



Agriculture and  
Agri-Food Canada

Agriculture et  
Agroalimentaire Canada



ESTIMATES



AGRICULTURE AND  
AGRI-FOOD CANADA

2002-2003

REPORT ON PLANS  
AND PRIORITIES

Canada



ESTIMATES



AGRICULTURE AND  
AGRI-FOOD CANADA

2002-2003

REPORT ON PLANS  
AND PRIORITIES





# TABLE OF CONTENTS



## Part I

MESSAGE FROM THE MINISTER .....	5
MESSAGE FROM THE SECRETARY OF STATE FOR RURAL DEVELOPMENT .....	7
MANAGEMENT REPRESENTATION .....	9

## Part II

DEPARTMENTAL OVERVIEW .....	10
What's New .....	10
Operating Environment .....	11
Our Strategic Response .....	12

## Part III

AGRICULTURE AND AGRI-FOOD CANADA'S STRATEGIC PLANS .....	17
Security of the Food System .....	18
Health of the Environment .....	26
Innovation for Growth .....	30
HORIZONTAL AND GOVERNMENT-WIDE INITIATIVES .....	40
Canadian Rural Partnership Initiative .....	40
Co-operatives Secretariat .....	45
Sustainable Development Strategy .....	46
Market and Investment Activities .....	47
SUPPLEMENTARY INFORMATION .....	48
Canadian Pari-Mutuel Agency .....	48
National Farm Products Council .....	51

## Organization

Our Management Framework .....	57
Accountability .....	58
Departmental Planned Spending .....	59

## Annex I

<b>FINANCIAL INFORMATION</b> .....	<b>62</b>
------------------------------------	-----------

## Annex II

<b>FURTHER INFORMATION</b> .....	<b>68</b>
The Agriculture and Agri-Food Portfolio .....	68
How to Reach Us .....	69
Legislation Administered by the Minister of Agriculture and Agri-Food .....	72

# MESSAGE FROM THE MINISTER

# PART I



This *Report on Plans and Priorities* (2002-2003) outlines a new architecture for an agricultural policy that will brand Canada as the world leader in food safety, innovation and environmentally responsible production.

In June 2001, I, along with my provincial and territorial counterparts, agreed on an unprecedented national action plan for agriculture, aimed at building a strong and vibrant sector able to stand up to the challenges of the 21<sup>st</sup> century.

Those challenges are significant, both at home and abroad. Our producers face an intensely competitive global marketplace. The fast pace of scientific discovery brings additional challenges and tremendous opportunities. As well, consumers around the world are demanding safe, high-quality food, produced in an environmentally responsible manner.

Agriculture and Agri-Food Canada, its partners and stakeholders are working to respond to consumer demands and seize the opportunities these changes present.

We are working with producers, industry, stakeholders and interested Canadians to develop and implement five key elements under an Agricultural Policy Framework: risk management; food safety and quality; environmental stewardship; renewal; and science and innovation. Together, these elements form a policy architecture that will fundamentally transform Canadian agriculture and help move our sector beyond crisis management to success in the 21<sup>st</sup> century.

Through initiatives developed under this framework, producers will have access to the tools they need to meet emerging challenges in food safety and the environment. Renewal programming will offer a range of skills and learning to help producers expand their businesses and seek new opportunities. Science will be expanded beyond traditional productivity



**LYLE VANCLIEF**

"To be the best in the 21<sup>st</sup> century world of agriculture, doing the right thing isn't enough. We've got to do them better than anyone else."

*Lyle Vanclief  
Minister of Agriculture and Agri-Food*

applications to deal with opportunities in the bio-economy. And long-term, business risk management programming will provide a stable and predictable environment to avert risks, encourage innovation and improve income prospects.

These five elements, working in an integrated way, are key to branding Canada, so that we can maintain existing markets, capture new customers and niche markets for premium products, and ensure continued growth and increased prosperity for the Canadian agriculture and agri-food sector.

The Government of Canada recognized the importance of acting now to achieve this integrated, financially sustainable architecture and tangibly demonstrated its support for such action in its budget of December 2001 by making a commitment to provide its share of long-term, predictable funding.

Agriculture and Agri-Food Canada has aligned its strategic outcomes in support of this architecture, which will help us put Canadian agriculture and food first in the eyes of consumers, both at home and abroad.



**Lyle Vanclief**

*Minister of Agriculture and Agri-Food  
and Minister Coordinating Rural Affairs*





# MESSAGE FROM THE SECRETARY OF STATE FOR RURAL DEVELOPMENT

Rural and remote communities make a significant contribution to the economic, social, environmental and cultural fabric of our nation and ultimately to the quality of life that all Canadians enjoy. But Canada's rural communities face unique challenges of geography, distance from markets, a small population base and reliance on industries that can be vulnerable to changes in the economic climate, and to the forces of globalization and urbanization. The Rural Secretariat, and the Canadian Rural Partnership (CRP) it administers, are housed within Agriculture and Agri-Food Canada and work with 29 federal departments and agencies to create conditions that will sustain and enhance rural Canada. Over the past four years, the Partnership has developed an innovative horizontal approach to rural development by applying the Rural Lens to all federal policies and engaging citizens in face-to-face dialogues with their government to ensure a bottom-up approach to policy that reflects the needs of rural and remote residents. This has allowed communities themselves to come up with local solutions to local challenges.

The second National Rural Conference in Charlottetown in April 2002, will set the stage for more interaction between the Government of Canada and its rural citizens, as we continue to shape the future together. I look forward to continuing the inclusive approach to building stronger, more vibrant communities across the country.

The federal budget in 2001 again confirmed the federal government's commitment to ensuring that rural and remote citizens have full access to the opportunities that Canada provides. The budget built on key investments in rural priorities, such as infrastructure, business development, healthcare and agriculture. The Government has announced a new Agricultural Policy Framework that will help the industry to move from managing crisis towards a framework for sustainability in the years ahead. A strong agriculture sector will contribute to strong rural communities. The budget also contained a renewed commitment



**ANDY MITCHELL**

*"A strong Canada can only exist when its component parts, rural and urban, are healthy and its citizens have the opportunity to access the wealth of the nation."*

*Andy Mitchell  
Secretary of State  
(Rural Development)  
(Federal Economic Development  
Initiative for Northern Ontario)*

to make high-speed Internet service available to rural and remote Canada so that our communities can compete in the global marketplace.

The Co-operatives Secretariat is another tool that contributes to the sustainability of vibrant rural communities. The Government supports citizens in creating co-operatives to acquire services that are not available through other providers, and is eager to partner with citizens to expand and promote these co-operatives. A project is being developed that will support the co-operatives sector by building the knowledge, skills and capacity to deploy the co-operative model in new ways that create sustained economic opportunities for farm and rural communities.

In essence, the Government of Canada strives to work with provincial and territorial governments to explore new ways to ensure that all Canadians, regardless of where they live, have access to services and programs. It is clear to me that a strong Canada can only exist when its component parts, both rural and urban, are healthy and its citizens have the opportunity to access the wealth of this great nation.



**Andy Mitchell**  
*Secretary of State  
(Rural Development)  
(Federal Economic Development Initiative for Northern Ontario)*



# MANAGEMENT REPRESENTATION



We submit, for tabling in Parliament, the 2002-2003 *Report on Plans and Priorities* (RP&P) for Agriculture and Agri-Food Canada.

To the best of our knowledge, the information:

- accurately portrays the Department's mandate, plans, priorities, strategies and expected key results of the organization;
- is consistent with Treasury Board policy, instructions, and disclosure principles;
- is comprehensive and accurate; and
- is based on sound underlying Departmental information and management systems.

We are satisfied with the quality assurance processes and procedures used for the preparation of the *Report on Plans and Priorities*.

The *Planning, Reporting and Accountability Structure* (PRAS), on which this document is based, has been approved by Treasury Board Ministers and is the basis for accountability for the results achieved with the resources and authorities provided.



**SAMY WATSON**



**DIANE VINCENT**

Samy Watson  
Deputy Minister

Diane Vincent  
Associate Deputy Minister

# PART II

## DEPARTMENTAL OVERVIEW

"Our collective vision is for a Canadian agriculture sector in the 21<sup>st</sup> century that is strong and healthy, with access to international markets, and one in which consumers have complete confidence in our products."

*Lyle Vanclief  
Minister of Agriculture and Agri-Food*

*June 28, 2001*

### WHAT'S NEW

The federal government made a commitment in the 2001 Speech from the Throne to "...help Canada's agricultural sector move beyond crisis management — leading to more genuine diversification and value-added growth, new investments and employment, better land use, and high standards of environmental stewardship and food safety."

In June 2001, federal, provincial and territorial Ministers of Agriculture unanimously agreed on a common vision to make Canada the world leader in food safety, innovation and environmentally responsible food and agricultural production.

To be the world leader, Ministers are pursuing the following priorities:

- help producers adapt to the changes occurring in the agriculture sector, through programming that addresses their unique needs;
- improve producers' ability to manage the inherent risks of farming through risk management programming that encourages proactive risk mitigation, innovation and adaptation;
- enhance the sector's environmental performance, through accelerated on-farm environmental action;
- build on Canada's reputation as a producer of safe, high quality food products, by strengthening on-farm food safety systems and working to secure their international recognition, as well as through the development of identity-preserving tracking and tracing systems throughout the food chain; and
- help the sector create economic opportunities through the strategic and responsible use of science, with innovative new agriculture-based products, and strengthen environmental stewardship and food safety with new practices.

Integrated action on these five priority areas will make Canada the world leader and allow us to “brand” Canada in international markets as the world’s foremost supplier of safe, environmentally responsible and innovative agricultural products.

Together, these five integrated priorities and their application in achieving Canada’s international trade objectives, form the Agricultural Policy Framework that outlines a new policy and program architecture for the 21st Century.

## OPERATING ENVIRONMENT

The Canadian agriculture and agri-food sector is a complex, integrated multi-billion dollar chain. The sector generates about eight percent of Canada’s GDP, is Canada’s second largest producer of primary products and is the largest manufacturing sector in seven of the ten provinces. It is the third largest exporter of agriculture and agri-food products in the world, generates one of every seven jobs in Canada and contributes \$5 billion to \$7 billion to Canada’s trade surplus every year.

At the dawn of the 21<sup>st</sup> century, powerful, intertwined forces of change are fundamentally reshaping this important part of the Canadian economy.

While traditional risks from weather, pests, disease and market fluctuations remain important, these are not the only challenges ahead. The Canadian agriculture and food sector faces:

- ***Intensified international competition.*** Globalization is transforming agriculture. New technologies have increased productivity, fueling long-term commodity price declines. This decline has been further amplified by liberalized trade, which has increased competition, particularly from low-cost nations. Reduced demand is also a factor. Nations that were once importers are now moving toward self-sufficiency. Some nations have responded to these pressures by providing high subsidies, putting additional downward pressures on prices.

A new round of World Trade Organization talks successfully launched at Doha, Qatar, will provide a strong platform for Canada to fight for a reduction in these trade-distorting subsidies.

At the dawn of the 21<sup>st</sup> century, Canada’s agri-culture and food sector faces intensified international competition, growing consumer concerns about the safety and quality of the food they eat, significant advances in science, and the shift to becoming a more complex, knowledge-based sector that will require the acquisition of new skills.

- *Consumers worldwide are demanding more information* about the safety and quality of their food and how it is produced. After September 11, 2001, security concerns, including food safety, have moved to the top of the agenda everywhere.
- *Advances in science*, meanwhile, are providing opportunities for improvements in farm productivity, food safety and environmental stewardship. They also create opportunities to generate new sources of revenue from innovative products.
- The agriculture and agri-food sector is *becoming an increasingly complex, knowledge-based sector*. To stay competitive, producers will need to develop new skills.

The Agricultural Policy Framework addresses the complexity and interrelationship of all of these forces of change, and will provide a platform for federal, provincial, territorial governments, the sector and other stakeholders to continue to work together to achieve success and prosperity in the 21<sup>st</sup> century.

## OUR STRATEGIC RESPONSE

In fiscal year 2002-2003, the Department will use the architecture outlined in the [Agricultural Policy Framework](#) to deliver on the Department's Vision and Strategic Outcomes. These are outlined in Figure 1.

On the domestic front, an integrated Department-wide approach to achieving our Strategic Outcomes will position Canada to increase innovation and self-reliance and create a vibrant, sustainable and competitive agriculture and agri-food sector.

Through leadership in food safety, the environment, renewal, and science and innovation, the Department will help to provide the tools producers need to meet the challenges ahead. A new business risk management system will accelerate the adoption of these tools and provide a basis for producers to expand their incomes.

Figure 1


Agriculture and Agri-Food Canada's Strategic Plan





“The Agricultural Policy Framework will help the sector move beyond crisis management...and deliver improvements in the environment, science and innovation, skills and learning, rural development and a strong federation.”

*Lyle Vanclief  
Minister of Agriculture and Agri-Food*

Hazard Analysis and Critical Control Point food safety systems, or HACCP, is based on the effective management of hazards at critical control points along the entire food chain. 

The objectives of the Agricultural Policy Framework can only be achieved through teamwork and a focus on integrating the diverse skills and knowledge of staff, wherever they are in the Department. This requires working diligently to adopt modern management practices to support this team approach. For example, in fiscal year 2002-2003, Agriculture and Agri-Food Canada will integrate all of its scientific efforts into four National Science teams, which will be described later in this report. (See page 34)

The Department's focus on five priorities of the Agricultural Policy Framework establishes a new architecture with a clear focus on Canadian and global consumers. It increases emphasis on value-added food and agriculture-based non-food products designed to meet specific market requirements. It also places particular emphasis on environmentally responsible production practices, safety, quality and innovation. Taking coordinated action on all of the elements of the Agricultural Policy Framework would fundamentally redefine farming, so that in five years there would be:

- on-farm food safety systems and field-to-fork tracking and tracing of Canadian food products;
- comprehensive environmental action covering all farms;
- risk management as an everyday part of doing business for producers;
- support for producers to make informed choices, and assistance to follow through on them; and
- learning opportunities to keep producers on top of the latest scientific, risk management, strategic planning and technical advances.

To address consumer and citizen concerns about **food safety** and the **environment**, the Department will work with other governments and the sector to focus on developing and implementing product tracking and tracing systems; on-farm Hazard Analysis and Critical Control Point (HACCP); food safety systems; and on-farm environmental action plans.



A focus on **risk management** and **renewal** helps the ongoing modernization of the sector. Action on these priorities will provide sector participants with effective tools, skills and knowledge needed to manage and succeed in modern agriculture.

