



Canadian Food
Inspection Agency

Agence canadienne
d'inspection des aliments

Canadian Food Inspection Agency 2020–21 Departmental Plan

The Honourable Patty Hajdu, PC, MP
Minister of Health

Canada 

© Her Majesty the Queen in Right of Canada
(Canadian Food Inspection Agency), 2020

CFIA P1011-19
Catalogue No.: A101-10E-PDF
ISSN: 2371-7386

Cette publication est aussi disponible en français.

Table of Contents

From the Minister	1
Plans at a glance	5
Core responsibilities: planned results and resources	9
Safe Food and healthy plants and animals	9
Internal Services: planned results	27
Spending and human resources	31
Planned spending	31
Planned human resources	33
Estimates by vote	33
Condensed future-oriented statement of operations	34
Corporate information	35
Organizational profile	35
Raison d’être, mandate and role: who we are and what we do	35
Operating context	35
Reporting framework	36
Supporting information on the program inventory	37
Supplementary information tables	37
Federal tax expenditures	37
Organizational contact information	38
Appendix: definitions	39
Endnotes	43

From the Minister

As the Minister of Health, I am pleased to present the Canadian Food Inspection Agency's (CFIA) 2020–21 Departmental Plan.

This plan outlines for Canadians the important initiatives the Agency is delivering and how it is planning to fulfill its mandate to safeguard food safety, protect the health of plants and animals in Canada, and support market access both now and in the future.

Canada continues to be recognized internationally for its high standards in food safety and plant and animal protection. However, the world in which the Canadian agri-food sector operates has changed significantly in recent years and is becoming increasingly complex. Demographic shifts, changing consumer preferences, global trade, and developments in science and technology have created new opportunities on the international stage. These changes also bring new challenges and risks to food safety and plant and animal health at home. Climate change is also introducing a whole new set of threats, pressures and emerging issues such as foreign animal disease, plant pest and disease vector incursions, invasive species, arboviruses, food safety issues. The CFIA will continue to stay abreast of these challenges and others in 2020–21 as it works to modernize the way in which it delivers on its business priorities.

CFIA is continuously striving to evolve and **modernize its regulatory toolkit**. Canada's *Safe Food for Canadians Regulations* have now been in force for one year. In 2020–21, the food system will become even stronger with new food safety requirements being phased in for the fresh fruits and vegetables and manufactured food sectors over the course of the year. CFIA will continue to work on broad regulatory renewal across other parts of CFIA business, with an ambitious regulatory reform agenda for plants and animals that moves away from the traditional prescriptive regulations of the past towards a more nimble, preventive, modern regulatory approach that can anticipate and adapt to the dynamic environment in which we operate.

Another key priority is a focus on **integrated risk management**, which represents an opportunity for the Agency to make use of risk-based data to target resources where they are most needed to protect the health and safety of Canadians. Over the last number of years, the Agency has become increasingly sophisticated in its application of risk intelligence to better inform inspection priorities and target areas of high risks. In 2020–21, CFIA will continue to explore other tools to improve its risk analysis.



Continued investment in CFIA inspection staff is paramount – this is the core of CFIA’s work as a regulator. To this end, CFIA will continue to focus on delivering **consistent and efficient inspections**, enabled by the rollout of digital tools and mobile services. An increased focus on the use of technology will also allow the Agency to focus inspection resources on inspection, rather than paper-based administrative duties.

Building on the successful launch of its My CFIA portal for industry to conduct business transactions, such as licence application online, CFIA continues on its path to greater **digital** service delivery, creating significant efficiencies for the Agency and industry. In addition, Budget 2019 announced \$27 million over five years for the continued digitization of CFIA services. In 2020–21, CFIA will build on the electronic services provided through My CFIA to include export certificates so Canadian businesses can move their products to other markets faster.

On the **international stage**, CFIA continues to lead Canadian efforts in many international fora across the food, plant and animal business lines to promote the development of science-based international standards. These are key avenues for Canada to advance its trade agenda and influence acceptable terms of trade in agricultural commodities and food.

The Government of Canada has committed to increase exports in the agriculture and agri-food sector to \$75 billion by 2025. CFIA will continue to support economic growth of this sector by building on its reputation as a global leader and providing the technical expertise necessary to facilitate market access.

Finally, CFIA plays an ongoing and crucial role in protecting Canadians from food safety risks, and Canadian plant and animal resources from new risks that can have a devastating effect on our economy and environment. In 2020–21, for example, CFIA will work with domestic and international partners to prevent African swine fever – a contagious and fatal disease for pigs that has now aggressively spread through Asia, Africa and parts of Europe – from entering Canada.

In support of a healthier and more sustainable food system for Canadians, the Government of Canada introduced the Food Policy for Canada, including \$24.4 million in funding over five years (\$5.2 million ongoing), announced in Budget 2019 to enhance the vital work of the Agency. This funding will combat the global problem of food fraud, protect consumers from deception, and help companies in their fight against unfair competition.

CFIA continues to collaborate with Health Canada to move forward on food labeling modernization – an initiative that supports industry innovation, protects consumers and enables Canadians to make more informed choices about the food they buy.

Important work continues in close collaboration with trusted partners across governments, industry, academia and other partners to implement the Plant and Animal Health Strategy for Canada. This is a national vision to protect animal, plant and human health by addressing new and emerging risks to plant and animal health. The Agency also continues its collaborative efforts with trusted partners to prevent the spread of invasive species, which can have a devastating effect on economies.

Canada has declared its support for the United Nations' International Year of Plant Health in 2020. The initiative is expected to increase awareness among the public and policy makers of the importance of healthy plants and the necessity to protect them in order to achieve the Sustainable Development Goals. Safeguarding global plant resources is vital to the health and wellbeing of Canadians. CFIA's programs, policies, activities and infrastructure factor in the effects of climate change, the variability it brings to our environment, and the impact it presents to the security of our crops and forests. CFIA is also safeguarding animal health, working with partners to prevent animal diseases such as African swine fever from entering Canada, and to prepare in the event it does cross our borders.

I invite you to read the 2020–21 Departmental Plan to see how CFIA, and its knowledgeable, dedicated employees, will continue its important work and deliver results on behalf of all Canadians.

The Honourable Patty Hajdu, PC, MP
Minister of Health

Plans at a glance

As a science-based regulator, the Canadian Food Inspection Agency (CFIA) is responsible for safeguarding the safety of Canada's food supply and protecting Canada's plant and animal resource base, while facilitating trade of agriculture and agri-food products. CFIA strives to ensure that food sold in Canada is safe and accurately represented to Canadians; plant and animal resources are protected from diseases and pests; and Canadian products can be traded internationally.

CFIA operates within a rapidly changing context as Canada is inextricably linked to a global economy and international influences. Risks to the food system and animal and plant resources have changed considerably in recent years and will continue to evolve rapidly. A growing population and diverse consumer preferences have led to an increasing volume and variety of products on the market. Global commerce has brought new business models and consolidation in the food and agricultural industry. Emerging and disruptive technology require a regulatory system that promotes responsible adoption of such technology for public good without stifling innovation.

CFIA's operating landscape is constantly evolving. Rapid advancements in science and technology also bring new and innovative approaches to industry practices. A growing population and diverse consumer preferences are contributing factors to an increased volume and variety of products on the market. Further, the potential for export growth is reflected in the Government of Canada's commitment to increase export targets for the agricultural sector to \$75 billion by 2025.

While these changes provide opportunities for Canadians, they bring operational challenges to CFIA. For instance, risks to food safety and animal health and plant health have increased as a result of expanded international trade, accelerated technological innovation, and increasingly complex and global supply chain of agricultural products. In addition, climate change is introducing potential risks, such as the possibility of pests and diseases becoming established in Canada where they would not have been able in the past.

