the Agency’s knowledge and practical application of the framework.

## United Nations 2030 Agenda for Sustainable Development and Sustainable Development Goals

The CFIA will develop its 2023–2027 Departmental Sustainable Development Strategy (DSDS) guided by the goals of the United Nations 2030 Agenda for Sustainable Development and those of the recently published Federal Sustainable Development Strategy (FSDS). It will include environmental, social, and economic goals and targets with special attention to reconciliation with Indigenous Peoples. In addition, delivery of the Agency’s core responsibility, “safe food and healthy plants and animals”, as well as corporate attention to environmental sustainability, will further Canadian progress on the United Nations 2030 Agenda.

## Innovation

The CFIA will continue to leverage technology to improve surveillance and inspection capabilities. In 2023–24, the Agency will also experiment with emerging technologies such as artificial intelligence (AI) and machine-learning models, testing their potential as digital business solutions, for example, using 3D technology to enhance remote training and expanding use of CFIA-designed risk intelligence tools. The Agency will also support Canadian innovators with opportunities to launch new projects and test innovative solutions that could enhance delivery of the CFIA’s mandate, such as a portable device to detect marine biotoxins in shellfish and marine waters. Through Innovative Solutions Canada, the CFIA will continue to explore ways to help Canadian small businesses have their prototypes tested by the federal government in real-life settings.

## Internal services

The CFIA is committed to fostering a healthy, respectful, diverse, and inclusive workplace. In 2023–24, the CFIA will continue to implement its Diversity, Equity and Inclusion Strategy and Action Plan and implement its Accessibility Plan. Recruiting efforts will be focussed on veterinarians and scientists as well as increasing representation of Indigenous Peoples and persons with disabilities within the Agency.

In 2023–24, the Agency will accelerate the modernization of its IT applications and platforms. My CFIA, the digital tool for online services for permissions (licences, permits, registrations, and authorizations) and export certificates will continue to be enhanced. Work will also be undertaken to upgrade databases and make the CFIA’s applications more stable and secure.

In support of economic reconciliation and improved socio-economic outcomes for First Nations, Inuit, and Métis businesses, the CFIA will increase procurement opportunities by leveraging provisions available in the federal Procurement Strategy for Indigenous Businesses (PSIB) policy. In 2023–24, the CFIA will award a minimum of 5% of the total value of contracts to Indigenous businesses.

For more information on the CFIA’s plans, see the “Core responsibilities: planned results and resources, and key risks” section of this plan.



## Core responsibilities: planned results and resources, and key risks

This section contains information on the Agency's planned results and resources for its core responsibility. It also contains information on key risks related to achieving those results.

### Safe food and healthy plants and animals

#### Description

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

#### Planning highlights

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

Canada is recognized as having one of the world's most rigorous food safety systems. The CFIA designs and implements programs to verify that the food Canadians eat is safe and truthfully represented and that industry understands and follows sound rules to produce or import safe and accurately labelled food. The CFIA works with industry and federal, provincial, territorial, as well as international food safety partners, via its food safety programs to mitigate public health risks, prevent hazards in the food supply system, and manage any food safety emergencies and incidents.

## Modernizing the food regulatory framework

The CFIA continuously seeks opportunities to optimize its food regulatory framework, the backbone of Canada’s rigorous food safety system.

In 2023–24, the CFIA plans to advance amendments to the *Food and Drug Regulations* (FDR) to address **food compositional standards**. Standards of identity, what ingredients a food product must contain, may contain, and manufacturing requirements, currently exist for over 500 foods under the FDR and the *Safe Food for Canadians Regulations* (SFCR). A food product that does not meet the requirements of a standard cannot use the prescribed name for that standardized food. This protects consumers from being misled. The proposed amendments would enable a regulatory drafting technique called “incorporation by reference” in the FDR. The objective is to create an agile, responsive framework to maintain food compositional standards that are updated in a transparent, timely, and efficient manner. This approach will result in compositional standards that are more responsive to changes in technology and consumer demand and that support industry innovation and economic recovery. The amendment will also contribute to domestic and international cooperation by helping to align Canada’s compositional standards with those set by international standard-setting bodies and major trading partners. The CFIA expects to pre-publish the proposed amendments to the regulations in the Canada Gazette, Part I, in 2023.

Health Canada’s new front-of-package labeling regulations were published on July 20, 2022. The requirements in these new regulations are intended to help consumers make informed choices and help counteract rising rates of diet-related chronic disease. Until January 1, 2026, the CFIA will take an education and compliance promotion approach to enforcement. After January 1, 2026, the CFIA will begin full compliance, verification, and enforcement activities. In 2023–24, the CFIA will collaborate with Health Canada on the development of guidance related to the new regulations, participate in industry outreach, and prepare to train inspectors. This will give stakeholders access to guidance and compliance information before the end of the transition period and give inspectors the tools they need to enforce the new requirements so that food sold in Canada will continue to be safe and accurately represented.

## Promoting compliance

Compliance promotion products and activities aim to raise awareness, understanding, and compliance with food regulations. The CFIA employs a range of traditional, digital, and innovative communication strategies and tactics to deliver compliance promotion activities.

In 2023–24, the Agency will raise awareness and understanding of the SFCR, particularly in the **manufactured food sector**. The CFIA will also focus compliance promotion and awareness building on **e-commerce**, targeting food businesses and informing consumers on how to protect themselves and their families from the risks associated with online food purchases, such as food products being unsafe for consumption or of poor quality. In addition, the CFIA will educate consumers about **food fraud** with new online materials.

### Monitoring and enforcement for food safety and consumer protection

The CFIA conducts inspections, sampling, and testing to monitor for food safety risks and verify that industry, including importers, and the food that they produce or import, meet federal regulatory requirements. The Agency’s inspectors and laboratory scientists also conduct these activities to support access of Canadian products to foreign markets – a critical contribution to Canada’s economy. In June 2019, the Government of Canada invested \$24.4 million over five years in the CFIA to tackle **food fraud** in order to protect consumers from food related misrepresentation and companies from unfair market competition. With this funding, the CFIA is conducting inspections, collecting samples, testing foods for authenticity, and gathering intelligence to better target its oversight activities. In 2023–24, the CFIA will continue to identify high-risk food commodities and types of fraud, conduct verification activities, and take enforcement actions when warranted. The CFIA will also continue to advance new laboratory methods to detect food misrepresentation, collaborate with and foster stakeholders’ and appropriate foreign authorities’ trust, and represent Canada at international forums for food fraud and food safety.

Advancing **boat-to-plate traceability** will continue to be a priority in 2023–24. Canada exports approximately \$7 billion worth of fish and seafood annually to over 120 countries and imports approximately \$4 billion of product from over 140 countries. Traceability of fish and seafood is important for food safety, consumer protection from misrepresentation, and domestic and international market access of Canadian fish and seafood. Traceability is also important for sustainability and fisheries management, combatting worldwide illegal, unreported, and unregulated fishing, and trade and marketing of Canadian fish and seafood.



Fisheries and Oceans Canada (DFO), Agriculture and Agri-Food Canada (AAFC) and the CFIA are all involved in advancing boat-to-plate traceability. In 2023–24, the CFIA will update labelling guidance related to origin and sustainability claims, increase education and awareness regarding fish species substitution to reduce fraud and misrepresentation, and enhance the use of enforcement tools to deter non-compliance. The CFIA will also

continue to verify compliance with product and process standards, including focussing on the acceptable quality, safety, and identification of fish and seafood products that are processed in federal establishments and imported into Canada.

## Collaborating

In order to effectively deliver its mandate, the CFIA must consult and collaborate with many partners and stakeholders. The following are examples of collaborative initiatives planned for 2023–24.

The **Canadian Food Safety Information Network (CFSIN)** is a CFIA-led federal initiative that aims to more effectively anticipate, detect, and respond to food safety events and emergencies. In 2023–24, the Agency will increase the use of the network to foster collaboration and information sharing among federal, provincial, and territorial food safety authorities. This will promote earlier detection and coordinated response to potential food safety events to better protect Canadians.



