



# **Agriculture and Agri-Food Canada**

**2000-2001  
Estimates**

Part III – Report on Plans and Priorities

**Canada**

## The Estimates Documents

Each year, the government prepares Estimates in support of its request to Parliament for authority to spend public monies. This request is formalized through the tabling of appropriation bills in Parliament. The Estimates, which are tabled in the House of Commons by the President of the Treasury Board, consist of three parts:

**Part I – The Government Expenditure Plan** provides an overview of federal spending and summarizes both the relationship of the key elements of the Main Estimates to the Expenditure Plan (as set out in the Budget).

**Part II – The Main Estimates** directly support the *Appropriation Act*. The Main Estimates identify the spending authorities (votes) and amounts to be included in subsequent appropriation bills. Parliament will be asked to approve these votes to enable the government to proceed with its spending plans. Parts I and II of the Estimates are tabled concurrently on or before 1 March.

**Part III – Departmental Expenditure Plans** which is divided into two components:

- (1) **Reports on Plans and Priorities (RPPs)** are individual expenditure plans for each department and agency (excluding Crown corporations). These reports provide increased levels of detail on a business line basis and contain information on objectives, initiatives and planned results, including links to related resource requirements over a three-year period. The RPPs also provide details on human resource requirements, major capital projects, grants and contributions, and net program costs. They are tabled in Parliament by the President of the Treasury Board on behalf of the ministers who preside over the departments and agencies identified in Schedules I, I.1 and II of the *Financial Administration Act*. These documents are to be tabled on or before 31 March and referred to committees, which then report back to the House of Commons pursuant to Standing Order 81(4).
- (2) **Departmental Performance Reports (DPRs)** are individual department and agency accounts of accomplishments achieved against planned performance expectations as set out in respective RPPs. These Performance Reports, which cover the most recently completed fiscal year, are tabled in Parliament in the fall by the President of the Treasury Board on behalf of the ministers who preside over the departments and agencies identified in Schedules I, I.1 and II of the *Financial Administration Act*.

The Estimates, along with the Minister of Finance's Budget, reflect the government's annual budget planning and resource allocation priorities. In combination with the subsequent reporting of financial results in the Public Accounts and of accomplishments achieved in Departmental Performance Reports, this material helps Parliament hold the government to account for the allocation and management of public funds.

As part of its ongoing efforts to streamline reporting requirements, the Treasury Board of Canada Secretariat has requested that Agriculture and Agri-Food Canada and ten other departments explore alternative reporting structures to this year's *Report on Plans and Priorities*. It has, therefore, exempted the department from the usual guidelines for the preparation of this report.

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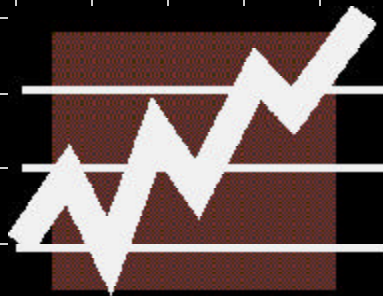
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2000-2001 ESTIMATES



# REPORT ON PLANS AND PRIORITIES

A handwritten signature in black ink, reading "Lyle Vanclief".

LYLE VANCLIEF, MINISTER OF AGRICULTURE AND AGRI-FOOD AND MINISTER COORDINATING RURAL AFFAIRS

# AAFC

AGRICULTURE AND AGRI-FOOD CANADA

INTEGRITY ▼ EXCELLENCE ▼ VALUING OUR PEOPLE

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# MINISTER'S MESSAGE



Welcome to Agriculture and Agri-Food Canada's *Report on Plans and Priorities*. It is, in my view, the most important document our Department produces, because it addresses the key issues that lie at the core of our operation, and also the operation of the National Farm Products Council.

What is the role of Agriculture and Agri-Food Canada in building a better quality of life for all Canadians? The Report sets out in considerable detail how we intend to use the resources entrusted to us by Canadian taxpayers. We have laid out clear targets, and provided an expanded set of performance indicators to chart our progress in meeting our goals.

The performance indicators will act as benchmarks, giving Canadians the information they need to assess how we're doing.

Today, Canada is known around the world for the strength of its agriculture industry and its world-class innovation. Our food safety system is recognized as one of the best in the world. These are things that matter to Canadians. So do jobs. Over 13% of Canadian jobs are in the agriculture and agri-food industry, and our industry provides first-time employment for over half of all young people entering the workforce.

These are the signs of a dynamic industry. In the last half decade, the Canadian agri-food industry has proven its ability to trade on the world stage, breaking all export records. Our farms are more productive; and agricultural indicators tell us our land and water is in better shape than it was a decade ago. These figures are good cause for optimism, and this year's *Report on Plans and Priorities* outlines how we intend to help the agriculture and agri-food sector to continue to grow, while respecting the environment.

We are giving consumers the products they want, both at home and abroad. We are building stronger, more vibrant rural communities, equipped to deal with the global marketplace. And we are strengthening our ability to be competitive over the long term, and to deal with global market challenges.

# REPORT ON **PLANS & PRIORITIES**

Of course, no matter how carefully we plan, challenges will continue to confront not only Canada but every nation. Many Canadian farmers are still facing an income crisis of world-wide proportions. Risk management is – and will continue to be – a consuming preoccupation of provincial and federal governments alike.

This Report highlights how we will contribute to building a firm foundation for our industry here at home, while engaging in international negotiations to ensure that the industry can compete in a fairer global trade environment. The Report looks, as well, at how we will be better listeners, working to increasingly involve Canadians in setting our direction.

This year, we open the Report with an overview that sets our plans into a government-wide context, looking at where we are **all** headed – the kind of industry, the kind of communities, the kind of Canada we want to create.



Lyle Vanclief  
Minister of Agriculture and Agri-Food and  
Minister Coordinating Rural Affairs



# SECRETARY OF STATE FOR RURAL DEVELOPMENT MESSAGE



I am pleased to add my comments to Agriculture and Agri-Food Canada's *Report on Plans and Priorities*.

This past year the Prime Minister sent a strong signal of the importance the government attaches to rural Canada when he created the position of Secretary of State for Rural Development. My mandate is to work towards improving the quality of life for rural Canadians by taking a cross-departmental approach to focus government initiatives on rural Canada. I am honoured to serve in this position.

To achieve these objectives, I intend to lead the government's efforts in improving the quality of life for Canadians who live in rural and remote Canada. I intend to work with my colleagues on both sides of the House. Most importantly, I intend to work together with individual Canadians on common priorities which have been identified by rural Canadians themselves.

In doing so, I am concentrating on three particular areas.

My first focus is to ensure a rural lens is applied to the development of government policies and programs. The rural lens is a tool which takes the unique circumstances faced by Rural Canada, such as geography, population density, distance from markets, and the cyclical nature of resource-based economies, into account when developing legislation, regulation, or responding to the issues of the day.

My second priority is to help rural Canadians have better access to all government services. That means ensuring they know what programs and services are available, and have the means to access them.

The third area I am focussing on is the task of turning our strong commitments into specific, tangible actions that truly help rural Canadians.

Rural Canada is the foundation on which a large part of our economic wealth is built. It is a place of great energy and ingenuity. It is a way of life, a way of unique traditions and a specific social structure. This government is working to make sure that the future for rural Canadians is as bright as possible.

A handwritten signature in black ink, appearing to read 'Andy Mitchell', written over a horizontal line.

Andy Mitchell  
Secretary of State for Rural Development



# OUR COMMITMENT



Frank Claydon  
Deputy Minister



Diane Vincent  
Associate Deputy Minister

We submit, for tabling in Parliament, the 2000-2001 *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 department information and management systems.

We are satisfied as to 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.

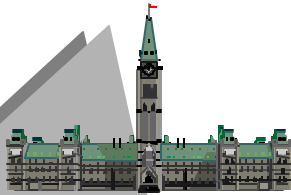
Frank Claydon  
Deputy Minister

Diane Vincent  
Associate Deputy Minister



AGRICULTURE AND AGRI-FOOD CANADA

Today, Canadians can look with pride on Canada's success. We have a dynamic economy, a strong and democratic society, and a sense of community. We are recognized throughout the world for our quality of life. We will build a higher quality of life for all Canadians – for our children, ourselves, and our neighbours. ... Building a Higher Quality of Life for All Canadians, Speech from the Throne, 1999



## **OUR PLACE IN THE GOVERNMENT AGENDA**

In the Speech from the Throne delivered October 12, 1999, the Government set out a comprehensive strategy for building a higher quality of life for all Canadians, not just for the coming year, but in the longer term.

To make a difference, community by community, will require a strong focus in areas that matter to Canadians. The Government has distilled seven themes of paramount importance. It is committed to building a **dynamic economy** that supports **strong communities** in which **children and young Canadians** have opportunities for growth and development, as do **Aboriginal peoples**. It is also dedicated to strengthening Canada's **health care system**, to ensuring a **healthy environment**, and to working internationally to **advance Canada's place in the world**.

Agriculture and Agri-Food Canada operates within that greater context. Threaded throughout the Department's plans are initiatives that address each federal priority. Primarily, however, the department works with the agriculture and agri-food industry and with rural communities to help create Canada's **dynamic economy**, and to fashion a more responsive government dedicated to building **stronger communities** – and a **better environment** – in which to live, work and to advance Canada's place in the world.

### **Agriculture and Agri-Food Canada's Mandate**

Agriculture and Agri-Food Canada's role is to maximize agriculture's contribution to Canada by creating a vigorous business environment in which the industry and rural communities can flourish and grow. A strong agriculture and agri-food sector is a growing, competitive, market-oriented sector that is profitable, and responds to the changing needs of Canadians. The Department's measure of success is the contribution of the sector to meeting Canada's economic, social and environmental objectives.

### **Rural Focus**

Success also rests on the work we do, with rural Canadians, to build stronger communities – not only farming communities, but fishing villages, mining and forestry towns, and remote northern and Aboriginal communities as well. The Minister of Agriculture and Agri-Food Canada, as the Minister Coordinating Rural Affairs, is the advocate for rural Canada, where one third of all Canadians live.

Through the Federal Framework for Action in Rural Canada, the Government of Canada has defined its vision for rural Canada as one of vibrant communities and a sustainable resource base which contribute to our national identity and prosperity, where rural Canadians can make informed decisions about their own future, share the benefits of the global knowledge-based economy and society, and can take full advantage of opportunities for personal and community development.

In August, 1999, to assist the Minister in delivering on federal commitments to rural Canada, the Prime Minister appointed a Secretary of State for Rural Development, who is charged with improving the quality of life for Canadians in rural and remote communities.

## HOW WE DO BUSINESS

### Connecting and Collaborating

The environment in which AAFC works is increasingly complex. The playing field has greatly expanded; the Department's clients and consumers are as likely to be across the globe as in the next office.