To keep pace with the many changes in the domestic and global environment, CFIA will continue its efforts with its partners at home and abroad to modernize regulatory frameworks and service delivery models.

Key planning highlights for 2020–21 include:

1. Regulatory reform

CFIA continues to shift from the traditional prescriptive regulations of the past to more preventive and outcome-based regulations that can adapt to the dynamic environment in which it operates. CFIA has made significant progress in the food sector with the *Safe Food for Canadians Regulations*.ⁱ

In 2020–21, CFIA will continue to move forward an aggressive regulatory agenda to modernize agricultural inputs (fertilizer, feed, and seed) and livestock traceability, complete the humane transportation framework, improve food labeling and address food safety risks in hatcheries, such as Salmonella. CFIA will also initiate work on full traceability systems (i.e., boat-to-plate) in order to ensure consumers have the information they need to make informed choices.

2. Innovation

CFIA will continue to apply technology to improve service delivery and inform risk-based oversight by harnessing data (e.g., risk intelligence, surveillance and compliance results), equipping inspectors with modern inspection tools and exploring the potential for new technologies such as artificial intelligence. Through Budget 2019, the Government of Canada announced an investment of \$27.2 million over five years to fully digitize export certificates. This investment will not only streamline the certification process for CFIA and industry, it will support international trade by allowing CFIA to communicate with other governments through more direct and reliable means.

3. Efficiency

An increased focus on the use of new inspection tools will allow CFIA to focus inspection resources on inspection, rather than paper-based administrative duties. Investments in risk intelligence will allow inspection resources to be targeted to areas of greatest risk. Building on the successful implementation of *CFIA's Standard Inspection Procedures*ⁱⁱ and deployment of digital inspection tools in non-meat food inspections, in 2020–21, CFIA will continue to enhance operational efficiencies in plant and animal inspections, including modernized slaughter inspections for swine and bovine.

4. Preparedness and Prevention of Emerging Threats

Emerging threats to food safety, plant and/or animal resources, such as African swine fever (ASF), are an ongoing reality. In 2020–21, CFIA will continue to lead national efforts to prevent and prepare for the introduction of diseases to Canada through collaboration and engagement with domestic and international partners.

Beyond2020



All of CFIA’s activities embrace the principles of Beyond2020 – the Government of Canada’s transformation initiative designed to foster the renewal of the federal public service workforce. The Agency already has modernization well underway, and we are “living” Beyond2020 in our day-to-day business as well as by incorporating being agile, inclusive and equipped into future plans.

For more information on CFIA’s plans, priorities and planned results, see the “Core responsibility: planned results and resources” section of this report.

Core responsibilities: planned results and resources

This section contains detailed information on the department's planned results and resources for each of its core responsibilities.

Safe Food and healthy plants and animals

Description

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

Planning highlights

The health and safety of Canadians is the driving force behind the design and development of CFIA programs. In collaboration and partnership with industry, consumers, and federal, provincial and municipal organizations, CFIA continues to work towards protecting Canadians from preventable health risks related to food and zoonotic (i.e., diseases that affect both animals and humans) diseases. As a global leader, CFIA also pursues improved international standards, fairness in trade practices and regulatory cooperation to advance market access for Canadian products. CFIA delivers its business in the following areas:

- **Setting rules** – Developing the programs, policies, controls and scientific methods necessary to help ensure safe food and healthy plants and animals.
- **Compliance promotion** – Providing tools and clear information to support industry and Canadians in understanding the rules, why they are important, and what is needed to comply.
- **Monitoring and enforcement** – Verifying industry compliance with the rules through surveillance activities, inspection activities, and laboratory testing.
- **Granting permissions** – Granting permissions to export domestic products in a timely manner based on applicants meeting the specific rules required for food commodities, plants, animals and their products.

CFIA also plays a key role internationally by supporting:

- **International standard setting** – Contributing to the development of science-based international standards and trade rules in the areas of food safety, and plant and animal health.
- **Market access** – Maintaining and creating trade opportunities that ensure Canadian food, plants and animals and their products can be traded internationally.

- **Regulatory cooperation and science collaboration** – Engaging and working together with international partners to seek opportunities to strengthen partnerships and align approaches for food safety, consumer protection and plant and animal health.

CFIA's Core Responsibility is supported by three Departmental Results.

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

Description

Canada is recognized as having one of the strongest food safety systems in the world. CFIA designs and delivers programs to ensure that the food Canadians eat is safe, and that industry understands and follows sound rules to produce or import food that is safe and accurately labeled. CFIA's food safety programs aim to mitigate public health risks, prevent potential hazards in the food supply system and manage food safety emergencies when they occur.

Planning Highlights

Safe Food for Canadians Regulatory Implementation

On January 15, 2019, the *Safe Food for Canadians Regulations*ⁱ (SFCR) came into force. The regulations aim to make the food system as effective as possible by focusing on prevention and allowing for the faster removal of unsafe food from the marketplace. Furthermore, businesses, both big and small, are benefitting from reduced administrative burden as 14 sets of regulations were replaced with a single, comprehensive set of

DID YOU KNOW?

In an effort to enhance the way digital services are delivered, CFIA has revamped its website using a data driven approach to make it easier for users to find important information on the new food regulations. The enhanced website is only the beginning of a new, dynamic web presence to provide the best user experience possible. As our users' needs change, the website will evolve to help meet the needs of Canadians and businesses regulated by CFIA.

regulations. New licensing, preventive control and traceability requirements apply to food businesses that import or prepare food for export or to be sent across provincial or territorial boundaries. To date, over 9,000 licenses have been issued under the SFCR. Over the next year new regulatory requirements will come into force for fresh fruit, vegetables and most manufactured foods such as snack foods, cereals, beverages, baked goods and nuts. This will further strengthen the food safety system in Canada by extending the same controls to all food – whether it's made for trade across Canada or for export, or imported into Canada from other countries.

Food Labeling Modernization

Consumer behaviour and domestic and international trade have changed significantly over the decades since many of the food labeling regulations were last amended. In June 2019, CFIA published proposed regulatory amendments that would modernize labeling requirements in key areas, such as date marking, food company information, and origin labeling for imported food, with the goals to promote consistency across food commodities and remove outdated labeling requirements. The amendments are intended to protect consumers and enable informed purchasing decisions, while allowing industry to innovate by making use of modern regulatory tools such as incorporation by reference for areas where industry and consumer needs are evolving. CFIA intends to publish final regulations in fall 2020, which will reflect the feedback received from a broad range of stakeholders. CFIA and Health Canada are working closely to align their respective labeling modernization activities by coordinating coming-into-force timelines of proposed regulatory changes in an effort to reduce the cumulative burden these changes can pose to industry.

DID YOU KNOW?

In 2019–20, CFIA's Office of Food Safety and Recall (OFSR) celebrated its 20th anniversary. CFIA oversees approximately 250 recall incidents a year.

Modernized Slaughter Inspection Program

A modernized slaughter inspection program (MSIP) moves the Agency from traditional inspection to a more science- and risk-based approach that increases industry responsibility while enhancing the inspector's capacity to focus on areas of highest risk to food safety by allocating time and resources to where they are most needed. Following a 2018 pilot program for hogs (MSIP-Hog), scientific data and performance indicators evaluated by CFIA experts demonstrated that new inspection procedures resulted in equally effective, or more effective, food safety outcomes. In 2020–21, the MSIP-Hog pilot will be expanded to additional hog establishments so more scientific data can be collected to validate initial findings. CFIA will also explore additional pilot projects in this area to provide equal or greater food safety to Canadians while increasing inspection efficiency.

Canadian Food Safety Information Network

The Canadian Food Safety Information Network (CFSIN) is a CFIA-led initiative that links federal, provincial and territorial (FPT) food safety authorities across Canada, enhancing their ability to collaborate and better anticipate, detect and respond to food safety incidents and emergencies. In 2020–2021, FPT food safety authorities will have access to an inventory of Canadian food safety laboratories and food testing data, an environmental scanning tool, a secure event management space and a collaboration centre through CFSIN. CFIA will provide training to users within FPT food safety authorities to facilitate onboarding on to the CFSIN platform.