Interprovincial trade is an essential element of the Canadian economy. The Domestic Food Trade Pilots Steering Committee, led by the CFIA in partnership with provincial and territorial authorities, aims to examine regulatory and non-regulatory challenges associated with the **interprovincial meat trade** and explore possible approaches to address challenges. In 2023–24, a project will be conducted with the aim to ease the unique challenges associated with the interprovincial movement of food within Lloydminster, a city that straddles the provincial border between Alberta and Saskatchewan. In addition, the CFIA will explore the feasibility of designing additional projects to address slaughter service availability in remote border regions and to provide high volume provincially-regulated meat businesses to test markets in other Canadian provinces or territories.

The **Canadian Shellfish Sanitation Program (CSSP)** is a federal food safety program jointly administered by CFIA, DFO, and Environment and Climate Change Canada (ECCC). The program aims to minimize the health risks associated with consuming bivalve molluscan shellfish such as mussels, oysters, and clams. A recent DFO-led evaluation of the program highlights new and growing challenges. Over the next two years, the CFIA will partner with DFO and ECCC to address the findings of the evaluation by strengthening program governance, determining how to address increasing demands for program services and delivery, and developing an integrated performance measurement framework that supports continued improvement of program management and delivery.



## DEPARTMENTAL RESULT 2: Plant and animal resources are protected from diseases and pests and are safe for Canadians and the environment

The CFIA has a mandate to protect Canada's plant and animal resources from pests and diseases. Plant and animal programs are intended to prevent incursions by foreign plant pests and animal diseases, and to work with stakeholders to contain plant pests and animal diseases should they enter Canada. Working closely with North American and international government partners, as well as intergovernmental organizations such as the North American Plant Protection Organization (NAPPO), the International Plant Protection Convention (IPPC), and the World Organization for Animal Health (WOAH), the CFIA works within its mandate to mitigate risks to plant and animal resources. The CFIA is at the forefront of responding to a changing climate, rapid advances in technology, and scientific breakthroughs.

### Modernizing the regulatory framework

The CFIA continues to pursue a multi-year structured and comprehensive review of its regulatory frameworks for animal and plant health. The Agency strives to develop regulations considered leading industry practices and are outcome-based and transparent. Modernized regulations will reduce unnecessary regulatory burden, provide clarity and flexibility, and support innovation and changes in science and technology. In 2023–24, the CFIA plans to advance the following regulatory proposals:

- **Cross-border transport biosecurity** (*Health of Animals Regulations*): The *Health of Animals Regulations* contain biosecurity requirements for cleaning and disinfecting vehicles carrying certain livestock and poultry before they come into Canada. Cleaning and disinfecting is one way to prevent the introduction of foreign, new, and emerging diseases into Canada. The CFIA is advancing a legislative change in Bill S-6, An Act Respecting Regulatory Modernization, that would provide the Minister with a new authority to approve third-party biosecurity programs. This would be followed by regulatory changes to allow specific vehicles that have transported swine to the United States of America (USA) to be cleaned and disinfected in Canada upon their return provided they are registered in a CFIA-approved third-party program that controls biosecurity risks. The aim of the amendment is to prevent incursions of diseases while accommodating industry by allowing flexibility in how the requirements are met. The CFIA anticipates that the final regulations will be published in the *Canada Gazette*, Part II, in 2023.

- **Feeds:** Amendments to the *Feeds Regulations* aim to improve livestock feed and food safety in Canada, reflect international standards, and keep up with industry innovation, science and technology. Identification of hazards and implementation of preventive controls, traceability, record-keeping, and licensing will support the management of risks to animal health, human health, and the environment. The CFIA anticipates that the final amendments will be published in the *Canada Gazette*, Part II, in 2023.
- **Livestock identification and traceability (*Health of Animals Regulations*):** Animal traceability is the ability to follow an animal through all stages of its life. Traceability can contribute to more effective and timely responses to disease outbreaks and food safety issues. This regulatory proposal would include a broader range of livestock, such as goats and cervids (deer and elk), and apply new requirements to improve consistency, timeliness, and accuracy of animal identification and movement information. These amendments would address gaps in the existing regulations, increase efficiency and agility, and enable Canada to better prepare for and respond to animal disease outbreaks, natural disasters, or food safety issues. A faster and more efficient response during a disease outbreak or natural disaster will reduce the number of animals that need to be humanely destroyed, which in turn reduces costs and supports producers and animal welfare. A strong livestock traceability program will also improve access to international markets, contributing to agricultural sustainability, market resilience and, ultimately, Canada's economy. The CFIA anticipates that the proposed amendments will be pre-published in the *Canada Gazette*, Part I, in 2023.
- Modernizing regulations is typically a multi-year endeavour involving broad consultation. In 2023–24, the CFIA is advancing **Seed Regulatory Modernization** by developing options and recommendations along with stakeholders throughout the seed value chain and from many different crop types across the country. The objective of this innovative approach is to collectively design the seed system of the future.



## Promoting compliance

In 2023–24, the CFIA will continue to engage with Canadian citizens, producers, scientists, academics, and other stakeholders on plant and animal health issues via its **Inspect and Protect**<sup>i</sup> multimedia platform. The “Buy local, burn local: don’t move firewood” campaign will continue to inform Canadians of the devastating effects **invasive insects**, such as emerald ash borer, spotted lanternfly, and spongy moth, can have on our environment. The CFIA will also continue to develop and broadly distribute plant pest cards and related outreach products to enhance detection and encourage reporting of plant pests in Canada. Buying seeds online can introduce **invasive plants** that have a lasting impact on crops, waterways, and habitats. Compliance will be promoted by messaging target audiences to reduce risk and impacts on our environment.



Changes in regulations, directives, and programs will continue to be supported by strong promotion strategies. For example, October 2023 marks the end of the transition period for compliance with the **new Fertilizer Regulations**. The *Fertilizers Act* and regulations require that all regulated fertilizer and supplement products imported into or sold in Canada must be safe for humans, plants, animals, and the environment. They must also be properly labelled to ensure safe and appropriate use. In 2023–24, the CFIA will continue to promote awareness and help regulated parties understand the new regulations.

In support of animal health, the Agency will promote industry adoption of strong **biosecurity** measures to prevent infection and to encourage early detection and reporting of HPAI cases by producers. The Agency will also continue to educate Canadians on the risks of illegally importing pork products, even for personal use, to prevent introducing ASF into Canada. The campaigns focus on the risk of ASF entering Canada via mailed packages (“Don’t mail pork” campaign) and when travelling to Canada (“Don’t pack pork” campaign). In addition, the Agency educates small pork producers on the importance of biosecurity.

In 2023–24, the CFIA will promote awareness of, and compliance with, ongoing and temporary **importing requirements for dogs** to prevent the introduction of dog rabies into Canada. The public awareness activities will focus on sound animal adoption practices as well as engagement with animal welfare organizations. This initiative is part of the Government’s \$20.5 million commitment over four years, starting in 2022–23, to effectively respond to the significant and increasing risks posed by the trade of regulated animals other than livestock.

## Preparing for, monitoring and responding to animal diseases and plant pests

A number of animal diseases and plant pests are projected to continue to require significant focus by the CFIA in 2023–24.

- Canada, the USA, and many parts of Europe, Asia, and Africa continue to experience outbreaks of **HPAI**. This deadly viral infection spreads rapidly among wild and domestic birds and can have a significant impact on the Canadian poultry and egg industry. In 2023–24, the CFIA will continue responding to outbreaks by establishing surge capacity, testing, establishing primary control zones when required, tracing potential sources and the spread of the disease, and further developing tools to rapidly detect and characterize the virus. The Agency will also continue to facilitate the destruction of infected poultry, oversee the disinfection of premises, and continue to support surveillance of commercial poultry flocks.
- **African swine fever**, which has never been found in Canada but is spreading globally, is a contagious viral disease with a high mortality rate in infected hogs. It poses a significant risk to the health of the Canadian swine herd, the pork industry, and the Canadian economy. Canada is the third-largest exporter of pork globally. The hog sector contributes approximately \$24 billion to the Canadian economy each year and is responsible for approximately 45,000 jobs. The Government of Canada has committed \$19.8 million to the CFIA over three years, starting in 2022–23, to support preparedness, prevention, and trade continuity in response to ASF. This funding is part of a broader federal/provincial coordinated approach to prevent, prepare for, and mitigate the impacts of ASF detection in Canada.