In this sophisticated environment, collaboration is essential to good business and good government. The collaborative approach threads throughout the Department's business, from initiatives with the provinces, such as Canada's International Business Strategy for Agriculture, Food and Beverages to joint programs with producers, processors, industries and associations.

### SELECTED COLLABORATION ACROSS THE SECTOR AND GOVERNMENTS

- ▶ **Matching Investment Initiative (MII)**
  - *Partners:* The Department matches, dollar for dollar, the investments of industry.
  - *Impact:* In MII's first year in 1995, a \$12.5 million AAFC investment generated 500 projects.
- ▶ **Strategic Alliance for Canola Research**
  - *Partners:* AAFC's Saskatoon Research Centre and the National Research Council's Plant Biotechnology Institute.
  - *Impact:* \$10 million each over three years to secure a leading international position in canola genomic research.
- ▶ **Canadian Adaptation and Rural Development Fund (CARD)**
  - *Partners:* AAFC, Portfolio partners, sector associations, and regional councils.
  - *Impact:* \$60 million invested annually in partnered adaptation projects.
- ▶ **Agri-Food Trade Program**
  - *Partners:* AAFC, other federal departments, regional/national associations.
  - *Impact:* \$13 million invested in increasing domestic and export sales, by:
    - leveraging matching private sector contributions; and
    - encouraging national/regional associations to develop long-term export strategies.
- ▶ **Canadian Rural Partnership (CRP)**
  - *Partners:* AAFC, other federal departments and agencies.
  - *Impact:* Through a four-year \$20 million interdepartmental initiative, responds to the challenges and issues of rural Canadians through partnership initiatives among federal departments and agencies, other levels of government, and rural stakeholders.

## Strategic Planning

The connection to rural communities and the sector drives AAFC's strategic planning. By working with partners across the sector and government, AAFC has established targets for sector growth and rural prosperity. The Department's four business lines define where AAFC will place its efforts and what the Department will do to build Canada's ability to compete. AAFC is committed to integrated decision-making that incorporates economic, environmental and social considerations.

The business line structure sets out results the department intends to achieve for the sector and for all Canadians. The department is a federal leader in performance measurement, and has developed clear performance indicators to provide Canadians with timely assessments of the department's progress toward meeting its goals.

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### AAFC BUSINESS LINES

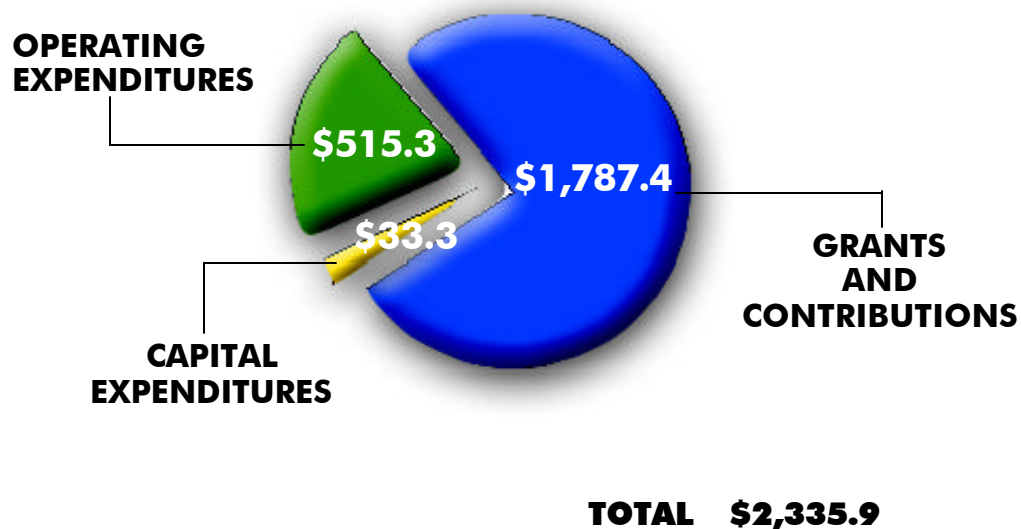
- Expanding Markets
  - Innovating for a Sustainable Future
  - Strong Foundation for the Sector and Rural Communities
  - Sound Departmental Management
- 

## Our Resources

The priorities in this report determine the way AAFC will use its resources. The department is operating in a stable fiscal environment where program spending is consistent and predictable over the long term.

# AAFC EXPENDITURE PROFILE

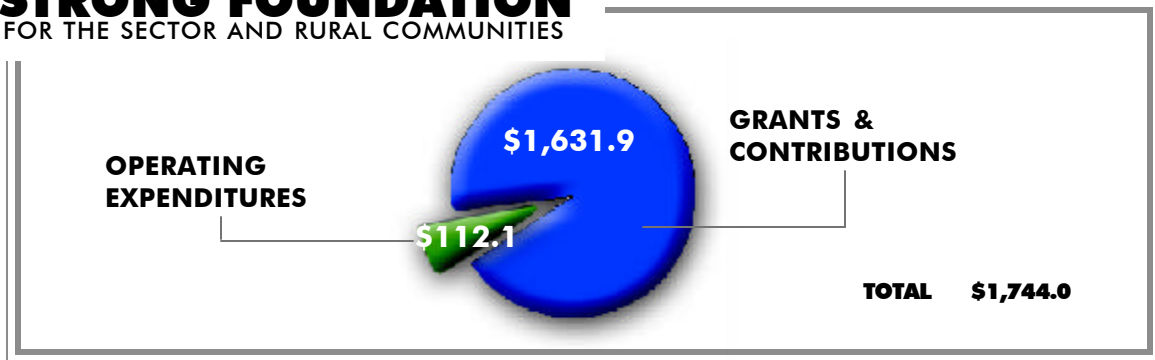
GROSS PROGRAM SPENDING  
\$ MILLIONS  
**2000-2001**



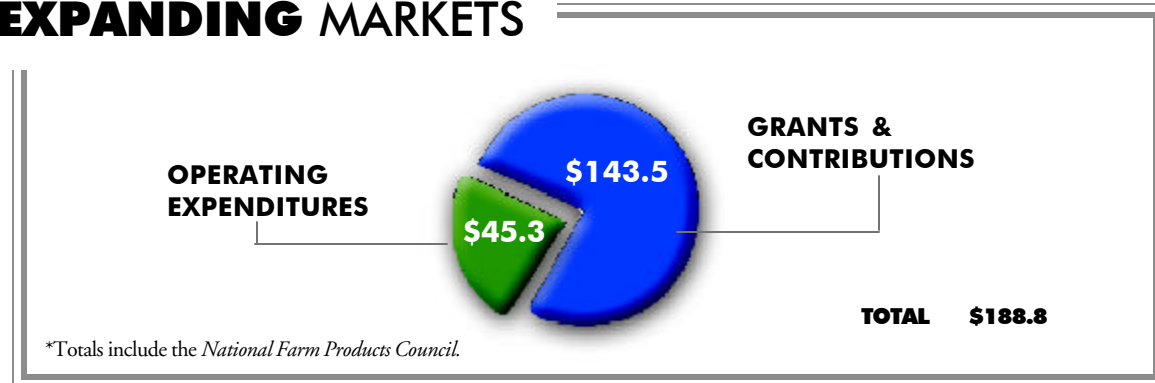
# BUSINESS LINE EXPENDITURE PROFILE

[\$ MILLIONS]

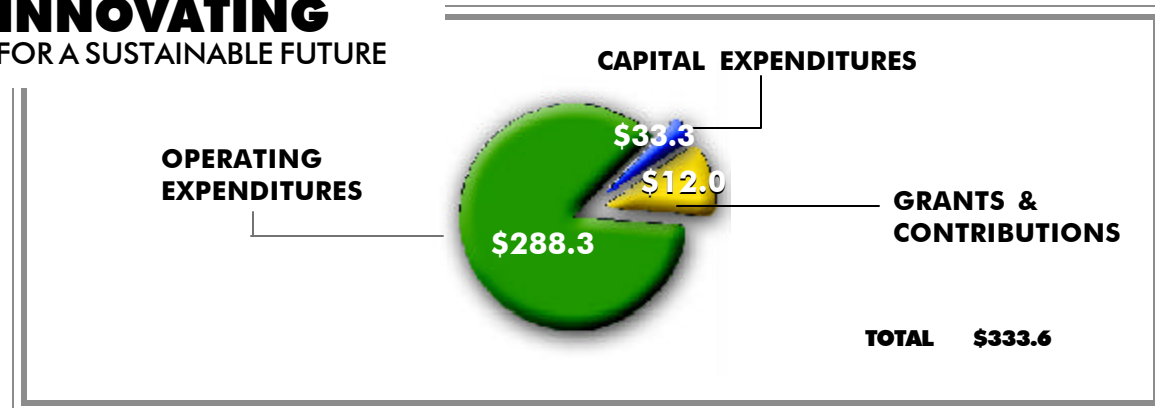
## STRONG FOUNDATION FOR THE SECTOR AND RURAL COMMUNITIES



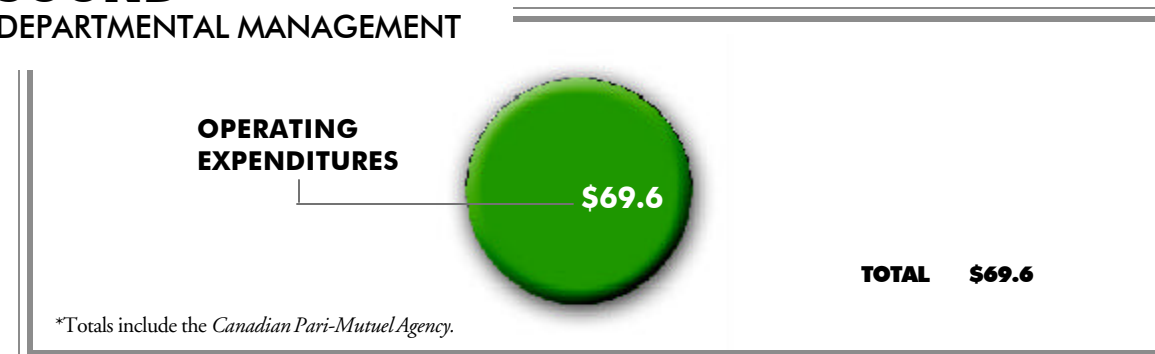
## EXPANDING MARKETS



## INNOVATING FOR A SUSTAINABLE FUTURE

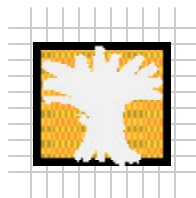


## SOUND DEPARTMENTAL MANAGEMENT



## **OPERATING** ENVIRONMENT AND KEY INITIATIVES

The agriculture and agri-food sector faces an increasingly complex, competitive operating environment. This section presents an overview of the climate in which we operate, and highlights just a few of the initiatives that AAFC will undertake, to convert those challenges into opportunities for growth.