DID YOU KNOW?

The Environmental Scanning Tool within the CFSIN platform is using machine learning algorithms in determining the relevance of open source articles.

Surveillance Review

CFIA is undergoing a review of its surveillance activities for food safety, with similar exercises by the animal and plant health business lines, to ensure that this key control measure and risk intelligence is meeting the performance outcomes for CFIA's programs. CFIA undertakes surveillance activities to monitor the status of a specific hazard or risk; this could involve targeted surveillance, broad monitoring programs, or surveys which inform sound risk management strategies. CFIA is developing a work plan for the next 18 to 24 months to review the current end to end processes of CFIA's surveillance activities. The review will focus on sampling and testing, risk identification and analysis and establishing a pathway for the prioritization of activities. This work will inform an action plan for the implementation of risk-based decision-making, regular surveillance reviews and future work to expand CFIA's data sharing platform.

Tackling Food Fraud

Food fraud is the deliberate and intentional substitution, addition, tampering or misrepresentation of food, food ingredients or food packaging for economic gain. For example, adding sunflower oil to olive oil and passing it off as a pure product; labeling pollock as cod; and making false or disingenuous statements to mislead consumers on the benefit of a food product. It not only deceives consumers and damages their trust but could also present serious health risks.

Budget 2019 introduced a Food Policy for Canada, committing \$24.4 million over five years and \$5.2 million per year ongoing for CFIA to enhance federal capacity to detect and take enforcement action against instances of food fraud. Under the food fraud initiative, CFIA is enhancing the food fraud program by researching global best practices, conducting surveillance and targeted inspections, and determining strategies to detect and disrupt fraud in various food commodities supply chains. CFIA is also committed to collaborating at the international level to address this growing concern.

In 2018–2019, CFIA conducted an enhanced surveillance and enforcement of honey authenticity and published the [Enhanced Honey Authenticity Surveillance Report](#).ⁱⁱⁱ Building on this, CFIA will carry out additional targeted blitz-type activities to detect and promote awareness about food fraud in commodities identified as high risk. CFIA will also consider how tools such as traceability can support accurately labeling of food, such as fish and seafood. The food fraud prevention activities will ultimately protect consumers and enhance Canada's reputation in a global marketplace.

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

Description

Looking to the future, complex issues such as climate change will likely accelerate, impacting Canada's economy, productivity and health across all sectors, including resource-based sectors like agriculture, fisheries and forestry. As the sectors regulated by CFIA evolve their business models and technologies to keep pace with this change they introduce novel products and processes into the market. This can result in new pathways for risks and threats to emerge. CFIA's plant and animal programs aim to mitigate risks of new diseases impacting on Canada's plant and animal resource base, which are integral to a safe and accessible food supply system and sustainable environment.

Planning Highlights

Regulatory Amendments

Canada's regulatory system must adapt to keep pace with emerging threats, risks and challenges, and enable industry to make informed risk management choices. In 2020–21, CFIA plans to advance the following important regulatory proposals:

- **Livestock Identification and Traceability:**^{iv} The ability to trace and follow animals through all stages of their lifecycle is a significant contributing factor in disease outbreak mitigation and preserving food safety. A traceability system contributes to an increased understanding of the journey food takes from the farm to the plate, and allows quicker action when a risk is realized. It is anticipated that regulatory amendments will be finalized and published in the *Canada Gazette* Part II in spring 2021.
- **Hatchery:**^v CFIA's hatchery program oversees Canada's poultry production system which hatches eggs or imports hatching eggs. Poultry hatcheries are a critical point of potential dissemination of diseases which pose risks to human and animal health, such as *Salmonella Enteritidis*. The new regulations strive to reduce illness in Canada from this pathogen, including updated sampling and testing requirements. The new regulations also consolidate the requirements for licensing and operating poultry hatchery establishments in Canada into one part of the *Health of Animal Regulations*,^{vi} streamlining requirements for industry. It is anticipated to be published in the *Canada Gazette* Part I in spring 2020.
- **Fertilizers:**^{vii} CFIA is updating fertilizer regulations to introduce a risk-based approach to regulatory requirements with the view to facilitate market access for safe and innovative fertilizers and supplements. These amendments would improve business competitiveness, reduce administrative burden and improve the timeliness

of pre-market assessments. Following publication in the *Canada Gazette* Part II (targeting spring 2020), implementation will commence with a three year transition to allow stakeholders to adjust to the changes and promote compliance.

- Feed:**^{viii} CFIA’s livestock feed program monitors and ensures that feed manufactured or imported into Canada is safe and labeled appropriately. Current regulations are being modernized to require feed operators to conduct hazard identification and implement preventive controls and good manufacturing practices to proactively address risks before they enter the food system or the environment. It is anticipated that the revised regulations will be published in the *Canada Gazette* Part II in 2021.
- DID YOU KNOW?**

Many medications are delivered to livestock in their feed. CFIA inspects manufacturers of medicated feed to verify that they are being produced in an appropriate manner so that they are safe and will work as intended. This control measure is even more important now as Canada takes actions to address antimicrobial resistance.
- Cross-border Transport Biosecurity Protocol:**^{ix} To prevent the introduction and spread of disease, the *Health of Animals Regulations*^{vi} contains biosecurity standards that require the cleaning and disinfection of certain livestock and poultry transports prior to re-entry in Canada. The proposed regulatory amendments would align with modern science and best practices to mitigate any future risk of disease introduction by way of contaminated livestock and poultry being transported through Canadian land border crossings or ports of entry. The amendments are targeted to be published in the *Canada Gazette* Part II in 2020.
 - Plant Breeders’ Rights:**^x Plant Breeders’ Rights are a form of intellectual property rights by which plant breeders can protect their new varieties in the same way an inventor protects a new invention with a patent. Proposed amendments to the *Plant Breeders’ Rights Regulations*^{xi} would improve accessibility to the intellectual property framework, which is designed to encourage increased investment in plant breeding in Canada and foster greater accessibility to foreign seed varieties for farmers. It is anticipated that these amendments will be published in the *Canada Gazette* Part I in fall 2021.
 - Seeds:**^{xii} The *Seeds Regulations*^{xiii} regulate seeds and seed potatoes in Canada that are sold, imported, or exported, as well as seeds released into the environment. Seeds and seed potatoes must meet established standards for quality and be labeled so that they are properly represented in the marketplace. Proposed amendments would modernize the *Seeds Regulations*^{xiii} as they apply to seeds imported, conditioned, stored, tested, labeled, exported and sold in Canada. The proposed amendments would reduce overlap and redundancy of requirements; increase responsiveness to industry changes or practices; and, provide clarity and flexibility to regulated parties. CFIA will actively engage with impacted stakeholders starting early 2020.

- **Compensation for Destroyed Animals:**^{xiv} The *Compensation for Destroyed Animals Regulations*^{xv} set the maximum monetary compensation amounts for animals destroyed in the case of a disease outbreak. The proposed amendment would adjust the maximum monetary compensation for bison ordered destroyed to better reflect the current market value. This would encourage proactive reporting in the event of disease outbreak. Proactive communication of a real or potential health risk is crucial in alerting those affected and minimizing an infectious disease threat. Amendments are anticipated to be published in the *Canada Gazette* Part II in late 2021.
- **Emergency Transit of Regulated Animals:**^{xvi} This proposal would amend Parts II and VIII of the *Health of Animals Regulations*^{vi} to correspond with the joint policy between CFIA and the United States Department of Agriculture Animal and Plant Health Inspection Service (USDA-APHIS). The joint policy serves to facilitate the ease of transit of regulated animals through both countries during emergency situations, or when routine transportation routes are inaccessible. The amendments serve to preserve animal welfare, reduce regulatory burden on stakeholders and industry in emergency situations, while including provisions for import permit and export certificate requirements in special situations. Following the publication in *Canada Gazette*, Part I, the proposed amendments will undergo a public comment period.