The promise that **science** and innovation holds for Canadian agriculture can be fulfilled by maximizing partnership opportunities throughout the agriculture and agri-food system value chain — from farm inputs to producers to processors to distributors — with consumers being the ultimate beneficiaries. Responsibly applying science and technology to the design, development and commercialization of safe, environmentally responsible food and non-food products will require significant emphasis on the development of a Canadian agri-innovation system.

Leadership in the five priority areas of the Agricultural Policy Framework will help Canada achieve greater success in **trade** in international markets. With the new architecture in place, we will help brand Canada as the world leader in food safety, innovation and environmentally responsible production. This will help us expand existing markets and develop new ones, particularly niche markets for premium products. It will help to ensure that Canadian producers and processors have access to global markets free of unjustified technical restrictions and other trade barriers. Also, it will contribute significantly to building stronger rural communities.

To ensure that Canada's excellence in these areas is recognized around the world, the Department will work with its partners to better coordinate and promote efforts on market development and investment, international development and technical assistance, trade policy and technical trade issues.

In a trade environment where developing countries increasingly feel shutout and technical issues are increasing in importance, an integrated approach to the Agricultural Policy Framework's priorities will help us build alliances with these countries and to assist them in the development of the tools and skills needed for success. Our involvement will allow us to play a leadership role in trade negotiations, setting standards and addressing technical issues affecting global trade. This world leadership position will help secure a solid future for the agriculture and agri-food sector, thereby contributing to a higher quality of life for all Canadians.




# PART III

## AGRICULTURE AND AGRI-FOOD CANADA'S STRATEGIC PLANS

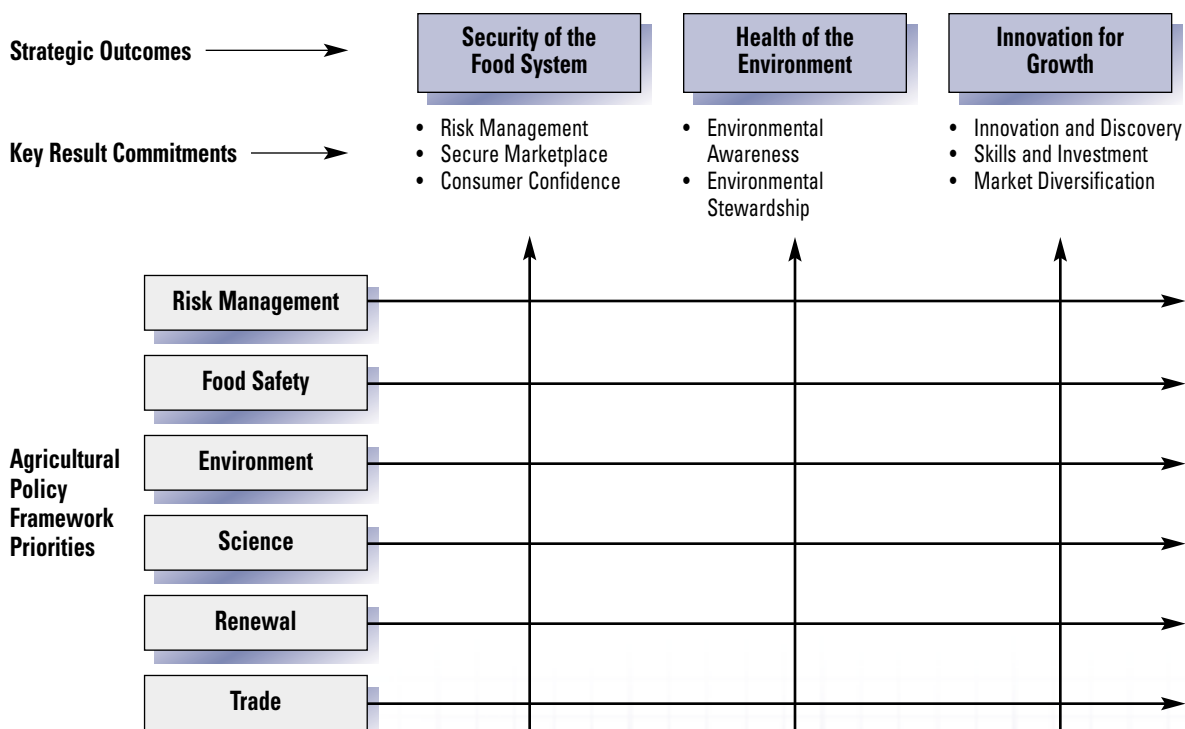
This section of the report highlights the Department's priorities for the fiscal year 2002-2003, and states how these priorities will contribute to achieving our Vision, three Strategic Outcomes and eight Key Result Commitments, which are shown below.

The priorities, articulated in the Agricultural Policy Framework, will have an impact across all three of the Department's Strategic Outcomes.

Also contained in this section of the report is an overview of the benefits of these initiatives to Canadians and how the Department will measure those benefits.

In our continuing effort to provide Canadians with on-line access to information and services, we are including web links to more information and key outcomes and highlights. These links are indicated by  and are listed at: <http://www.agr.gc.ca/rpp/links>.

### CROSSWALK BETWEEN AAFC'S PRIORITIES AND STRATEGIC OUTCOMES



# Security of the Food System

## STRATEGIC RATIONALE

In the January 30, 2001 Speech from the Throne, the Government committed to “... help Canada’s agricultural sector move beyond crisis management — leading to more genuine diversification and value-added growth, new investments and employment, better land use, and high standards of environmental stewardship and food safety.”

Moving beyond crisis management is key to the long-term security of the food system. This requires the effective management of the risks associated with agricultural production. Canadian producers have always faced a range of risks to their incomes, including forces of nature such as drought, hail and insects, and market-based forces such as price swings. These traditional risks are being joined by **food safety** and the **environment**, which reflect consumers’ growing concerns and interests in the safety of their food, and the impact of agriculture on the environment.

The current suite of safety net programs was developed at different times in response to various farm income pressures. A review of current programs has shown that this has led to a lack of cohesiveness and consistency among programs. While these programs do work to provide producers with income stabilization in response to short-term pressures, they do not adequately meet the needs of producers looking to find ways to mitigate risks, innovate or improve the viability of their farm operations. They also do not address income risks associated with **food safety** and the **environment**.

To effectively support the security of the food system, the Department’s programs must help Canadian producers take a more forward-looking, business-like approach to integrated **risk management** and adaptation with a view to enhancing future farm income potential.

Consumers are increasingly knowledgeable and discerning in their food purchases and are demanding greater choice. Their confidence in the food system is key to its long-term security.

**Food safety** has always been important to consumers, but recent high-profile events around the world have raised awareness and expectations about **food safety**. Increased movement of goods and people have made outbreaks of diseases or pathogens within the food production and processing chain more difficult to contain. Further complicating matters is the fact that as a product moves through the production and processing chain and beyond, its origin becomes increasingly difficult to define.

To maintain their markets, suppliers of food and agricultural products must develop and implement integrated systems that demonstrate to both existing and potential consumers their ability to deliver products that are safe, high quality and produced in an environmentally responsible manner. Until recently, the sector's efforts at enhancing **food safety** have primarily been focussed beyond the farm gate (e.g. food processing, etc.).

Producers are now taking steps to develop on-farm food safety systems that are integrated into a single “field-to-fork” food safety continuum. This would provide effective tracking and tracing of our food and agricultural products and allow specific products to be removed from the market quickly and efficiently. To be effective, tracking and tracing systems must be applied consistently and nation-wide to preserve the identity of a product as it moves through the food production and processing chain.

The Agricultural Policy Framework provides the policy platform for governments and all parts of the sector to work together to develop a food product tracking and tracing system. This system will assist the agriculture and agri-food sector to manage risks associated with **food safety**, ensure the safety of our products, help to open up new markets and maintain our existing market share. At present, these systems are at different stages of development across commodities and across the country.

The responsible application of **science** can create additional economic opportunities for the agriculture and agri-food sector by providing leading edge products and processes to truly diversify the sector into new markets such as nutraceuticals, sources of medicinal substances or renewable fuels. **Science** will continue to play a key role in ensuring the security of Canada's food system by improving the productivity of the sector and the safety of its products. At the same time, advances in **science** can strengthen **environmental** stewardship.

To fully realize the income potential of the Canadian agriculture and agri-food sector, a focus on secure access to international markets is required. In this regard, **trade** negotiations and the resolution of technical **trade** issues will continue to be a critical factor to income security on the farm. International **trade** policy and regulation are becoming increasingly **science** and technology dependent. Thus, the Department and sector must have quick access to the right scientific knowledge and tools to ensure market access.

## OPERATING ENVIRONMENT

In 2002-2003, the Department plans on spending \$1,304.9 million to achieve its **Security of the Food System** Strategic Outcome. Planned spending and human resource requirements for the fiscal years 2002-2003 to 2004-2005 are summarized in the following table. Detailed financial estimates are found later in this report in the section called “Departmental Planned Spending.”

### PLANNED SPENDING AND FULL-TIME EQUIVALENTS: SECURITY OF THE FOOD SYSTEM

Forecast Spending 2001-2002		Planned Spending 2002-2003		Planned Spending 2003-2004		Planned Spending 2004-2005	
\$ millions	FTE	\$ millions	FTE	\$ millions	FTE	\$ millions	FTE
1,980.5*	1,248	1,304.9	1,261	750.6	1,261	723.2	851

\* Reflects the best forecast to the end of the fiscal year, with adjustments totalling \$643.4 million, including Supplementary Estimates.

The decrease in funding levels over time is attributed to: the supplementary funding in Fiscal Year 2001-2002 to address the urgent farm income needs of producers; the sunsetting of the dairy program and completion of payments under the Agriculture Income Disaster Assistance Program in Fiscal Year 2001-2002; and the sunsetting of the current federal-provincial-territorial risk management funding framework which expires on March 31, 2003.

At a meeting in Whitehorse in June 2001, Federal, Provincial and Territorial Ministers of Agriculture agreed in principle to an Agricultural Policy Framework covering **risk management**, **food safety**, the **environment**, **science** and **renewal**.

In the Federal Budget of December 2001, the Government affirmed its commitment to this framework and confirmed that “...we will provide our share of the long term, predictable funding that will support the new approach to agriculture.”

Federal, Provincial and Territorial governments are in the process of developing the details for this Agricultural Policy Framework, with a view to confirm funding beyond March 31, 2003.

## STRATEGIC RESPONSE

A secure food system that is the world leader in the production and distribution of safe high-quality food, produced in an environmentally responsible manner, requires a focus on effective **risk management**, access to secure markets and consumer confidence in our products.

Agriculture and Agri-Food Canada’s focus on the **risk management** priority will contribute to the Security of the Food System by helping producers adapt and realign their farm businesses to meet the challenges of the 21<sup>st</sup> century.

The Department will work with producers, provinces and territories to usher in a new era in **risk management**. While safety nets have been about maintaining farm income through passive support based on historical performance, **risk management** is about improving farm income by adapting and expanding farm businesses and taking proactive steps to avert future income declines. The approach to **risk management** for the 21<sup>st</sup> century will:

- encourage producers to be proactive and take greater responsibility for managing the risks facing their farming operations;
- reward and encourage the adaptation and innovation that makes a stronger future for the farming operations;
- reflect the whole business, not just selected aspects of it, as all activities on the farm affect the overall level of risk;
- provide comprehensive coverage through tools to address risks;
- facilitate long-term planning by producers and governments by providing predictable and stable programming; and
- be national in scope to both reduce the threat of trade retaliation and to ensure a more affordable and equitable approach.

The Department will enhance producer access to its farm financial programs, services and information. A new service delivery model will streamline delivery, reduce costs and provide new and better services to clients. This project will fundamentally change the delivery and administration of farm programs totalling billions of dollars, positively impacting thousands of producers, financial institutions and provincial and territorial governments.

The Canadian Adaptation and Rural Development Fund, or CARD, will be instrumental in providing a foundation from which to build the APE.

Through its unique governance and performance management framework, CARD engages the agriculture and agri-food sector to identify issues, test and develop best practices, and increase industry's awareness of the means to adapt to changing global market conditions. 

This new approach will encourage producers to be forward-looking and invest with confidence to reap the benefits of future growth. It would be comprehensive, reflect the whole farm business and be integrated with **renewal**, the **environment**, **food safety** and **science**.

To ensure effective and efficient delivery of programs, we will work together with provincial and territorial governments to develop program attributes, business processes and governance structure to meet our objectives. The Department will design and build the infrastructure needed to improve risk management program delivery.

In order to respond to consumer concerns about **food safety**, Agriculture and Agri-Food Canada will work with producers, provinces, territories and other federal departments, to design and implement systems to enhance **food safety** throughout the food chain. The Department will provide a policy and program environment for all stakeholders to collaborate on:

- enhancing on-farm food safety through adoption of on-farm food safety plans based on the Hazard Analysis and Critical Control Point (HACCP) approach to **food safety**;
- linking all the existing **food safety** systems together to provide field-to-fork tracking and tracing of food products; and
- developing quality assurance programs.

The benefits of these systems also extend beyond disease surveillance of animal populations or the identification of contaminated batches of food products. This tracking and tracing system will contribute to the development of product segregation systems to preserve the integrity of Canadian agricultural products throughout their distribution, allowing producers and processors to service niche markets.

To help producers manage risks associated with the impact of agriculture on the environment, the Department will continue to work with the sector, provinces and territories on the development and implementation of comprehensive farm **environmental** planning. This planning is designed to help producers improve their stewardship over Canada's water, soil, air and biodiversity, and strengthen the health of Canada's environment.



Agriculture and Agri-Food Canada's **science** capacity will play a key role in achieving our objectives. The Department will continue to develop the knowledge and technology that is the foundation for development within the sector.

Managing risks effectively will provide for **renewal** of the sector. The Department will work to ensure that the sector has the tools it needs to adapt to a continuously changing market and technical environment. Agriculture and Agri-Food Canada will support Canadian producers in their pursuit of operating competitive, viable businesses or finding alternatives, through programs such as the Canadian Adaptation and Rural Development (CARD) program. The Department will work with its partners to provide access to programs and services that will improve the business and technical skills of producers and lead to greater opportunities both on and off the farm.

Much of Canada's economic growth is driven by exports, and this is particularly the case with agriculture and agri-food. The Department takes a leading role in advancing and protecting Canada's agricultural **trade** interests, in terms of market access, in a number of fora. To ensure that Canada has access to a secure domestic and international marketplace for the sector's food and agricultural products, it will, in cooperation with other departments, provincial and territorial governments and the sector, continue to strive for stronger **trade** rules and a level playing field. The Department will also continue to build international support for Canada's **trade** policy objectives and to defend our interests.