## **STRONG FOUNDATION** FOR THE SECTOR AND RURAL COMMUNITIES

### **Support for the Sector**

Canadians are still facing a farm income crisis of world-wide proportions. Over the last two years, unsettled world markets have had severe impacts on Canada's agricultural trade. The markets, combined with climate conditions, severely reduced net cash income on the farm. Risk management is – and will continue to be – a consuming preoccupation of provincial and federal governments alike.

The federal government will continue to assist producers in times of need. It will provide up to \$1 billion over the next two years through the new federal disaster package, which will be targeted to provide assistance to producers whose income has declined due to circumstances beyond their control. A Special Spring Advance Program is providing producers with interest-free loans of up to \$20,000, to help farmers pay spring seeding costs.

The immediate priority, for producers, is to strengthen farm financial security, and find better ways to manage business risk. Since the federal government shares responsibility for the agriculture and agri-food sector with the provinces, it requires their support to design a program. Discussions regarding the future shape of assistance programs are ongoing, with a view to developing a long term framework of safety nets that is responsive to the needs of producers.

### **PLAN HIGHLIGHTS**

- Implement the new Agricultural Income Disaster Assistance Program.
- Provide up to \$500 million annually for new disaster programming in 2000 and 2001.
- Work with the provinces and industry organizations to design both a new disaster program and a long-term, safety net framework

### **Helping the Sector Adapt**

A secure industry is an adaptable industry that can keep pace with changing world conditions. The federal government is working with provinces and industry partners to deliver adaptation programs that provide the sector with tools for change, and to attune Canada's marketing, regulatory and transportation systems for growth.



## PLAN HIGHLIGHTS

- Implement programs that encourage best practices, such as provincial CARD programs, the Farm Safety Program and the Matching Investment Initiative.
- Assist producers in improving or changing the direction of farm operations, through the Farm Consultation Service.
- Fund initiatives that strengthen the sector's economic performance and capacity to adapt.
- Invest \$60 million in adaptation programs for the sector and rural communities, through the Canadian Adaptation and Rural Development (CARD) Fund. Policy priorities: research/innovation, environmental sustainability, food safety and quality, human resources, marketing, rural development.
- Develop a federal strategic framework to facilitate the development of co-operatives.

## Focus on Rural Canada

The Canadian government, recognizing the strengths and values of rural Canada, established the Canadian Rural Partnership (CRP) in 1998. AAFC's Rural Secretariat coordinates the CRP, working with 28 federal departments and agencies, to bring rural concerns to the federal forefront. By operating across government, the CRP is able to better serve rural Canadians providing them with access to the necessary tools, information, skills, infrastructure and services to maintain and enhance their quality of life, and to diversify and sustain their communities.



## PLAN HIGHLIGHTS

- Design policies, programs and services that are more accessible and better targeted to rural Canadians.
- Respond to the information needs of rural Canadians in a direct and timely manner.
- Promote the application of the "rural lens" to new and renewed departmental initiatives.
- Increase awareness of rural issues within the Department and among stakeholders.
- Implement the rural and partnership initiatives identified through the National Rural Conference in Magog, Quebec, and the Rural Report to Parliament.



## **Aggressive Approach to Market Growth**

The agriculture and agri-food sector, like other industries, relies on market growth for continued prosperity. Industry has fared well over the last decade, with the agriculture sector growing at an average annual rate of 3.5%, and the food and beverage processing sector growing at 1.7% over the same period.

Canada's domestic market is worth nearly \$95 billion, and is still the most important outlet for the \$55 billion worth of processed products Canada takes to market every year. The domestic market for processed food products is expected to grow by approximately \$2.1 billion annually.

Canadian industry expects to capture three-quarters of that domestic growth. Global exporters, however, are increasingly competitive, and Canadians are under pressure to meet the changing needs of consumers. The industry will have to be increasingly sensitive to shifting demographics and respond to consumer concern about food safety, health and the environment.

Although Canada's domestic market anchors the country's agriculture industries, export markets offer the greatest potential for growth. Over the last decade, Canada's agriculture and agri-food exports have almost doubled, reaching \$22.6 billion in 1998.

To provide an impetus for continued growth, the Canadian Agri-Food Marketing Council, in consultation with the sector, has established an ambitious goal: to capture 4% of the value of world agri-food exports, and increase the proportion of Canada's processed agricultural products exports from 40% to 60% by 2005.

Growth in Canada's food and beverage processing industry will be critical in reaching this goal. Processed products are the fastest growing and most profitable part of agri-food trade world-wide.

### **PLAN HIGHLIGHTS**

- Promote the sector's ability to respond to market demands by providing high quality market information, intelligence and analysis, through ATS On-line, InfoHort and the Canadian Dairy Information Centre.
- Develop an integrated government/industry approach to E-commerce in the sector.
- Build the quality of AAFC's services to exporters through focussed work with Team Canada Inc on such initiatives as ExportSource, Virtual Trade shows.



### Improved and More Secure Access to World Markets

Continuing export growth will depend, in part, on Canada's ability to maintain and improve industry's access to foreign markets through strong negotiations in international arenas. While attempts to launch a new round of global trade talks at Seattle were suspended, the negotiations on agriculture will go ahead as planned. Canada is committed to expanding market access for Canadian agri-food exporters, eliminating trade-distorting subsidies, and ensuring a more transparent, rules-based global trading system.

Canada's international work in world markets is critical to trade growth, and to the health of the agriculture and agri-food industry as a whole: currently, 40 cents of every farm dollar comes from trade. However, the country's global outreach is also important to honor Canada's humanitarian obligations.

Canada has an international reputation for making a difference. As the Speech from the Throne made clear, our own "quality of life depends in part on the quality of life of our neighbours..." This involves working in partnership with other countries, not only through trade organizations like the World Trade Organization (WTO), but also through the Food and Agriculture Organization (FAO), the Inter-American Institute for Co-operation in Agriculture (IICA), Organization for Economic Co-operation and Development (OECD), Asia Pacific Economic Cooperation (APEC), and forums of like-minded countries working to achieve meaningful progress in the councils of the world.

#### PLAN HIGHLIGHTS

- Advance Canada's agri-food trade interests at the World Trade Organization's agriculture negotiations.
- Continue to work to establish the Free Trade Area of the Americas (FTAA) by 2005.
- Defend Canadian rights under existing trade agreements to safeguard Canadian market access and remove barriers to trade.
- Provide assistance to developing countries, members of FAO and IICA to improve the quality of life of their citizens.

### Investment

Investment is key to improving the competitiveness of our sector, and in recent years, investment has been higher than the average over the decade. However, Canada's productivity lags behind the United States, and the sector requires higher levels of investment to build its productivity and enhance its supply capability. Businesses currently in Canada will need to upgrade their facilities, and attract foreign business partners who can offer new technologies, products and markets. Canada will need to promote the country as an "investment location of choice," and provide information and assistance to prospective investors.

#### PLAN HIGHLIGHTS

- Improve the business climate for investors through policy and regulatory changes which enhance the competitiveness, productivity and profitability of the Canadian agriculture and agri-food sector.
- Enable new and emerging sectors to seize market opportunities by developing business plans, such as a national strategy for the development of the nutraceutical and functional foods industry.
- Increase awareness of Canada as a preferred investment location through representation at trade fairs, development of web-sites and information campaigns to attract potential investors.

## Research and Partnerships

Government and industry both recognize that Canada's competitive edge – and hence, market growth – rests largely on continuing innovation. Overall, the sector spends \$1 billion in agri-food research annually. Over the last several years AAFC has invested in areas in which industry can not profitably work alone.

The department and the sector place strong emphasis on collaborative research work. Research partnerships are a key mechanism for transferring new technology to the sector.



### PLAN HIGHLIGHTS

- Increase development and adoption of products and processes that contribute to the sector's competitiveness and environmental sustainability.
- Increase collaborative research through programs like the Matching Investment Initiative, which contributes to technology development and adoption in Canada.

## Innovative environmental solutions

Industry growth is directly linked to robust and cost-effective production on the farm. To meet industry goals and capture 4% of the value of world agricultural trade, Canadian industry will need to dramatically increase its production capability, build livestock herds and, in some cases, double crop yields.

The large production increases will put considerable pressure on our agricultural resource base, challenging the sector to find innovative environmental solutions that allow Canada to meet both its economic and environmental goals.

Sustainable practices are a high priority across the sector. Studies demonstrate that Canada's land and water have improved in many ways, but there is considerable room for improvement across the industry. The industry is working to address community priorities, including improved water quality, better manure management and environmentally-sound land management practices, such as low disturbance tillage systems.

Canada must also tackle globally-pervasive problems such as climate change. The agriculture sector accounts for one tenth of Canada's greenhouse gas emissions. As a signatory to the Kyoto Protocol, Canada is committed to a 6 percent reduction from 1997 levels in greenhouse emissions by 2012. Canada is exploring the role of carbon sequestering, including "sinks" such as soil and shelterbelts, in assisting the sector in meeting global commitments.

### PLAN HIGHLIGHTS

- Implement an environmentally sound agri-food policy framework, including a livestock environmental management strategy and a Toxic Substances Management Policy Framework.
- Collaborate with the sector on environmental issues, such as identifying alternatives to the ozone depleting substance methyl bromide, implementing a recognition and awards program for on-farm stewardship activities that conserve wildlife habitat, and building Canada's knowledge base on greenhouse gas (GHG) emissions.
- Promote increased adoption of sustainable land and water management systems that will afford greater economic security.
- Complete AAFC's current Sustainable Development Strategy, and design and implement a follow-up strategy.



### Improved Service to Canadians: Government On-line

The federal government's goal, enunciated in the Speech from the Throne, is clear: "By 2004, Canada will be known around the world as the government most connected to its citizens."

AAFC is a knowledge department, and as such, must be well-connected to the sector. Clients require easily available strategic information if they are to remain competitive and, because AAFC's clients often reside in remote or rural communities, economical on-line services are increasingly important.

Working to build the knowledge economy, however, includes building communication infrastructures for all citizens. Canadians are requesting convenient, efficient and high-quality access to government services and information through multiple channels (electronic, mail, telephone and in-person).

### PLAN HIGHLIGHTS

- Ensure all AAFC information and services are on-line by December 31, 2004 as outlined in the Getting Government On-line document. AAFC's targets: all information on-line by December 31, 2000; 80 percent of services on-line by December 31, 2002.
- Become the internet portal for industry clients and stakeholders looking for agriculture and agri-food information in Canada.
- Improve service to Canadians, to meet the Government's objective of a 10 percent increase in Canadians' satisfaction with service quality.