Establishment risk assessment model

In a world of changing risks, innovation and new technologies, CFIA is adapting to be more efficient and responsive. To support industry's ability to compete globally, the way it manages risk and risk-based decision making is at the core of the Agency's everyday work. Using scientific data and establishment-specific information, the Establishment Risk Assessment (ERA) model allows CFIA to evaluate a food domestic establishment to determine their level of risk. This means that establishments or sectors that require more attention can be easily identified.

By identifying these areas of risks, the ERA model for food allows CFIA to take a proactive, science-based and risk-informed approach to managing food safety risks. It takes into consideration risks associated with a specific food commodity, operation or manufacturing process, mitigation strategies implemented by the industry to control food safety risks, as well as establishment compliance information to allocate inspection resources accordingly. The ERA models will inform risk management along the food supply continuum for both domestic and import food activities. This approach has received international recognition in four published scientific articles, explaining the model development in international peer-reviewed journals and at presentations at conferences worldwide. Integration of the ERA model results in CFIA's work planning has started in the dairy and maple sectors in April 2019, and plans are in development to continue to phase in other sectors, such as the honey and egg sectors, in 2020–21.

African swine fever

CFIA is at the forefront of national efforts to prevent the introduction of African swine fever (ASF) to Canada. Although the disease cannot be transmitted to humans and does not pose a food safety risk, the disease causes high mortality in pigs, and there is no treatment or vaccine currently available. As the devastating disease continues to spread at an alarming pace in Asia and parts of Europe, prevention and preparedness activities are critical to protecting the Canadian pork sector. Canada is unique in that it exports approximately 70% of the pork it produces. One positive case of ASF in Canada would stop live swine and pork exports immediately and the resulting surplus would have significant economic impacts.

DID YOU KNOW?

International travelers are considered one of the highest risks for introducing ASF to Canada. To help protect Canada's pigs, more than two dozen international airlines play inflight messaging to passengers to remind them of their declaration requirements at Canadian customs. Vigilance at the border has been amplified with additional detector dog teams and increases in seizures and monetary penalties.

In 2020–21, CFIA will continue to lead national efforts to prevent and prepare for an introduction of ASF to Canada through collaboration and engagement with domestic and international partners. To address the considerable risk posed by ASF, CFIA co-developed a Pan-Canadian Action Plan with provincial/territorial and industry partners to ensure a focused and coordinated approach to prevention and preparedness activities. Key elements of the plan for the coming year include:

- Enhancing Canada's ability to detect an incursion of the disease;
- Strengthening the Agency's ability for early detection via implementation of recommended surveillance activities, in collaboration with partners;
- Working to limit the closure of markets by building a foundation of trust via engagement with key international markets on zoning arrangements;
- Raising awareness of ASF and its impacts through continued deployment of targeted public communication;
- Engaging with partners on preparedness for disease response (e.g., depopulation and disposal of hogs);
- Developing and validating diagnostic methods to detect the virus in different food, feed and animal tissue matrices rapidly and accurately; and
- Developing field deployable testing tools that can be used at the farm level for screening pigs for the presence of the disease.

Sidney Centre for Plant Health

CFIA is leading a cluster of the science-based departments and agencies involved in the Government of Canada's efforts to renew its science infrastructure. The construction of the Centre for Plant Health in Sidney, British Columbia will be aligned with this strategic science infrastructure initiative. The Centre is Canada's only post-entry quarantine, research, and diagnostic facility for tree fruit, grapevine, and small fruit, responsible for virus testing of these commodities in order to ensure the safe introduction of these materials into Canada.

The Centre will be a world-class plant health diagnostic and research facility that will provide CFIA and Agriculture and Agri-Food Canada scientists and partners with state-of-the-art amenities to advance plant science and address challenges in Canada. The redevelopment of the Centre is a pathfinder project that will share lessons learned and best practices to inform future science infrastructure projects. Over the course of 2020–21, planning and design for the Centre will continue with construction planned to begin in 2021–22.

Equine infectious anemia disease control program

At the request of industry, the Equine Infectious Anemia Disease Control program is delivered by CFIA with a goal of decreasing the number of horses in Canada that are infected by Equine Infectious Anemia. The current program has made great strides in Eastern Canada by decreasing the number of positive test results for the disease. Building on this success, CFIA plans to phase in mandatory testing requirements for horses moving to some equine events in Western Canada in 2020. Under phase one of this new program, testing will be required when 200 or more horses are being moved to organized events in British Columbia, Alberta, Saskatchewan, Manitoba and Yukon.

Federal Grain Partnership

Domestic and international consumers have confidence in the quality, safety and integrity of Canadian grains as a result of the joint efforts between CFIA and the Canadian Grain Commission (CGC). In 2020–21, CFIA will continue to work with the CGC to make meaningful progress in delivering greater value to clients by enhancing service delivery.

Review of Regulatory Programs for Plant Products of Biotechnology

With the advent of ground-breaking biotechnologies, and against the backdrop of over 25 years of experience in assessing products of biotechnology, CFIA is collaborating with Health Canada, Agriculture and Agri-Food Canada (AAFC), and industry associations to review the approval process for crops developed using biotechnology. This review will focus on minimizing regulatory burden while improving the predictability and clarity of the regulatory system for both domestic and international stakeholders. The changes will enable businesses to plan with greater confidence and, consequently, support investment and innovation in Canada. Over the course of 2020–21, proposals resulting from this review will be brought forward for consultation, and work towards refining and implementing the proposals will continue.

Canadian Plant Health Information System

Identified as a key area of action within the [Plant and Animal Health Strategy for Canada](#),^{xvii} an information system is necessary to improve communication and support evidence-based decisions among plant health communities. As CFSIN capabilities come online in 2020–21, CFIA will operationalize the Canadian Plant Health Information System (CPHIS). This will take advantage of the new technical platform to provide an inventory of plant health diagnostic laboratories, plant pest specific environmental scanning and a secure event management space. CPHIS will be instrumental in the delivery of the objectives laid out by the Canadian Plant Health Council, which includes membership from federal, provincial and territorial plant health authorities.

DID YOU KNOW?

Since all Canadians have a role in helping to prevent and control the spread of invasive species, CFIA conducts plant protection surveys, identifies invasive species and shares information with the public to promote citizen science. For example, over 50 box tree moth traps were distributed in 2019–2020 to support a citizen-based monitoring campaign throughout Ontario, which assesses the extent of the pest's distribution.

Biosafety Level 4 Zoonotic Laboratory Network

CFIA leads the Biosafety Level 4 Zoonotic Laboratory Network which convenes international experts to collaboratively find innovative solutions to common issues around high containment laboratories. The knowledge builds capacity within CFIA's National Centre for Foreign Animal Disease, and positions CFIA as an internationally recognized leader in high containment zoonotic diseases. In 2020–21, CFIA plans to contribute to a group of global experts who will conduct a gap analysis on Crimean-Congo Hemorrhagic Fever Virus; and conduct an exercise to assess operational capabilities of the network in the event of a zoonotic disease emergency.

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

Description

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

CFIA is developing the *CFIA International Strategic Plan: Delivering on Government of Canada Priorities*, which guides CFIA's international work through to 2025. In collaboration with other federal departments and stakeholders, CFIA's international efforts contribute to the Government of Canada's target to increase the value of Canadian agri-food exports to \$75 billion by 2025, while preserving the ability of Canada to protect and promote the safety of imports and domestic products.

