

Canadian Food Inspection Agency

2016–17

Departmental Results Report

Approved:

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

For the period ending March 31, 2017

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Minister's message

I invite you to read the 2016-17 Departmental Results Report for the Canadian Food Inspection Agency (CFIA). In it, you will find the many ways that the CFIA works to protect Canadians through safeguarding the food supply and the plant and animal resources on which it depends.

Government and industry collaboration in support of **food safety** continued in 2016-17. In January 2017, a key milestone on the path to enhanced food safety protection and controls in Canada was achieved with the pre-publication of the proposed Safe Food for Canadians Regulations in Canada Gazette, Part I. The CFIA consulted thousands of Canadians in-person and virtually during multiple webinars, information sessions and other meetings, resulting in over 1,300 submissions. The Agency is currently reviewing all of the feedback that was received and final publication of the regulations is anticipated in the spring of 2018.



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

Regarding **animal health**, collaboration continued with the ongoing implementation of the Canadian Animal Health Surveillance System. The system, made up of a nationwide network of groups and individuals, supports animal health surveillance in Canada by drawing on the disease detection abilities of Canadian veterinarians, provincial and university laboratories and the federal government. In 2016-17, the CFIA also proposed changes to the Health of Animals Regulations via pre-publication in Canada Gazette, Part I that would help improve animal welfare and reduce the risk of animal suffering during transport.

In 2016-17, the CFIA continued to make strides in **plant protection** with amendments to the Weed Seeds Order. The amendments, published in May 2016 in Canada Gazette, Part II, will help reduce the number of weed species introduced in Canada through seed. In July 2016, federal, provincial and territorial Ministers of Agriculture endorsed the emergency management framework for agriculture. The Framework represents a commitment to collectively prevent, prepare for, respond to and recover from agriculture emergencies. In 2016-17, discussions on the future of plant and animal health in Canada began, as governments, industry, academia and stakeholders started to develop the plant and animal health strategy, a key deliverable of the 2016 emergency management framework for agriculture. The strategy focuses on collaboration, innovation and risk prevention in support of plant and animal health.

In support of **consumer protection**, the CFIA has continued to execute its “digital-by-default” approach to communications. This gives Canadians easy access to important information, such as food recalls, when and where they want, and enables the Agency to use innovative tools like infographics and videos to reach Canadians. With its digital first efforts, including the launch of a YouTube channel, the CFIA’s social media audience grew by 42% in 2016-17.

The CFIA continued to support **market access**. The Agency’s work with domestic and international partners supports billions of dollars in trade for the Canadian economy and advances Canada’s food safety, animal health and plant health objectives. For example, market access was expanded to Mexico for beef from animals over 30 months of age, maintained for canola to China, gained for breeding cattle to Turkey and restored or maintained for various commodities in multiple countries. In May 2016, Canada and the United States signed a Canada-United States Food Safety Systems Recognition Arrangement and are working toward its implementation. Recognizing another country’s food safety controls as comparable to our own aids the flow of goods between the two countries and allows us to focus on commodities from other countries that may not have the same controls as we do.

This report outlines the CFIA’s many achievements, none of which would be possible without the hard work and dedication of Agency employees. It is the skill, integrity and professionalism that they bring to their roles each and every day that enable the CFIA to fulfill its vital mandate to Canadians. I am confident that their dedication to service excellence will enable the Agency to continue to meet its goals and maintain its reputation as an internationally recognized science based regulator.

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

Results at a glance

Through its day-to-day activities, the CFIA performs these functions:

- Safeguarding and strengthening Canada’s food supply system;
- Protecting animal and plant health;
- Supporting market access for Canada’s food, plant and animal products; and
- Enhancing service delivery to industry and the public.

The CFIA performs these functions by developing and administering regulations that are monitored and enforced.

In 2016-17, the CFIA focused its activities in the following three areas:

Strengthening Food Safety and Consumer Protection, and Protecting Animal and Plant Health

Achievements included:

- Conducting a total of 27 facility verifications were conducted in the United Kingdom, Portugal, Greece, Italy and the Philippines as part of the Agency’s proactive offshore preventative activities to assist trading partners in complying with Canada’s import food regulations.
- Responding to emerging events, such as low pathogenic avian influenza and bovine tuberculosis in Alberta.
- Finalizing amendments in the tool used by the CFIA to identify and categorize new weed species (Weed Seed Order) to limit the introduction of new types of weed seeds into Canada through seeds sold.
- Engaging with thousands in person and virtually on the proposed Safe Food for Canadians Regulations, and providing an overview of the proposal and the available tools, resources and guidance materials.
- Receiving over 11,000 comments for consideration from stakeholders regarding amendments to the health of animals regulations to improve the well-being of animals during transportation.

Supporting Market Access

Achievements included the following:

- Signing the following three arrangements that allow for the safe and fair trade of animals and animal products to continue in the event of an animal disease outbreak:
 - an arrangement to provide participating countries with a supplementary emergency response team in the event of an animal disease outbreak – signed by Australia, Canada, Ireland, New Zealand, the United Kingdom and the United States.

- an arrangement to share foot and mouth disease vaccines – signed by Australia, Canada, Mexico, New Zealand and the United States.
- an arrangement to manage biosecurity risks while minimizing trade disruptions in the event of a foreign animal disease outbreak in a participating country – signed by Australia, Canada, New Zealand and the United States.
- Continuing to work with the United States on regulatory cooperation and a shared vision for plant health, including agreement on technical requirements for the Greenhouse Certification Program, to be implemented in both countries. This program will align requirements in Canada and the United States and facilitate the movement of greenhouse plants.

Enhancing Service Delivery

The CFIA’s achievements include the following:

- Implementing a secure and convenient entry point to access CFIA online services (My CFIA) portal in January 2017. The CFIA began making some of its services available to its regulated parties online through “My CFIA.” The first release enables the dairy sector to apply or renew establishment registrations online.
- Launching a one point of entry to ask questions to help you understand and comply with regulatory requirements (Ask CFIA) in July 2016, with the dairy, fish and seafood, and fresh fruits and vegetables sectors. “Ask CFIA” provides a simple interface that allows CFIA clients to contact the Agency for clarification of regulations on Canada’s food safety, animal health and plant health.
- Increasing the Agency’s social media presence by launching a new [YouTube Channel](#)ⁱ in September 2016. Since the launch of the YouTube page, CFIA followers have increased across social media platforms by 42%.
- Developing a strategy for targeted food recalls.

The total resources used by the Agency for 2016-17 are as follows:

- 6,101 Actual Full-Time Equivalent (FTEs)
- \$785,911,860 Actual Spending

For more information on the CFIA’s plans, priorities and results achieved, see the “[Results: what we achieved](#)” section of this report.

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

Raison d'être

The Canadian Food Inspection Agency (CFIA) is a large science-based regulatory agency with 6,927 employees working across Canada in the National Capital Region and in four operational regions: Atlantic, Quebec, Ontario and Western Canada.

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

Mandate and role

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

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

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

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

CFIA'S KEY FEDERAL PARTNERS

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

The CFIA administers and enforces 14 federal statutes and 34 sets of regulations. In addition to supporting a sustainable plant and animal resource base, these statutes and regulations regulate the safety and quality of food and agricultural inputs sold in Canada, such as feed, seed, fertilizers and veterinary biologics.

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

Operating context and key risks

Operating context

At the CFIA, decisions are based on timely, relevant science that informs policy development, program design and program delivery. To keep pace with changing risks, the CFIA strives to streamline and improve its processes, advance its science, harness innovation and embrace technologies to better serve Canadians and build for the future.

Daily operations are driven by both external and internal influences and factors. The CFIA uses both prevention and responsive measures in managing these factors.

External Influences

External factors that influenced CFIA's operating environment include:

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

Internal Influences

Over the last year, the internal operating environment at the CFIA has included modernizing regulations, developing new tools to support integrated risk management, moving towards a single inspection approach, creating digital tools and services as well as supporting international consensus to safeguard food safety, and plant and animal health while supporting market access.

DID YOU KNOW ...?

The National Import Service Centre at the CFIA ensures goods imported into Canada meet the necessary requirements for food safety, and plant and animal health.

INTERNAL OPERATING ENVIRONMENT

Internal factors that influenced our operating environment included:

- More preventive approach to food safety
- Increased focus on the use of online tools to provide service:
 - My CFIA
 - Ask CFIA
- A single inspection approach
- Harnessing better risk information to support decision-making and allocation of resources

Key risks

Every organization is influenced by risk. Risk is the effect that uncertainty has on the achievement of an organization's objectives and often presents an opportunity the organization can exploit for effectiveness and/or efficiency.

The CFIA continues to use risk analysis to inform decision-making, to respond to change and uncertainty, to optimize its allocation of resources, and, overall, to provide better results for Canadians in the areas of food safety, consumer protection and protecting Canada's plant and animal resources. The CFIA has a strong culture of risk management and is always striving to improve its approach.

As a risk-based organization, the CFIA integrates risk information in its planning and operations to effectively deliver its mandate and to improve how it mobilizes resources in response to new threats. To manage risk effectively, the CFIA promotes risk prevention activities, has risk mitigation measures in place, monitors and responds to risks at various levels and takes advantage of potential opportunities while minimizing the impact of unplanned or unfortunate events.

Prevention activities cannot eliminate all risks. Responding to food safety, and plant and animal health risks is part of the CFIA's mandate and operating context. In addition to the day-to-day response activities, the CFIA focused on the risk areas listed in the following table, in line with its Corporate Risk Profile.