### Managing for Excellence

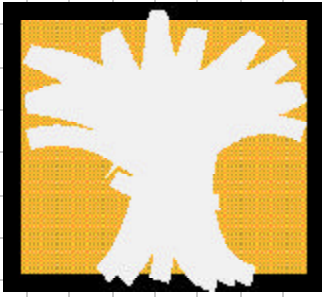
A common departmental vision and purpose is essential to building a committed team in any organization. AAFC's shared vision is: *We are a top performing team committed to global excellence of Canada's farms and food.* Our vision essentially expresses how we want to deliver our commitments to Canadians.

Fundamentally, AAFC's performance is in the hands of the 5,500 people, coast-to-coast, who make up our workforce. The Department has put considerable effort into supporting its workforce, coupling the right people with the right tools and providing opportunities for personal development to help meet our vision. The Department has specific and aggressive strategies to continue the work, by focusing on the recruitment, retention and continuous learning of a skilled federal workforce.



#### PLAN HIGHLIGHTS

- Build a more diverse, representative workforce designed to meet business needs.
- Commit at least 4% of salary budget to employee training and development.
- Support development of personal career plans for all employees.



**OBJECTIVE FOR THE BUSINESS LINE:**

Work with industry, the provinces and other partners to enhance the sector’s economic viability, while strengthening opportunities for rural community development.

**BUSINESS LINE OVERVIEW:**

The business line focuses on the development of a multi-faceted policy framework for the sector. The framework is designed to:

- facilitate the agriculture and agri-food sector’s ability to pursue its competitive advantages in domestic and international markets;
- adapt to a changing economy while ensuring environmental and social sustainability;
- strengthen opportunities for rural community development.

*The business line has three key result areas:*

- Policy Framework, which includes:
  - Income Risk and Stabilization;
  - Adaptation and Change;
  - Policy Development and Analysis;
  - Market Regulation.
- Rural Communities.
- Co-operatives.

KEY RESULT AREA	Main Estimates 2000-2001
Policy Framework	1,729,945,800
Rural Communities	13,053,500
Co-Operatives	993,700
<b>TOTAL</b>	<b>1,743,993,000</b>

**RESOURCES BY KRA**

PLANS & PRIORITIES

**FOR MORE DETAILED INFORMATION VISIT: <http://www.agr.ca/rpp/rppe.html>**

**KRA**  
KEY RESULTS AREA

Where we want to go:  
What we want to achieve between 2000-2001 & 2002-2003.

**POLICY FRAMEWORK -  
INCOME & RISK STABILIZATION**

- ▶ An effective safety net framework and programs in place to help stabilize the income level of Canadian farmers and producers.
- ▶ An understanding of the linkages and complementarity of public, and private risk management tools, and their use to ensure greater self-reliance and stability in the sector.

**RESULTS/COMMITMENTS**

What we need to accomplish to advance toward our objectives

- 1 **Implement a new safety net framework by FY 2000-01.**
  - ☒ Agricultural Income Disaster Assistance (AIDA) will provide producers with over \$1billion in federal support payments for the 1998 and 1999 Stabilization years.
  - ☒ In 2000-2001, AAFC will inject up to an additional \$500 million annually to help Canadian producers manage the market and production risks they face. Included in this is the Special Spring Advance Program to help farmers pay spring seeding costs.
  - ☒ Special Spring Advance Program already implemented to provide producers with loans of up to \$20,000 for the purchase of seed, etc.
  - ☒ Over the next 6 months the government will work with provinces and producer organizations to design a new disaster program.
  - ☒ Through discussions with the provinces and producer organizations, the government will design a long-term framework for safety nets that meets the needs of producers.
  - ☒ Design improvements to Net Income Stabilization Account (NISA) to allow easier access.
- 2 **Promotion of private risk management tools and strategies including improved product availability, producer awareness and knowledge.**
  - ☒ Increase producer understanding (brochures, training material, website).
  - ☒ Foster development and/or promotion of innovative products for Canadian agriculture (i.e. over-the-counter derivatives such as weather and currency translated options).
  - ☒ Document benefits/costs/diversification/specialization.

**MEASURES**

How we intend to assess our progress

- 1 **Complete evaluation of safety net framework including client satisfaction surveys measuring service delivery and program delivery.**
  - Track NISA/AIDA application processing reports; delivery of new/modified programs Deposit Withdrawal Option Notice (DWON) withdrawal- 20days, AIDA applications- 90 days, 30 days during non-peak periods).
  - Assess programs ability to stabilize farm income for the sector (participants versus non-participants, measuring stability of income).
- 2 **Measure level of understanding and use of private market tools/strategies by producers (survey).**
  - Research number of risk management products/strategies available by commodity and region.
  - Report on benefits and costs of risk management strategies including diversification/specialization, research and development.



**Expected Results Deliverables:** Commitments that move us toward our objectives.

**KRA**  
KEY RESULTS AREA

Where we want to go:  
What we want to achieve between 2000-2001 & 2002-2003.

**POLICY FRAMEWORK - ADAPTATION & CHANGE**

**RESULTS/COMMITMENTS**

What we need to accomplish to advance toward our objectives.

▶ Increased industry capacity to seize opportunities in the marketplace and assist those adversely affected by the shift to a market economy.

- ① *Contribute to the development or adaptation and adoption of best practices.*
  - ☒ Develop programs under the Canadian Adaptation and Rural Development (CARD) fund that encourage the use of best practices (i.e. Environmental Farm Program, Farm Safety, Matching Investment Initiative), provision of investment capital for emerging opportunities, and organizational forms for strategic alliances.
  - ☒ Continue to develop strong partnerships with industry adaptation councils and national programs.
- ② *Increase the capacity for export growth, domestic expansion and commercialization of research.*
  - ☒ Fund CARD initiatives which are broader in scope than adjustment programs aimed at strengthening the sector's economic performance and capacity to adapt.
- ③ *Increase the productivity and competitiveness of producers in order to build a stronger, more diversified rural economy.*
  - ☒ CARD focus on the following six priority areas : innovation, market opportunities, environmental sustainability, food safety and quality, rural development, human resource capacity building.
  - ☒ Ensure that programs for producers help them identify resources and alternatives available and assist them in improving or changing the direction of the farm operation (i.e. Farm Consultation Service).
- ④ *Increase the capacity for rural growth in the Prairies.*
  - ☒ Develop new knowledge and increase awareness of producers by distributing 28 fact sheets to the Prairies by March, 2001.
  - ☒ Increase level of understanding and adoption of value-added production and diversification by agricultural producers in the prairies by March 31, 2003.

**MEASURES**

How we intend to assess our progress

- ① **Track the number and description of best practices, products, technology, information, investment and organizational forms that have been developed or adapted.**
  - Number and description of methods used to make target clients aware of new and adapted tools (information packages, conferences, workshops, etc.).
  - Industry/Provincial investment in CARD projects.
  - Monitor through descriptive or quantitative evidence:
    - Change in behaviour that has occurred in the target client group as a result of applying new or adapted tools.
    - Change in self-reliance of individuals or organizations.
    - Number of projects by result area.
- ② **Assess the value of change in behaviour on those who have adopted or applied new or adapted best practices, products, technology, information, and organizational forms or made new investment including:**
  - Increase in volume/value of agricultural and agri-food production, domestic and export markets, and the number of jobs in the sector; reduction in risk to producers and processors.

**KRA**  
KEY RESULTS AREA

Where we want to go:  
What we want to achieve between 2000-2001 & 2002-2003.

**POLICY FRAMEWORK -  
POLICY DEVELOPMENT & ANALYSIS**

- ▶ A business climate that fosters industry competitiveness and self-reliance while ensuring environmental and social sustainability.
- ▶ Capacity to provide timely and relevant policy analysis and advice to address current and emerging policy issues over the short, intermediate, and long-term for the government, the department and the sector.

**RESULTS/COMMITMENTS**

What we need to accomplish to advance toward our objectives.

- ① **Develop a departmental Aboriginal Strategy and Farm/Rural Women Strategy within 2000-2001.**
  - ☒ Finalize work plans by February 2000 (input from all Business Lines).
- ② **Develop a framework to assess the impact of government on sector productivity.**
  - ☒ By 2000-2001 define a management strategy to partner with other branches/departments to better understand the linkages and impacts of cross-sectoral policies on the agriculture and agri-food system.
  - ☒ Develop a project tracking process to measure the effect of analysis and advice on policy decisions.
- ③ **Foster AAFC's understanding of citizen engagement, consultation and its role in policy development.**
  - ☒ In concert, with other departments update and expand the departmental consultation guidelines by June 2000 to:
    - Recognize of the impact of policies/programs on Canadians.
    - Encourage participation of all key stakeholders in AAFC consultations (e.g., Safety Nets Advisory Committee).
    - Ensure maintenance of important linkages.
    - Reduce overlap and consultation fatigue.
- ④ **Develop and maintain databases and analytical tools that support the ability to conduct timely policy analysis and advice.**
  - ☒ Improve our understanding of structural changes and their impacts on competition and economic growth and how Canada compares to the US and other key players.
- ⑤ **Produce farm income forecasts, policy and market impacts at the farm level.**
  - ☒ In collaboration with provincial government officials and Statistics Canada, produce the Farm Income and *Financial Conditions Government Assistance Data Book*.

**MEASURES**

How we intend to assess our progress

- ① **Track progress made in the development of the Aboriginal Strategy and Farm/Rural Women Strategy through work plan time lines.**
- ② **Using a Project Tracking Process, monitor our ability to influence cross-sectoral policy changes (survey of federal partners).**
  - Measure the effect of analysis and advice on policy decisions (immediate, intermediate and final outcomes).
  - Measure the impact consultations have on policies and programs.
- ③ **Measure our ability to produce timely accurate farm income information.**
  - Farm Income Variance financial information, updated annually.