Planning Highlights

International Standard Setting

Participating in international standard setting allows Canada to promote the development of science-based international standards, support predictable and transparent rules-based trade, and ensure Canadian approaches are reflected. To remain at the forefront of developing standards that are consistent with Canadian approaches and are conducive to the safe trade of food, animal and plant products, CFIA will continue to:

- Engage actively in international standard setting bodies; namely the Codex Alimentarius Commission, the International Plant Protection Convention, and the World Organisation for Animal Health (OIE), to influence the development of policy and promote the adoption of science-based standards, guidelines and recommendations, which aim to enhance safety, fairness and predictability in international trade of food, animal and plant products.
- Play a leadership role in negotiating Canada's free trade agreements that enhance access to new and existing markets by preserving a country's right to take necessary regulatory measures pertaining to food safety, animal health and plant health, while ensuring that these measures do not become disguised barriers to international trade.
- Lead Canada's implementation of the World Trade Organization *Agreement on the Application of Sanitary and Phytosanitary Measures*^{xviii} to strengthen rules-based international trade.

International regulatory cooperation and collaboration

CFIA cooperates with other countries to advance international regulatory and science initiatives. This ensures Canada's science-based positions and regulatory systems are accepted internationally; that regulatory and bilateral relationships are established and maintained; and that associated risks are mitigated. CFIA will continue to cooperate and collaborate with:

- The European Union, through the **Comprehensive Economic and Trade Agreement^{xix}** (CETA) Sanitary and Phytosanitary Joint Management Committee to advance market access issues and identify areas for further cooperation.
- International plant partners, including the North American Plant Protection Organization, the International Plant Protection Convention, and the Plant Health Quadrilateral Working Group to mitigate risks from plant pests and prevent pathways of introduction and spread.
- International animal partners, including the Animal Health Quadrilateral Working Group and the OIE Regional Commission of the Americas, on topics including African swine fever.
- The United States through formal mechanisms to reduce the regulatory burdens on industry and improve food safety and security.
- Global Affairs Canada on a multi-year technical project to deliver a capacity-building program with Senegal to manage and scientifically regulate agricultural biotechnology and the development of a national seed testing capability and quality control plan towards the establishment of a seed reference herbarium for Senegal (anticipated delivery date: 2021).
- Parties of the **Comprehensive and Progressive Agreement for Trans-Pacific Partnership^{xx}** (CPTPP) through the Sanitary and Phytosanitary Measures Committee in order to advance market access issues and identify areas for further cooperation.

DID YOU KNOW?

CFIA is leading the development of international consensus on assessing environmental risk of genetically engineered plants through its work with the Organisation for Economic Co-operation and Development (OECD). Once completed in 2021, this document will be adopted by member countries and developing economies as central guidance for environmental risk assessments.

Market access support

Many of the challenges the global trade environment saw in 2019 continue today. These challenges include trade uncertainty and protectionism, shifting consumer preferences, animal diseases, and an increase of new and complex regulatory requirements that affect Canadian exported commodities in several markets. In this context, CFIA provides the technical expertise needed to facilitate the opening, re-opening, and maintenance of markets while advancing issues related to food safety, animal and plant health.

In the year ahead, CFIA will work with other government departments, industry, and international partners and organizations to address these challenges to gain, maintain, and expand market access for Canadian agricultural and food products. CFIA will also continue to preserve the safety and integrity of Canada's domestic markets, products, and resources, while responding to increased demands by Canadians for imported products.

E-certification: redesigning the delivery model

CFIA oversees the issuance and delivery of export certificates to Canadian products as a type of official assurance that the product being received by the importing country meets their standards and requirements. CFIA is moving towards an automated process for requests for certification of food, animal and plant commodities for export using “My CFIA” – a convenient and secure online portal through which clients can request CFIA services. This will help address the increased demand for export certificates in a way that is both convenient and efficient.

In 2020–21, CFIA will continue to work with clients to ensure they are equipped to begin using My CFIA by providing new, online guidance and tools, as well as a mechanism for clients to seek assistance. CFIA will continue to promote the benefits of the My CFIA portal as a convenient and secure way to do business with CFIA. The promotion of My CFIA will help move clients to the digital portal, thereby, moving the Agency closer to its vision for a more digital service channel.

Gender-based analysis plus

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

Building off the implementation of CFIA’s 2018–2020 strategic GBA+ action plan, CFIA will continue roll-out of GBA+ training to key staff, managers and executives to increase capacity and bolster its integration in key functional areas such as evaluation, service delivery, policy and programs. For 2020–21, CFIA will:

- Complete a scan of external data sources then develop a strategy to collect essential data and improve support for diverse groups of clients and businesses;
- Strengthen GBA+ outreach and coordination with greater equity, diversity and inclusion to enhance client service and tailor programs and services to meet diverse needs; and
- Renew the GBA+ Responsibility Centre and Advisors Network with clear roles, responsibilities and tasks for greater GBA+ application and performance.

Experimentation

Innovative Solutions Canada

CFIA is one of 20 federal departments and agencies participating in the Innovative Solutions Canada (ISC) program. The ISC program is designed to stimulate growth in Canadian small businesses, while also providing federal departments and agencies with opportunities to develop new capabilities to meet their functional program delivery needs. Through the program, CFIA can exploit cutting-edge technology and products put forward by Canadian small businesses to solve problems in support of its mandate. Throughout 2020–21, CFIA will continue to develop, manage and implement the ISC program including planning for the establishment and administration of a granting program. In order to meet the funding targets allocated for ISC, CFIA will also establish contracts with successful bidders by identifying opportunities and addressing new challenges in the areas of plant health, animal health and food safety.

Comparative Risk Model

The Comparative Risk Model (CRM) is an analytical tool which uses data from external and internal sources to provide a comprehensive risk assessment across and within CFIA's business lines for food, animal health and plant. It is a foundational model which takes a comprehensive look at a portfolio of risks related to human health, the economy, animal health and welfare and the environment and how much current CFIA activities cost, along with their contribution to reducing risk. CFIA will continue to use the results to inform its resource allocation, strategic priority setting and tactical planning activities.

The CRM draws on CFIA's Establishment-based Risk Assessment (ERA) model, which identifies risks associated with federally regulated establishments in food and animal health (e.g., feed). The models are complementary tools, and both allow CFIA to take a proactive, evidence-based and consistent approach to manage risk, and enable CFIA to identify and act upon emerging trends that may impact CFIA's regulatory mandate.

In 2020–21, CFIA will continue to refine the foundation of the CRM's risk information. This will enable CFIA to enhance its understanding of current and emerging risks for decision making purposes.

Application Modernization

Delivery of CFIA’s programs and services increasingly depend on IT applications and platforms and CFIA works to increase the digitization of inspections and services. In 2020–21, CFIA will move forward with the modernization of the first “wave” of “at risk” applications supporting service delivery across all of its business lines. CFIA is currently in the discovery and planning phase of this initiative with the objective of identifying the technical conditions, business value life cycle and underlying technology of its applications. CFIA will submit cost estimates and a project plan to the Treasury Board Oversight team. The plan, once refined, will be presented to the Government of Canada Enterprise Review Board (EARB) for endorsement.

Blockchain

The nature of this technology requires collaboration between multiple parties and organizations. Current areas of opportunity being pursued include collaborative work on the development of agricultural blockchain standards and data governance to support interoperability, the facilitation of international trade, and supply chain traceability.

CFIA will continue its collaboration with the Community of Federal Regulators, federal partners, key innovator firms, innovative industry associations and firms working in the blockchain space in the coming year. Underpinning further development in the blockchain space is the development of standards.

In the coming year CFIA will develop a user case with the Canadian Standards Council on a specific element of a supply chain with potential ledger standards. In addition, CFIA will continue to collaborate with a group of federal partners experimenting in this space.