Key risk table

Risks	Mitigating strategy and effectiveness	Link to the department's programs	Link to government-wide and departmental priorities
<p>Managing Change: The ability to effectively manage change on an ongoing basis.</p> <p>The global evolution of economic, social and environmental factors influences the regulatory and business environment within which the Agency operates.</p>	<p>Strengthen risk management through:</p> <ul style="list-style-type: none"> • Implementation of a framework for integrated risk management that provides the policy, structures, and business processes for the organization to better understand the relative nature of risk, and to manage it more effectively. • Commenced using risk management tool to identify risks that may impact the public. Plant, animal and food risks are weighed and compared using objective, science-based evidence on their potential to cause health, economic, and environmental harm. Control measures needed to manage the impact of the risks and the associated costs are identified. • Began using a new risk assessment approach, called establishment-based risk assessment model, to rank food processing establishments. This approach to risk assessment uses a mathematical tool that ranks food-processing establishments in terms of risk. • Commenced the development of profiles for mandate based risks across and within the plant, animal and food programs. • Conducted Phase I consultation with industry on service fees • Advanced the use of consistent business approaches such as implementing single access point for technical questions from industry (i.e. Ask CFIA). 	<p>Linked to the CFIA's Strategic Outcome of a safe and accessible food supply and plant and animal resource base.</p>	<p>CFIA: Integrated Risk Management and Integrated Business Planning</p>

Risks	Mitigating strategy and effectiveness	Link to the department's programs	Link to government-wide and departmental priorities
<p>Scientific Capability: The ability to have the scientific capability to adapt and respond in a timely manner.</p> <p>Advancements in science and technology have increased the complexity of the commodities the Agency regulates. There is also growing international consensus on the need for common scientific equipment and approaches to support industry oversight and the global agri-food trade.</p>	<ul style="list-style-type: none"> • Worked with other regulatory organizations in the global market to share information and gain efficiencies. <ul style="list-style-type: none"> ◦ Continued to work with our United States counterparts, under the Regulatory Cooperation Council (RCC). • Collaborated with trading partners and international organizations, including the following: <ul style="list-style-type: none"> ◦ World Organisation for Animal Health (OIE) ◦ International Plant Protection Convention (IPPC) ◦ Codex Alimentarius Commission (CODEX) ◦ World Health Organization (WHO) ◦ Food and Agriculture Organization of the United Nations (FAO) • Continued to build and implement key networks to support sharing of scientific data such as the Canadian Food Safety Information Network and Canadian Animal Health Surveillance Network. • Developed a strategic plan for a workforce of the future at CFIA. 	<p>Linked to the CFIA's Strategic Outcome of a safe and accessible food supply and plant and animal resource base.</p>	<p>Government of Canada: Security and Opportunity</p> <p>Government of Canada: Open and transparent government</p> <p>CFIA: Integrated Risk Management and Integrated Business Planning</p>

Risks	Mitigating strategy and effectiveness	Link to the department's programs	Link to government-wide and departmental priorities
<p>Inspection Effectiveness: The ability to have appropriate inspection effectiveness to expeditiously prevent, detect and respond to threats to food safety, animals and plants.</p> <p>The Agency continued to move to a more preventative and structured approach to inspection across all three of its business lines – food, plants and animals.</p>	<ul style="list-style-type: none"> • The single and consistent inspection approach, called the Integrated Agency Model, is being implemented across business lines and commodities. • The approach was implemented in phases, with continuous testing and improvements as necessary, starting with fish, dairy and fresh fruit and vegetables. • Once fully implemented, the single inspection approach will ensure consistent inspection across all commodities, feeding into and supporting integrated risk management and business planning. 	<p>Linked to the CFIA's Strategic Outcome of a safe and accessible food supply and plant and animal resource base.</p>	<p>Government of Canada: Security and Opportunity</p> <p>CFIA: Comprehensive Food Strategy</p>

Risks	Mitigating strategy and effectiveness	Link to the department's programs	Link to government-wide and departmental priorities
<p>Emergency Management: The ability to respond to multiple simultaneous or large-scale emergencies.</p> <p>The CFIA has a well-planned emergency preparedness and response capacity. However, threat environments continue to evolve, requiring regular updating of plans and responses to reflect changes and find efficiencies to ensure that the Agency maintains a minimum of essential business functions during emergencies.</p>	<ul style="list-style-type: none"> • CFIA's National Emergency Operations Centres responded to avian influenza in Ontario and bovine tuberculosis (bTB) investigation in Alberta and Saskatchewan. • To strengthen Canada's ability to respond to emergencies, federal, provincial and territorial ministers of agriculture endorsed the emergency management framework for agriculture in Canada that charts a path forward for collectively addressing evolving risks to plant and animal health, focusing efforts on prevention and increased partner collaboration and coordination. 	<p>Linked to the CFIA's Strategic Outcome of a safe and accessible food supply and plant and animal resource base.</p>	<p>CFIA: Integrated Risk Management</p>

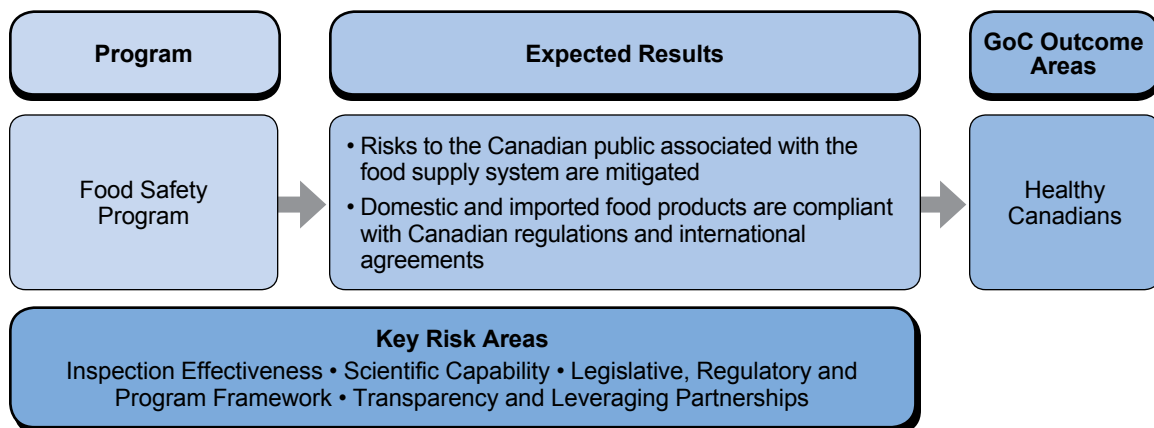
Results: what we achieved

Programs

Food Safety Program

Description

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



Results

Regulatory Modernization to Enhance Safety and Efficiency

While the Safe Food for Canadians Act received Royal Assent in 2012, new regulations are needed for the Act to come in to force. The CFIA achieved a key milestone on January 2017, when the proposed Safe Food for Canadians Regulations were published in Canada Gazette, Part I¹. This was followed by a 90-day public comment period, during which

¹ The Canada Gazette is the official newspaper of the Government of Canada. It publishes official notices, laws and regulations that govern the daily lives of Canadians as per legislated mandate. The Canada Gazette plays an important role in the Canadian regulatory and democratic process, as a consultation and information vehicle between the government and its citizens.

Part I contains public notices, official appointments and proposed regulations from the Government.

Part II contains enacted regulations, as well as statutory instruments and other documents, such as orders in council, orders and proclamations.

the public provided feedback on the proposed regulations. During the same period, the CFIA showcased innovative digital tools at engagement sessions and on its website to help businesses and consumers understand the proposed regulations. The tools included interactive decision-making tools, guides, templates, videos, infographics and multilingual fact sheets. At these sessions, CFIA experts answered participants' questions related to the proposed Safe Food for Canadians Regulations and reinforced the Agency's commitment to service excellence and to ensuring industry readiness for the new regulations.

The Safe Food for Canadians Act will provide Canadians with better protection from unsafe food through the introduction of stronger authorities to prevent tampering, implementation of updated food safety control systems that align with internationally recognized standards, enhancement of controls over imported food commodities and improvement of recall systems.

To help stakeholders understand the Safe Food for Canadians Regulations and to promote early adoption of best practices in food safety, the CFIA released plain language guidance materials and templates. To further facilitate industry's readiness for the coming into force of the regulations, models systems and additional interpretive guidance materials are being developed and will be released leading up to the final publication of the regulations in Canada Gazette, Part II¹ in 2018.

Canadian Food Safety Information Network

The development of the Canadian Food Safety Information Network continues to advance by engaging federal/provincial/territorial partners. Since the project launch in November 2014, progress has been made in a number of areas that are critical to the success of the initiative, such as:

- Developing memoranda of understanding with provincial and territorial food safety authorities for sharing food safety data;
- Collecting and validating provincial/territorial business requirements for the network; and
- Conducting pilots to engage partners to ensure their needs are met and risks and challenges are identified early. This year's progress has placed the CFIA in a stronger position to anticipate, detect, and respond to foodborne threats and hazards.

When fully implemented in 2018-19, the Canadian Food Safety Information Network will benefit Canadians by bringing together surveillance, monitoring, analysis and surge capacity, and capabilities across the full extent of the food supply chain. These efforts will allow near-real-time sharing, collecting and analysis of food safety data and enabling the generation of pan-Canadian performance evidence to demonstrate food safety system effectiveness to trading partners.

The Food Labelling Modernization Initiative

During 2016-17, the CFIA engaged stakeholders on proposals to modernize food labelling regulations. These proposals were based on issues and options identified by stakeholders in earlier phases of engagement, taking into consideration food labelling changes proposed by Health Canada and in international standards and practices. Over 2,500 stakeholders participated in consultations. The proposals for modernizing food labelling will update regulations in areas such as date marking, information on company contact, and legibility. The regulations will also use incorporation by reference for items such as food standards and class names.

The proposals included a new approach for managing truthful and not misleading food labelling that is based on risk. Implementation of the proposals, beginning in 2017-18, will enable better-informed purchasing decisions by Canadians, while supporting the food industry's ability to innovate and to gain market access.

Assessing Risks in Food Establishments

The Establishment-based Risk Assessment model is an applied mathematical algorithm that assesses the food safety risks associated with establishments under CFIA jurisdiction. The model generates results based on the level of food safety risks they represent to consumers. The development of the model was completed for all food commodities in 2016-17. The model was tested and validated in the dairy and meat/poultry commodities. Building on that success, national data collection was launched for dairy and meat and poultry registered establishments. A pilot was conducted in the fish and seafood commodity and its results are currently being validated. National data collection from fish and seafood establishments is ongoing. The results from the model will be used to guide and support risk-based integrated planning and decision making at the CFIA.

Food Safety Oversight Initiative

The food safety oversight initiative is intended to enhance surveillance through focusing resources on inspection and testing/analysis that supports controls for fresh fruits and vegetables, fish and seafood, and imported and manufactured foods. Updates to program design and direction to staff have improved the CFIA's ability to monitor, inspect and proactively manage risks, thus improving consumer protection. With respect to foreign countries, CFIA has built internal capacity and developed tools, which have resulted in assessments of fresh fruits and vegetables controls in two priority countries. These assessments and continued engagement with additional foreign authorities improve CFIA's management of these sectors.

Implementing Electronic Service Delivery

The CFIA’s “digital first” initiative maximizes the use of new technologies to improve networking, enhance access to data and boost client services. It is about enabling paperless data exchange. As part of this initiative, the electronic service delivery platform (ESDP) supports Agency modernization by providing a set of technologies and tools for citizens, industry, international trading partners, and CFIA inspectors to support their respective roles and facilitate regular business transactions.

As scheduled under the electronic service delivery platform project, the “My CFIA” portal went live in January 2017. The platform provides industry with a secure, innovative suite of online services conveniently accessible anywhere, anytime. The first release enabled clients in Canada’s domestic dairy sector to apply or renew their establishment registration online. The CFIA has continued to work to extend applying online for other permissions (permits, licenses) to other sectors; it will also be possible to request certain export certificates online.

For more information on “My CFIA,” please visit the [“My CFIA” webpage](#).ⁱⁱ

In June 2016, the CFIA launched a new service called “Ask CFIA” in response to stakeholders need for direct access to consistent and easy to understand information and the desire for access to technical expertise in the Agency. “Ask CFIA” provides regulated parties with one point of contact to ask questions to help them understand and comply with CFIA-regulatory requirements. Increased regulatory understanding and compliance will provide Canadians with a stronger food safety system and better protection for plant and animal health. “Ask CFIA” was initially made available to the following sectors: dairy, fish and seafood, fresh fruits and vegetables, maple products, honey and egg and egg products. Additional sectors will be phased in until all CFIA regulated sectors are included. The Agency will continue to test and refine its internal processes and plans to evaluate the performance of the “Ask CFIA” service. \$1.3 million was assigned to the initiative.