<p><b>KRA</b> KEY RESULTS AREA</p>	<p><b>POLICY FRAMEWORK - MARKET REGULATION</b></p>
<p>Where we want to go: What we want to achieve between 2000-2001 &amp; 2002-2003.</p>	<p>▶ A regulatory framework that contributes to industry competitiveness while maintaining a safe and healthy food supply.</p>
<p><b>RESULTS/COMMITMENTS</b></p> <p>What we need to accomplish to advance toward our objectives.</p>	<ul style="list-style-type: none"> <li>① <i>Monitor the grain transportation reform process to ensure that farmers benefit from the reform.</i> <ul style="list-style-type: none"> <li>☒ With Transport Canada, provide support to the process to implement an adequate set of changes that will yield a grain handling and transportation system that is reliable and efficient.</li> </ul> </li> <li>② <i>Identify issues and impacts of regulations on industry.</i></li> <li>③ <i>Analyse the impact on the industry of possible changes to:</i> <ul style="list-style-type: none"> <li>• market access.</li> <li>• internal competition.</li> <li>• industry structure and performance.</li> </ul> </li> <li>④ <i>Analyse options which preserve the framework of orderly marketing for producers while complying with recent WTO rulings.</i></li> </ul>
<p><b>MEASURES</b></p> <p>How we intend to assess our progress</p>	<ul style="list-style-type: none"> <li>① <b>Annual monitoring of the impact of the proposed grain transportation reforms upon the effectiveness and efficiency of the grain handling transportation system.</b></li> <li>② <b>Industry competitiveness/self-reliance at the sector level.</b></li> <li>③ <b>Monitor the impact of regulatory changes on industry.</b> <ul style="list-style-type: none"> <li>• Project Tracking Process.</li> </ul> </li> </ul>

**KRA**  
KEY RESULTS AREA

**RURAL COMMUNITIES**

**Where we want to go:**  
What we want to achieve between 2000-2001 & 2002-2003.

- ▶ Departmental policies, programs and services that are more targeted and more accessible to the needs of rural Canadians.
- ▶ Heightened awareness of rural issue within the Department and among other stakeholders.

**RESULTS/COMMITMENTS**

What we need to accomplish to advance toward our objectives.

- ① *Departmentally, respond in a direct and timely fashion to the information needs of rural Canadians.*
  - ☒ Participate in the Interdepartmental Working Group on Rural and provide quality AAFC input to activities arising from the Canadian Rural Partnership (CRP).
  - ☒ Integrate the priorities of the CRP into the Department's agri-rural business activities.
  - ☒ Review new and renewed departmental policies, programs and services through the "rural lens."
- ② *Contribute to the planning and promotion of the Federal Framework for Action in Rural Canada.*
  - ☒ Enhance access to departmental programs and services.
  - ☒ Implement rural and partnership initiatives as expressed through the Rural Report to Parliament.

**MEASURES**

How we intend to assess our progress

- ① **Monitor:**
  - agri-rural actions arising as a result of work of the Departmental Rural Coordination team;
  - the extent to which the Department applies the "rural lens" (inter-departmental implementation process);
  - the level of awareness of rural Canadians regarding AAFC programs and services (participation in workshops, conferences, symposiums).
- ② **Measure the extent to which rural Canadians are satisfied with the delivery of departmental programs and services (survey).**

**KRA**  
KEY RESULTS AREA

**CO-OPERATIVES**

**Where we want to go:**  
What we want to achieve between 2000-2001 & 2002-2003.

▶ Federal policies and programs that facilitate the development of co-operatives.

**RESULTS/COMMITMENTS**

What we need to accomplish to advance toward our objectives.

① *Respond to the needs of the co-operative sector.*

- ☒ Develop a federal strategic framework for co-operatives.
- ☒ Ensure senior managers in the federal government have a better understanding of what a co-operative is and the role that co-operatives play at the local level in this country.
- ☒ Ensure co-operatives have access to essential tools (i.e. information, capital).
- ☒ Promote use of the co-operative business model.

**MEASURES**

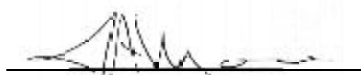
How we intend to assess our progress

① **Federal policy framework in place by 2000-2001.**

- Better information-sharing with federal departments to enhance the understanding of the co-operative model.
- Survey the level of understanding of the co-operative alternative among key federal departments and partners.

## MANAGING FOR EXCELLENCE: HIGHLIGHTS

- ▶ *Hearing all Stakeholders:*
  - Updating and expanding consultation processes with agri-food sector stakeholders and other government groups in order to define strategic priorities, develop inclusive programs and monitor results achieved and adequacy of service levels provided.
- ▶ *Responsiveness:*
  - Ensuring the operational integrity of critical Crop Insurance, NISA and AIDA systems delivering services to sector clients.
  - Ensuring governance structures provide effective partnerships between government and industry for delivering CARD.
- ▶ *Readiness for the Future:*
  - Leading policy research and analysis initiatives within the department and coordinating the integration of government-wide priorities into departmental plans and programs.
- ▶ *High Performance Workforce:*
  - Motivating, developing and renewing a representative and diversified workforce, by aggressive recruiting, innovative career management, creative development of competencies and transparent staffing.



Judith Moses  
Business Line Principal



**STRONG FOUNDATION**  
FOR THE SECTOR AND RURAL COMMUNITIES

# **BUILDING** STRONGER RURAL COMMUNITIES



Canadian Rural Partnership @ <http://www.rural.gc.ca>

Under the Canadian Rural Partnership (CRP), 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.

## **IMPLEMENTATION STRATEGY**

Through the Federal Framework for Action in Rural Canada, the Government of Canada has defined its vision for rural Canada as one of vibrant communities and a sustainable resource base which contribute to our national identity and prosperity, where rural Canadians can make informed decisions about their own future, share the benefits of the global knowledge-based economy and society, and can take full advantage of opportunities for personal and community development.

The Government of Canada recognizes the values and strengths of rural Canada and the contribution of rural areas to our national economy and identity. The Government is working to build a rural Canada in which rural Canadians have the access to the necessary tools, information, skills, infrastructure and services to maintain and enhance their quality of life, and to diversify and sustain their communities.

Eleven priority areas for rural communities were identified by rural citizens through the Rural Dialogue. Cross-government initiatives are being undertaken to respond to these priorities. At the same time, the *rural lens* is being proactively applied to new and renewed policies, programs and services. Government performance of the rural portfolio is being monitored and communicated to all Canadians by way of the Rural Report to Parliament.

Information outreach activities are enhancing access to information on federal programs and services, while “pilot projects” allow for the testing of new approaches to respond to community development issues and concerns.

A National Rural Conference is planned for April 2000 to allow Canadians from rural and remote areas to share citizens’ initiatives and experiences; highlight Government commitment and achievements; and identify joint actions to address remaining challenges.

## RURAL CANADA LEADERSHIP

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*Twenty-eight departments and agencies are working together under the Canadian Rural Partnership to provide an efficient network of programs and services for rural Canadians:*

- Agriculture and Agri-Food Canada
- Atlantic Canada Opportunities Agency
- Canada Customs and Revenue Agency
- Canada Economic Development for Quebec Regions
- Canada Mortgage and Housing Corporation
- Canada Post Corporation
- Canadian Environmental Assessment Agency
- Canadian Heritage
- Canadian Tourism Commission
- Citizenship and Immigration Canada
- Department of National Defence
- Environment Canada
- Farm Credit Corporation
- Finance Canada
- Fisheries and Oceans Canada
- Health Canada
- Human Resource Development Canada
- Indian and Northern Affairs Canada
- Industry Canada
- Justice Canada
- Natural Resources Canada
- Privy Council Office
- Public Works and Government Services Canada
- Royal Canadian Mounted Police
- Statistics Canada
- Transport Canada
- Treasury Board Secretariat
- Western Economic Diversification Canada

*Federal Rural Teams, established in every province and territory, are reaching out to work with provincial and territorial departments and rural stakeholder groups to provide opportunities for collaboration and partnership at the local community level.*

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### EXPECTED RESULTS

- Heightened awareness of rural issues within the Government and among other stakeholders.
- Government policies, programs and services that are more targeted and more accessible to the needs of rural Canadians.

### PLANS AND STRATEGIES

Cross-governmentally, elaborate on and implement the Federal Framework for Action in Rural Canada.

- Enhance access to federal programs and services.
- Refine and promote the application of the rural lens to new and renewed government initiatives.
- Implement horizontal rural initiatives, e.g., CRP Pilot Projects.
- Continue the Rural Dialogue, as expressed through the Rural Report to Parliament and the National Rural Conference in Magog, Quebec.

For more information see *Canadian Rural Partnership* @ <http://www.rural.gc.ca>

### BUILDING STRONGER RURAL COMMUNITIES — MEASURING OUR PERFORMANCE

Improved cross-government co-ordination to address needs of rural Canada.

- Extent to which the Government applies the rural lens.
- Extent to which the Government maintains the dialogue with rural Canadians.
- Extent to which rural Canadians are aware of departmental programs and services.
- Level of awareness of rural issues among government partners.

# EXPANDING MARKETS



## OBJECTIVE FOR THE BUSINESS LINE:

Expanding Markets Business Line will work cooperatively with all partners to enhance competitiveness; to improve and secure market access; to enable the agriculture and agri-food sector to capture market opportunities in domestic and export markets, with a focus on processed agricultural products; and to increase domestic and foreign investment in the sector.

## BUSINESS LINE OVERVIEW:

The *Expanding Markets* Business Line focuses on improving and securing market access to enable sector clients to capture opportunities for increased trade, particularly in processed agricultural products, in both domestic and international markets. It focusses also on creating new market opportunities, ensuring improved market responsiveness in the Canadian agriculture and agri-food sector, and assisting the industry in attracting new investment by setting the stage for an improved climate for investment in the sector which will improve our capability to produce globally competitive products. The business line has three key result areas: *Market Access*, *Market Development* and *Investment*.

KEY RESULT AREA	Main Estimates 2000-2001
Market Access	\$14,650,684
Market Development	\$161,923,293
Investment	\$ 9,725,023
<b>TOTAL</b>	<b>\$186,300,000</b>

## RESOURCES BY KRA

FOR MORE DETAILED INFORMATION VISIT: <http://www.agr.ca/rpp/rppe.html>

**KRA**  
KEY RESULTS AREA

**MARKET ACCESS**

**Where we want to go:**  
What we want to achieve between 2000-2001 & 2002-2003.

► Improved and more secure access to international markets and reduction in internal barriers to trade.

**RESULTS/COMMITMENTS**

What we need to accomplish to advance toward our objectives.

**Negotiating trade agreements:**

- ① *Creation of new and/or expanded market opportunities for Canadian agricultural commodities and agri-food products:*
  - ☒ Negotiation and effective implementation of multilateral/bilateral/regional trade agreements.
  - ☒ Government and industry trade priorities and issues identified through the Sectoral Advisory Group on International Trade (SAGIT) and other consultation fora.

**Advancing Canada’s agri-food trade interests:**

- ② *Sector’s interests advanced through existing trade agreements and organizations:*
  - ☒ International obligations respected by our trading partners.
  - ☒ Provision of advice on Canada’s rights and obligations to Canadian industry and policy-makers.
  - ☒ Canadian market access safeguarded by defending Canadian rights under trade agreements.
  - ☒ Cultivation of strong alliances with members who share many of Canada’s goals in order to support Canadian priorities within international organizations including WTO, APEC, OECD, Cairns Group, and FAO.
  - ☒ Agricultural trade reform maintained as a high profile item on international organization agendas.
  - ☒ Promotion of a sound science-based approach to regulatory measures affecting trade in agricultural commodities and processed food products.
  - ☒ Use of international standards encouraged through contributions made to the WTO Committee on Technical Barriers to Trade.
  - ☒ Interdepartmental contribution to the advancement of the humanitarian agenda by helping developing countries, members of FAO and IICA, to improve the quality of life of their citizens.