Planned results for safe food and healthy plants and animals

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2016-17 Actual results	2017-18 Actual results	2018-19 Actual results
Food sold in Canada is safe and accurately represented to Canadians.	Percentage of food businesses that comply with federal rules.	95%	N/A	94.24%	93.86%	98.01%
	Percentage of Public Warnings for high risk food recalls that are issued within 24 hours of a recall decision	95%	N/A	96.90%	93.90%	96.90%
Plant and animal resources are protected from diseases and pests and are safe for Canadians and the environment.	Number of harmful foreign plant pests that have entered and established themselves in Canada.	0	N/A	1	0	0
	Percentage of domestic seed, fertilizer, and new or modified plant varieties and products that comply with Canadian regulations and international agreements	95%	N/A	93.20%	90.07%	92.20%
	Percentage of inspected loads of live animals that comply with federal humane transportation requirements.	95%	N/A	98.53%	98.90%	99%
	Number of cases of animal diseases that affect human and/or animal health that have entered into Canada.	0	N/A	0	0	0
Canadian food, plants and animals and their associated products can be traded internationally.	Number of shipments of Canadian goods that are rejected at foreign borders because they do not meet their import requirements.	TBD	N/A	N/A	N/A	2,198

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

Planned budgetary financial resources for safe food and healthy plants and animals

2020–21 Main Estimates	2020–21 Planned spending	2021–22 Planned spending	2022–23 Planned spending
587,145,700	587,145,700	576,297,655	589,534,987

In fiscal years 2020–21, 2021–22 and 2022–23, planned spending will decrease compared to prior years mainly due to the sunsetting of funding for various initiatives such as the Daily Shift Inspection Presence and Improving Food Safety for Canadians. However, CFIA will assess initiatives that are sunsetting and seek renewal, as required, to maintain and continuously improve Canada’s strong food safety system, safe and accessible food supply, and plant and animal resource base. When including anticipated renewal of sunsetting resources, CFIA’s spending is forecasted to be more stable.

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

Planned human resources for safe food and healthy plants and animals

2020–21 Planned full-time equivalents	2021–22 Planned full-time equivalents	2022–23 Planned full-time equivalents
5,089	4,882	4,884

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

Internal Services: planned results

Description

Internal Services are those groups of related activities and resources that the federal government considers to be services in support of Programs and/or required to meet corporate obligations of an organization. Internal Services refers to the activities and resources of the 10 distinct services that support Program delivery in the organization, regardless of the Internal Services delivery model in a department. These services are:

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

Planning highlights

Enhancing Open and Transparent Government

CFIA will advance its Transparency Agenda by proactively releasing relevant, accurate and timely information about its activities to support accountability, citizen engagement, and preserve public trust in the delivery of its mandate.

To support Canadians in making informed decisions about the food, animal and plant products they purchase and consume, CFIA will, among other things:

- Continue its website renewal to ensure information is up-to-date and easy to find and understand so that users can accomplish tasks.
- Release more science-based information, including results from CFIA scientific activities and research.
- Review how public enquiries are managed to improve the client experience for Canadians seeking out regulatory requirements and on-line self-serve functions from My CFIA.

To help stakeholders have the information and tools they need to achieve compliance with regulatory requirements, CFIA will, among other things:

- Post more free, machine-readable and simple to reuse datasets to the Government of Canada Open Data portal.
- Publish summaries and datasets of its food surveillance activities.
- Increase access to online services that will allow stakeholders to track the status of pre-market applications and registrations for plant and animal products including fertilizer, animal feed, veterinary biologics and plants with novel traits.

To show Canadians how and why CFIA takes action to safeguard their interests as part of enhancing their well-being, and that of the environment and the economy, CFIA also plans to release more information about its regulatory processes and decisions.

Canada’s 2018–2020 National Action Plan on Open Government^{xxii} was released late last year, and continues to chart the federal path forward in promoting openness, transparency, and accountability in the Government of Canada. Open Government plays a critical role in ensuring that citizens are served by their governments in ways that are responsive, efficient, and fair. In 2020–21, CFIA will continue to work with its federal Open Science partners to collect data and information on the progress and impact of Open Science on Canadians.

Enhancing Project Management

CFIA has continued to strengthen the Agency’s project management capabilities in response to the new **Treasury Board of Canada Policy on the Planning and Management of Investments**^{xxiii} and new **Directive on the Management of Projects and Programs**.^{xxiv} In 2020–21 CFIA will:

- Monitor the results and effectiveness of modernization efforts to CFIA’s Enterprise Project Management Framework (ePMF) to ensure requirements, processes, technology, guides and tools are well received, understood and increase project management maturity in delivering results across CFIA.
- Complete CFIA’s Organizational Project Management Capacity Assessment (OPMCA) and submit to Treasury Board of Canada Secretariat in order to accurately assess and determine CFIA’s level of project management capacity for the purposes of project delivery, approvals and related expenditure authority.
- Implement CFIA’s project management vision to ensure that CFIA has in place the right skills, knowledge and competencies in effectively delivering projects on time and budget with the benefits originally identified that move CFIA forward with its strategic objectives.

Planned budgetary financial resources for Internal Services

2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
142,553,596	142,553,596	142,124,704	142,743,826

Planned human resources for Internal Services

2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
940	940	940

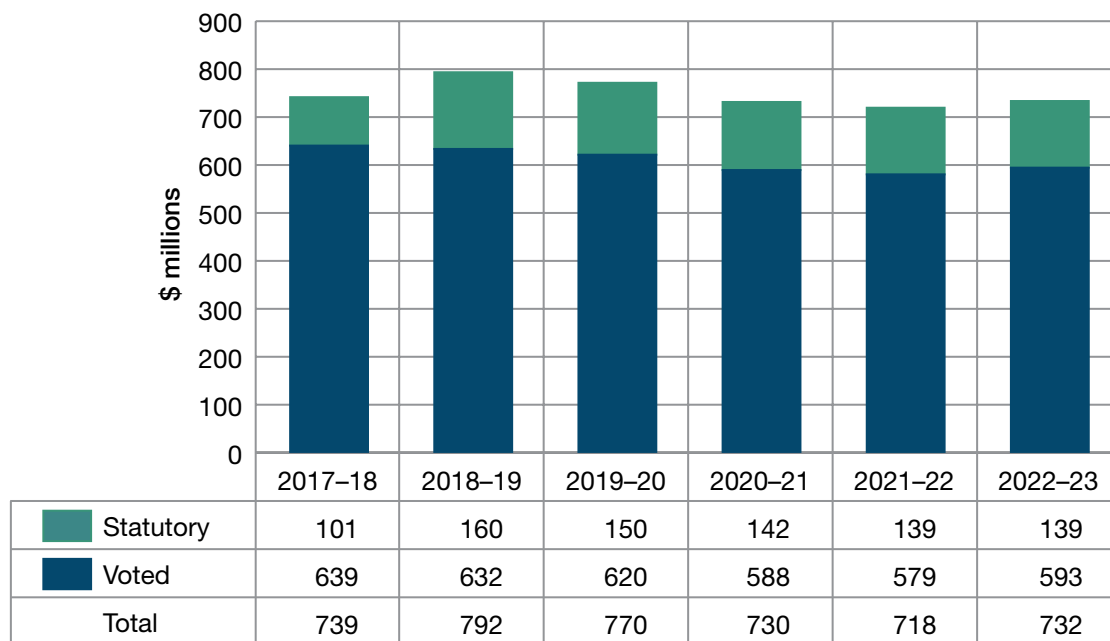
Spending and human resources

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

Planned spending

Departmental spending 2017–18 to 2022–23

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



This bar graph illustrates CFIA’s actual spending for fiscal years 2017-18 and 2018-19, forecast spending for fiscal year 2019–20 and planned spending for fiscal years 2020–21, 2021–22 and 2022–23. Financial figures are presented in dollars along the y axis, increasing by \$100 million and ending at \$900 million. These are graphed against fiscal years 2017-18 to 2022–23 on the x axis. For each fiscal year, amounts for CFIA’s program expenditures and statutory vote are identified.