DID YOU KNOW ...?

The “Ask CFIA” team received an honourable mention for the Canadian Federation of Independent Business’s Golden Scissors Award for individuals or groups who have successfully motivated or demonstrated leadership and courage, and produced meaningful and positive results in cutting red tape for small business.

For more information on “Ask CFIA,” please visit the [“Ask CFIA” webpage](#).ⁱⁱⁱ

Proactive Offshore Preventative Activities

To help trading partners comply with Canada’s import food regulations, the CFIA is increasing its proactive offshore preventative activities. In this approach, compliance is verified at exporting countries’ establishments by assessing manufacturing practices and/or inspection systems. This is a shift from verifying compliance with import requirements at the Canadian port of entry.

The Foreign Verification Office conducts food safety verifications at foreign food facilities that make and export food products to Canada, thus identifying and seeking to prevent offshore food safety issues at the point of production.

As it has no regulatory authority to conduct verifications in foreign premises, the Foreign Verifications Office works collaboratively with foreign food safety authorities to coordinate and implement its missions, as well as address its observations. Verifications are based on international standards for food safety (Codex Alimentarius), the CFIA’s single-inspection approach and previous compliance history.

The Foreign Verification Office’s pilot mission was conducted in the United Kingdom in December 2016 with subsequent missions to Portugal, Greece, Italy and the Philippines, for a total of 27 facility verifications in 2016-17. Following the initial mission to the United Kingdom, a post-mission review looked at the verification on site program and logistics. The review led to some adjustments to logistics, reporting and the risk-based planning, but the overall approach was deemed a success. The CFIA is committed to continuous improvement for all phases of the offshore verifications through the initial two-year funding period.

Results achieved

Expected results	Performance indicators	Target	Date to achieve target	2016-17 Actual results	2015-16 Actual results	2014–15 Actual results
Risks to the Canadian public associated with the food supply system are mitigated	Number of commodity areas where inspected federally-registered establishments meet established compliance targets	6 out of 6 met	March 31, 2017	6 out of 6	5 out of 6	5 out of 6
	Meat and Poultry	98%	March 31, 2017	97.5%	95.60%	97.7%
	Egg	98%	March 31, 2017	98.25%	96.22%	97%
	Dairy	98%	March 31, 2017	98.86%	99.00%	98%
	Fish and Seafood	98%	March 31, 2017	97.23%	98.11%	98.7%
	Fresh Fruits and Vegetables	98%	March 31, 2017	100%	98.85%	90.9%
	Processed Products	98%	March 31, 2017	98.97%	97.77%	96.8%
	Percentage of Public Warnings for Class I food recalls that are issued within 24 hours of a recall decision	100%	March 31, 2017	96.9% ²	95.03%	99.6%
Percentage of Public Warnings for Class II food recalls that are issued within 24 hours of a recall decision	95%	March 31, 2017	100%	100%	100%	

² The CFIA issued 161 public warnings for Class I food recalls, 5 of which did not meet the 24-hour requirement of this indicator. The CFIA has reviewed the five situations and identified one area of improvement to address lack of clarity in certain situations involving recalls conducted under shared federal/provincial jurisdiction. A new procedure is currently being implemented to address it.

Expected results	Performance indicators	Target	Date to achieve target	2016-17 Actual results	2015-16 Actual results	2014-15 Actual results
Domestic and imported food products are compliant with Canadian regulations and international agreements	Number of commodity areas where tested domestic food products meet established compliance targets	6 out of 6 met	March 31, 2017	6 out of 6	6 out of 6	6 out of 6
	Meat and Poultry	95%	March 31, 2017	97.91%	97.32%	97.7%
	Egg	95%	March 31, 2017	98.88%	99.00%	98.7%
	Dairy	95%	March 31, 2017	96.52%	97.94%	96.1%
	Fish and Seafood	95%	March 31, 2017	98.99%	97.61%	97.6%
	Fresh Fruits and Vegetables	95%	March 31, 2017	99.10%	98.95%	98.8%
	Processed Products	95%	March 31, 2017	98.20%	98.12%	98.1%
	Number of commodity areas where tested imported food products meet established compliance targets	6 out of 6 met	March 31, 2017	5 out of 6	4 out of 6	4 out of 6
	Meat and Poultry	95%	March 31, 2017	98.1%	98.62%	99.6%
	Egg	95%	March 31, 2017	99.6%	99.53%	98.9%
	Dairy	95%	March 31, 2017	90.5% ³	88.54%	90.6%

³ This performance result for this indicator is based upon the imported dairy product sample results observed from microbiology, chemical residue and chemistry testing.

The majority of non-satisfactory samples of imported cheese were due to the detection of residues of thiouracil. The compliance rate for thiouracil in imported dairy products was largely responsible for the lower overall compliance rate of imported dairy products (90.5%). When dairy cattle are fed high-Brassica diets (e.g., kale, canola, turnip), thiouracil may be secreted in the milk and subsequently detected in secondary products such as cheese.

In addition, there was a lower compliance rate of the chemistry sub-component of the Imported Dairy Product indicator. This was due to non-satisfactory results associated with inaccurate nutrition labeling practices related to calories, sodium, fat, moisture, fatty acid profile and protein analysis in imported cheese which may contribute to chronic health risks.

The CFIA continues to take appropriate actions when imported dairy products do not meet Canadian standards. Actions may include, but are not limited to, additional inspections, further directed sampling, or product seizure and/or recall.

The CFIA will consider the results of this performance indicator in the design and delivery of these activities.

Expected results	Performance indicators	Target	Date to achieve target	2016-17 Actual results	2015-16 Actual results	2014-15 Actual results
Domestic and imported food products are compliant with Canadian regulations and international agreements	Fish and Seafood	95%	March 31, 2017	95.3%	87.89%	89%
	Fresh Fruits and Vegetables	95%	March 31, 2017	95.7%	96.83%	96.8%
	Processed Products	95%	March 31, 2017	97.6%	96.98%	96.2%

Performance Analysis and Lessons Learned

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

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

- [2014-15 Departmental Performance Report](#)^{iv}
- [2015-16 Departmental Performance Report](#)^v

The following tables present the Food Safety Program's planned and actual spending and full-time equivalents for 2016-17.

Budgetary financial resources (dollars)

2016-17 Main Estimates	2016-17 Planned spending	2016-17 Total authorities available for use	2016-17 Actual spending (authorities used)	2016-17 Difference (actual minus planned)
364,582,938	365,461,365	418,590,945	368,568,579	3,107,214

2016–17 Total Authorities Available for Use reflects additional in-year funding received for Treasury Board approved initiatives, statutory payment reimbursement, and other in-year adjustments. These adjustments totaled \$53.1 million, mainly consisting of: the renewal of sunseting initiatives; funds transferred from the previous fiscal year; and the addition of the Budget 2016 Improve Food Safety for Canadians initiative.

The variance of \$50.0 million between Total Authorities and Actual Spending is mainly due to: funds being transferred to the next fiscal year to support various Treasury Board approved initiatives, such as the Federal Infrastructure Initiative and the electronic service delivery platform, and anticipated payments related to collective bargaining settlements; and lapses required to fund specific Government-wide initiatives.

Human resources (full-time equivalents)

2016–17 Planned	2016–17 Actual	2016–17 Difference (actual minus planned)
3,116	3,220	104

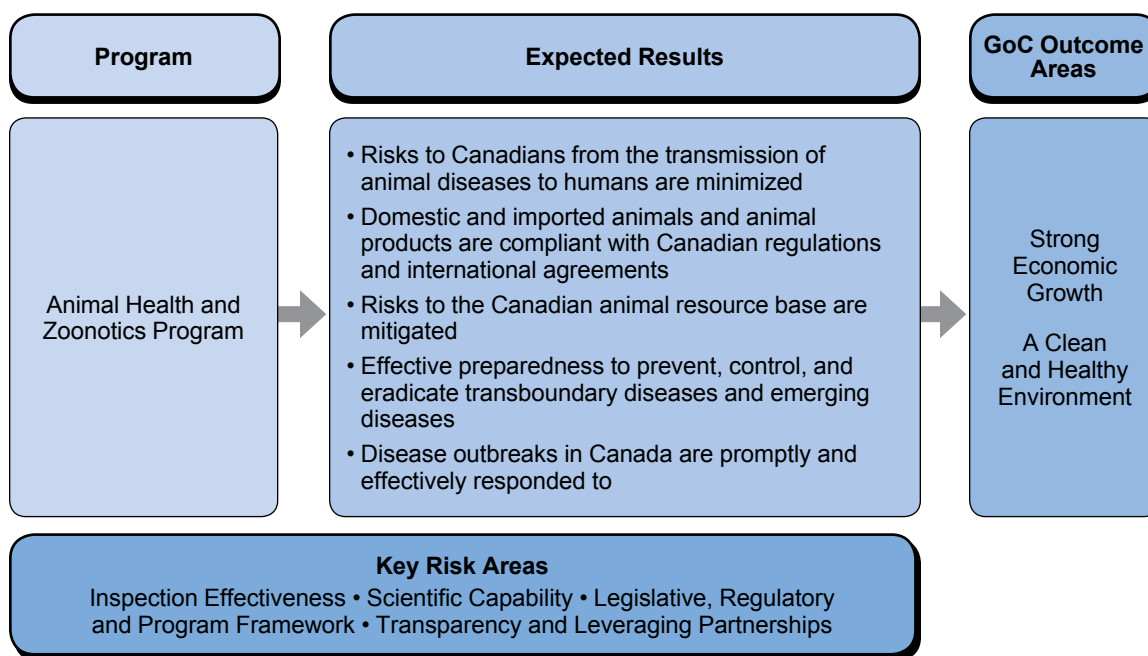
The variance of 104 full-time equivalents is due to in-year funding received for Treasury Board approved initiatives. This increase is offset by the requirement for the CFIA to absorb the ongoing cost increases associated with collective bargaining settlement negotiations, resulting from a Government-wide freeze on departmental operating budgets for 2014–15 and 2015–16. Due to the timing of the preparation of the 2016–17 Report on Plans and Priorities, these adjustments were not accounted for in the Planned Spending.

Supporting information on results, financial and human resources relating to CFIA's lower-level programs is available on the [TBS InfoBase](#)^{vi} and on the [Canadian Food Inspection Agency's website](#)^{vii}.

Animal Health and Zoonotics Program

Description

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



Results

Regulatory Modernization to Enhance Safety and Market Access

An evaluation of the livestock traceability program and its performance against criteria approved by the federal and provincial governments was initiated in 2016-17. The evaluation and the program performance will be used to measure progress in the efficiency of the program and a subsequent evaluation is expected to be conducted in 2021, three years after proposed new regulations would come into force in 2018.