In 2023–24, the CFIA will continue to conduct targeted awareness campaigns. The Agency will also continue to develop diagnostic capabilities to enhance surveillance and detection activities. The Agency plans to conduct simulation exercises with the provinces and stakeholders to identify strengths and gaps to further hone Canada's ASF response. Preparedness for humane destruction and disposal will be enhanced. In addition, the Agency will collaborate with industry on the development and testing of vaccines and other potential preventative solutions. The CFIA will also continue to negotiate zoning arrangements with international partners. Lessons learned from the ongoing HPAI outbreak will be leveraged to inform ASF preparation strategies, such as the need to increase capacity to manage outbreaks and providing clarity for stakeholders' roles and responsibilities.

- The CFIA will remain vigilant for **foot-and-mouth disease**, which can affect cattle, sheep, swine, goat, and other ruminant species. The Agency will also work

collaboratively with the provinces to slow the spread of **chronic wasting disease**, which has been spreading amongst wild cervids and is a threat to Canada's cervid industry of over 500 farms. Surveillance for **bovine spongiform encephalopathy** (BSE) will remain critical for maintaining Canada's negligible risk status received from the World Organization of Animal Health (WOAH) in 2021. This internationally recognized status has given Canada greater access to international markets. Canada's beef industry includes approximately 60,000 beef farms, ranches, and feedlots and contributes approximately \$21.8 billion to Canada's gross domestic product.

- **Potato wart**, a soil-borne fungus considered a plant pest, reduces commercial potato yields and makes them unmarketable. This results in financial loss for potato farmers as it impacts exports while creating uncertainty within the domestic market. In Budget 2022, the Government announced \$12 million of funding over two years, starting in 2022–23, to support the CFIA's response to the detections of potato wart on Prince Edward Island. In 2023–24, the CFIA will complete the investigation by collecting and analysing the remainder of soil samples linked to the original October 2021 detections and conducting post-harvest surveillance and other sampling required to support trade, such as surveillance and sampling of non-regulated fields. The CFIA will also undertake program enhancements to support the implementation of existing requirements for export to the USA and domestic movement, and will work to maintain and increase market access for potatoes to other international markets.
- The **spotted lanternfly**, a sap-feeding invasive insect that causes direct and indirect damage to a wide variety of high-value plants (for example, grapes, apples, pears, hops, plums, peaches, cherries, cane fruits, and hardwoods such as oak and maple) is also an emerging threat. While spotted lanternfly has not yet been detected in Canada, it has been found close to the Canada-US border. Scientists anticipate potential introduction in Manitoba, Saskatchewan, and Alberta. This pest would primarily impact the grape, wine, fruit, and maple syrup industries. In 2023–24, the CFIA will continue to plan and prepare with targeted surveillance and inspection activities, and through testing of survey samples collected with partners and stakeholders.
- The CFIA works to support the trade of Canadian canola, valued in excess of \$13.7 billion annually, by addressing any issues relating to **canola blackleg** and **bacterial blight** plant pathogens. In 2023–24, the Agency plans to develop and validate new test methods for survey samples collected by provincial partners in Manitoba, Saskatchewan, and Alberta as well as export compliance samples collected by the Canadian Grain Commission at the port of Vancouver.







The renewal of the **Sidney Centre for Plant Health** (CPH) in British Columbia, a pathfinder project for the Government of Canada’s Laboratories Canada strategy, will continue in 2023–24. The laboratory is Canada’s only post-entry quarantine, research, and diagnostic facility for imported plant material. The laboratory conducts virus testing of fruit-bearing trees, grapevines, and small fruit (e.g. berries) in order to safely introduce foreign plant material into Canada. The first phase of this project, which started in the fall of 2022, involves

retrofitting, where cost-effective, and phasing out and demolishing the Centre’s aged buildings. The new facility will ultimately provide **modernized rapid testing for regulated plant diseases**, improving Canada’s ability to detect them earlier and more accurately. The new facility will also promote scientific collaboration to help advance research in plant science and support innovation in the agricultural and agri-food sector. The CFIA will engage with local Indigenous communities to build positive, co-operative, and mutually respectful discussions on the renewal of the Centre and the impact on the land.

### Collaborating domestically and internationally

The **Plant and Animal Health Strategy for Canada** is a comprehensive and collaborative approach to improving Canada’s ability to respond to changing plant and animal health needs. The strategy connects a variety of groups from federal and provincial governments, industry, academia, and other stakeholders. Two specialized councils, the Canadian Plant Health Council and Animal Health Canada<sup>ii</sup>, address plant pests, animal diseases, and other risks that can have significant and long-lasting impacts on Canadian animals and plants, agriculture, and the agri-food industry. Together, the councils cover the animal health, agriculture, forestry, aquaculture and apiculture sectors<sup>iii</sup> by collecting, analyzing, and sharing information<sup>iv</sup>. In 2023–24, the CFIA will continue to work collaboratively via these councils, prioritizing surveillance, biosecurity, and emergency management.

The CFIA-led **Biosafety Level 4 Zoonotic Laboratory Network** (BSL4ZNet) brings together scientists from international high-containment laboratories to share and transfer knowledge, train high quality personnel, and learn best practices for high-consequence diseases and response to emerging pathogens, thereby helping Canada prepare for zoonotic disease outbreaks. In 2023–24, the BSL4ZNet will host their 3rd annual international conference and will continue to prepare for emerging diseases through working group meetings.



The CFIA is leading the establishment of the **Canadian Plant Health Information System** (CPHIS). This online collaborative system will modernize how Canadian plant health protection authorities and stakeholders communicate, share information, and reach evidence-based decisions about new or emerging threats. CPHIS is anticipated to launch by the spring of 2024.

The CFIA will continue to provide leadership and support for the **Community for Emerging and Zoonotic Diseases**. Participation in this multidisciplinary community of experts on public, animal, and environmental health improves Canada's ability to rapidly identify, evaluate, and disseminate early warnings about emerging animal diseases as well as diseases that can be transmitted between animals and humans.

**One Health** is an approach that recognizes the complex challenges that can arise at the intersection of human, animal, and plant health, for example, AMR, HPAI and chronic wasting disease. Promoting and using a One Health approach in collaboration with domestic and international partners will enable the CFIA to better predict, detect, and respond to existing, new, and emerging diseases.

Canada is recognized as a world leader in sustainable agriculture and agri-food production. In July, 2022, federal, provincial, and territorial Ministers of Agriculture reached an agreement in principle for a five-year **Sustainable Canadian Agricultural Partnership** (SCAP). The CFIA will contribute to supporting market development and Canadian trade interests by advancing science-based trade rules in international forums. The Agency will build resiliency and trust by protecting and enhancing plant and animal health, and animal welfare, through a One Health perspective.

The Agency is demonstrating its commitment to address the recommendations outlined in Canada's Roadmap for Open Science by enabling open access to CFIA scientific and research publications as outlined in the CFIA's **Open Science Action Plan** (OSAP) for 2021–2026. In 2023–24, the CFIA will be part of the launch of the Federal Open Science Repository of Canada (FOSRC), a free and public-facing web-based storehouse of open access scientific and research publications. This repository will increase visibility and accessibility to CFIA science and research to bolster increased collaboration opportunities.

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

The CFIA promotes and supports Canadian businesses' access to international markets by verifying and regulating the safety of Canadian food and the health of its plant and animal resource base. The Agency is responsible for administering and enforcing program legislation for importing and exporting food, plant, and animal products. The 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 food, plant, and animal exports.

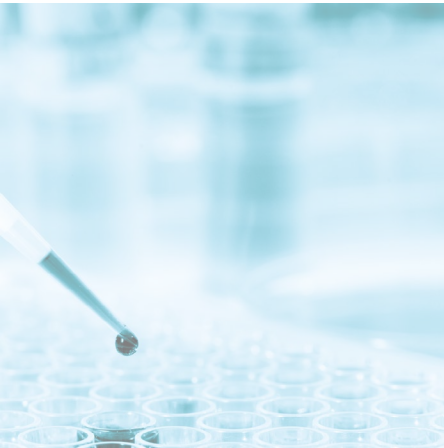
#### International standard setting

The CFIA contributes to global forums to influence the development of international standards for food safety, consumer protection, and fair practices in the trade of food, plants, animals, and related products. By actively promoting Canada's science and rules-based approach to setting standards, the CFIA supports **safe and predictable market access** for Canada.