Our **science** capacity will be used to further our **trade** policy objectives. The Department will provide the **science**, tools and expertise to develop a strategic approach to addressing more demanding science-based technical requirements, both at home and in international markets. This means continuing a collaborative approach to develop successful, science-based positions on technical **trade** issues in international agreements such as the Biosafety Protocol, Sanitary and Phytosanitary Measures (SPS) Agreement, and Codex.

Agriculture and Agri-Food Canada will cultivate strategic alliances with like-minded developed and developing countries, and build international support for Canada's negotiating position at the World Trade Organization (WTO). Additionally,

Science provides critical technical support to our trade objectives. The Department's vast culture and herbarium collections provided researchers the material to quickly develop an effective soil sampling process. This allowed the Canadian Food Inspection Agency to demonstrate our success at controlling and eradicating potato wart in P.E.I.

In November 2001, WTO member countries agreed to launch a new round of global trade negotiations to be concluded by January 1, 2005. The agenda for the next round of negotiations will benefit Canadians and our economy.

The Agricultural Policy Framework will position the agriculture and agri-food sector to meet and even exceed consumer expectations and will be the essence of growth and competitiveness in the 21<sup>st</sup> century.

the Department will develop and implement a strategy for broader consultation on **trade** issues, including outreach to grassroots organizations. The Department will also pursue regional and bilateral trade agreements to accelerate the expansion of market access, broaden potential market gains and keep up the momentum on trade liberalization. Initiatives include the Free Trade Area of the Americas; the Canada-Central America Four Free Trade Agreement negotiations (El Salvador, Guatemala, Honduras, Nicaragua); Costa Rica; Singapore; the Caribbean Common Market; and the European Free Trade Association.

Agriculture and Agri-Food Canada will work on a more comprehensive approach to help the developing world by linking Canada's technical assistance activities with its trade policies and market development strategies. The Department will focus on assistance that will help developing countries benefit from **trade**. It will ensure that all foreign governments are aware of all Canadian technical assistance activities; develop strategies for key developing countries that integrate all technical assistance, market development and trade policy activities; and enhance, in close consultation with governments and the sector, Canada's leadership role in agriculture, and challenge other countries to do more in the developing world.

## BENEFITS FOR CANADIANS

Better management of risks will ultimately contribute to a strong sector, improved farm incomes, and producers who are better able to compete and succeed in tight global markets. Working with our partners, we will focus on developing a comprehensive and integrated architecture that allows for better management of economic, market, **environmental** and **food safety** risks. Our success will be measured by the change in stability of farm incomes, the percentage of eligible producers participating in programs, percentage of Canadian farm production covered, and market-driven diversification. Through action on our priorities, we will also:

- enhance producer access to the Department's farm financial programs, services and information by completing the Department's on-line service-delivery initiative. This will help streamline delivery, reduce costs, and provide better

service to clients. It will also improve services to producers, many financial institutions, and provincial and territorial governments;

- identify and address factors constraining producers' access to capital, and help the sector expand, diversify or make adjustments that contribute to its long-term security;
- support Canadian producers in their pursuit of operating competitive, viable businesses. This will lead to sustainable economic growth for the sector and financial viability of producers over the longer term; and
- improve business and technical skills of producers that will lead to greater opportunities both on and off the farm. These skills will enhance producers' ability to make sound financial management decisions, formulate business plans to attract and secure their investment capital needs, and capture new niche markets and value-added opportunities in the marketplace.

Improved access to foreign markets will ensure a secure marketplace for our agri-food products and a more competitive sector. In 1998, the Canadian Agri-Food Marketing Council has set measurable targets aimed at increasing Canada's share of world agriculture and agri-food exports to 4 percent while increasing processed agricultural products exports to 60 percent of Canada's share of world agriculture and agri-food exports by 2005. Greater access to international markets for Canadian products will also translate into providing Canadians with a greater variety and choice of products through imports of safe, high-quality food products. Another indication of our success will be increased acceptance of Canadian trade negotiation positions.

Taking action to increase consumer confidence will build leadership and credibility in the area of **food safety** and will have a positive impact on the viability of the Canadian agriculture and agri-food sector. To increase consumer confidence in Canada's food and agricultural products, governments will work together to provide the policy environment to support producers and processors as they adopt enhanced food safety methods, such as Hazard Analysis and Critical Control Point (HACCP), throughout the value chain. In reporting to Canadians on our progress, the Department will measure increases in consumer confidence in our products, and provide indications of consumer concerns and trust in the sector.

# Health of the Environment

## STRATEGIC RATIONALE

Canadian producers have long understood that agriculture's long-term viability and prosperity depend on its ability to co-exist sustainably with the natural environment.

To ensure the quality and availability of Canada's **environmental** resources for present and future generations, Agriculture and Agri-Food Canada will address environmental concerns by working with private- and public-sector partners.

Farming has undergone significant changes in recent years. Producers are adapting to changing market demands, adopting new production technologies, and shifting towards larger, more intensive operations.

At the same time, public awareness and concern about these issues is growing. Canadians expect all economic sectors, including agriculture, to do their part to protect the environment.

Recent studies show that key **environmental** indicators like nutrient surpluses and emissions of greenhouse gases arising from agriculture, have been increasing. Canadians are also expressing concerns over the impact of agriculture on Canada's water quality and Canadian biodiversity.

Canadian producers recognize their responsibility as **environmental** stewards and many are taking proactive measures. However, coordinated action on all farms would significantly improve the quality of the environment. Producers must begin to:

- acquire the tools to understand the implications of their production decisions on the long-term sustainability of their farms;
- adopt new technologies and production practices that will help them reduce their negative impact on the environment; and
- implement comprehensive **environmental** planning for Canadian farms that contribute to the achievement of measurable and meaningful environmental goals in preserving water and air quality, healthy soils and biodiversity.

A consistent Canada-wide approach to agricultural sustainability will demonstrate to foreign buyers that Canadian agriculture and food products are being produced in an **environmentally** responsible manner. This will also assist the sector in capturing new markets and a greater share of existing ones by improving the attractiveness of Canadian products.

## OPERATING ENVIRONMENT

In 2002-2003, the Department plans on spending \$172.4 million to achieve its **Health of the Environment** Strategic Outcome. Planned spending and human resource requirements for fiscal years 2002-2003 to 2004-2005 are summarized in the following table. Detailed financial estimates are found later in this report under “Departmental Planned Spending.”

### PLANNED SPENDING AND FULL-TIME EQUIVALENTS: HEALTH OF THE ENVIRONMENT

Forecast Spending 2001-2002		Planned Spending 2002-2003		Planned Spending 2003-2004		Planned Spending 2004-2005	
\$ millions	FTE	\$ millions	FTE	\$ millions	FTE	\$ millions	FTE
178.3*	1,426	172.4	1,441	160.7	1,439	161.0	1,439

\* Reflects the best forecast to the end of the fiscal year, with adjustments totalling \$34.9 million, including Supplementary Estimates.


The decrease in funding levels over time is attributed to: supplementary funding in Fiscal Year 2001-2002; realignment of resources against business lines and fiscal years; as well as reductions for the sunseting of programs.

## STRATEGIC RESPONSE

Over the past decade, the agriculture and agri-food sector has made significant progress in addressing **environmental** concerns. However, important challenges remain. Agriculture and Agri-Food Canada will continue to work with the sector, provinces and territories to respond to these challenges.

To respond to growing concern about the impact of agriculture on Canada’s soil, water, air, and biodiversity, the Department will work hand-in-hand with the sector, provinces and territories to

The agriculture and agri-food sector faces risk from erosion of biological resources important to agriculture. Decreasing soil, crop or live-stock genetic diversity may increase vulnerability to pressures from changing pests, climate and market conditions.

Selected Canadian pastures will be studied to advance the knowledge of how management of grassland soils affects greenhouse gas balances. This research will guide Canada's approach to grazing management and its role in reducing emissions of greenhouse gases under the UN Framework Convention on Climate Change. 

make Canada the world leader in **environmentally** responsible agricultural production. Together, we will strive towards a healthier environment through the development of an integrated action plan that will work towards meaningful and measurable improvements in soil, water and air quality, and the sector's impact on biodiversity.

Among the efforts the Department will take are:

- research and development of new products and processes;
- measuring and monitoring of the impact of agriculture on the environment;
- developing tools for producers to address **environmental** concerns; and
- improved environmental information sharing.

To provide research and development, the Department will use its **science** capacity to develop new knowledge and technologies that will help minimize the impact of agricultural production on our natural resources, thereby maintaining sustainability. The Department will provide the research and development in agricultural practices to help Canada deliver on our international **environmental** commitment to reduce overall greenhouse gas emissions by six percent over 1990 levels by 2008.

Research will include developing best management practices and technologies to reduce the impacts of agriculture and food processing operations on water quality and quantity, and searching for new integrated pest management approaches to managing agricultural pests.

The Department's **science** capacity will also be directed at gaining a better understanding of how agriculture interacts with the environment.

To measure and monitor our progress and enable better targeting of policies and programs, the Department will strengthen and update the agri-environmental indicators that monitor the impact of agriculture on the **environment**. The Department will develop the National Agri-Environmental Health Analysis and Reporting Program (NAHARP) to improve and update these agri-environmental indicators and strengthen its **environmental** analysis capacity.

Agriculture and Agri-Food Canada will work with the sector, provinces and territories to provide producers with the tools and information that they need. Together we will work to develop technical skills in **environmental** protection and management, and provide on-line access to the detailed geographic information and interpretive models needed to plan agricultural growth by contributing to the development of the National Land and Water Information Service (NLWIS). This will include standardizing national and regional Geographic Information Systems to provide resource information to the public on soil, water, air, biodiversity, climate, irrigation and greenhouse gases.

The Department will continue to protect biodiversity and promote the sustainable use of biological resources. We will work with the sector, provincial and territorial governments, and other federal departments to develop an integrated biodiversity strategy that will focus on conserving and enhancing the biological resources on which agriculture relies. Our focus will be on:

- increasing our knowledge and understanding about biodiversity and improving access to such knowledge; and
- communicating the importance of the sector's stewardship efforts to reduce agriculture's impact on natural biodiversity, including soil, wildlife, habitat and species at risk.

In addition to the **risk management** initiatives such as the on-farm plans for **food safety** and **environmental** action, outlined under Security of the Food System, the Department will also examine the relationships between surface and ground water quality, and investigate the links between **food safety** and agricultural production.

The Department will work to incorporate **environmental** performance into market development initiatives. Agriculture and Agri-Food Canada will continue to identify market opportunities for green products and technologies. To capture new markets and a greater share of existing ones, we will also actively demonstrate to foreign buyers that Canadian agriculture and food products are being produced in an **environmentally** responsible manner.

**Integrated Pest Management (IPM)** is a strategy of pest control that uses a combination of crop rotations, cultivation, and biological and chemical pest controls. The main environmental benefit of IPM stems from the reduced reliance on synthetic chemical pesticides by incorporating non-chemical techniques into the pesticide management system. The goal of IPM is to keep pest population densities low enough to prevent economic damage while preserving natural predators and parasites and other beneficial organisms.

State of the art plant gene banks have been constructed in Saskatoon and Harrow. They contain world class biosystematics collections that preserve Canada's biodiversity.



To address concerns about the impact of agriculture on water, soil and air quality, research on manure management is being conducted, through the Matching Investment Initiative. Our partners include Natural Resources Canada, Environment Canada and the University of Manitoba.

## BENEFITS FOR CANADIANS

Focusing resources on the environment will help to ensure that the sector is responding to citizens' concerns about the impact of agriculture on the environment. This will lead to well-informed decisions about adopting best practices, which will ultimately contribute to making Canada the world leader in **environmentally** responsible agricultural products. Our success will be measured by increased public awareness, satisfaction with the sector's interaction with the environment, and agricultural producers' understanding of **environmental** issues and knowledge of best practices.

Further investment in **science** to address concerns about the health of the environment will not just serve to improve public awareness of **environmental** impacts from agriculture, it will deliver the new products and processes that will help accelerate the transition to a renewable economy, and develop more sustainable production practices and processes. These will not only reduce the impact of the sector on the environment, but also serve to lower costs of production, increase farm incomes and keep the sector competitive.

Helping with the adoption of new products will truly diversify the sector and increase its capacity to respond to the changes in consumer attitudes. In addition, by encouraging the use of **environmentally** responsible production practices, the Department will ensure a strong platform for promoting our products in international markets, and help Canada set global **environmental** standards.



# Innovation for Growth

## STRATEGIC RATIONALE

The agriculture and agri-food sector has always been profoundly affected by **science**. The farm practices of today could hardly be imagined 50 years ago. The agricultural production and processing chain — from farm inputs to consumption — is also evolving.


In recent years, innovations and advances in **science** have made the pace of change quicker than ever. Rapid advances in such fields as biology and chemistry, combined with the ever-increasing power of new information and communications technologies, have led to a revolution in the bio-economy. This represents a fundamental change in the future architecture of the agriculture and agri-food system, and will offer greater opportunities to enhance the quality of life in rural communities.

**Science** will be key to creating additional economic opportunities for the agriculture and agri-food sector. The latest scientific developments offer many opportunities. New applications for agricultural commodities, such as nutraceuticals, sources of medicinal substances and renewable fuels, are being developed. The results will be increases in farm incomes through diversification of farm businesses, a shift in consumption from non-renewable to renewable resources, remediation of **environmental** issues and enhancements in food safety systems.

To become the world leader in agriculture and agri-food, Canada must move quickly to encourage research and development and get the resulting innovations into the hands of end users quickly. It is, therefore, important for the Canadian “innovation chain” to:

- foster a business environment that is conducive to research and development, and encourages public and private funding of agricultural research;
- promote the early application of research results; and
- increase knowledge within the sector about innovative technologies and practices.

The Department will apply our growing knowledge of living things in new ways. Bio-economy enhances our capability to create more opportunities for the sector.

Ontario soybean growers have been able to capture price premiums of up to 50 percent by being among the first to implement identity-preservation systems for their product. In addition, surveys of consumers show they would be willing to pay up to 10 percent more for food safety and quality assurance and environmentally responsible production. 

Responsibility for innovation within the sector is shared by many players. It is critical to strengthen the links and coordinate efforts among them. The capacity to engage in collaborative efforts among the various institutions throughout the research and innovation chain must also be strengthened and expanded.

The **renewal** of the sector to meet the challenges of the 21<sup>st</sup> century is dependent on our ability to master our expanding knowledge of the science behind agriculture and food. Additionally, technical and management skills must also be upgraded. For producers, acquiring new skills and knowledge on an ongoing basis will be key to maximizing opportunities.

Currently, training and skills development programs aimed at the agriculture and agri-food sector generally focus on traditional technical and basic farm-management skills. Like most other areas of the economy, the agriculture and agri-food sector should establish joint sector-government mechanisms to develop a national view of the skills and competencies that are necessary for growth through innovation.