Proposed amendments to the Health of Animals Regulations, Part XII, were pre-published in the Canada Gazette, Part I¹, for stakeholder feedback. The objective of the proposed

amendments is to improve the well-being of animals during transportation, make the regulations more outcome-based and align them better with major trading partners and international standards. Interpretive guidance for regulated parties was also posted on the CFIA website for stakeholder feedback. Comments were received from over 11,000 respondents and are being analysed.

Engaging International Partners to Enhance Safety and Market Access

In May 2016, Canada expanded its zoning arrangement for foreign animal disease outbreaks with the United States by signing new arrangements with Australia and New Zealand. These arrangements are intended to manage biosecurity risks while minimizing trade disruptions in the event of a foreign animal disease outbreak in a participating country. They aim to support the continuation of safe trade from areas that remain free from the disease in accordance with the World Organisation for Animal Health (OIE) rules for safe trade and the application of other controls, such as product treatments, to address biosecurity risks.

Building Scientific Capacity and Partnerships to Support Decision-Making

Antimicrobial resistance is a global and evolving public health concern. The loss of effective antimicrobials is reducing our ability to protect Canadians from infectious diseases, with profound impacts on our healthcare system, global trade, agriculture, environment and health sectors. The CFIA played a key role in the consultation with all stakeholders including federal, provincial, territorial governments, veterinary community, academia, and industry, in support of the development, under the leadership of the Public Health Agency of Canada, of the pan-Canadian Framework on antimicrobial resistance and antimicrobial use. The CFIA also engaged with stakeholders on developing better surveillance and stewardship programs. To that end, several workshops and working groups have been organized or supported by the CFIA to bring key experts together to plan the path forward. In February 2017, Health Canada posted its intent to move medically important antimicrobials to the prescription drug list, with implementation anticipated for December 2018. To reflect these changes, the CFIA revised the compendium of medicating ingredient brochures and has consulted with select stakeholders including veterinary associations, the feed industry and veterinary drug sponsors. The compendium lists those medicating ingredients permitted by the Canadian regulations to be added to livestock feed and are an important tool used by both government and industry. The revised brochures will be posted when the prescription switch is implemented and will contain new label and use information that has been approved by Health Canada. Internationally, the CFIA participated in activities including in Codex and the World Organisation for Animal Health (OIE), to advance the global action on antimicrobial resistance.

To support a shared national vision for effective, responsive, and integrated animal health surveillance, the CFIA continued to coordinate the implementation of the Canadian Animal Health Surveillance System. This is a federal/provincial/territorial and industry collaborative effort to build a network of industry, veterinary associations, academia, provincial governments, and the federal government for animal health surveillance. The

CFIA coordinates the network and participates in its activities. Initiated in January 2015, the system has established the following:

- A governance model with champion and director groups;
- A purpose statement;
- Core principles of practice and organization; a business case; and
- A [website](#),^{viii} which acts as a clearing house of surveillance information in Canada.

In 2016-17, the system continued to strengthen animal health surveillance and enhance the CFIA's ability to respond to emergencies by forming surveillance network groups for swine, poultry, equine, dairy cattle and antimicrobial usage on farm. These groups are meeting regularly, supporting animal health, public health and market access through the sharing of information and developing surveillance projects. This collaborative approach is supporting improved information sharing and an increase in coordinated surveillance activities.

Under the umbrella of the Canadian Health Surveillance System, the Community for Emerging and Zoonotic Disease was established on April 1, 2016. It began a two-year implementation phase, in collaboration with Public Health Agency of Canada, industry, and the animal, public, and environmental health communities. This community is a virtual network that enables multidisciplinary experts to access and analyze information to produce early warning for emerging animal and zoonotic diseases. This virtual network supports Canada's disease prevention, preparedness and response capabilities through collaborative analysis and generation of strategic information.

Both the Canadian Animal Health Surveillance System and the Community for Emerging Zoonotic Diseases exemplify many of the values in the Plant and Animal Health Strategy which focuses on collaboration among federal, provincial, territorial and industry partners in animal health. The Strategy is further discussed under the "[Partnering with Provincial and Territorial Governments](#)" section in the Plant Resources Program.

Enhancing Service Excellence to Facilitate Market Access

The CFIA and the United States Department of Agriculture-Animal and Plant Health Inspection Service have implemented a pilot project to allow the use of electronically signed United States cattle export certificates in order to facilitate cattle imports from the United States to Canada. This project facilitates cattle and bison import transactions through four western Canadian/United States ports of entry:

- Sweetgrass MT/Coutts AB
- East Port ID/Kingsgate BC
- Sumas WA/Abbotsford-Huntington BC
- Oroville WA/Osoyoos BC

The new process has eliminated the requirement of presenting the original copy of the endorsed export certificate when crossing the United States/Canadian border. Implementation of this process allows for a more efficient and streamlined service for cattle and bison imports from the United States to Canada.

Responses to Emergency Events

In 2016-17, the CFIA responded to a number of animal disease events, including viral hemorrhagic septicemia, a deadly, infectious fish disease, in wild Atlantic herring harvested off the east coast of Canada; low pathogenic avian influenza involving one flock of approximately 14,000 ducks in Ontario; whirling disease, an infectious fatal disease in wild finfish; and bovine tuberculosis in Alberta. For more details on these events, please refer to the Supplementary Information section of this report.

Results achieved

Expected results	Performance indicators	Target	Date to achieve target	2016-17 Actual results	2015-16 Actual results	2014-15 Actual results
Risks to Canadians from the transmission of animal diseases to humans are minimized	Number of reportable animal diseases that have entered into Canada via specified regulated pathways	0	March 31, 2017	0	0	0
	Percentage of cases where investigations were completed following the positive identification of a reportable zoonotic disease	100%	March 31, 2017	100%	100%	100%
Domestic and imported animals and animal products are compliant with Canadian regulations and international agreements	Percentage of legally exported animal and animal product shipments destined for foreign markets that meet certification requirements	99%	March 31, 2017	100%	100%	100%

Expected results	Performance indicators	Target	Date to achieve target	2016-17 Actual results	2015-16 Actual results	2014-15 Actual results
Domestic and imported animals and animal products are compliant with Canadian regulations and international agreements	Canada's status on the OIE disease risk status lists remains either "free, controlled risk, or negligible risk"	Status maintained	March 31, 2017	Status maintained	Status maintained	Status maintained
Risks to the Canadian animal resource base are mitigated	Percentage of cases where investigations were completed following the positive identification of a reportable animal disease	100%	March 31, 2017	100%	100%	100%
Effective preparedness to prevent, control, and eradicate transboundary diseases and emerging diseases	Manuals for CFIA officials are updated as needed	100% of all necessary manual updates are completed	March 31, 2017	32% of necessary manual updates were completed ⁴	75% of necessary manual updates were completed	33% of necessary manual updates were completed
	Number of emergency preparedness simulation exercises and drills in which CFIA participates	9	March 31, 2017	8 ⁵	11	23

⁴ Due to several high visibility or emerging issues, resources were not available to update the existing program guidance material.

⁵ One planned exercise was not delivered in the Western Area due to the Agency's response to the bovine tuberculosis outbreak and the diversion of resources to address that emergency.

Expected results	Performance indicators	Target	Date to achieve target	2016-17 Actual results	2015-16 Actual results	2014-15 Actual results
Disease outbreaks in Canada are promptly and effectively responded to	Percentage of detections of reportable transboundary diseases and significant emerging diseases in which an investigation was commenced in a timely fashion	100%	March 31, 2017	100%	100%	100%
	Percentage of cases where CFIA communicated with key stakeholders in a timely fashion following the confirmation of a transboundary or significant emerging disease	100%	March 31, 2017	100%	100%	100%

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

For details on past performance and lessons learned for the Animal Health and Zoonotics indicators that did not meet their target, please refer to the relevant section in past departmental performance reports:

- [2014-15 Departmental Performance Report](#)^{iv}
- [2015-16 Departmental Performance Report](#)^v

The following tables present the Animal Health and Zoonotic Program's planned and actual spending and full-time equivalents for 2016-17.

Budgetary financial resources (dollars)

2016–17 Main Estimates	2016–17 Planned spending	2016–17 Total authorities available for use	2016–17 Actual spending (authorities used)	2016–17 Difference (actual minus planned)
137,163,044	138,055,855	187,159,735	173,246,450	35,190,595

The variance of \$49.1 million between Planned Spending and Total Authorities is mainly related to statutory payments to compensate Canadians, in accordance with the appropriate regulations, for animals ordered destroyed for the purpose of disease control.

The variance of \$13.9 million between Total Authorities and Actual Spending is mainly due to: cost savings related to the delivery of the Federal Infrastructure Initiative; lapses required to fund specific Government-wide initiatives; and funds being transferred to the next fiscal year to support anticipated payments related to collective bargaining settlements.

Human resources (full-time equivalents)

2016–17 Planned	2016–17 Actual	2016–17 Difference (actual minus planned)
1,023	975	(48)

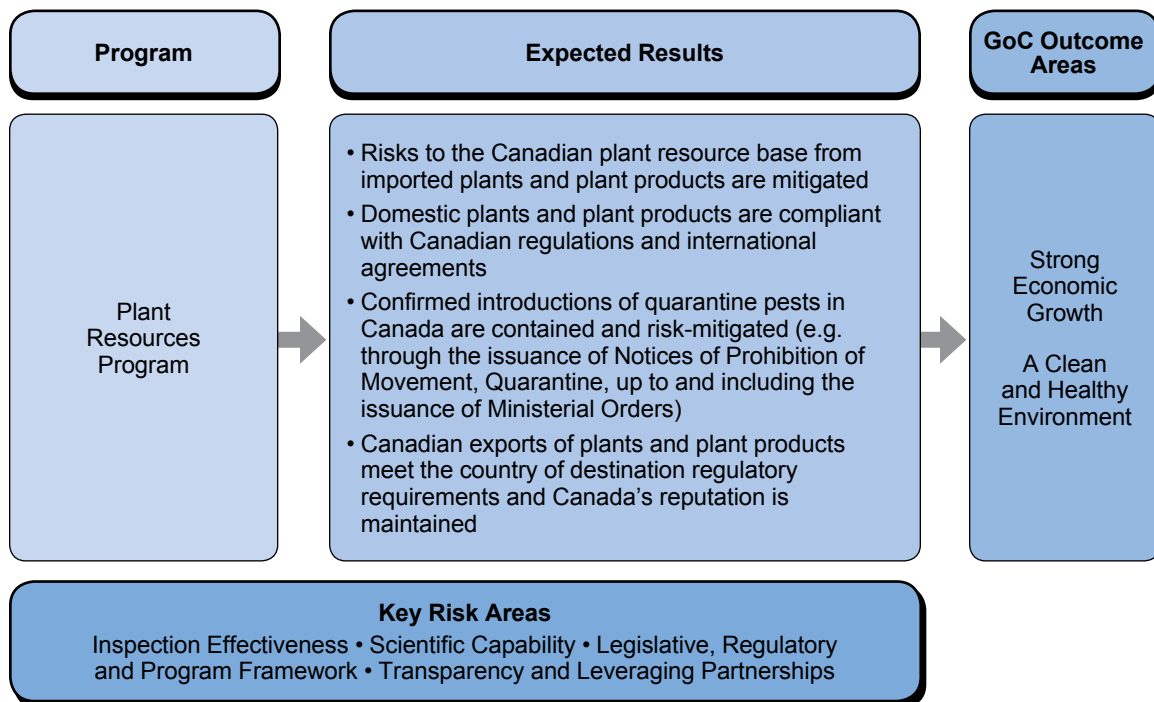
Full-time equivalents were impacted by the requirement for the CFIA to absorb the ongoing cost increases associated with collective bargaining settlement negotiations, resulting from a Government-wide freeze on departmental operating budgets for 2014-15 and 2015-16. Due to the timing of the preparation of the 2016-17 Report on Plans and Priorities, this adjustment was not accounted for in the Planned Spending.