In 2023–24, the CFIA will continue to lead Canada's participation in the International Plant Protection Convention (IPPC) and the WOA (founded as OIE). The Agency co-leads, with Health Canada, Canada's engagement at the Codex Alimentarius Commission. The CFIA will also continue to collaborate on plant health with the North American Plant Protection Organization (NAPPO).

The CFIA will continue to 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 recognizing a country's right to take necessary regulatory measures on food safety, plant health, and animal health, while avoiding unnecessarily restricting international trade.

The CFIA will 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**. The Agency will also continue to play a leadership role in negotiating Canada's organic equivalency arrangements, which enhance access to new and existing markets for Canadian exporters.



## International regulatory cooperation and collaboration

The CFIA collaborates with other countries to advance international regulatory and science-based initiatives. This includes sharing data and research results, as appropriate. The development and maintenance of these regulatory bilateral and multilateral relationships advance Canada's interests and address common issues.

In 2023–24, the CFIA will continue to provide leadership and work with the USA to **reduce the regulatory burden** on industry while maintaining and improving food safety and protecting plant and animal health. The CFIA will also continue to work with the European Union through the Comprehensive Economic and Trade Agreement (CETA) to **advance market access** and **identify areas for future regulatory cooperation**. Work with the Strategic Food Safety Dialogue (SFSD) Group, which includes Australia, the European Union, New Zealand, the United Kingdom, and the USA, to **share information** and **pursue a shared** vision for robust and flexible food safety regulation will also continue.

The CFIA will work with international partners involved in plant health, including the Plant Health Quadrilateral Group (Australia, Canada, New Zealand and the USA), with a focus on **mitigating risks posed by plant pests and preventing their introduction and spread**. The CFIA will also continue to collaborate on plant health **international research** activities as a member of the European Phytosanitary Research and Coordination (Euphresco) network, which involves more than 70 organizations from over 50 countries. Similarly, the CFIA will continue to work with international partners, including with the Animal Health Quadrilateral Alliance (Australia, New Zealand, the United Kingdom, and the USA), on **major issues related to animal health, such as ASF and HPAI**.

Continuing initiatives with other countries, working groups, and organizations in 2023–24 will **reduce trade barriers to biotechnology, combat food fraud and organic food fraud, and expand organic equivalency arrangements**. Canada's free trade agreements currently include technical assistance and cooperation provisions with 19 trading partners. Offering technical assistance helps beneficiary countries develop their regulations, improve their **compliance to Canadian requirements**, and improve their enforcement activities. These activities benefit Canada by lowering the risk of plant pests, animal disease, and non-compliant food entering the country, strengthening relationships with beneficiary countries, and opening new markets.

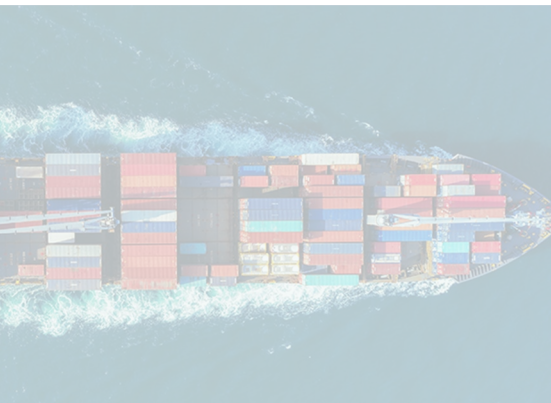
## International market access support

Over half of Canada's domestic agriculture production is exported. Trade uncertainty and protectionism, shifting consumer preferences, plant and animal diseases, and increases in new and complex regulatory requirements affect the **export of Canadian commodities**. The CFIA provides the technical expertise to facilitate the opening, re-opening, expansion, and maintenance of export markets for Canadian food, animals, plants, and related products.

Expansion of existing trade and creation of new trade opportunities for Canadian commodities is based on the understanding and acceptance by foreign regulators of the Canadian regulatory systems for food, plant, and animal health. In 2023–24, the CFIA will continue to work with other federal, provincial, and territorial government departments, industry, and foreign regulatory counterparts to **advance Canada's trade policy interests** and negotiate agreements to expand export opportunities.

Since the WOAHA officially recognized Canada as having a negligible risk for BSE, the CFIA has continued to enhance market access for Canadian beef and beef products. In 2023–24, the CFIA will also continue to negotiate recognition of Canada's **ASF zoning decisions** with key trading partners to allow the trade of pork within disease-free zones as soon as possible if ASF is ever detected in Canada.

Addressing increasingly complex market access issues remains a priority, as does supporting sector diversification. In 2023–24, the CFIA will work with AAFC and Global Affairs Canada to implement the **Indo-Pacific Strategy** and establish a dedicated Indo-Pacific Agriculture and Agri-Food Office. This will enable access to agriculture and agri-food markets through technical cooperation, capacity building in support of long-term and reliable trade relationships, and a stronger supply chain.



## Gender-based Analysis Plus

The Agency is committed to ensuring that its policies, programs, and initiatives are informed by, and developed with, a GBA Plus framework. In 2023–24, the CFIA will be in the second year of a four-year data collection strategy across all programs and business lines. This strategy is being undertaken to establish a baseline of GBA Plus demographic data and gather credible qualitative and quantitative data and information to inform decision-making. In addition, there will be a focus on strengthening the Agency's knowledge and practical application of the framework by promoting training opportunities and the use of guidance and resources available to conduct GBA Plus.

## United Nations 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals

The CFIA's planned activities under its "Safe food and healthy plants and animals" core responsibility will support Canada's efforts to address the United Nations 2030 Agenda and the Sustainable Development Goals (SDGs).

The recently published 2022–2026 Federal Sustainable Development Strategy (FSDS) will guide the CFIA's development of Departmental Sustainable Development Strategy (DSDS) for 2023–2027. The strategy will contribute to the United Nations 2030 Agenda by including social and economic goals and targets, as well as the environmental goals of earlier strategies. Special attention will be given to reconciliation with Indigenous Peoples, with the CFIA recognizing and incorporating relevant sections of the *United Nations Declaration on the Rights of Indigenous Peoples* (UNDRIP) in the 2023–2027 DSDS.

In 2023–24, the CFIA will contribute towards the SDG's and FSDS goals by:

- performing its regulatory role towards the prevention of food safety incidents, reducing the risks associated with diseases and toxic substances that may affect animals or that may be transmitted by animals to people, and protecting plant resources from threats such as diseases, pests, and invasive species in order to meet the **zero hunger** goal (SDG 2) and to **support a healthier and more sustainable food system** (FSDS Goal 2);
- protecting public health through the surveillance, prevention, and control of animal diseases, and the prudent use of antimicrobials in livestock production, to support the **good health and well-being** goal (SDG 3);



- establishing and enforcing fertilizer and supplement registrations and safety standards to support the **clean water and sanitation** goal (SDG 6) and **climate action** goal (SDG 13);
- implementing the *United Nations Declaration On the Rights of Indigenous Peoples Act*, to support the **advancing reconciliation with Indigenous Peoples and taking action to reduce inequality** goal (FSDS Goal 10);
- reducing greenhouse gas emissions from our fleet, buildings, and operations; and enhancing our understanding of and resilience towards climate impacts to support the goals of **taking action on climate change and its impacts** (SDG 13 and FSDS Goal 13), and the **reducing waste and transitioning to zero-emission vehicles** (FSDS Goal 12);
- working with regulated parties to protect food systems from hazards, promote safe, sustainable, and secure food and collaborating with international and domestic partners and stakeholders to minimize threats to plants, in support of the **life on land** goal (SDG 15); and,
- administering the *Plant Breeders' Rights Act* (1990) and regulations, which provide legal protection to plant breeders for new plant varieties, in support of the goal to **protect and recover species, conserve Canadian biodiversity** (FSDS Goal 15).



Further information on SDGs is available on the [United Nations website](#).<sup>v</sup>

## Innovation

As a science-based regulator, testing assumptions and experimenting with approaches and solutions to new and existing challenges is part of the CFIA culture. The Agency applies this approach to its program design and delivery, continuously modernizing the way it operates.