In a more knowledge-based economy, producers need information about their current business and financial situation to make wise choices and decisions about their future. Better information dissemination is required to: maximize income through improvements to the farm operation; access capital; enhance income through additional economic activities on-farm; enhance the capacity to earn off-farm income; or choose non-farm options.

Attracting new investment to stimulate innovation and development in the Canadian agriculture and agri-food sector and in rural communities by improving the business climate is necessary for the **renewal** of the sector. Increased investment is also fundamental to growth in the agri-food sector, particularly in the key North American market.

Opportunities to pursue new cross-border product mandates, investments and technologies require an integrated approach to market development, investment, technical assistance, trade policy and international development as well as partnership

with the provinces. Investment and trade decisions are based on fundamental competitive advantages and the Department's new Agricultural Policy Framework will let us differentiate ourselves in terms of food safety, quality and environmental responsibility and brand ourselves as the best in the world.

Today's global consumers are more knowledgeable and sophisticated than ever before and have higher expectations for quality, safety, service and variety. To respond to this new global reality, we need to be innovative, adaptable and forward looking, and market the fact that Canada is the world's number one source of safe, high-quality food and food products.

## OPERATING ENVIRONMENT

In 2002-2003, the Department plans on spending \$389.5 million to achieve its Innovation for Growth Strategic Outcome. Planned spending and human resource requirements for fiscal years 2002-2003 to 2004-2005 are summarized in the following table. Detailed financial estimates are found later in this report under "Departmental Planned Spending."

### PLANNED SPENDING AND FULL-TIME EQUIVALENTS: INNOVATION FOR GROWTH

Forecast Spending 2001-2002		Planned Spending 2002-2003		Planned Spending 2003-2004		Planned Spending 2004-2005	
\$ millions	FTE	\$ millions	FTE	\$ millions	FTE	\$ millions	FTE
430.1*	2,901	389.5	2,620	368.7	2,619	371.4	2,618

\* Reflects the best forecast to the end of the fiscal year, with adjustments totalling \$42.4 million, including Supplementary Estimates.

The decrease in funding levels over time is attributed to: supplementary funding in Fiscal Year 2001-2002; realignment of resources against business lines and fiscal years; as well as reductions for the sunseting of programs.

Of the approximately \$1 billion spent annually in Canada on agricultural research, one-third comes from Agriculture and Agri-Food Canada through its network of 19 research centres.

## STRATEGIC RESPONSE

Science is the cornerstone to making Canada the world leader in the development of the food and agricultural products and services required by consumers, thereby ensuring the sector's future success and prosperity. The Department will work with provinces, territories and the sector to:

- enhance research and development efforts in the **environment**, **food safety** and quality, **renewal** and **risk management**;
- produce new economic opportunities generated from innovative agriculture-based products;
- collaborate and coordinate market, policy and scientific disciplines, research organizations and throughout the production and processing chain;
- accelerate the commercialization rate of intellectual property from publicly supported research; and
- increase domestic and foreign investment in Canadian agriculture.

The Department has been using **science** in the service of agriculture and Canadians for more than 100 years. Our traditional research focus has been on farm productivity, livestock and crops better suited to our climate and resistant to pests and disease, better yields, and lower costs of production through improved farming practices.

While work in these areas must continue, the Department will respond to the changing world by directing science capacity to develop the new products, processes and services that meet market demands and address consumer concerns on **food safety** and the **environment** and that contribute to building stronger rural communities.

In fiscal year 2002-2003, Agriculture and Agri-Food Canada will integrate all of its scientific efforts into four National Science Teams:

- **Food Safety and Quality**
- **Environmental Health**
- **Sustainable Production Systems**
- **Bioproducts and Bioprocesses**

The *Food Safety and Quality Science Team* will apply our research and capacity in the sector by addressing Canada's need for a safe, secure, nutritious, varied and high-quality food supply. Ongoing research includes improving processes and technologies that enhance **food safety** in the production of new and improved fresh and processed food products.

The *Environmental Health Science Team* will focus on developing the knowledge and technologies that minimize the impact of agricultural production on soil, air, water and biodiversity.

Under the Department's *Sustainable Production Systems Science Team*, research will be done on new crop cultivars with increased yields, resistance to disease, improved quality and higher levels of tolerance to environmental stress. Research and development will also be undertaken to ensure diversified and integrated animal production systems focusing on nutrition, animal health and manure management. Animal-welfare livestock production systems that focus on relieving animal stress through improved housing, husbandry and transportation systems will also be developed.

The national *Bioproducts and Bioprocesses Science Team* will help Canada profit from its abundant biomass resources. Agriculture and Agri-Food Canada will work with the sector to identify and act on opportunities for new products and processes; improve our analysis capacity through research into leading edge bioinformatics; and develop both commodity-oriented and value-added, biobased products and processes.

But research alone is not enough. To help the sector adopt the scientific advances, the Department will:

- foster public confidence, in both urban centres and rural areas, in government policy and regulatory capacity to address **science** issues;
- provide the knowledge base to help regulators, both at home and abroad, keep pace with discoveries; and
- share our knowledge of **science** with other countries.

To make our research dollars go further, the Department is working with other Departments to "cluster" federal, provincial, university and industry facilities in the same location thereby creating a synergy for innovation and discovery. It also maximizes the use of funding by sharing infrastructure. We are a major player in the Saskatoon success story, the world centre for Research and Development in agricultural biotechnology.

Canadian producers will continue to benefit from our research and development which has enabled the economic production of crops that are uniquely adapted to our growing seasons and climate.

Responding to the full range of issues and opportunities confronting the sector requires strong communication and collaboration among researchers at the various federal, provincial and territorial, academic and industry facilities. Scientists in the Department's 19 research centres will continue to engage their Canadian and international counterparts through a variety of formal and informal scientific research and technology development co-operative arrangements.

To remain at the forefront of Innovation and Growth, Agriculture and Agri-Food Canada will increase its capacity for incorporating science-based considerations into policy-making. The Department will develop and implement policies and intellectual property guidelines to promote and encourage commercialization of technology.

Investment is fundamental to the **renewal** of the agri-food sector and to build strong rural communities. Agriculture and Agri-Food Canada will work with the sector, provinces and territories on an integrated approach to targeting investment promotion. We will work together to address impediments to expansion and retention of investment. Work will also be undertaken with responsible policy-makers to explore options regarding long-term policy and regulatory issues.

The Department will work to attract new investment to stimulate innovation and development in the Canadian agriculture and agri-food sector and to foster sustainable development of rural areas, and will work with its partners to improve the business climate. The Department will provide strategic and practical market development assistance through its Agri-Food Trade Service. This service is the agri-food arm of the federal government's Team Canada Inc. It will provide services that take agri-food exporters and potential exporters from the initial enquiry stage all the way to foreign markets. This service provides simplified centralized access to international trade and market information, export trade counseling and assistance for export activities. This includes participation in trade shows, hosting trade missions and bringing Canadians together to promote "Made in Canada" products around the world.

During the next fiscal year, the Department will continue to address investor misperceptions about Canada's attractiveness as a place to invest.

Investment in the sector's human resources and in skills development in rural communities is also important to the sector's **renewal** efforts. During fiscal year 2002-2003, we will work to reach consensus among provincial and territorial governments and our industry partners on the sector's skills needs and how to help producers enhance and implement the skills required to succeed in the 21<sup>st</sup> century. The Department will also place more emphasis on continuous learning and knowledge transfer. For example, we will work together with the sector, provinces, territories and other departments to help provide producers with the strategic management skills they need to make their farms as profitable as possible. This will build on actions producers are already taking to help ensure they have the skills and expertise to manage their businesses and adapt to evolving consumer preferences and new scientific advances.

In order to ensure that Canada's excellence in the priority areas of the Agricultural Policy Framework is valued around the world and leads to increased international sales, the Department will work with its partners to develop an integrated international strategy that will allow Canada to differentiate its products in terms of food safety, quality and environmental responsibility in international markets. The Department will:

- work with government departments, provinces, territories and the sector to develop a Canadian branding strategy to gain recognition as the world leader for safe, high-quality food, produced in an **environmentally** friendly manner;
- develop and implement strategies that target key emerging countries by identifying fast-growth markets and developing "country strategies" that take an integrated approach to market development, investment, international development, technical assistance, **trade** policy and technical barriers, while continuing to build on progress in established markets; and
- ensure full information exchange and work with all levels of governments to open markets for Canadian products.

Canada has a well deserved reputation for high-quality food production. But it should also be known for its cost advantages in the North American marketplace as Canada holds a 7.5 percent Agri-food Cost Advantage over the United States in the agri-food processing sector.

The success of our crop development programs has generated impressive economic returns for Canadian taxpayers. For example, Canadian durum wheat is world renowned for its high quality and superior cooking performance and has captured 70 percent of the world market.

Through our Matching Investment Initiative (MII) program, we matched market-driven, private-sector research investments to a total of \$64 million in recent years. MII also provides significant employment opportunities for science graduate students with AAFC and our industry partners.

The Department will also develop a strategy to ensure Canada's new domestic policy agenda is integrated with our international activities. This strategy will allow better coordination of efforts on market development and investment, international development, trade policy and technical trade issues.

## BENEFITS FOR CANADIANS

An enhanced focus on innovation and discovery will lead to the development of new and innovative products, processes, technologies and services that the sector and rural communities need to thrive in the new global economy.

Research on bioproducts and bioprocesses will lead to new, marketable, value-added products to truly diversify the sector. Additionally, it will lead to products to treat and prevent disease, and provide **environmentally** friendly alternatives to non-renewable resources such as fossil fuels.

The adoption of new and **environmentally** responsible products and processes will create competitive and economic advantages for Canada, positioning the agriculture and agri-food sector to capture domestic and global opportunities. Our success will be measured by the increased number of new agri-based products developed and marketed.

Ensuring that Canada has a business climate conducive to investment, particularly foreign direct investment, will drive the sector's ability to commercialize new and innovative products.

Investment in the sector and in rural communities will help producers succeed by encouraging them to hone their competitive skills and improve their business management capabilities.



Helping other producers to find alternative economic activity on their farms will lead to sustainable economic growth and investment for the sector and the financial viability of farm families over the long term. The number of new investments in the Canadian agriculture and agri-food system will be one of our indicators.

By focusing on market diversification, the Canadian agriculture and agri-food sector will have access to a broader range of markets, especially higher-valued product markets.

Producers will have greater opportunity to escape the persistent supply-driven fluctuations in prices, and reduce their reliance on commodity markets whose prices are trending downward in the long term. Such diversification will reduce the susceptibility to market downturns, increase the ability to manage risk, and reduce pressure for ad hoc assistance. The Department will track progress by measuring improvements in **trade** value and volume and the increase in new markets that we operate in. The increase in new products in existing markets and products in new markets will also be used as a measure of our progress. Both these indicators will be measured in markets for bulk, intermediate and high-value products.



# HORIZONTAL AND GOVERNMENT-WIDE INITIATIVES

Horizontal and government-wide initiatives represent a better way of achieving results for Canadians in the 21<sup>st</sup> century.

Built on a framework of multi-departmental coordination and cooperation, these initiatives have federal government departments and agencies working together to deliver policies, programs and services in a timely and efficient manner. They are models of partnerships, which are key to success in our global knowledge-based economy.

The horizontal and government-wide initiatives that the Department is involved in include:

- **Canadian Rural Partnership Initiative**
- **Co-operatives Secretariat**
- **Sustainable Development Strategy**
- **Market and Investment Activities**

The first two initiatives are led by Agriculture and Agri-Food Canada.

## CANADIAN RURAL PARTNERSHIP INITIATIVE

### STRATEGIC RATIONALE

The Government of Canada's vision for rural Canada is:

- vibrant communities and a sustainable resource base contributing to our national identity and prosperity;
- citizens making informed decisions about their individual futures; and
- Canadians sharing the benefits of the global knowledge-based economy and society, and taking full advantage of opportunities for personal and sustainable community development.

Achievement of this vision will contribute to improving the quality of life for Canadians living in rural and remote Canada.

The 2001 Throne Speech confirmed the importance of rural Canada to our nation, and stated that we "... must ensure that every region, every province and territory, every community, and

*every citizen has a strong voice and can contribute to building our nation. To bring the benefits of our prosperity to all communities, whether urban, rural, Northern or remote.” ... “Canadian communities of all sizes — whether urban or rural, Aboriginal or multicultural — face diverse challenges and have unique needs. The Government of Canada will strive to ensure that, wherever possible, its actions and programs are co-ordinated to help build local solutions to address diverse local challenges.”*

The budget of December 2001, which stated that Canada’s rural and remote communities “...contribute significantly to the wealth and prosperity of our nation,” confirmed federal support to rural and remote communities and reaffirmed their importance.

## **STRATEGIC RESPONSE**

The Canadian Rural Partnership aims to integrate the economic, social, environmental and cultural policies of the federal government so that rural Canadians can contribute to and benefit from Canada’s prosperity and quality of life.

Under the Canadian Rural Partnership, the Rural Secretariat of Agriculture and Agri-Food Canada leads and coordinates the government-wide effort for rural policy and program development and implementation. This cross-government effort responds to the challenges and issues of rural Canadians through partnership initiatives among federal departments and agencies, other levels of government, and rural stakeholders.

### *Results begin with an effective dialogue*

To understand and effectively address the challenges faced by rural and remote communities in Canada, a national dialogue with rural Canadians was launched in 1998. This dialogue continues today.

The Government of Canada established the Federal Framework for Action in Rural Canada in 1999. The framework contains 11 key priorities that reflect the needs and concerns identified in the first phase of the Rural Dialogue. A national rural conference was held in Magog, Quebec, in June 2000, which resulted in an Action Plan outlining the federal government’s commitment to 54 specific items.

To continue the dialogue with rural Canadians, a second national rural conference will be held in Charlottetown, Prince Edward Island, in April 2002. The conference will report on achievements since the last national rural conference in Magog and enable Canadians living in rural and remote Canada to:

- develop their capacity to stimulate development in their communities;
- network on a national level to discuss and exchange information on activities in their local communities;
- share participants' views about the reality of living in rural and remote Canada; and
- lay the foundation for a new rural action plan for 2002-2004.

An Advisory Committee on Rural Issues is planned for 2002-2003 to advise the Secretary of State for Rural Development. The committee will provide advice on issues affecting rural and remote Canada that require federal action; on the impact of government strategies, policies and initiatives on rural and remote Canada; on areas of research priority; and on outreach to rural and remote communities.

The Canadian Rural Partnership has developed Rural Teams in each province and territory to coordinate the federal government's activities, enhance understanding of local challenges and engage partners in setting priorities locally.