Supporting information on results, financial and human resources relating to CFIA's lower-level programs is available on the [TBS InfoBase](#)^{vi} and on the [Canadian Food Inspection Agency's website](#)^{vii}.

Plant Resources Program

Description

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



Results

Building Scientific Capacity and Partnerships to Support Decision-Making

The CFIA worked with the United States Department of Agriculture’s Animal and Plant Health Inspection Services to further reinforce our strong agricultural ties and better align Canada’s regulatory requirements with the United States. This work helps to maintain the regular flow of pest-free goods across the Canada/United States border, thus protecting

the Canadian economy and environment. The work also contributes to strategies used at the North American perimeter to keep plant pests from affecting North America's crops, forests and environment.

Partnering with Provincial and Territorial Governments

In July 2016, a Federal-Provincial-Territorial Emergency Management Framework, referred to as the Framework, was endorsed by the Federal-Provincial-Territorial Ministers of Agriculture. This set the stage for partnering to create a Plant and Animal Health Strategy for Canada, along with planning for implementing short-term activities for the framework.

The Plant and Animal Health Strategy was co-created by federal, provincial and territorial governments, academia, industry and others who play a role in plant and animal health. These stakeholders share a goal of strengthening Canada's approach to protecting plant and animal health through better collaboration among partners, innovation, and a focus on risk prevention. Both CFIA and Agriculture and Agri-Food Canada have worked with the provinces/territories and industry to develop early activities for implementing the Strategy.

A national plant and animal health planning forum held in December 2016 discussed the future of plant and animal health, planned and prioritized actions to enhance plant and animal health in Canada, and identified multi-stakeholder volunteers to participate in working groups to further develop the plant and animal health strategy.

DID YOU KNOW ...?

In 2016-17 the CFIA:

- Signed a new agreement with Australia for the export of untreated sawn wood from Canada, worth over \$40 million annually;
- Successfully negotiated access to the European Union for Canadian kiln drying for ash lumber, worth \$76 million annually;
- Expanded regulated areas for emerald ash borer to include the city of Thunder Bay and the municipalités Régionales de Comtés of Joliette and D'Autray in Quebec.

DID YOU KNOW ...?

Canada's leadership in international plant protection received recognition in May 2016 with the election of one of CFIA's leading experts on international phytosanitary standards, to the Bureau of the Commission on Phytosanitary Measures. The Commission on Phytosanitary Measures is the governing body of the International Plant Protection Convention. The seven-member Bureau provides guidance to the Commission on Phytosanitary Measures on the strategic direction, financial and operational management of its activities.

Results achieved

Expected results	Performance indicators	Target	Date to achieve target	2016-17 Actual results	2015-16 Actual results	2014–15 Actual results
Risks to the Canadian plant resource base from imported plants and plant products are mitigated	Number of regulated foreign plant pests that enter into Canada through regulated pathways and establish themselves	0	March 31, 2017	1 ⁶	0	0
Domestic plants and plants products are compliant with Canadian regulations and international agreements	Percentage of domestic seed, crop inputs and plants with novel traits in compliance with Canadian regulations and international agreements	90%	March 31, 2017	93.2%	96.16%	98%
Confirmed introductions of quarantine pests in Canada are contained and risk-mitigated (e.g. through the issuance of Notices of Prohibition of Movement, Quarantine, up to and including the issuance of Ministerial Orders)	Percentage of confirmed introductions of quarantine pests for which notices are issued	100%	March 31, 2017	100%	100%	100%
	Percentage of notices issued in a timely manner	90%	March 31, 2017	100%	100%	100%
Canadian exports of plants and plant products meet the country of destination regulatory requirements and Canada's reputation is maintained	Percentage of certified plants and plant products shipment (lots) that meet the country of destination phytosanitary import requirements	99%	March 31, 2017	99.73%	99%	99.7%

⁶ In June 2016, the presence of *Rhagoletis cerasi*, a European cherry fruit fly, was confirmed in Ontario by the CFIA.

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

The following tables present the Plant Resources Program's planned and actual spending and full-time equivalents for 2016-17.

Budgetary financial resources (dollars)

2016-17 Main Estimates	2016-17 Planned spending	2016-17 Total authorities available for use	2016-17 Actual spending (authorities used)	2016-17 Difference (actual minus planned)
93,368,850	93,894,697	92,892,965	79,435,589	(14,459,108)

The variance of \$1.0 million between Planned Spending and Total Authorities mainly results from an in-year technical adjustment.

The variance of \$13.5 million between Total Authorities and Actual Spending is mainly due to: cost savings related to the delivery of the Federal Infrastructure Initiative; lapses required to fund specific Government-wide initiatives; and funds being transferred to the next fiscal year to support anticipated payments related to collective bargaining settlements.

Human resources (full-time equivalents)

2016-17 Planned	2016-17 Actual	2016-17 Difference (actual minus planned)
756	695	(61)

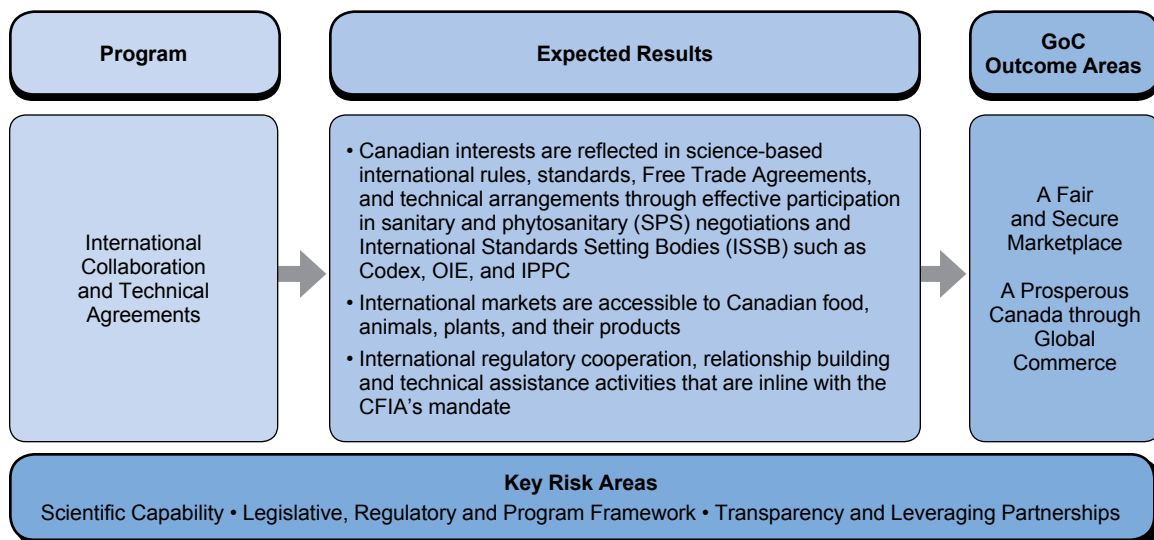
Full-time equivalents were impacted by the requirement for the CFIA to absorb the ongoing cost increases associated with collective bargaining settlement negotiations, resulting from a Government-wide freeze on departmental operating budgets for 2014-15 and 2015-16. Due to the timing of the preparation of the 2016-17 Report on Plans and Priorities, this adjustment was not accounted for in the Planned Spending.

Supporting information on results, financial and human resources relating to CFIA's lower-level programs is available on the [TBS InfoBase^{vi}](#) and on the [Canadian Food Inspection Agency's website^{vii}](#).

International Collaboration and Technical Agreements

Description

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



Results

In 2016-17, the CFIA advanced priorities in the international and technical agreements program related to international standards and rules, regulatory cooperation, technical assistance, market access, and free-trade agreements.

DID YOU KNOW ...?

This year, the CFIA successfully chaired the 43rd Session of the Codex Committee on Food Labelling, which is hosted by Canada.

This committee successfully advanced the development of draft guidance on the date marking of pre-packaged foods.

International Rules and Standards

To promote the development of science-based international standards consistent with Canada's regulatory framework and Government of Canada objectives, the CFIA led Canada's participation at the International Plant Protection Convention, the World Organisation for Animal Health (OIE); and, with Health Canada, co-led Canada's participation at the Codex Alimentarius Commission.

To provide scientific support for the development of international standards, the CFIA enhanced its engagement in international standards-setting bodies by embedding Canadian technical experts in the World Organization for Animal Health (OIE), the International Plant Protection Convention, and the Food and Agriculture Organization's food safety and quality unit. Notably, the Canadian expert working in the International Plant Protection Convention is managing the development of a globally harmonized tool (e-phyto) to facilitate the adoption and exchange of electronic phytosanitary certificates between trading countries.

In 2016-17, Canada underwent the most comprehensive evaluation of its veterinary services to date. The evaluation was conducted by the World Organisation for Animal Health (OIE). The CFIA led the coordination of the evaluation at the federal, provincial/territorial level and, where relevant, with Canadian stakeholders. This evaluation plays an essential role in maintaining international confidence in Canada's domestic systems for animal health and animal welfare, and provides valuable feedback on areas of improvement for animal health. A final report will be available in 2017-18, outlining how Canada meets international veterinary standards and providing recommendations for improvement.

Regulatory Cooperation

The CFIA continued its active engagement with foreign counterparts in many countries, including the United States, Mexico, China, the European Union, and India in order to strengthen and expand partnerships to help manage risks before they arrive at the Canadian border, and share/learn best regulatory practices and advance food safety, animal health and plant health objectives.