In 2017-18, actual spending was \$101 million for statutory items and \$639 million for program expenditures for a total of \$740 million.

In 2018-19, actual spending was \$160 million for statutory items, \$632 million for program expenditures for a total of \$792 million.

In 2019–20, forecast spending is \$150 million for statutory items, \$620 million for program expenditures for a total of \$770 million.

Planned spending for statutory items goes from \$142 million in 2020–21, to \$139 million in 2021–22 and to \$141 million in 2022–23. Planned spending for program expenditures goes from \$588 million in 2020–21, to \$579 million in 2021–22 and to \$600 million in 2022–23.

Total planned spending goes from \$730 million in 2020–21, to \$718 million in 2021–22 and to \$732 million in 2022–23. Increased spending in 2018–19 and 2019–20 mainly relates to disbursements of ratified collective agreements.

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

The following table shows actual, forecast and planned spending for CFIA's core responsibility and to Internal Services for the years relevant to the current planning year.

Core responsibility and Internal Services	2017–18 expenditures	2018–19 expenditures	2019–20 forecast spending	2020–21 Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
Safe food and healthy plants and animals	600,782,338	645,785,932	620,456,061	587,145,700	587,145,700	576,297,655	589,534,987
Subtotal	600,782,338	645,785,932	620,456,061	587,145,700	587,145,700	576,297,655	589,534,987
Internal Services	138,235,246	146,521,359	149,775,570	142,553,596	142,553,596	142,124,704	142,743,826
Total	739,017,584	792,307,291	770,231,631	729,699,296	729,699,296	718,422,359	732,278,813

CFIA saw increased spending in 2018–19 and 2019–20, primarily relating to salary cost increase as CFIA ratified the majority of its collective agreements. This resulted in significant one-time retroactive salary settlement payments and ongoing cost increases.

Planned human resources

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

Human resources planning summary for core responsibilities and Internal Services

Core responsibilities and Internal Services	2017–18 actual full-time equivalents	2018–19 actual full-time equivalents	2019–20 forecast full-time equivalents	2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
Safe food and healthy plants and animals	5,291	5,187	5,138	5,089	4,882	4,884
Subtotal	5,291	5,187	5,138	5,089	4,882	4,884
Internal Services	980	974	972	940	940	940
Total	6,271	6,161	6,110	6,029	5,822	5,824

Given that 80% of CFIA's annual operating expenditures support personnel costs, limited flexibility existed to realign non-personnel authorities. As a result, CFIA saw a slight decline in its FTEs complement in fiscal years 2018–19 and 2019–20.

In fiscal years 2020–21, 2021–22 and 2022–23, planned FTEs will decrease compared to prior years mainly due to the sunsetting of funding for various initiatives such as the Daily Shift Inspection Presence and Improving Food Safety for Canadians. However, CFIA will assess initiatives that are sunsetting and seek renewal, as required, to maintain and continuously improve Canada's strong food safety system, safe and accessible food supply, and plant and animal resource base. When including anticipated renewal of sunsetting resources, CFIA's FTEs utilization is forecasted to be more stable.

Estimates by vote

Information on CFIA's organizational appropriations is available in the [2020–21 Main Estimates](#).^{xxv}

Condensed future-oriented statement of operations

The condensed future-oriented statement of operations provides an overview of CFIA's operations for 2019–20 to 2020–21.

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

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

Condensed future-oriented statement of operations for the year ending March 31, 2021 (dollars)

Financial information	2019–20 forecast results	2020–21 planned results	Difference (2020–21 planned results minus 2019–20 forecast results)
Total expenses	853,080,000	898,512,000	45,432,000
Total revenues	53,161,000	53,000,000	(161,000)
Net cost of operations before government funding and transfers	799,919,000	845,512,000	45,593,000

The forecast results for fiscal year 2019–20 and planned results for fiscal year 2020–21 slightly differ. The difference noted in the expenses is mainly explained by the increase of the allowance for expired collective agreements and the increase of amortization cost related to IT systems for fiscal 2020–21.

Corporate information

Organizational profile

Appropriate minister(s): The Honourable Patty Hajdu

Institutional head: Dr. Siddika Mithani

Ministerial portfolio: Heath

Enabling instrument(s):

Canadian Food Inspection Agency Act^{xxvii}

Agriculture and Agri-Food Administrative Monetary Penalties Act^{xxviii}

Food and Drugs Act^{xxix} (as it relates to food)

Safe Food for Canadians Act^{xxx}

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

Fertilizers Act^{xxxii}

Plant Breeders' Rights Act^{xxxiii}

Plant Protection Act^{xxxiv}

Seeds Act^{xxxv}

Health of Animals Act^{xxxvi}

Feeds Act^{xxxvii}

Year of incorporation / commencement: 1997

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

“Raison d'être, mandate and role: who we are and what we do” is available on the [Canadian Food Inspection Agency's website](#).^{xxxviii}

For more information on the department's organizational mandate letter commitments, see the “[Minister's mandate letter](#)”.^{xxxix}

Operating context

Information on the operating context is available on the [Canadian Food Inspection Agency's website](#).^{xl}

Reporting framework

The Canadian Food Inspection Agency approved departmental results framework and program inventory for 2020–21 are as follows.

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

Supporting information on the program inventory

Supporting information on planned expenditures, human resources, and results related to CFIA’s program inventory is available in the [GC InfoBase](#).^{xxi}

Supplementary information tables

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

- ▶ Departmental Sustainable Development Strategy
- ▶ Details on transfer payment programs
- ▶ Gender-based analysis plus
- ▶ Horizontal initiatives
- ▶ Status report on transformational and major Crown projects
- ▶ Up-front multi-year funding

Federal tax expenditures

CFIA’s Departmental Plan does not include information on tax expenditures that relate to its planned results for 2020–21.

Tax expenditures are the responsibility of the Minister of Finance, and the Department of Finance Canada publishes cost estimates and projections for government-wide tax expenditures each year in the [Report on Federal Tax Expenditures](#).^{xlii} This report provides detailed information on tax expenditures, including objectives, historical background and references to related federal spending programs, as well as evaluations, research papers and gender-based analysis. The tax measures presented in this report are solely the responsibility of the Minister of Finance.

Organizational contact information

Mailing address

Canadian Food Inspection Agency (CFIA)

1400 Merivale Road

Ottawa, Ontario K1A 0Y9

Telephone: 1-800-442-2342 (Canada and U.S.)

1-613-773-2342 (local or international)

Website(s): <https://www.inspection.gc.ca/about-the-cfia/contact-us/eng/1546627816321/1546627838025>

Appendix: definitions

appropriation (crédit)

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

budgetary expenditures (dépenses budgétaires)

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

core responsibility (responsabilité essentielle)

An enduring function or role performed by a department. The intentions of the department with respect to a core responsibility are reflected in one or more related departmental results that the department seeks to contribute to or influence.

Departmental Plan (plan ministériel)

A report on the plans and expected performance of a department over a 3-year period. Departmental Plans are tabled in Parliament each spring.

departmental priority (priorité ministérielle)

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

departmental result (résultat ministériel)

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

departmental result indicator (indicateur de résultat ministériel)

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

departmental results framework (cadre ministériel des résultats)

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

Departmental Results Report (rapport sur les résultats ministériels)

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

experimentation (expérimentation)

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

full-time equivalent (équivalent temps plein)

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

gender-based analysis plus (GBA+) (analyse comparative entre les sexes plus [ACS+])

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

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2020–21 Departmental Plan, government-wide priorities refers to those high-level themes outlining the government's agenda in the 2015 Speech from the Throne, namely: Growth for the Middle Class; Open and Transparent Government; A Clean Environment and a Strong Economy; Diversity is Canada's Strength; and Security and Opportunity.

horizontal initiative (initiative horizontale)

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

non-budgetary expenditures (dépenses non budgétaires)

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

performance (rendement)

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

performance indicator (indicateur de rendement)

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

performance reporting (production de rapports sur le rendement)

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

plan (plan)

The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

planned spending (dépenses prévues)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in the Main Estimates.