This not only provides a better understanding of the diversity of rural programs across the federal government, but better integration of policy initiatives among departments and agencies. During Fiscal Year 2002-2003, the Canadian Rural Partnership will engage the provincial and territorial interests in areas of common understanding, shared best practices and the development of common objectives. It will also develop an integrated national, rural policy framework to guide its activities and future initiatives as rural Canada diversifies to include a more knowledge-based economy and society.

#### *Activities of the Canadian Rural Partnership*

The Canadian Rural Partnership will continue to initiate activities aimed at creating the conditions for success in rural Canada by increasing the common purpose and policy direction with particular attention to issues of innovation, community development, skills, knowledge and infrastructure. It will act to entrench communities as the cornerstone for the integration of community capacity building and the coordination of a unified set of federal policies, programs and services.

During Fiscal Year 2002-2003, the Canadian Rural Partnership will continue to take action on the eleven priorities identified in the Federal Framework for Action in Rural Canada. Action on these 11 priorities has been grouped into the following six categories:

**Provide Improved Access to Services:** The Community Access Program (CAP) and SchoolNet have been extended until 2003-2004. These programs will bring the Internet into the homes of citizens living in rural and remote Canada. Annual support to Community Futures Corporations will continue to help lead local community initiatives and build community capacity.

Projects funded through Health Canada's two-year, \$11 million Rural and Remote Health Innovations Initiative will directly address concerns expressed by rural Canadians about access to health care in rural and remote Canada.

The Ministerial Advisory Council on Rural Health, established in 2001, has identified four priorities: Health Human Resources, Building Healthy Communities, Health Information Technology, and Aboriginal Health. Working groups will examine each of the priorities and findings will be reported during this fiscal year.

**Promote Economic, Business and Community Development:** The Canadian Agricultural Rural Communities Initiative's (CARCI) objective is to enhance the viability of agricultural rural communities, particularly those undergoing change in the agriculture sector. To date, CARCI has approved 84 projects for a total of \$2.6 million and more will be funded next year. In addition, Community Futures Corporations help develop and capitalize small businesses, which are the heart of economic growth in rural Canada.

**Upgrade Rural Infrastructure:** The funding for the Green Municipal Enabling Fund and the Green Municipal Investment Fund will double in the next year. These programs have proven effective in stimulating community-based feasibility work and investments in more than 100 projects that are improving the environment.

The federal government's six-year (2000-2001 to 2005-2006) \$2.05-billion Canada Infrastructure Program establishes investment targets for the development and enhancement of municipal infrastructure in rural communities. Provincial and territorial investments ranging between 15 percent and 56 percent will go toward ensuring that the residents of these rural communities will have access to clean drinking water, adequate wastewater treatment facilities, and bridges capable of bearing emergency vehicles and equipment, as well as safe recreation, sport and cultural facilities.

**Infrastructure Program investment targets established in federal-provincial-territorial agreements for rural areas are as follows:**

Alberta	26%
British Columbia	16%
Manitoba	33%
New Brunswick	40%
Newfoundland and Labrador	56%
Northwest Territories	55%
Nova Scotia	39%
Ontario	15%
Prince Edward Island	46%
Quebec	20%
Saskatchewan	50%
Yukon	29%

*Create Opportunities for Rural Youth:* Following extensive dialogue with youth across the country, support for the creation of a National Rural Youth Network is under way. The Rural On-Line Discussion Group and Rural Teams will be used to prepare the ground for this initiative.

*Extend Leadership and Community Capacity Building:* Funding projects under the Canadian Rural Partnership will continue to develop innovative ways to build community capacity to excel in the 21st century. The Community Dialogue Toolkit will be distributed and used to start the process of community development, asset identification, local leadership and mobilization of citizens.

*Promote Rural Canada:* Citizens have identified the need for a Web site that provides easy access to information on services in rural and remote Canada through a single window. A blueprint for an Internet portal for Canadians living in rural and remote Canada has been developed. The portal, called the “Rural and Remote Services Cluster” at <http://www.rural.gc.ca>, will provide Canadians in rural and remote regions with a gateway to information and services, and an opportunity to engage in dialogue and share knowledge on rural and remote issues with each other and with the Government of Canada.

### *A Focus on Results*

To ensure that the Canadian Rural Partnership remains responsive to the needs and concerns of citizens living in rural and remote areas of Canada, members of Parliament and the public must be provided with relevant, accurate and timely information on how resources are being spent and what Canadians receive as a result.

In fiscal year 2002-2003, the Rural Secretariat, in collaboration with federal partners and in consultation with rural stakeholders, will work on developing a results-based management and accountability framework for the federal, horizontal, rural file. In addition to being open and transparent with Parliament and Canadians, the framework will focus on:

- a sound governance structure describing clear roles and responsibilities of federal partners delivering the Canadian Rural Partnership;
- a results based logic model showing the chain of results connecting resources, activities and outputs to expected outcomes; and
- a sound performance measurement strategy identifying performance indicators, monitoring progress, measuring outcomes, reporting on level of attainment and making adjustments to improve both efficiency and effectiveness on an ongoing basis.

## CO-OPERATIVES SECRETARIAT

### STRATEGIC RATIONALE

Co-operatives are important to the Canadian economy, playing a key role in the agriculture and agri-food sector as well as in the banking, housing and other sectors. They are of particular importance to rural communities and provide essential services to Canadians.

The Co-operatives Secretariat provides a focal point for the exchange of information on how the co-operative model can be used. In agriculture, producers pool resources and risk through co-operatives to pursue new market opportunities and to undertake value-added activities that contribute to the sustainability of rural communities.

The Co-operatives Secretariat plays a coordinating role to facilitate co-operative interaction with the federal government by working with relevant federal departments and agencies, consulting with the co-op sector, provincial officials and others, providing support to the Minister, the Secretary of State, the Advisory Committee on Co-operatives and the Interdepartmental Committee on Co-operatives, supporting research activities, collecting statistics, and developing and distributing publications and electronic promotional products. A prime example is *Co-operatives: Solutions to 21<sup>st</sup> Century Challenges*, which was sent to members of Parliament and Senators during Co-operative week in October 2001 and can be accessed at the Co-operatives Secretariat Web site at <http://www.agr.gc.ca/policy/coop>.

The development of new co-operatives which will assist agriculture producers will be encouraged by positioning the co-operative model as a key tool in the development of rural communities. In order to better position co-operatives to address emerging priorities in the new economy, a challenge will be to raise awareness of the co-operative model as a tool for urban development, and seek opportunities for positioning co-operatives in the developing urban strategy. The use of the co-operative model in aboriginal communities will be promoted.

Government objectives will:

- raise awareness within Government of the co-operative model and of the role that cooperatives can play in both social and economic development;
- enable policies, programs and legislation that support co-operatives development to achieve federal policy objectives, and greater harmonization of efforts; and

Eco-efficiency is recognized as a key mechanism for industry to contribute to sustainable development. Eco-efficiency is an important business practice and management tool, whereby innovations in technology, production, processes, product design, and business organization and practices can lead to lower unit costs, improved product quality, lower environmentally related liability, less material usage and less adverse effect on the environment.

- encourage the use of new co-operatives in the knowledge economy, community adaptation and the provision of services for Canadians in rural and remote Canada.

## STRATEGIC RESPONSE

Over the coming year, the Co-operatives Secretariat will work within Government and with partners to expand the use of the co-operative model in Canada as a tool to build self-sufficient rural and urban communities that provide for the social and economic needs of citizens by:

- building awareness of the potential of the co-operative model as a business structure and governance model;
- providing information and expert advice on co-operatives to all federal departments and agencies;
- supporting research and innovation activities that demonstrate the use and value of the co-operative model in the new economy and as a means to promote social cohesion; and
- building partnerships to optimize opportunities for co-operative development.

Furthermore, an action plan will be developed with the Minister's Advisory Committee on Co-operatives to propose ways in which the co-operative model can be used to respond to challenges associated with rural development, agriculture, development of aboriginal communities, and health care.


## SUSTAINABLE DEVELOPMENT STRATEGY

Sustainable development is a major policy goal of the Government of Canada. It involves achieving an optimal balance across social, economic and environmental goals in order to secure a high quality of life for present and future generations of Canadians. Agriculture and Agri-Food Canada's first Sustainable Development Strategy helped the Department formalize the process of integrating environmental thinking into policies, programs and operations, and in establishing an approach for monitoring and reporting on sustainable development activities.

The Department's second Sustainable Development Strategy (SDS II) was released in the spring 2001. In Fiscal Year 2002-2003, the Department will continue implementing this new strategy. Actions are being implemented to support four strategic outcomes: environmental sustainability of natural resources; a prosperous




and viable sector; sustainable rural communities; and integration of sustainable development into departmental policies, programs and operations.

The SDS II provides the platform for the Department to contribute to the new Agricultural Policy Framework by establishing clear and measurable indicators to track the success of its implementation. These indicators will also help with the identification of environmental targets. 

## MARKET AND INVESTMENT ACTIVITIES

Team Canada Inc (TCI) was founded in 1997 to facilitate greater coordination among the various departments and agencies that contribute to the Government of Canada's overall export development efforts. Through TCI, 23 federal departments have joined forces to provide an integrated delivery of export capability and preparedness and international market development programs. As one of the core founding departments, Agriculture and Agri-Food Canada works with an extensive network of export service delivery partners across Canada and around the world to provide an "export services continuum" that includes skills development, export counseling, market entry support, export financing and in-market assistance. Together, the Department and its partners will continue to work toward developing consensus on strategic priorities, decrease overlap and duplication in programs and activities, and leverage-shared resources towards common goals. The Department and its partners will also continue to identify and match Canadian companies to international business opportunities and to increase the number of Canadian businesses achieving success in foreign markets.

TCI also recognizes the important links between its work and the Government of Canada's ongoing market access and investment promotion activities to enable Canada to take full advantage of opportunities in both existing and new markets. For the agri-food sector, particularly in the key North American market, this means aggressively pursuing new cross-border product mandates, investment and technologies. These opportunities directly link trade and investment, which is fundamental if we are to keep our competitive advantage. The Department is a core member of **Investment Partnerships Canada (IPC)** and works closely with Industry Canada, the Department of Foreign Affairs and International Trade, our trade posts, provinces and other investment partners in promoting Canada as the number one investment location in North America. 

# SUPPLEMENTARY INFORMATION

The Canadian Pari-Mutuel Agency and the National Farm Products Council are two agencies within the Agriculture and Agri-Food portfolio that report to Parliament through the Department of Agriculture and Agri-Food Canada.



## CANADIAN PARI-MUTUEL AGENCY

### STRATEGIC RATIONALE

The Canadian Pari-Mutuel Agency (CPMA) regulates and supervises pari-mutuel wagering on horse racing at racetracks across Canada. Through various activities, the Agency fulfills its mandate to protect the public against fraudulent practices, thereby helping to maintain a viable racing industry.

The CPMA supervises pari-mutuel wagering at 85 racetracks across Canada and at 137 theatres, which are considered as off-site extensions of the racetracks. In 2001-2002, the gross betting revenue was approximately \$1.8 billion, with the greatest part of every dollar bet through pari-mutuel wagering being returned to the winning bettors.

The CPMA is a full cost-recovery operation.

### OPERATING ENVIRONMENT

In 2002-2003, the CPMA plans on spending \$15.6 million to achieve Strategic Outcomes and Key Results. Planned spending requirements for the fiscal years 2002-2003 to 2004-2005 are summarized in the following table.

#### PLANNED SPENDING: CANADIAN PARI-MUTUEL AGENCY

(\$ MILLIONS)	FORECAST SPENDING 2001-2002	PLANNED SPENDING 2002-2003	PLANNED SPENDING 2003-2004	PLANNED SPENDING 2004-2005
Revenues/Expenditures <sup>1</sup>	14.0	15.6	15.3	15.3

1. Revenues and Expenditures are dictated by collecting a levy of 8/10th of 1 cent on every \$1 bet in Canada. All the revenue generated is from the betting public and there is no cost to the Canadian taxpayer.

## STRATEGIC RESPONSE

The CPMA's strategic plans are focused on maintaining the highest standards for pari-mutuel wagering and surveillance, both of which the CPMA has always been known for, domestically and internationally.

The CPMA's mandate is derived from the *Pari-Mutuel Betting Supervision Regulations* pursuant to section 204 of the Criminal Code. By protecting the wagering public against fraudulent practices and consistently ensuring the integrity of pari-mutuel betting across Canada, the CPMA assists in promoting a viable horse racing industry.

The strategic outcomes of the organization are achieved through four Key Result Commitments:

- Effective Regulatory Framework
- Effective and Efficient Enforcement Operations
- Effective Communications
- Effective Corporate Management


**The Agency will continue to propose amendments to the Pari-Mutuel Betting Supervision Regulations to:**

- bring them up to date with current wagering practices;
- ensure best standards for public protection and industry integrity; and
- address current and future technology advancements.

**Effective and efficient enforcement of pari-mutuel operations will be achieved by:**

- on-site supervision of all live race days and hosted pools at Canadian race tracks;
- scheduled inspection of other operated betting sites; and
- development of an on-line automated pari-mutuel wagering auditing system.

**The Agency is committed to effective communications through:**

- continued provincial and industry consultations to ensure programs are on target;
- continued consultations with its industry/provincial committees, such as the Pari-Mutuel Working Group, the Drug Advisor Committee and the Tote Standards Committee; and
- continued maintenance of its Web site, to provide the public and industry with information on the Agency, regulations, statistical information and consultation documents. 

**CPMA's Corporate Management will:**

- investigate partnerships and alternative service delivery mechanisms, as required, to meet revenue expenditures; and
- continue to monitor and adjust expenditures to meet fiscal pressures and new requirements and to ensure the continued high level of program delivery, within revenues received.

## NATIONAL FARM PRODUCTS COUNCIL

### OVERVIEW

The National Farm Products Council was established in 1972 by the *Farm Products Agencies Act*. The Council reports directly to Parliament through the Minister of Agriculture and Agri-Food. The Council's role, pursuant to Part II of the Act, is to oversee the national orderly marketing systems for poultry and eggs and, pursuant to Part III of the Act, to monitor the activities of the Canadian Beef Cattle Research, Market Development and Promotion Agency.



### OPERATING ENVIRONMENT

The Council, in carrying out its duties, consults on a continuing basis with the governments of all provinces and territories having an interest in the establishment or the exercise of the powers of any one or more agencies established under the Act.

In addition to its legislative responsibility to review agency operations, orders and regulations, make inquiries into complaints against agency decisions and conduct inquiries into the merits of establishing new agencies, the Council undertakes discretionary activities that aim to promote the strength and enhance the competitiveness of the sectors that the Council oversees. The Council is committed to working with the sector to meet the challenges and opportunities that arise from significant change in agri-food policies, business trends and market requirements at home and abroad.