Experimentation with virtual reality, AI, drones, hands-free video / audio-streaming mobile devices, and other **emerging technologies** has demonstrated promising opportunities to enhance the delivery of the CFIA's mandate. In 2023–24, the CFIA will continue to experiment with:

- AI and machine-learning models to support monitoring of invasive plant and insect species within Canada and at its borders;



- image-based seed classification to rapidly identify seed contaminants, which is important for protecting plant health and the environment; and
- a natural language-based AI model that could allow some CFIA food recall processes to be automated, thereby increasing recall effectiveness and efficiency.

The CFIA’s Digital Enablement Experimentation Lab (DEEL) will test the potential of new **digital business solutions** and prepare them for implementation. In 2023–24, experimentation with digital business solutions include:

- hot zone photography, aimed to equip emergency response employees with better photography equipment for use in avian influenza hot zones;
- a training course on metal can integrity delivered using 3D technology, which provides remote learners with a more realistic experience; and
- an application that creates and stores digital business cards that employees can share with external clients.

The CFIA has created and implemented an Establishment-based Risk Assessment (ERA) model. This data- and algorithm-based tool enables the Agency to **prioritize inspection of food establishments based on risk**. In 2023–24, the CFIA will leverage the principles of the ERA model for food establishments (ERA-Food) to refine, test, and implement risk assessment models in the animal sector. Once implemented, this risk intelligence tool will allow the Agency to **identify hatchery, feed, and renderer establishments that are at highest risk** and to take into account this information when allocating inspection resources.

In 2023–24, the CFIA will continue experimenting with geographic information systems (GIS) with a goal of increasing monitoring and surveillance efficiency and effectiveness. The systems allow for real-time data entry, immediate reporting of observations from survey sites, and instant map generating. When monitoring and responding to potato wart, for example, the tool sped up response time. The Agency was able to reassure international trading partners and Canadians that the situation was being addressed quickly and thoroughly. Previous projects that utilized GIS technology also found that the tool reduced human error as well as decreased the time and resources involved. The CFIA continues to build on its strong relationships with other government departments and agencies, learning what partners have done with GIS and sharing information on the Agency’s testing efforts.



The CFIA also supports Canadian small businesses whose innovative solutions enhance the delivery of the Agency's mandate by funding research and development and testing their prototypes in real-life settings. The **Innovative Solutions Canada**<sup>vi</sup> (ISC) program is designed to stimulate the growth of Canadian small businesses while providing ways to solve problems the federal government and industry face. In 2023–24, the CFIA will award up to \$1.3 million to launch new projects, as well as support ongoing opportunities and testing of innovations developed by industry. This funding will advance solutions that:

- detect marine biotoxins in shellfish and marine waters to enable industry and remote communities to easily detect marine biotoxins using a portable device;
- detect granulomas (tissues containing inflammation) to aid in surveillance of bovine tuberculosis to maintain Canada's status as free from this contagious disease, which can also be transmitted to humans; and
- provide alternative phytosanitary treatment options to control plant pests.

The 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 the 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.



## Key risks

The CFIA's ability to achieve its mandate may be at risk due to challenges posed by shifts in the global trading environment, climate change, and the need to manage multiple concurrent emergencies. The following table describes each risk and provides examples of key risk responses.

| Risk  | What the CFIA is facing  | Examples of the CFIA's Risk Responses  |
|---|--|--|
| <b>Shifts in the global trading environment</b> | <p>Shifts in the global trading environment may pose risks to the CFIA's ability to deliver its mandate due to:</p> <ul style="list-style-type: none"> <li>• an increase in imports of highly diverse food, plant and animal products;</li> <li>• changing consumer trends, including increased online shopping, and changing social interests, such as plant based products and sustainable packaging;</li> <li>• major trading partners implementing new and evolving trade policy directions; and</li> <li>• protectionism and increasingly complex non-tariff barriers to trade hindering the established science and rules-based trading system.</li> </ul>           | <p>The CFIA will continue to work with international standard-setting bodies and promote the adoption of science-based standards that improve predictability.</p> <p>The Agency will provide technical expertise, in partnership with other government departments and industry, to facilitate the opening, re-opening, expansion, and maintenance of markets.</p> <p>Advocacy and engagement will continue in order to maintain and enhance trade with traditional trading partners.</p> <p>Multi-media campaigns will continue to inform Canadians on issues such as e-commerce, to protect themselves, their families, and Canada's plant and animal resources.</p> <p>Position Canada to leverage niche opportunities, for example those that address changing social interests that may expand markets, by championing regulations that encourage innovation and support the economy.</p> |
| <b>Climate change</b>                           | <p>Climate change impacts the delivery of the CFIA mandate by:</p> <ul style="list-style-type: none"> <li>• increasing the prevalence, types and geographical distribution of pests that affect plant food production, forests, and ornamental plant species;</li> <li>• increasing the prevalence and types of animal diseases, microbial food-borne diseases, and shellfish biotoxins; and</li> <li>• increasing extreme weather events, which impact food safety, animal health and welfare and plant health, affecting the CFIA's ability to provide timely inspection and laboratory services and hastening deterioration of critical CFIA infrastructure.</li> </ul> | <p>Identifying adaptation measures to address risks and vulnerabilities prioritized in the Preliminary CFIA Climate Change Risk and Vulnerability Assessment.</p> <p>Taking into account climate change in decision-making to do with assets, services, and operations by implementing the upcoming Integrated Climate Lens.</p> <p>Further assessing how interconnected impacts could be managed through a One Health approach.</p> <p>Developing a climate data strategy to support the CFIA's adaptation efforts.</p> <p>Studying vector-borne diseases through surveillance programs, conducting diagnostic test method development, and collaborating with scientists working in federal, provincial, and international laboratories.</p>   |

| Risk                                   | What the CFIA is facing   | Examples of the CFIA's Risk Responses   |
|--|---|---|
| <b>Multiple concurrent emergencies</b> | <p>While previous emergencies tended to be localized and smaller, the past few years have shown that the Agency needs to be able to manage multiple concurrent emergencies. The CFIA is currently addressing:</p> <ul style="list-style-type: none"> <li>• HPAI, which has required an intensive, rapid national response;</li> <li>• potato wart, which has required significant efforts to protect market access as well as potato-producing areas that are free of this pest;</li> <li>• the potential introduction of ASF, which is spreading at an alarming pace around the world;</li> <li>• ongoing issues such as chronic wasting disease; and</li> <li>• preparations for, and response plans to, new pest incursions such as spotted lanternfly.</li> </ul> <p>Emergency response capacity is also affected by:</p> <ul style="list-style-type: none"> <li>• Severe weather (e.g. floods, mud slides, hurricanes and tornadoes), itself an emergency that in turn impacts the availability of local staff; and</li> <li>• employee illness from COVID-19, influenza etc.</li> </ul> | <p>The CFIA will continue to refine emergency management preparedness and approaches, leveraging intelligence gathered as a result of the HPAI and potato wart responses.</p> <p>Large-scale responses often require and benefit from coordinated, multijurisdictional responses. The CFIA will continue to engage key partners to ensure that roles and responsibilities are clear and that necessary resources, (e.g. surge laboratory capacity) are available.</p> <p>Maintaining sufficient capacity to manage concurrent emergencies while continuing other elements of the CFIA mandate, such as food safety inspections and export certification activities, will be the focus of ongoing discussions and plans in 2023–24. In particular, the Agency has prioritized boosting veterinary and inspector capacity and training non-inspection staff to undertake important emergency support roles.</p> <p>The CFIA will continue to maintain strong domestic and international partnerships to exchange intelligence about emerging risks.</p> |

## Planned results for safe food and healthy plants and animals

The following table shows, for safe food and healthy plants and animals, the planned results, the result indicators, the targets and the target dates for 2023–24, and the actual results for the three most recent fiscal years for which actual results are available.