**Resolving barriers to domestic and international trade:**

- ③ *Trade barriers reduced/removed in export markets with recourse to dispute settlement procedures where necessary.*
  - ☒ Resolution of international and interprovincial technical and other barriers to trade.
  - ☒ Interpretation and implementation of trade agreements pursued either through international dispute settlement procedures or through bilateral discussions.

**MEASURES**

How we intend to assess our progress

***Estimated value/volume of improved and maintained market access for Canadian agricultural commodities and agri-food products as a result of Key Result Area work.***



**BUSINESS LINE OBJECTIVE:** To improve and secure market access; to enable the agriculture and agri-food sector to capture opportunities for trade in domestic and export markets, with a focus on processed agricultural products; and to increase domestic and foreign investment in the sector.

**KRA**  
KEY RESULTS AREA

## MARKET DEVELOPMENT

**Where we want to go:**  
What we want to achieve between 2000-2001 & 2002-2003.

► Contribution to increased domestic and export sales of Canadian agricultural commodities and agri-food products.

### Developing and managing a strategic federal, provincial and industry partnership approach to export markets:

- ① *Coordination of a federal, provincial/industry approach.*
  - ☒ Implementation of the *Team Canada Inc (TCI)* Business Plan.
  - ☒ Annual development of Canada's International Business Strategy for Agriculture, Food and Beverages in collaboration with the Federal/Provincial Market Development Council and the Canadian Agri-Food Marketing Council.

### Providing programs and services to promote growth in export and domestic markets for both products and companies:

- ② *Enhancement of domestic and export market responsiveness of regional/national clients.*
  - ☒ Provision of domestic and international market information, intelligence and analysis products.
  - ☒ Coordinate a federal strategy for the emerging agricultural non-food industry with products used for industrial purposes.
  - ☒ Consultative services provided to clients in order to enhance their export responsiveness through the activities of the Agri-Food Trade Service (ATS), as a full partner in the TCI.
  - ☒ Assistance provided to regional/national associations in the development of long-term export market strategies through the new Agri-Food Trade Program.
- ③ *Enhancement of business relationships and promotion of Canada as a reliable supplier of high quality products.*
  - ☒ Development of strategies for, and coordination of, incoming and outgoing trade missions and participation in major international exhibitions and other promotional events.
- ④ *Provision of support in the marketing of agricultural commodities and food products.*
  - ☒ Assistance provided to producers in optimizing marketing opportunities.
  - ☒ Contribution to efficient marketing of agricultural commodities and food products.
  - ☒ Increased use of agricultural marketing programs (e.g., *advance payment, price pooling*) operated with reduced risks and liability.

### Facilitating the resolution of industry issues to improve competitiveness:

- ⑤ *Promotion of improved supply chain management (from producers – processors – retailers – foodservice).*
  - ☒ Development of shared objectives of mutual benefit among agriculture, food processing and distribution organizations.
- ⑥ *Promotion of strategic alliances.*
  - ☒ Improved horizontal and/or vertical alliances between companies or associations.
- ⑦ *Enhancement of departmental relationships with the agriculture and agri-food sector.*
  - ☒ Improved representation in different venues with the sector including annual association meetings, conferences, top-to-top meetings.

### Coordinating a strategic, integrated government/industry approach to e-commerce in the Canadian agriculture and agri-food sector:

- ⑧ *Promotion of e-commerce by the Canadian agriculture and agri-food sector.*
  - ☒ Facilitation of policy and regulatory challenges which would improve business climate.
  - ☒ Improvement in the awareness and understanding of e-commerce and global opportunities/challenges.
  - ☒ Assistance provided to national/regional associations in the development and implementation of strategic plans in various sub-sectors and in the conduct of e-commerce initiatives.

**Estimated value/volume of new market opportunities by Key Result Area work.**

**RESULTS/COMMITMENTS**

What we need to accomplish to advance toward our objectives.

**MEASURES**  
How we intend to assess our progress

**Where we want to go:**  
What we want to achieve between 2000-2001 & 2002-2003.

**RESULTS/COMMITMENTS**

What we need to accomplish to advance toward our objectives.

► Contribution to enhanced capability to supply competitive Canadian agricultural commodities and agri-food products.

**Implementing a strategic approach in investment promotion and retention (foreign and domestic) in support of *Investment Team Canada*:**

① *Implementation of a strategic approach.*

- ☒ Co-ordination of investment activities through the Federal-Provincial Steering Committee governed by the Federal-Provincial Agri-Food Investment Strategy.
- ☒ Co-ordination of a federal approach to investment promotion through the development of a federal Agri-Food Investment Strategy and the establishment of an Agri-Food Round Table with senior representatives of affected departments.

**Implementing an integrated government and industry approach to further develop supply capability in the agriculture and agri-food industry that will service both domestic and export markets:**

② *Enhancement of competitiveness, productivity and profitability of the agriculture and agri-food sector.*

- ☒ Improvement in the understanding of the competitiveness and global challenges faced by Canadian agriculture and agri-food industries.
- ☒ Identification of policy and regulatory issues which could improve the business climate for investors and facilitation of their resolution.

③ *Enabling new/emerging sectors to identify and seize new market opportunities.*

- ☒ Development and implementation of strategic sub-sector business plans.
- ☒ Promotion of new products and technologies; adoption of new ways of doing business; and enhanced accessibility to competitively-priced agricultural inputs.

**Providing programs and services to enhance the ability of Canada to attract and maintain capital, technologies and markets:**

④ *Facilitation of new investment and retention, both domestic and foreign.*

- ☒ In conjunction with provincial partners and posts, development of prioritized lists of firms for the DM's Country Champion Program, corporate visits by posts and others and SMEs which are ready for alliances with either domestic partners or international firms.
- ☒ Development of a "company-relationship manager" approach in response to inquiries from firms on specific investment issues, opportunities and impediments in collaboration with our federal and provincial partners including the use of "Rapid Response Teams" to address particular issues.
- ☒ Gaps addressed between the development of a technically feasible advanced technology and one which is commercially viable through activities such as increased awareness of Canada's research capacity among potential investors and the promotion of partnerships.

⑤ **Increased awareness of Canada as a preferred investment location.**

- ☒ Development and distribution of information which addresses myths and promotes awareness of Canada's potential.

**Fostering alliances among domestic firms and between Canadian and foreign firms to improve access to capital, technology and markets:**

⑥ *Facilitation of new alliances and improved access to investment capital.*

- ☒ Co-ordination of events for firms to meet and explore alliances.
- ☒ Increased use of *Farm Improvement Marketing Co-operative Loans Act*.

**MEASURES**

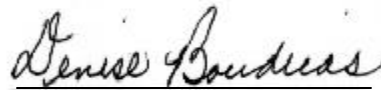
How we intend to assess our progress

***Estimated value of investment and enhanced supply capability in the sector resulting from Key Result Area work.***

# EXPANDING MARKETS

## MANAGING FOR EXCELLENCE: HIGHLIGHTS

- ▶ *Hearing all stakeholders:*
  - Continue to consult our stakeholders to help respond quickly and effectively to new developments in the upcoming round of WTO agriculture negotiations.
- ▶ *Responsiveness:*
  - Create an online electronic marketplace which will serve both Canadian and foreign business by providing a wide spectrum of information and services.
- ▶ *Readiness for the Future:*
  - Develop, in consultation with our partners, an “integrated industry development approach” which will reflect the supply chain management needs.



Denise Boudrias  
Business Line Principal



## EXPANDING MARKETS

# INNOVATING FOR A SUSTAINABLE FUTURE



## OBJECTIVE FOR THE BUSINESS LINE

Work with industry and other partners to support the agriculture and agri-food sector's efforts to develop and produce competitive products and processes in an environmentally sustainable manner.

## BUSINESS LINE OVERVIEW:

The *Innovating for a Sustainable Future* Business Line includes the research and development and technology transfer activities of Agriculture and Agri-Food Canada. The business line also includes direct participation by the agriculture and agri-food sector in AAFC programs/services aimed at the conservation and management of agricultural resources. This approach focusses on the promotion of a better understanding of the environmental issues affecting the sector and the development of appropriate technologies and practices that support long-term environmental sustainability in agriculture. In addition, emphasis is placed on more fully integrating environmental and economic considerations into policy and program development within the Department. Research Branch, Prairie Farm Rehabilitation Administration (PFRA) and Policy Branch-Environment Bureau collaborate, on an ongoing basis, with the provinces, universities, rural communities, and the private sector to actively pursue the objectives of this business line.

PLANS & PRIORITIES

KEY RESULT AREA	Main Estimates 2000-2001
Innovation	\$272,400,161
Sustainable Resource Use	\$59,704,800
Integrated Policy & Decision-making	\$1,457,800
<b>TOTAL</b>	<b>\$333,562,761</b>

## RESOURCES BY KRA

FOR MORE DETAILED INFORMATION VISIT : <http://www.agr.ca/rpp/rppe.html>

**KRA**  
KEY RESULTS AREA

Where we want to go:  
What we want to achieve between 2000-2001 & 2002-2003.

# INNOVATION

▶ Increased development, availability, and adoption of products, processes and practices that contribute to competitiveness and environmental sustainability.

**RESULTS/COMMITMENTS**

What we need to accomplish to advance toward our objectives.