The Council currently consists of one full-time Chairperson and eight part-time members appointed from across Canada by the Governor-in-Council. These Council members represent all aspects of the poultry and egg sector and other agri-food sectors, from primary production through to further processing.

The following represent the major external influences upon the policies governing the Council and the operations of Council during the next planning period:

- changes, conflicts and new operational policies within the national orderly marketing systems that Council oversees;
- changing expectations and demands of provincial and territorial governments with respect to the operation of orderly marketing systems and agricultural policies in general;
- developments in the efforts to renew the federal-provincial-territorial agreements (FPAs) that are the basis for the national orderly marketing systems for poultry and eggs;
- rapid changes in the poultry and egg industries due to global trends in production and trade, technology, shifting market demands and growing export orientation, World Trade Organization (WTO) and other trade agreement negotiations and dispute settlement decisions;
- submissions for the establishment of promotion-research agencies;
- complaint hearings; and
- requests from stakeholders for the Council to lead initiatives that help develop export market opportunities, improve system performance and enhance the sector's competitiveness.

In 2002-2003, the National Farm Products Council plans on spending \$2.529 million to achieve Strategic Outcomes and Key Results. Planned spending and human resource requirements for the fiscal years 2002-2003 to 2004-2005 are summarized in the following table.

### PLANNED SPENDING: NATIONAL FARM PRODUCTS COUNCIL

(\$ MILLIONS)	FORECAST SPENDING 2001-2002 <sup>1</sup>	PLANNED SPENDING 2002-2003	PLANNED SPENDING 2003-2004	PLANNED SPENDING 2004-2005
Total Main Estimates <sup>2</sup>	2.494	2.529	2.529	2.529
Full-Time Equivalents (FTE)	17	17	17	17

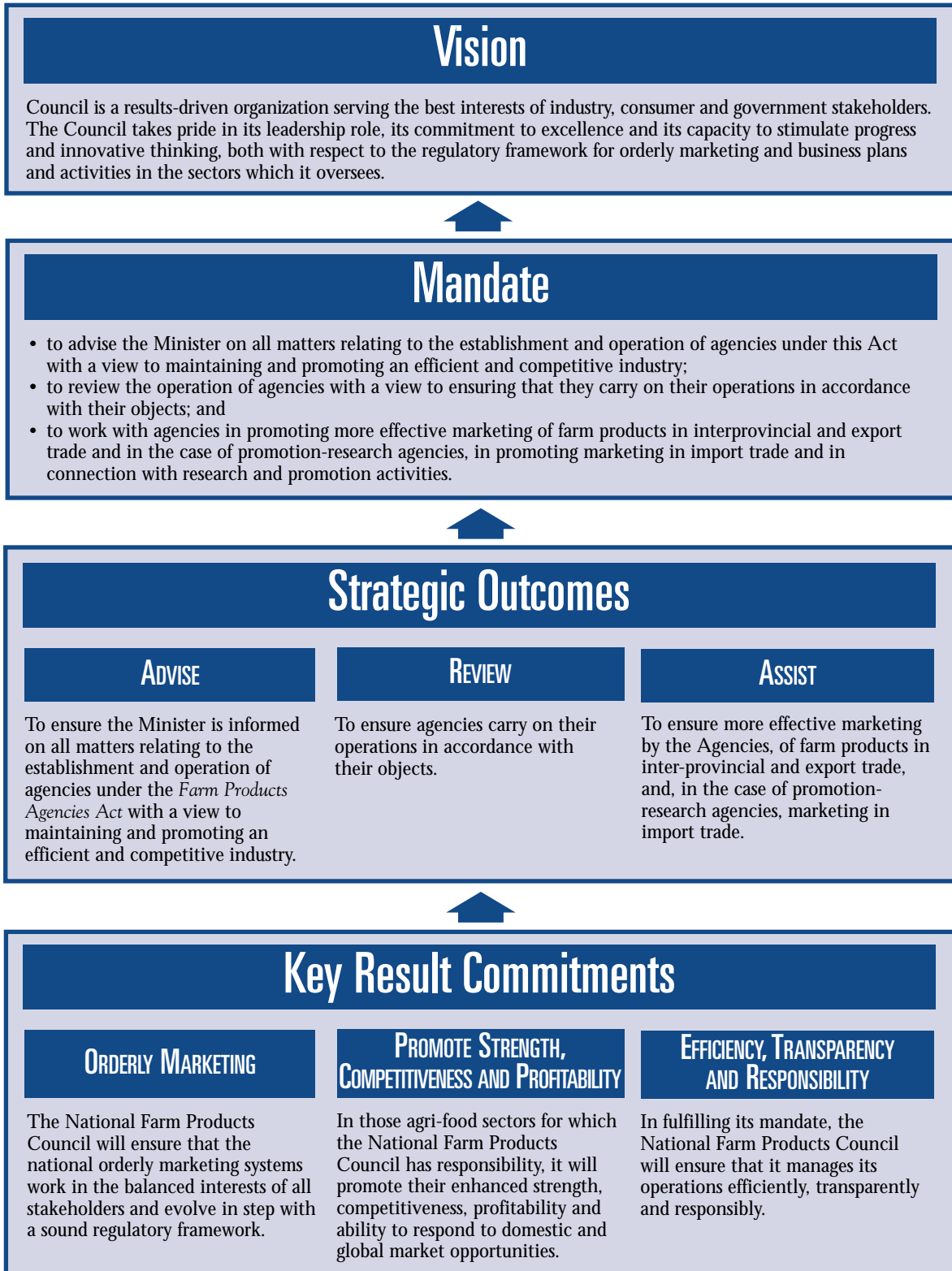
Notes:

1. Reflects the best forecast of total planned spending to the end of the fiscal year.

2. These amounts are incorporated in the Votes of the Department of Agriculture and Agri-Food and include \$200,000 in grants and contributions.

Figure 2

## National Farm Products Council's Strategic Plan



## PRIORITIES

The Council's priorities in each of the three Key Results Commitments for 2000-2003 are listed below. These commitments are based on the Council's Strategic Vision for 2000-2003 and its ongoing priorities.

### *Orderly Marketing*

The National Farm Products Council will provide efficient, effective, transparent and accountable supervision of the national orderly marketing agencies in accordance with the Council's legal mandate. The Council will review and maintain appropriate policies and guidelines for consideration of agency orders and regulations, facilitating resolution of disputes, hearing of complaints, and reporting to the Minister.

The Council will improve cooperation, collaboration and coordination with provincial and territorial government partners in the supervision of orderly marketing systems for poultry and eggs, and their adaptation to change.

The Council and their partners will undertake initiatives to promote the use of alternative dispute resolution mechanisms in the poultry and egg sectors.

The Council, in cooperation with the provinces and territories and the industry sectors, will renew the legal instruments underpinning the national orderly marketing systems. In cooperation with provincial and territorial supervisory boards and the national poultry and egg agencies, it will continue to encourage and facilitate the renewal of the Federal-Provincial-Territorial Agreements and related federal Proclamations and Marketing Plans for the turkey, egg and broiler hatching egg agencies.



### *Strength, Competitiveness and Profitability*

The Council will further awareness of export market opportunities and commitment to export market development by the poultry and egg sectors by facilitating:

- the work of an Export Working Group to undertake initiatives that will increase export awareness;
- the Council's Team Canada Inc membership, working with federal partners to develop export market development programs and services suited to the needs of the poultry and egg sectors; and
- participation of the poultry meat sector in export market awareness missions, trade shows and conferences.

The Council will strengthen the poultry and egg sectors by promoting greater awareness of opportunities to enhance competitiveness, expand markets, improve supply chain coordination and adapt to global trends. The Council will undertake studies, organize workshops and generally promote industry awareness of opportunities to reduce costs, adapt new technologies and coordinate market development strategies.

The Council will improve collaboration with Agriculture and Agri-Food Canada and other federal partners on all policy and program issues affecting sectors for which the Council is responsible. The Council will continue to inform and update the Minister and Deputy Minister on the Council's activities through the Department's Portfolio Coordination Group.

The Council will enhance awareness of trade policy issues and challenges within the sectors under its responsibility and provide effective advice on trade issues to the Minister. The Council will monitor the WTO negotiations on agriculture and other bilateral and regional negotiations, facilitating industry understanding of WTO panel decisions and their impact on Canada's poultry and egg industries and providing advice to the Minister on trade policy issues of concern to the sector.


Finally, the Council will promote greater awareness among all agri-food sectors of the opportunity to establish national promotion-research agencies under Part III of the *Farm Products Agencies Act* by:

- working with the Canadian Beef Cattle Research Market Development and Promotion Agency to implement its promotion research plan; and
- developing outreach strategies to communicate and promote promotion research agencies as a viable tool for producers.

### *Efficiency, Transparency and Responsibility*

The Council will improve its operations in such areas as strategic planning, management reporting and accountability, staff training and development, and administrative procedures by:

- producing an annual workplan with supporting systems based on the Council's Strategic Vision for 2000-2003 and ongoing priorities;
- developing a communications strategy around the Council's strategic objectives for 2002-2003;
- making greater use of the Council's Web site to disseminate information and provide services to the poultry and egg industries; and
- maintaining an annual plan for staff training and development.

The Council will promote greater awareness of the Council's role, responsibilities and achievements through effective communications with target audiences. The Council will hold meetings across Canada in conjunction with regional meetings of Council with governments and industry partners. 

# ORGANIZATION ORGANIZE



## OUR MANAGEMENT FRAMEWORK

The sector and the Department are operating in an environment where success is increasingly a function of the ability to establish policy objectives in a timely fashion, and quickly mobilize resources to achieve results. The Department must become more responsive to the pace of change that the sector is experiencing. It must also have the business policies and procedures in place to succeed in this environment, while maintaining high standards of accountability.

To achieve our Strategic Outcomes, the Department will continue to develop and implement a new model for doing business in the 21<sup>st</sup> century.

In the coming year, the Department will continue to create a *people-centred, inclusive workforce*. Our focus will continue to be on seeking out and integrating diverse views and skills wherever they are in the Department.

The Department will continue to improve how people work together. Interdisciplinary teams will replace existing hierarchical approaches to work. As *teamwork* is fundamental to achieving our Strategic Outcomes, we will implement a new learning platform to enable teamwork and support innovation both on an individual and team level.

The Department has created Horizontal Teams that will work nation wide, and across branches, to deliver on the priorities outlined in the Agricultural Policy Framework. The Department will also consolidate corporate support functions to provide an integrated approach to supporting teams. This year, a focus will be given to the consolidation of the finance, assets, information management and technology, human resources and communications functions.

The Department will continue to adopt modern management practices, particularly as they apply to performance measurement and risk management. The Department will also enhance its capacity for sound management decision-making through the further integration of its Management Information Systems.

To be successful in the 21<sup>st</sup> century, organizations will need to be dynamic, forward-looking and flexible. Providing innovative solutions will require the right information and tools, and the ability to work in partnership with the sector in an integrated and collaborative way.

## ACCOUNTABILITY

The Management program will be enhanced through risk-based program frameworks that focus on identified internal and external risks to effective program delivery.

The nature of the Agricultural Policy Framework's priorities and the complex and fast-paced environment of the agriculture and agri-food sector requires the Department to manage in a team environment to achieve its Strategic Outcomes.

Branch Heads are jointly accountable for delivering on the priorities of the Agriculture Policy Framework. To ensure leadership for each of the priorities, Branch Heads have been assigned to priority leadership teams as shown in the following table. These teams will ensure the integrated horizontal action necessary to achieve results for Canadians.

Branch Head accountability accords are also in place to define accountabilities for the operational and corporate functions illustrated in the Agriculture and Agri-Food Portfolio found in Annex II of this report.

### LEADERSHIP FOR AGRICULTURAL POLICY FRAMEWORK PRIORITIES

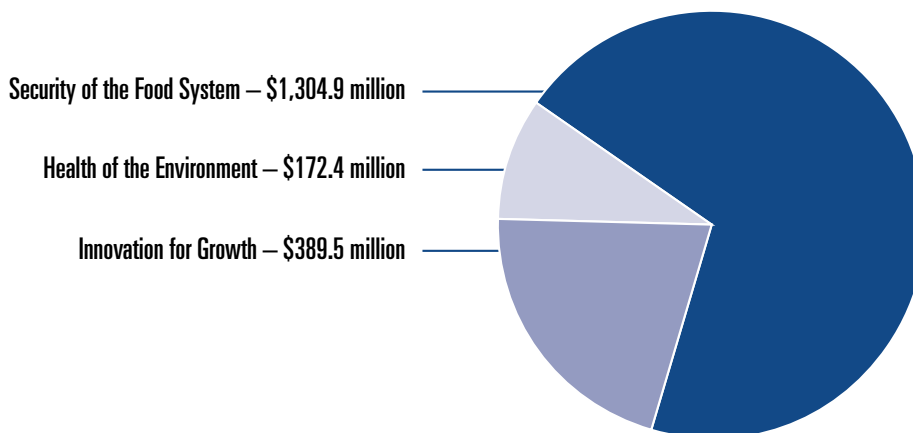
<b>RISK MANAGEMENT</b>	YAPRAK BALTACIOGLU, ADM, STRATEGIC POLICY BRANCH BRUCE DEACON, ADM, CORPORATE MANAGEMENT BRANCH DOUGLAS HEDLEY, ADM, FARM FINANCIAL PROGRAMS BRANCH
<b>FOOD SAFETY</b>	YAPRAK BALTACIOGLU, ADM, STRATEGIC POLICY BRANCH MARK COREY, ADM, MARKET AND INDUSTRY SERVICES BRANCH GORDON DORRELL, A/ADM, RESEARCH BRANCH
<b>ENVIRONMENT</b>	YAPRAK BALTACIOGLU, ADM, STRATEGIC POLICY BRANCH GORDON DORRELL, A/ADM, RESEARCH BRANCH BOB WETTLAUFER, A/DG, PRAIRIE FARM REHABILITATION ADMINISTRATION
<b>SCIENCE</b>	YAPRAK BALTACIOGLU, ADM, STRATEGIC POLICY BRANCH GORDON DORRELL, A/ADM, RESEARCH BRANCH BOB WETTLAUFER, A/DG, PRAIRIE FARM REHABILITATION ADMINISTRATION
<b>RENEWAL</b>	YAPRAK BALTACIOGLU, ADM, STRATEGIC POLICY BRANCH GORDON DORRELL, A/ADM, RESEARCH BRANCH DOUGLAS HEDLEY, ADM, FARM FINANCIAL PROGRAMS BRANCH DONNA MITCHELL, EXECUTIVE DIRECTOR, RURAL AND CO-OPERATIVES SECRETARIAT
<b>TRADE</b>	YAPRAK BALTACIOGLU, ADM, STRATEGIC POLICY BRANCH MARK COREY, ADM, MARKET AND INDUSTRY SERVICES BRANCH DOUGLAS HEDLEY, ADM, FARM FINANCIAL PROGRAMS BRANCH BOB WETTLAUFER, A/DG, PRAIRIE FARM REHABILITATION ADMINISTRATION

## DEPARTMENTAL PLANNED SPENDING

In the fiscal year 2002-2003, the Department will spend \$1,866.8 million to achieve our three Strategic Outcomes. Detailed financial tables are included in Annex I of this report.