In particular:

- Canada and the United States have been collaborating to align regulatory approaches between the two countries, where appropriate, under the Regulatory Cooperation Council. In 2016-17 the CFIA and its United States counterparts made progress on multi-year Regulatory Cooperation Council projects and agreed to pursue a number of new initiatives:
 - In May 2016, the CFIA, Health Canada and the United States Federal Drug Administration Agency signed a Canada-United States Food Safety Systems Recognition Arrangement, and are currently working on its implementation. The CFIA is also advancing efforts with the United States Department of Agriculture towards the exchange of electronic certificates;

- New Regulatory Cooperation Council initiatives that seek to mitigate risks between Canada and the United States, while facilitating trade, were initiated, including streamlining export requirements for meat traded between the two countries, aligning testing methodologies, and facilitating emergency transit of live animals;
- Through the Canada-United States Beyond the Border initiative, the CFIA continued engagement with the United States regarding Asian gypsy moth-regulated countries to prevent the introduction of this pest into North America. Efforts in 2016-17 included: a Canada-United States joint assessment of Russia's Asian gypsy moth program and ongoing engagement with Russia, and engagement and collaboration with Chile and New Zealand to, where feasible, align requirements of their pre-departure certification programs with North America to simplify the work of regulated countries and the shipping industry.
- On a trilateral level, the CFIA established regular senior-level meetings with counterparts in the United States and Mexico to discuss strategic direction and enhance collaboration towards common approaches in areas such as audits and e-certification in the meat sector. For example, in January 2017, the CFIA, the United States Food Safety Inspection Service and the Mexico National Service of Health, Food Safety and Agri-food Quality signed terms of reference for the operational relationship in the trade of meat, poultry and egg products. The terms of reference set out a consistent process for the three countries to audit one another and outline procedures for determining equivalence, all of which will enhance market access.
- With respect to the European Union, the CFIA's ongoing engagement with the European Commission's Directorate General for Health and Food Safety led to the European Union recognizing the Bluetongue disease seasonally free period for Canada in January 2017. Additionally, both the CFIA and the European Commission's Directorate General for Health and Food Safety are actively working on the implementation of a new sanitary and phytosanitary measures joint management committee, established under the recently signed Canada-European Union Comprehensive Economic and Trade Agreement.
- With regards to fast-growing markets, the CFIA held several senior level and technical level meetings with regulatory counterparts in China and India to advance regulatory cooperation and resolution of market access issues.

Technical Assistance

The CFIA provided technical assistance by:

- Delivering 14 information sharing activities in Canada in response to requests for technical assistance received from counterpart authorities in developing countries and emerging trade partner economies or Canadian organizations on their behalf.
- Enhancing food safety through two major offshore technical assistance missions to deliver capacity-building workshops in Vietnam and India, with government and industry participants. This is a shift to complement domestic detection controls and interception of products as they enter Canada, and to enhance preventive controls to manage risks before entry into Canada.

Market Access Support

In 2016-17, the CFIA continued to promote the Canadian science-based regulatory system with counterparts in key trading countries, negotiated import and export conditions and resolved technical issues to expand or maintain access to markets. This was achieved with CFIA's specialists in Canada and abroad, resulting in the resolution of 64 market access issues, including the following:

- Access has been maintained for canola to China until March 31, 2020, and, as of March 31, 2017, pulses to India until June 30, 2017.
- Access has been expanded for beef to Mexico to include beef derived from animals over 30 months of age.
- Access has been improved to China and Ukraine by expanding the number of Canadian meat establishments and cold storages eligible to export to these countries.
- Access has been gained for breeding cattle to Turkey.
- Access has been restored to multiple countries that imposed trade restrictions resulting from Canadian cases of notifiable avian influenza (2014, 2015 and 2016), bluetongue disease (September 2015) and BSE (February 2015). As well, negotiations have continued with countries for which import restrictions remain.

Results achieved

Expected results	Performance indicators	Target	Date to achieve target	2016-17 Actual results	2015-16 Actual results	2014–15 Actual results
Canadian interests are reflected in science-based international rules, standards, Free Trade Agreements, and technical arrangements through effective participation in sanitary and phytosanitary negotiations and International Standards Setting Bodies such as Codex, OIE, and IPPC	Number of key sanitary and phytosanitary negotiations and international standards setting bodies meetings where the CFIA promoted Canada's interests	36	March 31, 2017	36	38	43
International markets are accessible to Canadian food, animals, plants and their products	Number of unjustified non-tariff barriers resolved	45	March 31, 2017	64 ⁷	57	40
International regulatory cooperation, relationship building and technical assistance activities that are in line with the CFIA's mandate	Number of senior level CFIA-led committees with foreign regulatory counterparts	4	March 31, 2017	4	6	7
	Number of CFIA-led technical assistance activities provided to foreign national governments	8	March 31, 2017	16 ⁸	11	13

⁷ Success is attributed to the successful collaborative approaches and efforts of the CFIA staffs in Canada and abroad, in partnership with Agriculture and Agri-Food Canada, Global Affairs Canada, other relevant Canadian departments as well as with the Canadian industry.

⁸ The use of alternative delivery mechanisms, such as Webinars and teleconference links, allowed the CFIA to exceed the target with resources available while still meeting the requestors' expectations.

The following tables present the International Collaboration and Technical Agreement Program’s planned and actual spending and full-time equivalents for 2016-17.

Budgetary financial resources (dollars)

2016–17 Main Estimates	2016–17 Planned spending	2016–17 Total authorities available for use	2016–17 Actual spending (authorities used)	2016–17 Difference (actual minus planned)
31,045,476	35,727,492	35,227,611	31,229,287	(4,498,205)

The variance of \$4.0 million between Total Authorities and Actual Spending is mainly the result of funds being transferred to the next fiscal year to support anticipated payments related to collective bargaining settlements and lapses required to fund specific Government-wide initiatives.

Human resources (full-time equivalents)

2016–17 Planned	2016–17 Actual	2016–17 Difference (actual minus planned)
343	295	(48)

Full-time equivalents were impacted by the requirement for the CFIA to absorb the ongoing cost increases associated with collective bargaining settlement negotiations, resulting from a Government-wide freeze on departmental operating budgets for 2014-15 and 2015-16. Due to the timing of the preparation of the 2016-17 Report on Plans and Priorities, this adjustment was not accounted for in the Planned Spending.

Supporting information on results, financial and human resources relating to CFIA’s lower-level programs is available on the [TBS InfoBase](#)^{vi} and on the [Canadian Food Inspection Agency’s website](#)^{vii}.

Internal Services

Description

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

Results

In 2014-15, the CFIA developed a three-year plan for increasing internal awareness about privacy protection and developing a suite of policy tools to assist managers and staff in their day-to-day activities. In 2016-17, the CFIA worked on implementing, in two phases, the framework for privacy compliance measurement. This framework will provide a self-assessment tool for the various Agency programs and the Chief Privacy Officer.

Digital Communications

During 2016-17, the CFIA put effort into executing its digital communications implementation plan. The Agency has taken a “digital by default” approach and developed new products to support the organization’s message, including innovative infographics and multiple videos. The Agency also developed a new corporate look, launched in February 2017. The new look represents the core of the Agency, while at the same time modernizing the way it presents itself. The new corporate look is aligned with Treasury Board Secretariat’s federal identity program, which allows the public and stakeholders to easily recognize the CFIA. This consistent visual identity is important in today’s digital world where communications products span many different platforms and media.

The CFIA increased its social media presence by launching a new [YouTube channel](#)¹ in September 2016 and developing a strategy for targeted food recalls. This medium helped the Agency reach new audiences and open the conversation with Canadians, resulting in an increase of 42% of CFIA followers on its social media platforms.

The CFIA completed a pilot for the implementation of the e-Retrieval project to optimize access to information services within the Agency, reduce time and cost associated with the retrieval of electronic documents and to provide better service to clients while ensuring compliance with legislative deadlines.

Enhancing Investment Planning and Project Management

In 2016-17, the CFIA continued to enhance its investment planning management control. The Agency improved oversight and management of the investment planning practices by putting in place a more responsive regime that promotes sound stewardship, value for money and alignment with priorities. The CFIA continued the development of its business model with increased focus on client experience and how we structure our business to provide further strategic influence and operational guidance on the investment planning regime in future years. The Agency also completed and implemented its investment planning performance measurement framework.

To continue to improve its project management maturity, the CFIA is exploring the application of portfolio project management and program project management principles within our enterprise project management framework. The evaluation called for adjustments to the framework and governance model.

The Agency finalized its program for competency in project management, which will be implemented in phases over a three-year period, by aligning it to the Government of Canada direction on competencies in project management. The program proposes three pillars of competencies and four streams of project management levels. The launch of the program is expected in 2017-18. These advances will enhance CFIA's competencies in project management and efficiency and will lead to more value for taxpayers' money.

Modernizing and Consolidating Information Technology Applications to Enhance Service and Efficiency

As part of the Government of Canada community, the Agency must support many initiatives focusing on the standardization and centralization of IT applications, including the email transformation initiative and Shared Services Canada data center migration. During 2016-17, application and device readiness activities within the Agency have continued in advance of the move to the new email service of Microsoft Outlook. The planning for the Shared Services Canada data center migration and the workload migration from Windows 2003 servers has continued this fiscal year.

As part of the Government of Canada direction for standardization management of information holdings, the CFIA has been developing products required to transition our document management system to the common Government of Canada documents management system.

Human Resources

The CFIA continued to support the Blueprint 2020 (BP2020) vision of creating and maintaining a world-class public service equipped to serve Canada and Canadians. The Agency focused its efforts in areas relating to recruitment, fostering a respectful workforce, and innovation. Activities during the reporting period included outreach to Indigenous communities via an Indigenous recruitment video and on-campus recruitment; continuation of the HOPE peer support (mental health) program; and the launch of “Ask CFIA,” an online portal to respond to inquiries from regulated parties.

DID YOU KNOW ...?

The CFIA has posted an annual progress report on [Blueprint 2020 on YouTube](#)?^{ix}

Training in values and ethics continued to be a mandatory requirement for all new employees. It is part of our orientation program, as well as our prerequisite employment program and our program for the leadership development of supervisors. Regular communication to employees through our internal national information bulletins reminded employees of their value and ethics obligations and outlined the e-learning and in classroom training that was available to them. Values and Ethics Day, held on February 16, 2017, focused on raising awareness of internal support mechanisms and programs available to employees.

The CFIA identified trends and opportunities for continuous improvement within the Agency’s collective staffing process. These opportunities entail addressing recommendations made by the Office of the Staffing Ombudsman, including conducting a risk assessment exercise. The role of that exercise is to identify high-, medium- and low-risk areas informing the staffing accountability matrix, policy suite and future monitoring program. In addition, the staffing framework policy has been updated, effective April 2016, and has been replaced with staffing and recruitment framework, staffing and recruitment policy, and specific staffing guidelines. The new policy suite includes clarification on roles, responsibilities and accountability for staffing.

The Agency has developed relations with post-secondary institutions to promote student career opportunities in the federal public service and the CFIA, and has established an online presence in the recruitment spheres.

Open Government Implementation

The Treasury Board of Canada Secretariat directive on open government, effective on October 9, 2014, requires that departments and agencies maximize the release of Government of Canada open data and open information. During 2016-17, the CFIA executed the Agency’s open government implementation plan by completing a benchmarking scan of transparency and openness activities by domestic and international

counterparts that identified best practices and areas for improvement. In addition, the Agency completed a revised transparency policy, which will provide direction for future transparency and openness activities.