- 1** *Increased development, availability and adoption of products, processes, practices and technologies that conserve soil, water, and air quality, as well as preserving genetic resources.*

  - ☒ Reduction of greenhouse gas emissions and the potential of agricultural soils to be carbon dioxide sinks are priorities relating to Canada's Kyoto commitments.
  - ☒ Following-up on the Hog Environmental Management Strategy (HEMS), we will now concentrate on research into other livestock manure management.
  - ☒ Contribute to the conservation and sustainable use of agriculture biodiversity, under the Biodiversity in Agriculture action plan.
  - ☒ AAFC has received \$17M out of \$55M allocated by the government for genomic research to increase our efforts in genome mapping and discovery of the functions of important genes.
  - ☒ Complete the evaluation of cryopreservation technology for maintaining fruit crops in a gene bank.
- 2** *Development and introduction of new crop varieties which have greater stress-resistance, are higher yielding, and have improved quality, including quality parameters to address niche market opportunities and new crop protection and production systems that promote environmental sustainability.*

  - ☒ Identify sources of resistance to the fungal disease *Fusarium graminearum*.
  - ☒ Research and development related to consumers' demands for safe, quality food will be given increased attention. Significant examples are increased strength durum wheat and canola oil with new fatty acid profiles.
  - ☒ Wheat Midge is a serious problem on the Prairies. Considerable research is being directed to develop effective biological control agents.
- 3** *Animal research on production technologies that address: animal welfare and environmental concerns; alternative production systems/practices; techniques for improving animal productivity; product quality and safety; reduction of costs of production and development of value-added products.*

  - ☒ Development of management tools and practices to improve animal wellness and behavior.
  - ☒ Development of alternative technologies to feed additive antibiotics.
  - ☒ Continue collaborations, such as the AAFC/Alberta efforts to improve beef production efficiencies using forages.
- 4** *Introduction of new value-added food and non-food products, processes and technologies including nutraceuticals and molecular farming.*

  - ☒ Develop technologies to support a Hazard Analysis and Critical Control Process (HACCP) based farm-gate-to-plate safe food supply system.
  - ☒ Considerable attention is being directed at the use of crop plants to produce therapeutic compounds which may improve human health.
  - ☒ Expand our food research capability by the opening of the new Food Research facility in Guelph, Ontario, which will house a new pathogen pilot plant.
- 5** *Increased level of collaborative research between industry, provincial governments, universities, other countries and the department.*

  - ☒ Continue the level of collaborative agriculture and agri-food research through the Matching Investment Initiative (MII). To enhance this objective, memoranda of understanding are put in place with provinces, universities, and other countries, allowing us to rationalize our priorities and avoid duplication.

**Return on Investment (ROI)**

- ROI studies of AAFC Research in specific commodity areas demonstrate the cost effectiveness of resources invested.

**Matching Investment Initiative (MII)**

- Success is measured by the industry contributions and the number of completed projects.

**MEASURES**

How we intend to assess our progress

**KRA**  
KEY RESULTS AREA

**SUSTAINABLE RESOURCE USE**

**Where we want to go:**  
What we want to achieve between 2000-2001 & 2002-2003.

**RESULTS/COMMITMENTS**

What we need to accomplish to advance toward our objectives.

► Increased adoption and utilization of sustainable land and water management systems that will afford greater economic security.

① *Healthy and productive marginal lands in the Prairies, sustainable land management and livestock productivity.*

- ☒ Maintain at least 75% of native rangeland on PFRA Community Pastures in Good to Excellent range condition.
- ☒ Characterize natural ecosystems by carrying out physical inventories on nine pastures per year.
- ☒ Maintain PFRA's contribution of grazing allocations for grazing pasture patrons between 90% and 110% of the long-term carrying capacity.

② *More and better water in rural Prairies.*

- ☒ Secure supplies of water and practical ways of protecting and improving water quality in rural areas.
- ☒ Access to safe, reliable water supplies for rural residents and agricultural enterprises.
  - Connect 4,200 rural residents, 10,000 livestock and 15 rural enterprises to rural water supplies annually for each of the next 3 years.
  - Continue to provide reliable water supply to over 500 irrigators (over 18,000 ha.) and raw water for 5 rural communities (over 19,000 people) in South West Saskatchewan.
  - Investigate and demonstrate new and emerging technologies that provide effective water well rehabilitation and sustain the existing water well infrastructure by March 31, 2003.
- ☒ Develop and apply technology for treating poor quality water in rural areas.
  - Produce a design standard for solar powered aeration of surface water storage reservoirs for distribution to rural residents throughout the Prairies by March 31, 2001.
  - Determine and report on how varying levels of water quality affect cattle weight gain by March 31, 2002.
- ☒ Increase awareness and adoption of new technologies that improve the quality and supply of surface and ground water.
  - Raise the level of awareness about the proper design of aeration systems for surface water storage reservoirs by distributing information to 500 rural residents by March 31, 2001.

③ *Better land quality in rural Prairies, adoption of sustainable practices, sustainable irrigation management and information development.*

- ☒ Investigate and promote the sustainable use of soil and water resources.
- ☒ Increase awareness and encourage adoption of sustainable agricultural practices.
  - For example: precision farming systems, forage stand renovation, tree planting, crop residue management.
  - Protect 15,000 hectares of erodible soil and sequestration of 400,000 tonnes of carbon by farmers planting field shelterbelts by March 31, 2001.
  - Develop and demonstrate environmentally sustainable irrigation technologies and practices.
  - Develop new irrigation technologies and practices in irrigation districts that will improve the effectiveness of water resource use and irrigated agronomy on the Prairies by March 31, 2001.
  - Distribute information and demonstrate water-use efficient and environmentally sustainable irrigation practices to approximately 2,400 irrigation farms by March 31, 2001.
- ☒ Develop resource management data bases to support the responsible use of land and water resources.
  - Develop a Prairie-wide land use and land management data base accessible to all district offices, to support agricultural producers, rural municipalities and rural enterprises in assessing land suitability for future development options by March 31, 2002.
  - Conduct a ground truth survey of crop rotations, cultural practices and straw residue levels after spring seeding for 5,000 fields (approximately 800,000 acres) to complete a trend analysis of current land utilization on the Prairies.

① Percent of native land on PFRA community pastures in Good to Excellent range condition classes.  
Number of Annual Unit Months provided annually to PFRA pasture patrons.

② Improve the availability and quality of rural water in the agriculture and agri-food sector.

③ Level of adoption of sustainable management practices in the agriculture and agri-food sector, by agricultural producers.

**MEASURES**  
How we intend to assess our progress

**KRA**  
KEY RESULTS AREA

Where we want to go:

What we want to achieve between 2000-2001 & 2002-2003.

## INTEGRATED POLICIES AND DECISION-MAKING

- ▶ Integration of environmental and economic considerations into departmental, sectoral, community and individuals' decision-making.

### RESULTS/COMMITMENTS

What we need to accomplish to advance toward our objectives.

- 1 **Implementation of an environmentally sound agri-food policy framework.**
  - ☒ Coordinate the development and implementation of the department's second Strategy for Environmental Sustainability (SDS II). SDS II will be developed by December 31, 2000 and will be implemented over a period of 3 years with completion of all commitments by December 31, 2003.
  - ☒ Through \$1.3 million of funding provided by CARD, a livestock environmental management strategy will be developed in consultation with the sector by March 31, 2003.
  - ☒ Continued collaboration with the agriculture and agri-food sector to identify, develop, test and implement alternatives to the methyl bromide, an ozone depleting substance.
  - ☒ Develop a Toxic Substances Management Policy (TSMP) framework by March 31, 2001.
  - ☒ By March 31, 2001, in collaboration with sector partners, design and implement a three-year recognition and awards program of on-farm stewardship activities that conserve wildlife habitat.
  - ☒ Collaborate with the sector to build the knowledge base on greenhouse gas (GHG) emissions mitigation related to various production practices by March 31, 2001.
  - ☒ Collaborate with sector partners to increase producer awareness of agricultural greenhouse gas (GHG) emissions and foster the inclusion of GHG mitigation in environmental best practices by March 31, 2003.
- 2 **Provision of information to support environmentally sustainable agri-food decision-making.**
  - ☒ Demonstration of the usefulness and application of the department's 14 agri-environmental indicators.
  - ☒ Co-ordinate the reporting of the department's environmental assessments of agricultural policies and programs on an annual basis.
  - ☒ Create a Canadian Environmental Protection Act (CEPA) 1999 Guidebook by March 31, 2001.
  - ☒ Improve the modeling capacity to analyze policies related to GHG emissions by March 31, 2001.

### MEASURES

How we intend to assess our progress

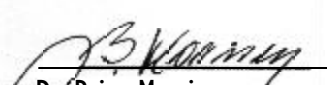
- 1 **Implementation of AAFC's Sustainable Development Strategy (SDS).**
- 2 **Application of the agri-environmental indicators developed by AAFC.**

# INNOVATING FOR A SUSTAINABLE FUTURE

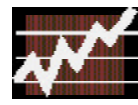
## MANAGING FOR EXCELLENCE: HIGHLIGHTS

Although our business line is focussed on all the elements that contribute to making us the “best performing organization in the country”, we have chosen to highlight the attention we are giving to the following three areas:

- ▶ *Readiness for the Future:*
  - Refine our planning and reporting structure and adopt best planning and reporting practices.
- ▶ *Hearing our Stakeholders:*
  - Improve feedback to our stakeholders to let them know we are acting on their concerns and improve inter-branch and inter-departmental communications to better handle complex horizontal issues.
- ▶ *Responsiveness:*
  - To external influences and to our staff.

  
Dr. Brian Morrissey  
Co-Business Line Principal

  
Bernie Sonntag  
Co-Business Line Principal



**INNOVATING**

FOR A SUSTAINABLE FUTURE



# SOUND DEPARTMENTAL MANAGEMENT



## OBJECTIVE FOR THE BUSINESS LINE:

AAFC is aiming to be the top-performing organization in the federal government. Over the past several years the Department has been hard at work laying the foundation to achieve this goal and has established a series of building blocks to guide our efforts. These building blocks include hearing from our stakeholders, both internal and external; developing managers as leaders; being ready for the future through integrated planning; ensuring we have information that supports excellence; supporting the development of a high performance workforce; and being a responsive organization that is able to respond quickly to new and better ways of doing business through measuring our results.

Each year, AAFC undertakes an assessment of our progress toward the achievement of the Deputy Minister's Vision of the Department as a top performing organization. The "Vision Check" provides a cross-section of employees with an open forum to evaluate and discuss the Department's current strengths as well as its opportunities to enhance the pace of progress towards excellence. The Vision Check helps senior management focus its efforts on areas of shared concern to employees and enables the Department to benchmark and track progress over time.

## BUSINESS LINE OVERVIEW:

The Sound Departmental Management (SDM) Business Line is focussed on promoting and supporting sound management within the Department. At AAFC, sound management means that all resources that Canadian taxpayers have entrusted to the Department – human, physical, financial and intellectual – are allocated and used to achieve business objectives in the most effective and efficient manner.

The business line has four key result areas: *a shared departmental direction; a motivated, representative and high performance workforce; the right tools and a supportive environment in place; and continuous improvement.*

KEY RESULT AREA	Main Estimates 2000-2001
Corporate Branches	\$55,720,597
<b>TOTAL</b>	<b>\$55,720,597</b>

## RESOURCES BY KRA

**FOR MORE DETAILED INFORMATION VISIT: <http://www.agr.ca/rpp/rppe.html>**

**KRA**  
KEY RESULTS AREA

**SHARED DEPARTMENTAL DIRECTION**

Where we want to go:  
What we want to achieve between 2000-2001 & 2002-2003.

▶ Employees and public understand departmental direction.

**RESULTS/COMMITMENTS**

What we need to accomplish to advance toward our objectives.