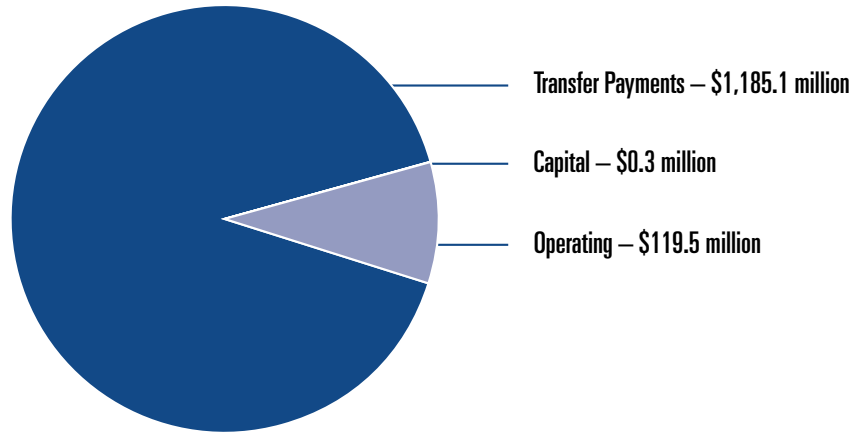
The following four graphs provide an overview of the allocation of resources\* for 2002-2003 for each of the Strategic Outcomes. The majority of the Department's 2002-2003 resources have been allocated to Security of the Food System (70 percent), followed by Innovation for Growth (21 percent) and Health of the Environment (9 percent). More than 90 percent of the resources for the Security of the Food System Strategic Outcome are transfer payments to other parties, including producers and provinces. The majority of the resources of Innovation for Growth and Health of the Environment are in operating costs (70 percent and 80 percent, respectively), reflecting the more labour-intensive nature of these strategic outcomes.

### DEPARTMENTAL OVERVIEW FOR 2002-2003 DEPARTMENTAL PLANNED SPENDING

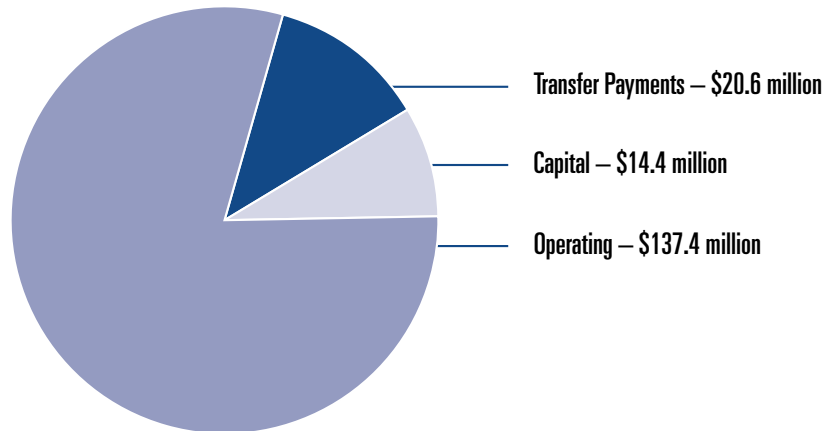


\* These allocations are based on an initial mapping of the Department's allocation of resources in future years that will be refined as activities are adjusted to achieve the desired results of each strategic outcome.

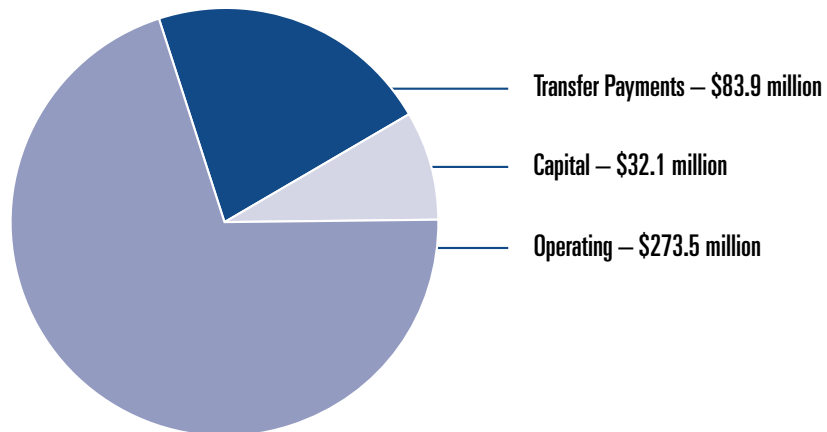
## SECURITY OF THE FOOD SYSTEM



## HEALTH OF THE ENVIRONMENT



## INNOVATION FOR GROWTH



## DEPARTMENTAL PLANNED SPENDING

The following table summarizes the financial spending plan of the Department to March 31, 2005.

(\$ MILLIONS)	FORECAST SPENDING 2001-2002*	PLANNED SPENDING 2002-2003	PLANNED SPENDING 2003-2004	PLANNED SPENDING 2004-2005
Security of the Food System**	1,337.1	1,304.9	750.6	723.2
Health of the Environment	143.4	172.4	160.7	161.0
Innovation for Growth	387.7	389.5	368.7	371.4
Budgetary Main Estimates (Gross)	1,868.2	1,866.8	1,280.0	1,255.6
Less: Respendable Revenue	36.6	39.0	38.7	38.7
<b>Total Main Estimates</b>	1,831.6	1,827.8	1,241.3	1,216.9
Adjustments ***	720.7	30.6	8.2	5.9
<b>Net Planned Spending</b>	2,552.3	1,858.4	1,249.5	1,222.8
Less: Non-Respendable Revenue	181.9	81.0	81.0	81.0
Plus: Cost of services received without charge****	35.0	33.4	32.6	32.5
<b>Net cost of Program</b>	2,405.4	1,810.8	1,201.1	1,174.3
<b>Full-Time Equivalents</b>	<b>5,575</b>	<b>5,322</b>	<b>5,319</b>	<b>4,908</b>

\* Reflects the best forecast to the end of the fiscal year.

\*\* The decrease in funding levels over time is attributed to: the supplementary funding in Fiscal Year 2001-2002 to address the urgent farm income needs of producers; the sunsetting of the dairy program and completion of payments under the Agriculture Income Disaster Assistance Program in Fiscal Year 2001-2002; and the sunsetting of the current federal-provincial-territorial risk management funding framework, which expires on March 31, 2003.

\*\*\* Adjustments for 2001-2002 reflect Supplementary Estimates. Adjustments for 2002-2003 to 2004-2005 reflect initiatives for which the Department can seek up to the amount shown through Supplementary Estimates, once approved.

\*\*\*\* Cost of services provided by other departments include accommodation provided by Public Works and Government Services Canada, contributions covering employees' share of their insurance premiums paid by Treasury Board Secretariat, Worker's Compensation coverage provided by Human Resources Canada, and salary and associated expenditures of legal services provided by Justice Canada.

Note: Planned spending reflects funds currently approved in the government fiscal plan.

# ANNEX I

## FINANCIAL INFORMATION

### TABLE 1

Summary of Capital Spending by Strategic Outcome\*

### TABLE 2

Details on Major Capital Project Spending

### TABLE 3

Summary of Transfer Payments

### TABLE 4

Details on Transfer Payment Programs

### TABLE 5

Sources of Respendable and Non-Respendable Revenue

### TABLE 6

Net Cost of Program for the Estimates Year (2002-2003)

### TABLE 7

Canadian Pari-Mutuel Revolving Fund –  
Statement of Operations

### TABLE 8

Canadian Pari-Mutuel Revolving Fund –  
Statement of Cash Flows

### TABLE 9

Canadian Pari-Mutuel Revolving Fund –  
Projected Use of Authority

NOTE: In the following tables, forecast spending reflects the best forecast to the end of the fiscal year. Planned spending reflects funds currently approved in the government fiscal plan. The figures have been rounded to the nearest millions of dollars. Figures that cannot be listed in millions of dollars are shown as 0.0.

\* The information in the financial tables in this Annex is presented by Strategic Outcome, where applicable. Agriculture and Agri-Food Canada's Strategic Outcomes are equivalent to its Business Lines.



**TABLE 1: SUMMARY OF CAPITAL SPENDING BY STRATEGIC OUTCOME**

(\$ MILLIONS)	FORECAST SPENDING 2001-2002	PLANNED SPENDING 2002-2003	PLANNED SPENDING 2003-2004	PLANNED SPENDING 2004-2005
Security of the Food System	1.6	0.3	0.1	0.1
Health of the Environment	9.4	14.4	4.9	3.9
Innovation for Growth	42.2	32.1	32.3	32.3
<b>Total</b>	<b>53.2</b>	<b>46.8</b>	<b>37.3</b>	<b>36.3</b>

**TABLE 2: DETAILS ON MAJOR CAPITAL PROJECT SPENDING**

(\$ MILLIONS)	CURRENT ESTIMATED TOTAL COST *	SPENDING TO MARCH 31, 2002 **	PLANNED SPENDING 2002-2003	PLANNED SPENDING 2003-2004	PLANNED SPENDING 2004-2005	FUTURE YEAR SPENDING REQUIREMENT
<b>PROJECTS OVER \$5 MILLION</b>						
<b>SECURITY OF THE FOOD SYSTEM</b>	–	–	–	–	–	–
<b>Total Security of the Food System</b>	–	–	–	–	–	–
<b>HEALTH OF THE ENVIRONMENT</b>						
Saskatchewan (Swift Current), Duncairn Dam (S)	10.0	0.1	0.6	5.0	4.3	–
<b>Total Health of the Environment</b>	10.0	0.1	0.6	5.0	4.3	–
<b>INNOVATION FOR GROWTH</b>						
P.E.I. (Charlottetown), Consolidation operations (S)	6.9	6.7	0.2	–	–	–
N.B. (Fredericton), Facility retrofit (S)	21.7	7.3	11.4	2.6	0.4	–
Quebec (St. Hyacinthe), Tech. Innovation Centre (S)	8.0	7.4	0.6	–	–	–
Ontario (London), Facility upgrade (S)	7.5	7.5	–	–	–	–
Manitoba (Winnipeg), Facility retrofit (PPA)	24.0	1.2	1.0	9.0	10.0	2.8
Alberta (Lethbridge), New multi-purpose facility (S)	34.6	24.0	4.0	–	–	6.6
Alberta (Beaverlodge), Retrofit of farm	7.0	3.7	–	–	0.8	2.5
B.C. Agassiz, New office laboratory (S)	18.0	18.0	–	–	–	–
<b>Total Innovation for Growth</b>	<b>127.7</b>	<b>75.8</b>	<b>17.2</b>	<b>11.6</b>	<b>11.2</b>	<b>11.9</b>
<b>Total Projects over \$5 million</b>	<b>137.7</b>	<b>75.9</b>	<b>17.8</b>	<b>16.6</b>	<b>15.5</b>	<b>11.9</b>

\* The Current Estimated Total Cost number includes both expenditures made in previous years and expenditures forecast for 2001-2002 and beyond.

\*\* Forecast Spending to March 31, 2002 includes expenditures incurred in prior years.

(S) denotes a Substantive Estimate

(I) denotes an Indicative Estimate

(PPA) denotes Preliminary Project Approval

**TABLE 3: SUMMARY OF TRANSFER PAYMENTS**

(\$ MILLIONS)	FORECAST SPENDING 2001-2002	PLANNED SPENDING 2002-2003	PLANNED SPENDING 2003-2004	PLANNED SPENDING 2004-2005
<b>Grants</b>				
Security of the Food System	6.9	5.5	5.5	5.5
Health of the Environment	14.7	10.3	10.3	10.3
Innovation for Growth	17.7	17.8	17.8	17.8
<b>Total Grants</b>	39.3	33.6	33.6	33.6
<b>Contributions</b>				
Security of the Food System	1,833.0	1,179.6	658.5	633.5
Health of the Environment	11.2	10.3	12.2	12.2
Innovation for Growth	62.0	66.1	50.2	50.0
<b>Total Contributions</b>	1,906.2	1,256.0	720.9	695.7
<b>Total Grants and Contributions</b>	<b>1,945.5</b>	<b>1,289.6</b>	<b>754.5</b>	<b>729.3</b>

The decrease in funding levels over time is attributed to: the supplementary funding in Fiscal Year 2001-2002 to address the urgent farm income needs of producers; the sunsetting of the dairy program and completion of payments under the Agriculture Income Disaster Assistance Program in Fiscal Year 2001-2002; and the sunsetting of the current federal-provincial-territorial risk management funding framework, which expires on March 31, 2003.

**TABLE 4: DETAILS ON TRANSFER PAYMENT PROGRAMS**

**GRANTS AND CONTRIBUTIONS**

The Treasury Board Policy on Transfer Payments requires departments to include supplementary information on transfer payment programs in their Report on Plans and Priorities. Agriculture and Agri-Food Canada grants and contributions of \$1,289.6 million, which account for 69 percent of the Department's 2002-2003 resources, support the following objectives and planned results:

**SECURITY OF THE FOOD SYSTEM**

**Objective** – To bring the decision-maker closer to citizens, a more cost efficient government and the agricultural sector's desire for more direct involvement in funding decisions will be accomplished through the funding of industry-led initiatives.

**Planned Results** – An agriculture and agri-food sector that is able to manage financial, supply, market, health and environmental risks; a secure domestic and international marketplace for Canadian agricultural products; and to maintain a high level of consumer confidence in the quality, safety and production of Canadian food.

**HEALTH OF THE ENVIRONMENT**

**Objective** – Provide relevant and accurate environmental information to foster open and informed dialogue, and to help all parties involved to make sound decisions through public investment to protect water, air, soil and biodiversity.

**Planned Results** – The provision of relevant and accurate environmental information to foster open and informed dialogue and to help citizens and government, producers, the agri-food sector, make sound decisions for today's and future generations; and to realize environmental benefits and reduce environmental risks by leading the development and implementation of economically sustainable best management practices, within a supportive business climate, for adoption by the agriculture and agri-food industry, government and the general public.