| Departmental result  | Departmental result indicator   | Target       | Date to achieve target | 2019–20 actual result | 2020–21 actual result | 2021–22 actual result |
|--|---|--------------|------------------------|-----------------------|-----------------------|-----------------------|
| 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   | At least 85% | March 31, 2024         | Not Available*        | Not Available*        | 78.8%                 |
|  | Percentage of higher risk food recalls that occurred prior to an adverse effect being reported to the CFIA, by year   | At least 84% | March 31, 2024         | Not Available*        | Not Available*        | 84.8%                 |
|  | Percentage of Canadians who agree that the CFIA helps ensure that food sold in Canada is safe, by year  | At least 70% | March 31, 2024         | Not Available*        | Not Available*        | 73%                   |
| Departmental Result 2: Plant and animal resources are protected from diseases and pests and are safe for Canadians and the environment | Number of foreign plant pests that have entered and established themselves in Canada  | Exactly 0    | March 31, 2024         | 3                     | 2                     | 1                     |
|  | Percentage of regulated plant pests that had previously entered and established in Canada and whose spread (other than what would be expected by natural spread) was successfully limited by CFIA control programs, by year | At least 95% | March 31, 2024         | Not Available*        | Not Available*        | 87.5%                 |
|  | Percentage of plant inputs, products and by-products that comply with Canadian regulations and relevant international agreements, by year   | At least 95% | March 31, 2024         | 92.3%                 | 92.2%                 | 94%                   |

| Departmental result  | Departmental result indicator  | Target       | Date to achieve target | 2019–20 actual result | 2020–21 actual result | 2021–22 actual result |
|--|--|--------------|------------------------|-----------------------|-----------------------|-----------------------|
| 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, 2024         | Not Available*        | Not Available*        | 98.5%                 |
|  | 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, 2024         | Not Available*        | Not Available*        | 95.8%                 |
|  | Rate of confirmed animal disease outbreaks per 100 investigations conducted by the CFIA to limit the impact of animal health diseases within Canada, by year | At most 3    | March 31, 2024         | Not Available*        | Not Available*        | 2.7                   |
| 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  | At least 75  | March 31, 2024         | Not Available*        | Not Available*        | 72                    |

\* Historic data is not available as this is a new indicator. First year of reporting was 2021–22.

The financial, human resources, and performance information for the CFIA's program inventory is available on [GC InfoBase](#).<sup>vii</sup>



### Planned budgetary spending for safe food and healthy plants and animals

The following table shows, for safe food and healthy plants and animals, budgetary spending for 2023–24, as well as planned spending for that year and for each of the next two fiscal years.

| 2023–24 budgetary spending (as indicated in Main Estimates) | 2023–24 planned spending | 2024–25 planned spending | 2025–26 planned spending |
|---|--------------------------|--------------------------|--------------------------|
| 669,767,999   | 669,767,999              | 596,939,019              | 577,436,594              |

Financial, human resources, and performance information for the CFIA’s program inventory is available on [GC InfoBase](#).<sup>viii</sup>

### Planned human resources for safe food and healthy plants and animals

The following table shows, in full-time equivalents, the human resources the department will need to fulfill this core responsibility for 2023–24 and for each of the next two fiscal years.

| 2023–24 planned full-time equivalents | 2024–25 planned full-time equivalents | 2025–26 planned full-time equivalents |
|---------------------------------------|---------------------------------------|---------------------------------------|
| 5,212                                 | 4,883                                 | 4,755                                 |

Financial, human resources and performance information for the CFIA’s program inventory is available on [GC InfoBase](#).<sup>ix</sup>





## Internal services: planned results

### Description

Internal services are the services that are provided within a department so that it can meet its corporate obligations and deliver its programs. There are 10 categories of internal services:

- ▶ 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

### Supporting a healthy, respectful, diverse and inclusive workplace

The CFIA is committed to fostering a respectful work environment. The Agency will continue to support its employees and key stakeholders with respect as it implements and adapts to the new hybrid work model. Adapting to the new work model involves updating human resources policies and procedures to support clients' and employees' needs. The focus on the mental health and well-being of the workforce remains a priority.

The CFIA supports initiatives within the broader public service and the Clerk of the Privy Council's *Call to Action on Anti-Racism, Equity and Inclusion in the Federal Public Service*. The CFIA will continue to support a culture of accessibility and inclusiveness, and work towards achieving a diverse and representative workforce. In 2023–24, the CFIA will continue to implement its Diversity and Inclusion Strategy and Action Plan. As required under the *Accessible Canada Act*<sup>x</sup>, the CFIA will implement its Accessibility Plan. The CFIA's vision is to create a fully accessible, respectful, and inclusive workplace that values and enables persons with disabilities.

The CFIA will continue to emphasize core human resources service delivery in staffing and recruitment to achieve a representative workforce that supports the delivery of the CFIA mandate. Efforts in 2023–24 will concentrate on recruiting veterinarians, scientists, and members of employment equity groups, with an aim to increase representation of Indigenous Peoples and persons with disabilities. The CFIA will also focus on implementing initiatives to advance effective human resources planning that will support managers in their recruitment and retention activities.

### Applications modernization

Delivery of the CFIA programs and services increasingly depends on IT applications and platforms. In 2023–24, the CFIA will continue to add features and functions to My CFIA, the digital tool for online services for permissions (licences, permits, registrations, and authorizations) and export certificates. By 2025, the CFIA aims to have 60% of its services available on My CFIA, which will mean easier access to services for stakeholders and enhanced access to critical data for the Agency. In addition, the CFIA will modernize a number of critical databases which will make the applications more stable, secure and better performing.

## Planning for contracts awarded to Indigenous businesses

The Government of Canada has committed to awarding at least 5% of the total value of contracts the federal government awards each year to Indigenous businesses. All federal government departments and agencies are to meet or exceed this minimum by 2024–25, according to a three-phase schedule prescribed by Indigenous Services Canada. The CFIA has committed to meeting the minimum 5% in Phase 1 by March 31, 2023.

In support of this commitment, economic reconciliation, and improved socio-economic outcomes for First Nations, Inuit, and Métis businesses, the CFIA will increase opportunities through its procurement process by leveraging provisions available in the federal PSIB policy.

In 2022–23, the Agency developed a **CFIA PSIB Action Plan** and issued a call for focussed attention and deliberate action across the Agency to increase contracts awarded to Indigenous businesses. The CFIA will strive to meet its commitment through:

- effective procurement planning and identification of potential set-aside opportunities for Indigenous businesses;
- applying conditional or voluntary set-asides, with limited exception, for all competitive processes; and
- by continuing to educate, provide tools and guidance and promote contracts being awarded to Indigenous businesses.

The CFIA's top four commodities with Indigenous business capacity includes IM/IT equipment, professional services, and office furniture and supplies. Through the implementation of the Action Plan, the Agency expects to deliver on this initiative by applying voluntary and conditional set-asides for these commodities among Indigenous businesses only. This will ensure the Agency is contributing to the whole-of-government initiative to increase Indigenous business opportunities through the federal procurement process.

The following table shows the CFIA's actual, forecasted, and planned percentage of contracts with Indigenous businesses (by monetary value).

| 5% reporting field description                           | 2021–22 actual % achieved | 2022–23 forecasted % target | 2023–24 planned % target |
|--|---------------------------|-----------------------------|--------------------------|
| Total percentage of contracts with Indigenous businesses | 2.7%                      | 5%                          | 5%                       |

### Planned budgetary spending for internal services

The following table shows, for internal services, budgetary spending for 2023–24, as well as planned spending for that year and for each of the next two fiscal years.

| 2023–24 budgetary spending (as indicated in Main Estimates) | 2023–24 planned spending | 2024–25 planned spending | 2025–26 planned spending |
|---|--------------------------|--------------------------|--------------------------|
| 172,315,473   | 172,315,473              | 167,811,843              | 165,638,370              |

### Planned human resources for internal services

The following table shows, in full-time equivalents, the human resources the Agency will need to carry out its internal services for 2023–24 and for each of the next two fiscal years.

| 2023–24 planned full-time equivalents | 2024–25 planned full-time equivalents | 2025–26 planned full-time equivalents |
|---------------------------------------|---------------------------------------|---------------------------------------|
| 1,075                                 | 1,075                                 | 1,075                                 |