The following tables present the Internal Services Program’s planned and actual spending and full-time equivalents for 2016–17.

Budgetary financial resources (dollars)

2016–17 Main Estimates	2016–17 Planned spending	2016–17 Total authorities available for use	2016–17 Actual spending (authorities used)	2016–17 Difference (actual minus planned)
113,578,857	113,999,756	139,270,484	133,431,955	19,432,199

The variance of \$25.3 million between Planned Spending and Total Authorities mainly results from: the distribution of in-year authorities to facilitate the realignment of resources between Programs and Internal Services, ensuring compliance with the amended Treasury Board Guide on Recording and Reporting of Internal Services Expenditures; the renewal of sunseting initiatives; and the addition of the Budget 2016 initiative Improve Food Safety for Canadians.

The variance of \$5.8 million between Total Authorities and Actual Spending is mainly the result of funds being transferred to the next fiscal year to support anticipated payments related to collective bargaining settlements and lapses required to fund specific Government-wide initiative.

Human resources (full-time equivalents)

2016–17 Planned	2016–17 Actual	2016–17 Difference (actual minus planned)
749	916	167

The variance of 167 full-time equivalents is largely related to: the realignment of resources between Programs and Internal Services, in order to comply with the amended Treasury Board Guide on Recording and Reporting of Internal Services Expenditures; and in-year funding received for Treasury Board approved initiatives.

This increase was somewhat offset by the requirement for the CFIA to absorb the ongoing cost increases associated with collective bargaining settlement negotiations, resulting from a Government-wide freeze on departmental operating budgets for 2014–15 and 2015–16. Due to the timing of the preparation of the 2016–17 Report on Plans and Priorities, this adjustment was not accounted for in the Planned Spending.

Analysis of trends in spending and human resources

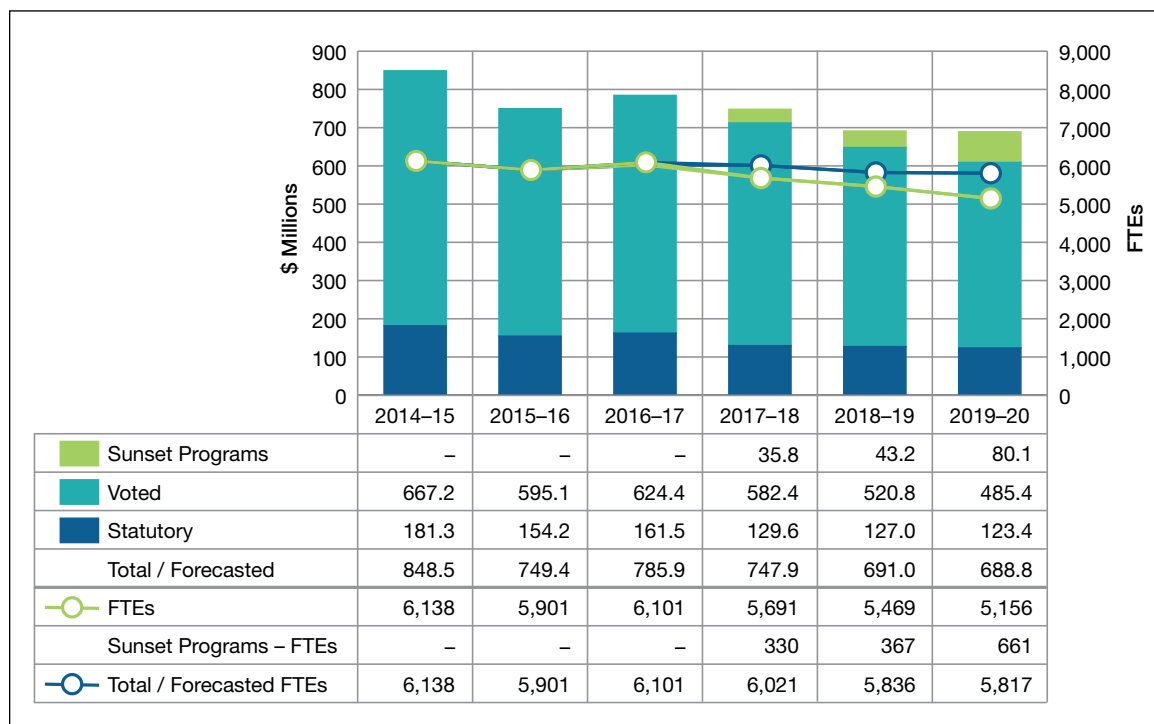
Actual expenditures

The tables presented in this section reflect the CFIA’s historical spending levels from 2014-15 to 2016-17 and planned spending for the next three fiscal years (2017-18 to 2019-20). Planned spending excludes funding extensions that the Agency plans to pursue.

Sunsetting programs are subject to government decisions to extend, reduce or enhance funding.

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

Departmental spending trend graph



Budgetary performance summary for Programs and Internal Services (dollars)

Programs and Internal Services	2016–17 Main Estimates	2016–17 Planned spending	2017–18 Planned spending	2018–19 Planned spending	2016–17 Total authorities available for use	2016–17 Actual spending (authorities used)	2015–16 Actual spending (authorities used)	2014–15 Actual spending (authorities used)
Food Safety Program	364,582,938	365,461,365	349,600,493	302,688,731	418,590,945	368,568,579	376,113,531	421,520,442
Animal and Zoonotics Program	137,163,044	138,055,855	125,411,593	119,526,241	187,159,735	173,246,450	141,043,127	162,039,970
Plant Resources Program	93,368,850	93,894,697	78,664,213	76,076,780	92,892,965	79,435,589	79,807,062	90,262,195
International Collaboration and Technical Agreements	31,045,476	35,727,492	36,418,999	29,531,085	35,227,611	31,229,287	32,552,166	40,718,768
Subtotal	626,160,308	633,139,409	590,095,298	527,822,837	733,871,256	652,479,905	629,515,886	714,541,375
Internal Services	113,578,857	113,999,756	121,954,294	119,943,910	139,270,484	133,431,955	119,846,641	133,951,514
Total	739,739,165	747,139,165	712,049,592	647,766,747	873,141,740	785,911,860	749,362,527	848,492,889

Actual human resources

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

Programs and Internal Services	2014–15 Actual	2015–16 Actual	2016–17 Actual	2016–17 Planned	2017–18 Planned	2018–19 Planned
Food Safety Program	3,250	3,155	3,220	3,116	2,890	2,732
Animal and Zoonotics Program	1,012	959	975	1,023	942	929
Plant Resources Program	737	703	695	756	688	678
International Collaboration and Technical Agreements	335	307	295	343	310	277
Subtotal	5,334	5,124	5,185	5,238	4,830	4,616
Internal Services	804	777	916	749	861	853
Total	6,138	5,901	6,101	5,987	5,691	5,469

The CFIA saw increased spending in 2014-15, due to substantial one-time disbursements related to government-wide salary initiatives. As well, the Agency ratified all outstanding collective agreements. This resulted in significant one-time retroactive salary settlement payments and ongoing cost increases of approximately \$30 million annually, which the CFIA absorbed. Given that 80% of the CFIA's annual operating expenditures support personnel costs, limited flexibility existed to realign non-personnel authorities. As a result, the Agency saw a decline in its full-time equivalent complement in 2015-16.

The CFIA will also be required to absorb the retroactive and ongoing costs of upcoming collective agreement salary settlements related to fiscal years 2014-15 and 2015-16, resulting from a Government-wide freeze on departmental operating budgets for these two fiscal years. Consequently, the Agency has included the estimated impacts of these upcoming costs on planned human resources for 2017-18 and future years.

2016-17 Total Authorities Available for Use reflects additional in-year funding received for Treasury Board approved initiatives, statutory payment reimbursement, and other in-year adjustments. This in-year funding totalled \$126.0 million, mainly consisting of: the renewal of sunseting initiatives; funds transferred into 2016-17 from the previous fiscal year; and statutory payments made to compensate Canadians for plants or animals ordered destroyed for the purpose of disease control.

The \$87.2 million difference between total authorities and actual spending primarily relates to: the shifting of funds from 2016-17 to the next fiscal year for the Federal Infrastructure Initiative and Electronic Service Delivery Platform; funds strategically lapsed for carry forward into 2017-18 to support the anticipated impacts of collective bargaining settlements; cost savings related to the delivery of the Federal Infrastructure Initiative; and lapses required to fund specific Government-wide initiatives.

Expenditures by vote

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

Alignment of spending with the whole-of-government framework

Alignment of 2016-17 actual spending with the whole-of-government framework^{xi} (dollars)

Program	Spending area	Government of Canada activity	2016–17 Actual spending
Food Safety Program	Social Affairs	Healthy Canadians	368,568,579
Animal and Zoonotics Program	Social Affairs	Healthy Canadians	173,246,450
Plant Resources Program	Economic Affairs	A clean and healthy environment	79,435,589
International Collaboration and Technical Agreements	International Affairs	A prosperous Canada through global commerce	31,229,287

Total spending by spending area (dollars)

Spending area	Total planned spending	Total actual spending
Economic affairs	93,894,697	79,435,589
Social affairs	503,517,220	541,815,029
International affairs	35,727,492	31,229,287

Financial statements and financial statements highlights

Financial statements

The Canadian Food Inspection Agency's financial statements [unaudited] for the year ended March 31, 2017, are available on the [departmental website](#).^{xii}

Financial statements highlights

Condensed Statement of Operations (unaudited) for the year ended March 31, 2017 (dollars)

Financial information	2016–17 Planned results	2016–17 Actual	2015–16 Actual	Difference (2016–17 actual minus 2016–17 planned)	Difference (2016–17 actual minus 2015–16 actual)
Total expenses	821,591	868,543	817,882	46,952	50,661
Total revenues	52,610	53,787	53,104	1,177	683
Net cost of operations before government funding and transfers	768,981	814,756	764,778	45,775	49,978

Condensed Statement of Financial Position (unaudited) as at March 31, 2017 (dollars)

Financial Information	2016–17	2015–16	Difference (2016–17 minus 2015–16)
Total net liabilities	171,912	145,217	26,695
Total net financial assets	98,051	80,240	17,811
Departmental net debt	73,861	64,977	8,884
Total non-financial assets	189,067	178,223	10,844
Departmental net financial position	115,206	113,246	1,960

Supplementary Information

Corporate information

Organizational Profile

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

Institutional Head: Paul Glover

Ministerial Portfolio: Health

Enabling Instruments:

CFIA Wide

- [Canadian Food Inspection Agency Act](#)^{xiii}
- [Agriculture and Agri-Food Administrative Monetary Penalties Act](#)^{xiv}

Food Safety

- [Food and Drugs Act](#)^{xv} (as it relates to food)
- [Safe Food for Canadians Act](#)^{xvi} (SFCA) (Once brought into force, the SFCA will replace the following):
 - [Canada Agricultural Products Act](#)^{xvii}
 - [Consumer Packaging and Labelling Act](#)^{xviii} (as it relates to food)
 - [Fish Inspection Act](#)^{xix}
 - [Meat Inspection Act](#)^{xx}