**INNOVATION FOR GROWTH**

**Objective** – Fostering innovation to make Canada the world leader in developing food and other related agricultural products and services, developing and promoting the adoption of new technologies and best practices, and use of public sector research infrastructure as a catalyst/incubator for private sector innovation.

**Planned Results** – The development and adoption of new products, processes, technologies and services to increase our competitive edge, by investing in an environment that encourages discovery and innovation; an entrepreneurial and highly skilled workforce, and a strong investment in the sector and in rural Canada; and diversified markets captured by Canadian products and services.

**TABLE 5: SOURCES OF RESPONDABLE AND NON-RESPONDABLE REVENUE**

**RESPONDABLE REVENUE**

(\$ MILLIONS)	FORECAST REVENUE 2001-2002	PLANNED REVENUE 2002-2003	PLANNED REVENUE 2003-2004	PLANNED REVENUE 2004-2005
<b>Security of the Food System</b>				
Net Income Stabilization Account (admin. fees)	8.7	8.9	8.9	8.9
Canadian Pari-Mutuel Agency Revolving Fund	10.1	15.5	13.7	13.7
	18.8	24.4	22.6	22.6
<b>Health of the Environment</b>				
Community Pastures	13.9	14.5	14.5	14.5
Canadian Pari-Mutuel Agency Revolving Fund	1.0	0.0	0.3	0.3
	14.9	14.5	14.8	14.8
<b>Innovation for Growth</b>				
Canadian Pari-Mutuel Agency Revolving Fund	2.9	0.1	1.3	1.3
<b>Total Respondable Revenue</b>	<b>36.6</b>	<b>39.0</b>	<b>38.7</b>	<b>38.7</b>

**NON-RESPONDABLE REVENUE**

(\$ MILLIONS)	FORECAST REVENUE 2001-2002	PLANNED REVENUE 2002-2003	PLANNED REVENUE 2003-2004	PLANNED REVENUE 2004-2005
<b>Security of the Food System</b>				
Return on Investments*	12.9	12.9	12.9	12.9
Refund of Previous Years' Expenditures**	104.5	3.6	3.6	3.6
Privileges, Licences and Permits	0.0	0.0	0.0	0.0
Proceeds from Sales of Crown Assets	0.0	0.0	0.0	0.0
Service and Service Fees	1.6	1.6	1.6	1.6
Other Non-tax Revenues	0.6	0.6	0.6	0.6
	119.6	18.7	18.7	18.7
<b>Health of the Environment</b>				
Return on Investments*	14.2	14.2	14.2	14.2
Refund of Previous Years' Expenditures**	1.6	1.6	1.6	1.6
Privileges, Licences and Permits	1.2	1.2	1.2	1.2
Proceeds from Sales of Crown Assets	1.4	1.4	1.4	1.4
Service and Service Fees	0.4	0.4	0.4	0.4
Other Non-tax Revenues	0.9	0.9	0.9	0.9
	19.7	19.7	19.7	19.7
<b>Innovation for Growth</b>				
Return on Investments*	30.6	30.6	30.6	30.6
Refund of Previous Years' Expenditures**	3.4	3.4	3.4	3.4
Privileges, Licences and Permits	4.3	4.3	4.3	4.3
Proceeds from Sales of Crown Assets	2.3	2.3	2.3	2.3
Service and Service Fees	0.4	0.4	0.4	0.4
Other Non-tax Revenues	1.6	1.6	1.6	1.6
	42.6	42.6	42.6	42.6
<b>Total Non-Respondable Revenue</b>	<b>181.9</b>	<b>81.0</b>	<b>81.0</b>	<b>81.0</b>
<b>Total Respondable and Non-Respondable Revenue</b>	<b>218.5</b>	<b>120.0</b>	<b>119.7</b>	<b>119.7</b>

\* Return on Investments includes interest on loans for the Farm Credit Canada, the Canadian Dairy Commission and Construction of Multi-Purpose Exhibition Buildings.

\*\* Refund of Previous Years' Expenditures for the Security of the Food System Strategic Outcome for 2001-2002 includes amounts recovered from Provinces for payments made by the Department, and collections of overpayments under the Agricultural Income Disaster Assistance (AIDA) program and the Canadian Farm Income Program (CFIP). Additional amounts are expected to be recovered through to 2004-2005, but cannot be estimated at this time.

**TABLE 6: NET COST OF PROGRAM FOR THE ESTIMATES YEAR (2002-2003)**

(\$ MILLIONS)	TOTAL
Net Planned Spending (Gross Budgetary Main Estimates plus Adjustments)	1,858.4
Plus: Services Received without Charge	
Accommodation provided by Public Works and Government Services Canada (PWGSC)	10.1
Contributions covering employees' share of employees insurance premiums and expenditures paid by TBS	20.5
Workman's compensation coverage provided by Human Resources Canada	1.9
Salary and associated expenditures of legal services provided by Justice Canada	0.9
	33.4
Less: Non-Respendable Revenue	81.0
<b>2002-2003 Net Cost of Program</b>	<b>1,810.8</b>

**TABLE 7: CANADIAN PARI-MUTUEL REVOLVING FUND — STATEMENT OF OPERATIONS**

(\$ MILLIONS)	FORECAST 2001-2002	PLANNED 2002-2003	PLANNED 2003-2004	PLANNED 2004-2005
<b>Respendable Revenue</b>	14.0	15.6	15.3	15.3
Expenses				
Operating:				
Salaries and employee benefits	4.4	4.9	5.0	5.0
Depreciation	0.1	0.1	0.1	0.1
Administrative and support services	9.3	9.8	9.8	9.8
Utilities, materials and supplies	0.2	0.8	0.4	0.4
	14.0	15.6	15.3	15.3
<b>Surplus (Deficit)</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**TABLE 8: CANADIAN PARI-MUTUEL REVOLVING FUND — STATEMENT OF CASH FLOWS**

(\$ MILLIONS)	FORECAST 2001-2002	PLANNED 2002-2003	PLANNED 2003-2004	PLANNED 2004-2005
<b>Surplus (Deficit)</b>	0.0	0.0	0.0	0.0
Add non-cash items:				
Depreciation/amortisation	0.1	0.1	0.1	0.1
Investing activities:				
Acquisition of depreciable assets	(0.1)	(0.1)	(0.1)	(0.1)
<b>Cash Surplus (Requirement)</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**TABLE 9: CANADIAN PARI-MUTUEL REVOLVING FUND — PROJECTED USE OF AUTHORITY**

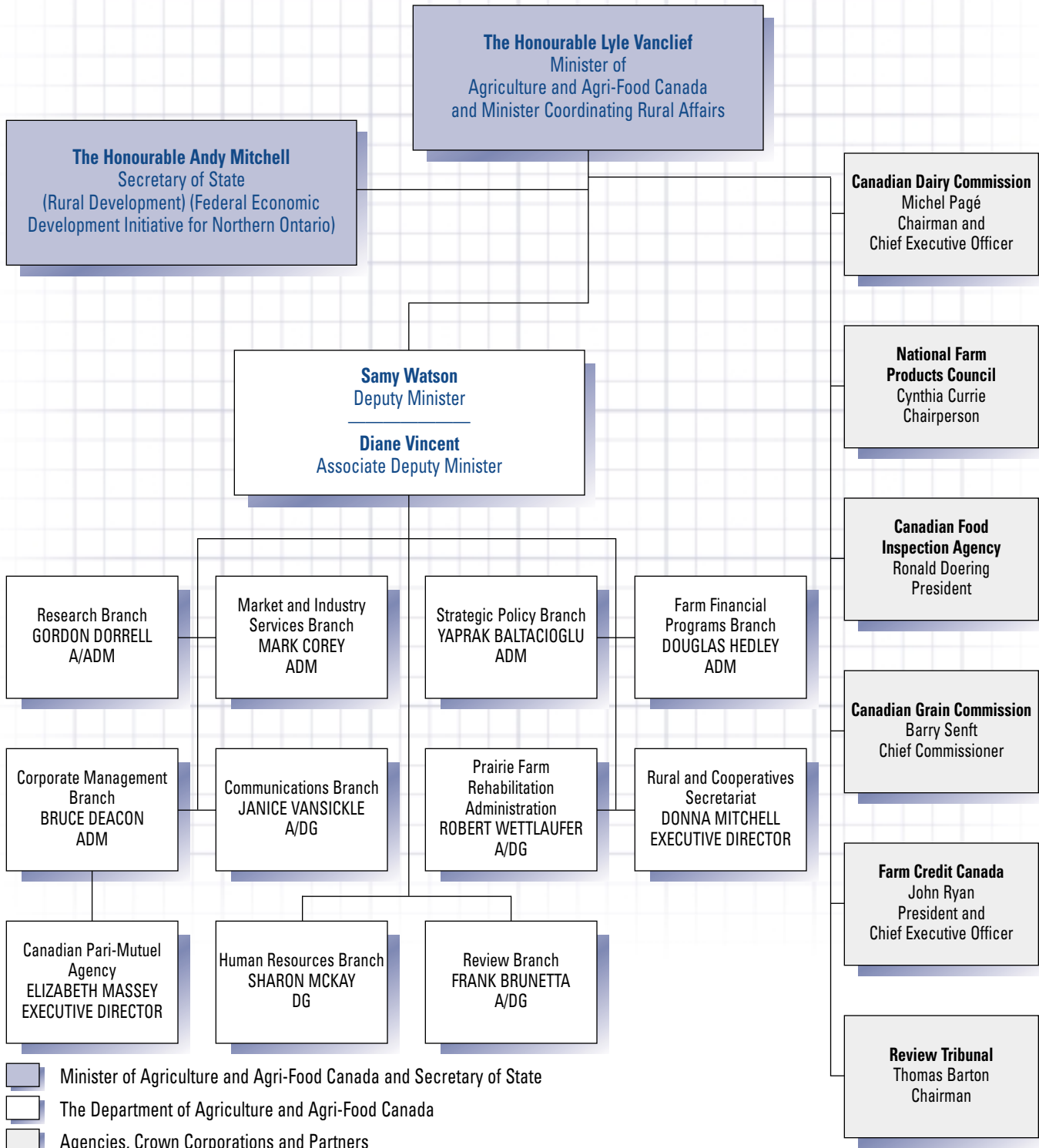
(\$ MILLIONS)	FORECAST 2001-2002	PLANNED 2002-2003	PLANNED 2003-2004	PLANNED 2004-2005
Authority*	2.0	2.0	2.0	2.0
Drawdown:				
Balance as at April 1	1.7	1.7	1.7	1.7
Projected Surplus (Drawdown)	0.0	0.0	0.0	0.0
	1.7	1.7	1.7	1.7
<b>Projected Balance at March 31</b>	<b>3.7</b>	<b>3.7</b>	<b>3.7</b>	<b>3.7</b>

\* \$2 million is the maximum amount that may be drawn down from the Consolidated Revenue Fund (CRF) at any time.

# ANNEX II

## FURTHER INFORMATION

### The Agriculture and Agri-Food Portfolio



# How to Reach Us

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# Legislation Administered by the Minister of Agriculture and Agri-Food

## THE MINISTER HAS SOLE RESPONSIBILITY TO PARLIAMENT FOR THE FOLLOWING ACTS THAT ARE ADMINISTERED BY AGRICULTURE AND AGRI-FOOD CANADA

<i>Agricultural Marketing Programs Act</i> <sup>1</sup>	S.C., 1997, C. 20
<i>Agricultural Products Marketing Act</i>	R.S.C., 1985, C. A-6, as amended
<i>Animal Pedigree Act</i>	R.S.C., 1985, C. 8 (4 <sup>th</sup> Supp.), as amended
<i>Department of Agriculture and Agri-Food Act</i>	S.C., 1994, C. 38, as amended
<i>Experimental Farm Stations Act</i>	R.S.C., 1985, C. E-16, as amended
<i>Farm Debt Mediation Act</i>	S.C., 1997, C. 21
<i>Farm Improvement Loans Act</i>	R.S.C., 1985, C. F-3, as amended
<i>Farm Improvement and Marketing Cooperatives Loans Act</i>	R.S.C., 1985, C. 25 (3 <sup>rd</sup> Supp.), as amended
<i>Farm Income Protection Act</i>	S.C., 1991, C. 22, as amended
<i>Prairie Farm Rehabilitation Act</i>	R.S.C., 1985, C. P-17, as amended

## THE MINISTER SHARES RESPONSIBILITY TO PARLIAMENT FOR THE FOLLOWING ACTS

Criminal Code, Section 204	R.S.C., 1985, C. C-46, as amended (Minister of Justice and Attorney General of Canada)
<i>Department of Foreign Affairs and International Trade Act</i> , Paragraph 10(2)(e)	R.S.C., 1985, C. E-22, as amended (Minister of Foreign Affairs)

<sup>1</sup> The following Acts have been repealed by the *Agricultural Marketing Programs Act* (AMPA). However, the sections in the AMPA repealing these acts have not yet come into force. They therefore remain Acts for which the Minister is responsible:

*Agricultural Products Board Act*  
*Agricultural Products Cooperative Marketing Act*  
*Advance Payments for Crops Act*  
*Prairie Grain Advance Payments Act*

## LEGISLATION ADMINISTERED BY AGENCIES OUTSIDE OF AGRICULTURE AND AGRI-FOOD CANADA

<i>Agriculture and Agri-Food Administrative Monetary Penalties Act</i>	R.S.C., 1995, C. 40
<i>Canada Agricultural Products Act</i>	R.S. 1985, C. 20, 4 <sup>th</sup> supp.
<i>Canadian Dairy Commission Act</i>	R.S.C., 1985, C. C-15, as amended
<i>Canadian Food Inspection Agency Act</i>	R.S. 1997, C. 6
<i>Canadian Wheat Board Act</i>	R.S. 1985, C. C-24
<i>Consumer Packaging and Labelling Act</i>	R.S. 1985, C. C-38
<i>Farm Credit Canada Act</i>	S.C., 1993, C. 14
<i>Farm Products Agencies Act</i>	R.S.C., 1985, C. F-4, as amended
<i>Feeds Act</i>	R.S. 1985, C. F-9
<i>Fertilizers Act</i>	R.S. 1985, C. F-10
<i>Fish Inspection Act</i>	R.S. 1985, C. F-12
<i>Food and Drugs Act</i>	R.S. 1985, C. F-27
<i>Health of Animals Act 1990</i>	C. 21
<i>Meat Inspection Act</i>	R.S. 1985, C. 25, 1 <sup>st</sup> supp.
<i>Plant Breeders' Rights Act 1990</i>	C. 20
<i>Plant Protection Act 1990</i>	C. 22
<i>Seeds Act</i>	R.S. 1985 C. S-8