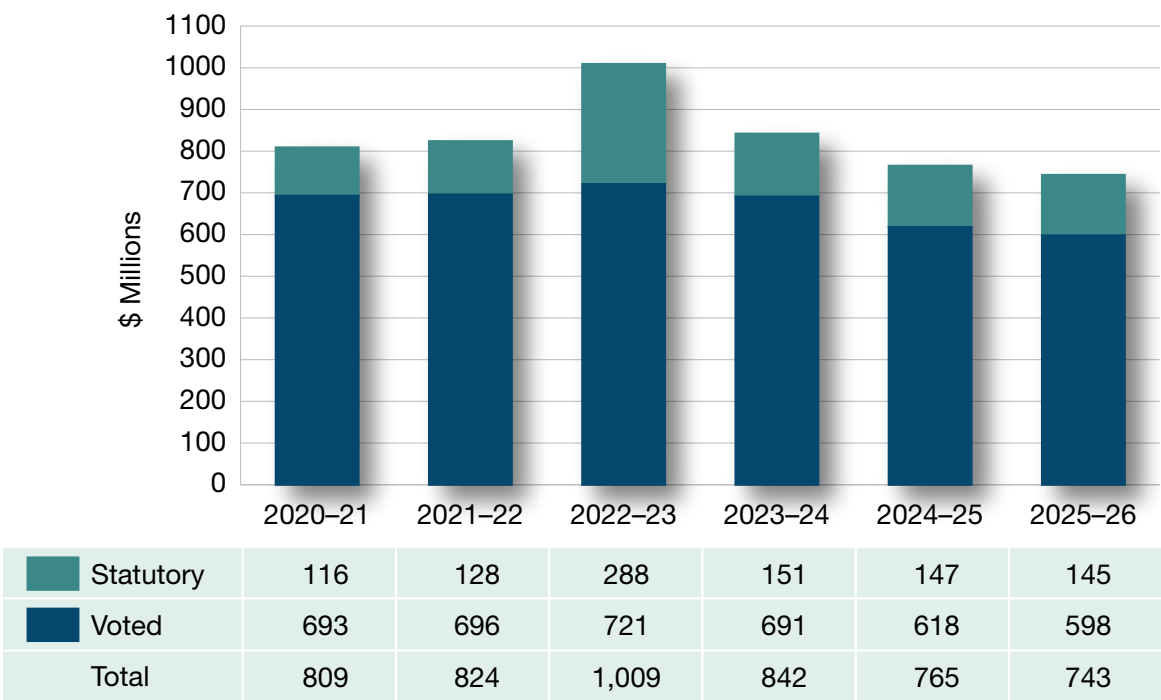
# Planned spending and human resources

This section provides an overview of the Agency’s planned spending and human resources for the next three fiscal years and compares planned spending for 2023–24 with actual spending for the current year and the previous year.

## Planned spending

### Departmental spending 2020–21 to 2025–26

The following graph presents planned spending (voted and statutory expenditures) over time.<sup>1</sup>



<sup>1</sup> It is possible that totals do not match due to rounding of certain numbers.

The major increase of the spending in 2022–23 is primarily due to the statutory compensation payments related to the avian influenza outbreak and operating expenses attributed to the avian influenza emergency response. The planned spending in 2024–25 and 2025–26 is less than in previous years, primarily due to the sunseting (or discontinuation) of various initiatives. When the anticipated renewal of sunseting resources are included, the planned spending is forecasted to be more stable.

### Budgetary planning summary for core responsibilities and internal services (dollars)

The following table shows information on spending for the CFIA's core responsibility and for its internal services for 2023–24 and other relevant fiscal years.

| Core responsibilities and internal services | 2020–21 actual expenditures | 2021–22 actual expenditures | 2022–23 forecast spending | 2023–24 budgetary spending (as indicated in Main Estimates) | 2023–24 planned spending | 2024–25 planned spending | 2025–26 planned spending |
|---|-----------------------------|-----------------------------|---------------------------|---|--------------------------|--------------------------|--------------------------|
| Safe food and healthy plants and animals    | 645,590,510                 | 654,247,204                 | 823,823,142               | 669,767,999   | 669,767,999              | 596,939,019              | 577,436,594              |
| <b>Subtotal</b>                             | <b>645,590,510</b>          | <b>654,247,204</b>          | <b>823,823,142</b>        | <b>669,767,999</b>  | <b>669,767,999</b>       | <b>596,939,019</b>       | <b>577,436,594</b>       |
| Internal services                           | 163,973,109                 | 170,201,630                 | 185,514,172               | 172,315,473   | 172,315,473              | 167,811,843              | 165,638,370              |
| <b>Total</b>                                | <b>809,563,619</b>          | <b>824,448,834</b>          | <b>1,009,337,314</b>      | <b>842,083,472</b>  | <b>842,083,472</b>       | <b>764,750,862</b>       | <b>743,074,964</b>       |

The major increase of spending in 2022–23 is primarily due to statutory compensation payments related to the avian influenza outbreak. The planned spending in 2024–25 and 2025–26 is less than in previous years, primarily due to the sunseting (or discontinuation) of various initiatives. When the anticipated renewal of sunseting resources are included, the planned spending is forecasted to be more stable.

## Planned human resources

The following table shows information on human resources, in full-time equivalents, for each of the CFIA's core responsibility and for its internal services for 2023–24 and the other relevant years.

### Human resources planning summary for core responsibilities and internal services

| Core responsibilities and internal services | 2020–21 actual full-time equivalents | 2021–22 actual full-time equivalents | 2022–23 forecast full-time equivalents | 2023–24 planned full-time equivalents | 2024–25 planned full-time equivalents | 2025–26 planned full-time equivalents |
|---|--------------------------------------|--------------------------------------|--|---------------------------------------|---------------------------------------|---------------------------------------|
| Safe food and healthy plants and animals    | 5,156                                | 5,406                                | 5,606                                  | 5,212                                 | 4,883                                 | 4,755                                 |
| <b>Subtotal</b>                             | <b>5,156</b>                         | <b>5,406</b>                         | <b>5,606</b>                           | <b>5,212</b>                          | <b>4,883</b>                          | <b>4,755</b>                          |
| Internal services                           | 1,012                                | 1,140                                | 1,198                                  | 1,075                                 | 1,075                                 | 1,075                                 |
| <b>Total</b>                                | <b>6,168</b>                         | <b>6,546</b>                         | <b>6,804</b>                           | <b>6,287</b>                          | <b>5,958</b>                          | <b>5,830</b>                          |

In 2021–22, the Agency received \$27.3 million funding for Investing in CFIA which resulted in increased staffing levels/FTEs. In 2022–23, the Agency received funding for a number of new initiatives. The planned FTEs from 2024–25 and 2025–26 are less than in previous years, primarily due to the sunseting (or discontinuation) of various initiatives. When the anticipated renewal of sunseting resources are included, the planned FTEs are forecasted to be more stable.

## Estimates by vote

Information on the CFIA's organizational appropriations is available in the [2023–24 Main Estimates](#).<sup>xi</sup>

## Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of the CFIA's operations for 2022–23 to 2023–24.

The forecast and planned amounts in this statement of operations were prepared on an accrual basis. The forecast and planned amounts 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 with the requested authorities, are available on [the CFIA's website](#).<sup>xii</sup>

### Future-oriented condensed statement of operations for the year ending March 31, 2024 (dollars)

| Financial information  | 2022–23<br>forecast results | 2023–24<br>planned results | Difference<br>(2023–24 planned<br>results minus<br>2022–23 forecast<br>results) |
|--|-----------------------------|----------------------------|---|
| Total expenses   | 1,094,550,000               | 990,186,000                | -104,364,000  |
| Total revenues   | 53,000,000                  | 53,000,000                 | 0   |
| Net cost of operations<br>before government<br>funding and transfers | 1,041,550,000               | 937,186,000                | -104,364,000  |

The CFIA is anticipating a 10% decrease in total expenses in 2023–24 compared to 2022–23. This change is mainly due to a higher than usual amount of animal health compensation payments in 2022–23 related to the avian influenza outbreak.