Plant and Animal Health

- [Agricultural Growth Act](#)^{xxi} (with the exception of subsection 53 (1))

Plant

- [Fertilizers Act](#)^{xxii}
- [Plant Breeders' Rights Act](#)^{xxiii}
- [Plant Protection Act](#)^{xxiv}
- [Seeds Act](#)^{xxv}

Animal Health

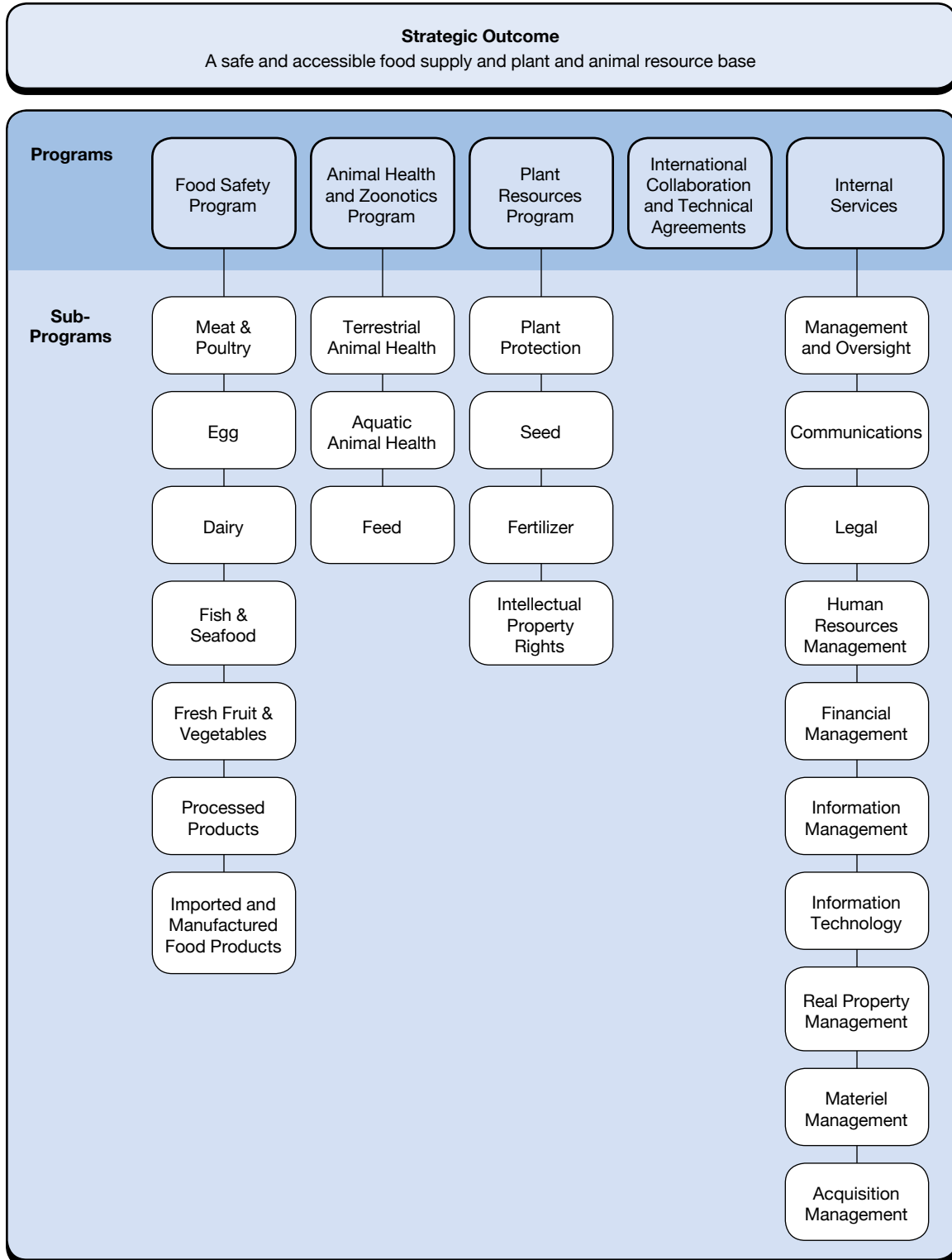
- [Health of Animals Act](#)^{xxvi}
- [Feeds Act](#)^{xxvii}

Year of Incorporation / Commencement: 1997

Reporting framework

The Canadian Food Inspection Agency’s Strategic Outcome and Program Alignment Architecture (PAA) of record for 2017–18 are shown below:

Program Alignment Architecture



Supporting information on lower-level programs

Supporting information on results, financial and human resources relating to CFIA's lower-level programs is available on the [TBS InfoBase](#)^{vi} and on the [Canadian Food Inspection Agency's website](#)^{vii}.

Supplementary information tables

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

- Departmental Sustainable Development Strategy
- Details on transfer payment programs of \$5 million or more
- Horizontal initiatives
- Internal audits and evaluations
- Response to parliamentary committees and external audits
- Status report on projects operating with specific Treasury Board approval
- User fees, regulatory charges and external fees

Federal tax expenditures

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

Organizational contact information

Canadian Food Inspection Agency (CFIA)^{xxix}

1400 Merivale Road,
Ottawa, Ontario K1A 0Y9
Canada

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

Teletypewriter: 1-800-465-7735

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)

Provides information on the plans and expected performance of appropriated departments over a three-year period. Departmental Plans are tabled in Parliament each spring.

Departmental Result (résultat ministériel)

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

Departmental Result Indicator (indicateur de résultat ministériel)

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

Departmental Results Framework (cadre ministériel des résultats)

Consists of the department's Core Responsibilities, Departmental Results and Departmental Result Indicators.

Departmental Results Report (Rapport sur les résultats ministériels)

Provides information on the actual accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

Evaluation (évaluation)

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

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.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2016-17 Departmental Results Report, government-wide priorities refers to those high-level themes outlining the government's agenda in the 2015 Speech from the Throne, namely: Growth for the Middle Class; Open and Transparent Government; A Clean Environment and a Strong Economy; Diversity is Canada's Strength; and Security and Opportunity.

horizontal initiatives (initiative horizontale)

An initiative where two or more federal organizations, through an approved funding agreement, work toward achieving clearly defined shared outcomes, and which has been designated (for example, by Cabinet or a central agency) as a horizontal initiative for managing and reporting purposes.

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

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

non-budgetary expenditures (dépenses non budgétaires)

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

performance (rendement)

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

performance indicator (indicateur de rendement)

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

performance reporting (production de rapports sur le rendement)

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

planned spending (dépenses prévues)

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

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

plans (plans)

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.

priorities (priorité)

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

program (programme)

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

Program Alignment Architecture (architecture d'alignement des programmes)

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

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

statutory expenditures (dépenses législatives)

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

Strategic Outcome (résultat stratégique)

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

sunset program (programme temporisé)

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

target (cible)

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

voted expenditures (dépenses votées)

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

Endnotes

- i YouTube Channel, <https://www.youtube.com/channel/UCaaeZ7z9HAK0-TGLBFGk4gw>
- ii My CFIA webpage, <http://www.inspection.gc.ca/about-the-cfia/my-cfia/eng/1482204298243/1482204318353>
- iii Ask CFIA webpage, <http://www.inspection.gc.ca/industry-guidance/ask-cfia/eng/1466573216927/1466573290851>
- iv Departmental Performance Report 2014-15, <http://www.inspection.gc.ca/about-the-cfia/accountability/reports-to-parliament/2014-2015-dpr/eng/1442253072937/1442253073921?chap=3>
- v 2015-16 Departmental Performance Report, <http://www.inspection.gc.ca/about-the-cfia/accountability/reports-to-parliament/2015-2016-dpr/eng/1472053055708/1472053099163?chap=7>
- vi TBS InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- vii CFIA website, <http://www.inspection.gc.ca>
- viii The Canadian Animal Health Surveillance System website, <https://www.cahss.ca/>
- ix Blueprint 2020 progress report on YouTube, <https://www.youtube.com/watch?v=sbYstqFCUOQ>
- x Public Accounts of Canada 2017, <http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>
- xi Whole-of-government framework, [https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#tag-nav/~\(current_branch~'GOCO~sort_key~'name~sort_direction~'asc~open_nodes~\(~'tag_SA0001~'tag_SA9999~'tag_SA0002~'tag_SA0003~'tag_SA0004~'tag_SA0005\)\)](https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#tag-nav/~(current_branch~'GOCO~sort_key~'name~sort_direction~'asc~open_nodes~(~'tag_SA0001~'tag_SA9999~'tag_SA0002~'tag_SA0003~'tag_SA0004~'tag_SA0005)))
- xii CFIA's financial statements, <http://www.inspection.gc.ca/about-the-cfia/accountability/reports-to-parliament/financial-reporting/2017-2018/eng/1488397935350/1488397997093>
- xiii Canadian Food Inspection Agency Act, <http://www.inspection.gc.ca/english/reg/jredirect2.shtml?cfiaacia>
- xiv Agriculture and Agri-Food Administrative Monetary Penalties Act, <http://www.inspection.gc.ca/english/reg/jredirect2.shtml?ampsapa>
- xv Food and Drugs Act, <http://www.inspection.gc.ca/english/reg/jredirect2.shtml?drga>
- xvi Safe Food for Canadians Act, <http://www.inspection.gc.ca/english/reg/jredirect2.shtml?safefood>
- xvii Canada Agricultural Products Act, <http://www.inspection.gc.ca/english/reg/jredirect2.shtml?cappac>
- xviii Consumer Packaging and Labelling Act, <http://www.inspection.gc.ca/english/reg/jredirect2.shtml?pacemba>
- xix Fish Inspection Act, <http://www.inspection.gc.ca/english/reg/jredirect2.shtml?fispoia>
- xx Meat Inspection Act, <http://www.inspection.gc.ca/english/reg/jredirect2.shtml?meaviaa>
- xxi Agricultural Growth Act, <http://www.inspection.gc.ca/english/reg/jredirect2.shtml?aggrowth>
- xxii Fertilizers Act, <http://www.inspection.gc.ca/english/reg/jredirect2.shtml?ferenga>
- xxiii Plant Breeders' Rights Act, <http://www.inspection.gc.ca/english/reg/jredirect2.shtml?pbrpova>
- xxiv Plant Protection Act, <http://www.inspection.gc.ca/english/reg/jredirect2.shtml?pbrpova>
- xxv Seeds Act, <http://www.inspection.gc.ca/english/reg/jredirect2.shtml?seesema>
- xxvi Health of Animals Act, <http://www.inspection.gc.ca/english/reg/jredirect2.shtml?heasana>
- xxvii Feeds Act, <http://www.inspection.gc.ca/english/reg/jredirect2.shtml?feebeta>
- xxviii Report of Federal Tax Expenditures, <http://www.fin.gc.ca/purl/taxexp-eng.asp>
- xxix Contact CFIA, <http://inspection.gc.ca/about-the-cfia/contact-us/eng/1299860523723/1299860643049>