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

program (programme)

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

program inventory (répertoire des programmes)

Identifies all of the department's programs and describes how resources are organized to contribute to the department's core responsibilities and results.

result (résultat)

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

statutory expenditures (dépenses législatives)

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

strategic outcome (résultat stratégique)

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

target (cible)

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

voted expenditures (dépenses votées)

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

Endnotes

- i. *Safe Food for Canadians Regulations*, <https://laws-lois.justice.gc.ca/eng/regulations/SOR-2018-108/index.html>
- ii. CFIA Standard inspection procedures, <https://www.inspection.gc.ca/food-safety-for-industry/compliance-continuum/guidance-for-inspectors/sip/eng/1539875805183/1539875853155>
- iii. Report: Enhanced honey authenticity surveillance, <https://www.inspection.gc.ca/about-the-cfia/science-and-research/our-research-and-publications/report/eng/1557531883418/1557531883647>
- iv. Livestock identification and traceability, <http://inspection.gc.ca/about-the-cfia/acts-and-regulations/forward-regulatory-plan/2018-2020-mid-year-update-/health-of-animals-livestock-identification-and-tra/eng/1489708505052/1489708505811>
- v. Hatchery, <http://inspection.gc.ca/about-the-cfia/acts-and-regulations/forward-regulatory-plan/2018-2020-mid-year-update-/hatchery-regulations/eng/1489718859178/1489718859657>
- vi. *Health of Animals Regulations*, https://laws-lois.justice.gc.ca/eng/regulations/c.r.c.,_c._296/
- vii. Fertilizers, <http://inspection.gc.ca/about-the-cfia/acts-and-regulations/forward-regulatory-plan/2018-2020-mid-year-update-/fertilizers/eng/1489702958466/1489702959000>
- viii. Feed, <http://inspection.gc.ca/about-the-cfia/acts-and-regulations/forward-regulatory-plan/2018-2020-mid-year-update-/feed-modernization-/eng/1489701932456/1489701933118>
- ix. Cross-border Transport Biosecurity Protocol, <http://inspection.gc.ca/about-the-cfia/acts-and-regulations/forward-regulatory-plan/2018-2020-mid-year-update-/amps-cross-border-transport-biosecurity-protocol-/eng/1489704172865/1489704173330>
- x. Plant Breeders' Rights, <http://inspection.gc.ca/about-the-cfia/acts-and-regulations/forward-regulatory-plan/2018-2020-mid-year-update-/plant-breeders-rights/eng/1489709600053/1489709600374>
- xi. *Plant Breeders' Rights Regulations*, <https://laws-lois.justice.gc.ca/eng/regulations/SOR-91-594/index.html>
- xii. Seeds, <http://inspection.gc.ca/about-the-cfia/acts-and-regulations/forward-regulatory-plan/2019-2020-mid-year-update-/amps-seed-modernization-/eng/1489714862978/1489714863352>
- xiii. *Seeds Regulations*, https://laws-lois.justice.gc.ca/eng/regulations/c.r.c.,_c._1400/index.html
- xiv. Compensation for Destroyed Animals, <https://www.inspection.gc.ca/about-the-cfia/acts-and-regulations/forward-regulatory-plan/2019-to-2021/schedule-regulated-maximum-amounts-for-bison/eng/1551107977417/1551107977682>
- xv. *Compensation for Destroyed Animals Regulations*, <https://laws-lois.justice.gc.ca/eng/regulations/sor-2000-233/index.html>
- xvi. Emergency Transit of Regulated Animals, <https://www.inspection.gc.ca/about-the-cfia/acts-and-regulations/forward-regulatory-plan/2019-to-2021/emergency-transit-of-regulated-animals/eng/1551113221703/1551113221952>
- xvii. Plant and Animal Health Strategy for Canada, <https://inspection.gc.ca/about-the-cfia/accountability/consultations-and-engagement/partnerships-pahs/draft-for-consultation-purposes/eng/1490390513931/1490390586446?chap=0>
- xviii. WTO Agreement on the Application of Sanitary and Phytosanitary Measures, https://www.wto.org/english/tratop_e/sps_e/spsagr_e.htm

- xix. Comprehensive Economic and Trade Agreement, <https://www.international.gc.ca/trade-commerce/trade-agreements-accords-commerciaux/agr-acc/ceta-aecg/text-texte/toc-tdm.aspx?lang=eng>
- xx. Comprehensive and Progressive Agreement for Trans-Pacific Partnership, <https://www.international.gc.ca/trade-commerce/trade-agreements-accords-commerciaux/agr-acc/tpa-tpp/text-texte/toc-tdm.aspx?lang=eng>
- xxi. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xxii. Canada's 2018–2020 National Action Plan on Open Government, <https://open.canada.ca/en/content/canadas-2018-2020-national-action-plan-open-government>
- xxiii. Policy on the Planning and Management of Investments, <https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32593>
- xxiv. Directive on the Management of Projects and Programmes, <https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32594>
- xxv. 2020–21 Main Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
- xxvi. Financial reporting, <https://inspection.gc.ca/about-the-cfia/accountability/reports-to-parliament/financial-reporting/eng/1336506187437/1336506285481>
- xxvii. *Canadian Food Inspection Agency Act*, <http://laws-lois.justice.gc.ca/eng/acts/C-16.5/>
- xxviii. *Agriculture and Agri-Food Administrative Monetary Penalties Act*, <http://laws-lois.justice.gc.ca/eng/acts/A-8.8/>
- xxix. *Food and Drugs Act*, <http://laws-lois.justice.gc.ca/eng/acts/F-27/>
- xxx. *Safe Food for Canadians Act*, <http://www.inspection.gc.ca/english/reg/jredirect2.shtml?safefood>
- xxxi. *Agricultural Growth Act*, http://laws-lois.justice.gc.ca/eng/annualstatutes/2015_2/
- xxxii. *Fertilizers Act*, <http://laws-lois.justice.gc.ca/eng/acts/F-10/>
- xxxiii. *Plant Breeders' Rights Act*, <http://laws-lois.justice.gc.ca/eng/acts/P-14.6/index.html>
- xxxiv. *Plant Protection Act*, <http://laws-lois.justice.gc.ca/eng/acts/P-14.8/>
- xxxv. *Seeds Act*, <http://laws-lois.justice.gc.ca/eng/acts/S-8/>
- xxxvi. *Health of Animals Act*, <http://laws-lois.justice.gc.ca/eng/acts/H-3.3/>
- xxxvii. *Feeds Act*, <http://laws-lois.justice.gc.ca/eng/acts/F-9/>
- xxxviii. Raison d'être, mandate and role: who we are and what we do, https://inspection.gc.ca/prev-prev/about-the-cfia/accountability/reports-to-parliament/2020-21-departmental-plan/eng/1579701292554/1579701293101#a7_2
- xxxix. Minister of Health Mandate Letter, <https://pm.gc.ca/en/mandate-letters/minister-health-mandate-letter>
- xl. Operating context, https://inspection.gc.ca/prev-prev/about-the-cfia/accountability/reports-to-parliament/2020-21-departmental-plan/eng/1579701292554/1579701293101#a7_3
- xli. Supplementary information tables, <https://inspection.gc.ca/prev-prev/about-the-cfia/accountability/reports-to-parliament/2020-21-departmental-plan/eng/1579701292554/1579701293101#a9>
- xlii. Report on Federal Tax Expenditures, <http://www.fin.gc.ca/purl/taxexp-eng.asp>