# Corporate information

## Organizational profile

**Appropriate minister:** The Honourable Jean-Yves Duclos, P.C., M.P.

**Institutional head:** Dr. Harpreet S. Kochhar

**Ministerial portfolio:** Health

**Enabling instruments:**

- *Canadian Food Inspection Agency Act*<sup>xiii</sup>
- *Agriculture and Agri-Food Administrative Monetary Penalties Act*<sup>xiv</sup>
- *Food and Drugs Act* (as it relates to food)<sup>xv</sup>
- *Safe Food for Canadians Act*<sup>xvi</sup>
- *Fertilizers Act*<sup>xvii</sup>
- *Plant Breeders' Rights Act*<sup>xviii</sup>
- *Plant Protection Act*<sup>xix</sup>
- *Seeds Act*<sup>xx</sup>
- *Health of Animals Act*<sup>xxi</sup>
- *Feeds Act*<sup>xxii</sup>

**Year of incorporation / commencement:** 1997

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

Information on the CFIA's raison d'être, mandate and role is available on the **CFIA's website**.<sup>xxiii</sup>

Information on mandate letter commitments related to the CFIA is available in the **Minister's mandate letter**.<sup>xxiv</sup>

## Operating context

Information on the operating context is available on the **CFIA's website**.<sup>xxv</sup>



## Reporting framework

The CFIA's approved departmental results framework and program inventory for 2023–24 are as follows.

|  |   |   |   |                   |
|--|---|---|---|-------------------|
| DEPARTMENTAL RESULTS FRAMEWORK                                     | CORE RESPONSIBILITY   |   |   | INTERNAL SERVICES |
|  | 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 foreign plant pests that have entered and established themselves in Canada  | Number of international markets that are opened or maintained based on CFIA activities, by year     |                   |
|  |   | Percentage of regulated plant pests that had previously entered and established in Canada and whose spread (other than what would be expected by natural 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 the 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 the 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 the 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                        |   |   |   |                   |
| Permissions for Plant Products                                     |   |   |   |                   |
| Setting Rules for Animal Health                                    |   |   |   |                   |
| Animal Health Compliance Promotion                                 |   |   |   |                   |
| Monitoring and Enforcement for Animal Health                       |   |   |   |                   |
| Permissions for Animal Products                                    |   |   |   |                   |
| International Standards Setting                                    |   |   |   |                   |
| International Regulatory Cooperation and Science Collaboration     |   |   |   |                   |
| International Market Access Support                                |   |   |   |                   |

## Supporting information on the program inventory

Supporting information on planned expenditures, human resources, and results related to the CFIA's program inventory is available on **GC InfoBase**.<sup>xxvi</sup>

## Supplementary information tables

The following supplementary information tables are available on the **CFIA's website**.<sup>xxvii</sup>

- ▶ Details on transfer payment programs
- ▶ Gender-based Analysis Plus
- ▶ United Nations 2030 Agenda for Sustainable Development and the Sustainable Development Goals

## Federal tax expenditures

The CFIA's Departmental Plan does not include information on tax expenditures.

Tax expenditures are the responsibility of the Minister of Finance. The Department of Finance Canada publishes cost estimates and projections for government-wide tax expenditures each year in the **Report on Federal Tax Expenditures**.<sup>xxviii</sup> 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 Plus.

## Organizational contact information

### **Mailing address**

Canadian Food Inspection Agency (CFIA)  
1400 Merivale Road  
Ottawa, Ontario  
K1A 0Y9

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

**TTY:** 1-800-465-7735

**Website:** **Contact the CFIA online**<sup>xxix</sup>

## 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 document that sets out a department's priorities, programs, expected results and associated resource requirements, covering a three year period beginning with the year indicated in the title of the report. Departmental Plans are tabled in Parliament each spring.

### **departmental result (résultat ministériel)**

A change that a department seeks to influence. A departmental result is often outside departments' immediate control, but it should be influenced by program-level outcomes.

### **departmental result indicator (indicateur de résultat ministériel)**

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

### **departmental results framework (cadre ministériel des résultats)**

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 performance in a fiscal year against its plans, priorities and expected results set out in its Departmental Plan for that year. Departmental Results Reports are usually tabled in Parliament each fall.

**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 tool used to support the development of responsive and inclusive policies, programs and other initiatives. GBA Plus is a process for understanding who is impacted by the issue or opportunity being addressed by the initiative; identifying how the initiative could be tailored to meet diverse needs of the people most impacted; and anticipating and mitigating any barriers to accessing or benefitting from the initiative. GBA Plus is an intersectional analysis that goes beyond biological (sex) and socio-cultural (gender) differences to consider other factors, such as age, disability, education, ethnicity, economic status, geography, language, race, religion, and sexual orientation.

**government-wide priorities (priorités pangouvernementales)**

For the purpose of the 2023–24 Departmental Plan, government-wide priorities are the high-level themes outlining the Government's agenda in the 2021 Speech from the Throne: building a healthier today and tomorrow; growing a more resilient economy; bolder climate action; fight harder for safer communities; standing up for diversity and inclusion; moving faster on the path to reconciliation and fighting for a secure, just, and equitable world.

**high impact innovation (innovation à impact élevé)**

High impact innovation varies per organizational context. In some cases, it could mean trying something significantly new or different from the status quo. In other cases, it might mean making incremental improvements that relate to a high-spending area or addressing problems faced by a significant number of Canadians or public servants.

**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.

**non-budgetary expenditures (dépenses non budgétaires)**

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

**performance (rendement)**

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

**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 a department and that focus on a specific set of outputs, outcomes or service levels.

**program inventory (répertoire des programmes)**

An inventory of a department's programs that describes how resources are organized to carry out the department's core responsibilities and achieve its planned 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.

**target (cible)**

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

**voted expenditures (dépenses votées)**

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



## Endnotes

- i. Inspect and Protect, <https://inspection.canada.ca/inspect-and-protect/eng/1528770452012/1528770503117>
- ii. The Plant and Animal Health Strategy for Canada, <https://inspection.canada.ca/about-cfia/transparency/consultations-and-engagement/partnerships-pahs/eng/1490917160508/1490917161242>
- iii. Plant and Animal Health Strategy sets out a collaborative path for Canadian agriculture, [https://www.canada.ca/en/food-inspection-agency/news/2017/07/plant\\_and\\_animalhealthstrategysetsoutacollaborativepathforcanadi.html](https://www.canada.ca/en/food-inspection-agency/news/2017/07/plant_and_animalhealthstrategysetsoutacollaborativepathforcanadi.html)
- iv. Backgrounder: A Plant and Animal Health Strategy for Canada, <https://inspection.canada.ca/about-cfia/transparency/consultations-and-engagement/partnerships-pahs/plant-and-animal-health-strategy-for-canada/eng/1500304120212/1500304120702>
- v. United Nations, <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>
- vi. Solutions innovatrices Canada, <https://www.ic.gc.ca/eic/site/101.nsf/eng/home>
- vii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
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- x. *Accessible Canada Act*, <https://laws-lois.justice.gc.ca/eng/acts/A-0.6/>
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- xiii. *Canadian Food Inspection Agency Act*, <https://laws-lois.justice.gc.ca/eng/acts/C-16.5/>
- xiv. *Agriculture and Agri-Food Administrative Monetary Penalties Act*, <https://laws-lois.justice.gc.ca/eng/acts/A-8.8/>
- xv. *Food and Drugs Act*, <https://laws-lois.justice.gc.ca/eng/acts/F-27/>
- xvi. *Safe Food for Canadians Act*, <https://laws-lois.justice.gc.ca/eng/acts/S-1.1/index.html>

- xvii. *Fertilizers Act*, <https://laws-lois.justice.gc.ca/eng/acts/F-10/>
- xviii. *Plant Breeders' Rights Act*, <https://laws-lois.justice.gc.ca/eng/acts/P-14.6/index.html>
- xix. *Plant Protection Act*, <https://laws-lois.justice.gc.ca/eng/acts/P-14.8/>
- xx. *Seeds Act*, <https://laws-lois.justice.gc.ca/eng/acts/S-8/>
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- xxiii. CFIA's raison d'être, mandate and role, <https://inspection.canada.ca/about-cfia/organizational-structure/mandate/eng/1299780188624/1319164463699>
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- xxvi. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xxvii. Supplementary information tables, <https://inspection.canada.ca/about-cfia/transparency/corporate-management-reporting/reports-to-parliament/2023-to-2024-departmental-plan/eng/1676043077048/1676043077736#tables>
- xxviii. Report on Federal Tax Expenditures, <https://www.canada.ca/en/departement-finance/services/publications/federal-tax-expenditures.html>
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