- 1** *Integrated business plans that add value to the sector.*

  - Continue to align resources to support achievement of departmental objectives.
  - Ensure all financial pressures are handled through business planning process (management cycle) when plans are approved.
  - Engage the sector in the development of business line plans.
- 2** *An effective Strategic Corporate Communications Plan.*

  - Provide communications support to each of AAFC's four business lines.
  - Develop a "reader friendly" corporate strategic plan for internal and external distribution.
  - Improve stakeholder awareness of the Minister's vision and departmental priorities.
  - Increase awareness of AAFC's plans and priorities through:
    - Rural Communications Program.
    - Regional Communications Program.
    - Corporate Exhibits Program.
    - Media Relations Program.
  - Improved internal corporate communications.
- 3** *Employees understand how they contribute to the business of the Department.*

  - Use the Managers' Excellence Dialogue Kit to increase the number of employees who are aware of the direction of AAFC and how they contribute to the business of the department.
  - Quantify the results of the "Vision Check" led by the Review Branch and establish a baseline against which departmental progress will be assessed.
- 4** *Leadership.*

  - Values and Ethics of AAFC are understood and practiced.
  - Implement a values-based management development framework by April 1, 2001.

**MEASURES**

How we intend to assess our progress

- 1** Assess progress through employee and client consultations.
- 2** Report to DMC on results of strategic corporate communications plan.
- 3** Results of the planned Review of Internal Communications.  
Analysis of results from DM Vision Check.  
Results from employee surveys (public service wide and internal) and the results from other employee consultations.
- 4** Assess progress against DMC priorities established from capacity checks.

**KRA**  
KEY RESULTS AREA

**Where we want to go:**  
What we want to achieve between 2000-2001 & 2002-2003.

**A MOTIVATED, REPRESENTATIVE & HIGH PERFORMANCE WORKFORCE**

- ▶ AAFC is an employer of choice.
- ▶ AAFC has a diverse, representative workforce aligned to meet its business needs.

**RESULTS/COMMITMENTS**

What we need to accomplish to advance toward our objectives.

- 1 *A workforce that closely matches the availability of designated group members in the Canadian labour force.*
  - ☒ Achieve the departmental recruitment, development and retention targets for employment equity groups by March 31, 2002.
  - ☒ Implement new departmental Accommodation Policy and Disability Management framework by April 1, 2001.
  - ☒ By December 31, 2000, all managers and human resource advisors will have received diversity training; new managers will receive diversity training within one year of appointment.
  - ☒ Implement the Working in a Diverse Workforce program for employees by September 2000.
- 2 *A workforce that has the required knowledge and competencies to deliver intended business results.*
  - ☒ Commit at least 4% of salary budget to employee training and development.
  - ☒ Design and implement a skill and competency identification process to align employee training with anticipated organizational needs.
  - ☒ Succession plans in place for all key departmental positions by April 1, 2001.
  - ☒ Schedule language training for EX employees by March 31, 2003.
- 3 *A workforce that is encouraged and enabled to contribute to their full potential.*
  - ☒ Support development of personal career plans for all employees who want one by June 2000.
  - ☒ Increase the job satisfaction for term employees by April 1, 2001.
  - ☒ Improve employee job satisfaction in key areas:
    - Maintain "Overall Job Satisfaction" baseline of 90% as determined by the 1999 Public Service Employee Survey.
    - Maintain AAFC's employee satisfaction rating as one of the top three performing federal government departments.
    - Improve AAFC's employee satisfaction rating from eighth to one of the top three performing departments as measured by the percent of employees who feel AAFC has a Shared Departmental Direction.

**MEASURES**

How we intend to assess our progress / Tools we can use to gauge our improvement.

- 1 Progress toward recruitment, development and retention targets.  
Management and staff awareness of job accommodation and disability management policies and procedures.  
Results from surveys and quarterly employment equity reports.  
The number of managers and HR advisors who received diversity training.  
Amount spent on training and development; the number of employees with training and career plans.  
Retention and recruitment strategies in place for all major occupational groups by March 31, 2003.
- 2 Number of succession plans in place; percent completed, percent in progress.
- 3 Percent of employees who have received performance review.  
Percent of employees who feel they have received appropriate support for career planning.  
Progress toward employee satisfaction targets.

**KRA**  
KEY RESULTS AREA

Where we want to go:  
What we want to achieve between 2000-2001 & 2002-2003.

**THE RIGHT TOOLS AND A SUPPORTIVE ENVIRONMENT IN PLACE**

- ▶ The right information provided in a timely manner.
- ▶ A supportive work environment.
- ▶ An enabling electronic environment for government on-line.

**RESULTS/COMMITMENTS**

What we need to accomplish to advance toward our objectives.

- ① *Facilities and equipment that support business results.*
  - ☒ Improve level of employee satisfaction with facilities and equipment from 73% to 80% by April 2003.
  - ☒ Provide necessary follow-up in post-Y2K period to support service and program delivery.
- ② *The right information is available in a timely manner.*
  - ☒ Deputy's "Dashboard of Performance Measures" operational by June 2000.
  - ☒ Implement accrual accounting under the Financial Information Strategy (FIS) by April 1, 2001.
  - ☒ Provide integrated quantitative and qualitative performance measurement information to support managerial decision making and strategic directions by April 2001.
    - Provide single window access for all employees to resource and performance measurement information by April 2001.
    - Improve accuracy, timeliness and functionality of PeopleSoft system by April 1, 2001.
  - ☒ Implement Employee Service Centre Orientation Program across all regions by April 2002.
  - ☒ Implement the Information Management Strategic Plan (IMSP).
    - Use Internet technology to meet customer needs and departmental business objectives.
    - Participate in e-business initiatives with the federal government to extend its knowledge in the area and to help AAFC meet its business objectives.
- ③ *Sound management practices that encourage effectiveness and efficiencies and protect public assets and the environment.*
  - ☒ Implement initial "best practices" for management processes, as selected from capacity check projects, by April 1, 2001.
  - ☒ Implement the Environmental Management System (Sustainable Development Strategy).
  - ☒ Risk management framework.
  - ☒ Implement Universal Classification Standard (UCS) in accordance with government-wide timelines.
- ④ *All AAFC information and services on-line by December 31, 2004 as outlined in the Getting Government On-line document.*
  - ☒ All AAFC information on-line by December 31, 2000.
  - ☒ To become the internet portal for industry clients and stakeholders looking for agriculture and agri-food information in Canada.
  - ☒ Provide a secure electronic environment for 80% of AAFC client services available on-line by December 31, 2002.

**MEASURES**

How we intend to assess our progress

- ① Level of employee satisfaction; report on improvement from baseline established in AAFC employee survey.
- ② Policies/procedures/systems are updated to accommodate FIS requirements. Timely, accurate resource and performance management information is available to managers.
- ③ Results of capacity checks. Progress against DMC priorities established from capacity assessments.
- ④ Percent of AAFC information and services on-line.

**KRA**  
KEY RESULTS AREA

**CONTINUOUS IMPROVEMENT**

**Where we want to go:**  
What we want to achieve between 2000-2001 & 2002-2003.

- ▶ Improved service to Canadians.
- ▶ Improved management practices.

**RESULTS/COMMITMENTS**

What we need to accomplish to advance toward our objectives.

**EXTERNAL STAKEHOLDERS**

**1** *Comprehensive information on Departmental performance and stakeholders' views are used for decision making, improvements and reporting.*

- External stakeholders are satisfied that the Department listens to, understands and responds to their needs.
  - Assess current level of satisfaction with AAFC.
- Include an assessment of the results of internal and external consultation processes and respond to the findings and conclusions in departmental plans.
- Develop a co-ordinated client consultation process to reduce stakeholder response burden and reduce duplication of effort.
- Improve service to Canadians.
  - Contribute to the Government's objective of a 10% increase in Canadians' satisfaction with service quality.
  - Develop and conduct a standardized AAFC client survey as a component of the Service Improvement, Planning and Implementation (SIPI) initiative.
  - Develop and implement an action plan to improve service to Canadians.

**EMPLOYEES**

**2** *Progress made on managing workload.*

- Monitor "Simplification 52" web site and encourage employees to use the site to identify opportunities for addressing workload issues.
- Develop a framework for reviewing business processes and complete three reviews by April 2001.
- Incorporate workload considerations into senior management decision making.
- By April 2001, conduct an assessment of current levels of e-mail and identify viable options for reducing the volume of e-mail.

**3** *Respond to feedback.*

- Respond to key issues identified through employee surveys and capacity checks.
- Ensure that all managers and supervisors receive required leadership skill development.

**MEASURES**

How we intend to assess our progress

- 1** Results from stakeholder surveys and consultations.
- 2** Workload considerations incorporated into business lines plans and DMC submissions.  
E-mail reduction initiatives implemented.  
Workload reduction initiatives implemented as a result of the culture check.
- 3** Annual review of Sound Management Practices.

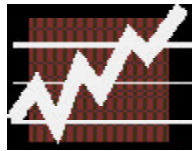
# SOUND DEPARTMENTAL MANAGEMENT

## MANAGING FOR EXCELLENCE: HIGHLIGHTS

- ▶ *High Performance Workforce:*
  - Move forward on career planning, management development and diversity management.
- ▶ *Managers as Leaders:*
  - Communicate with staff to ensure they understand their role in achieving the Department's Vision and promoting a shared departmental direction.



Andrew Graham  
Business Line Principal



**SOUND** DEPARTMENTAL MANAGEMENT



# FINANCIAL INFORMATION

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# Financial Spending Plan

## FINANCIAL TABLE 1. FINANCIAL SPENDING PLAN (\$ MILLIONS)

The following table summarizes the financial spending plan of the Department to March 31, 2003.

	FORECAST 1999-2000 <sup>(1)</sup>	MAIN ESTIMATES 2000-2001	PLANNED 2001-2002	PLANNED 2002-2003
Gross Program Spending	2,304.5	2,335.9	1,313.7	1,181.1
Less: Revenue Credited to the vote	105.5	34.2	34.2	34.2
Net Program Spending	2,199.0	2,301.7	1,279.5	1,146.9
Plus: Initiatives to be approved <sup>(2)</sup>	–	2.0	441.1	0.0
Net Planned Expenditures	2,199.0	2,303.7	1,720.6	1,146.9
Less: Revenue Credited to the Consolidated Revenue Fund <sup>(3)</sup>	47.9	47.9	47.9	47.9
Plus: Cost of services provided by other Departments	29.0	27.8	27.5	27.3
Net Cost of the Department	2,180.1	2,283.6	1,700.2	1,126.3
Full-Time Equivalent	5,491	4,736	4,737	4,696

1. The 1999-2000 forecast figure includes the Canadian Grain Commission (CGC) Revolving Fund. Beginning in 2000-2001 the CGC will report separately from the Department.
2. Once the new initiatives have been approved, the Department may seek up to the amount shown through Supplementary Estimates. These initiatives include:
  - Western Grain Transportation Adjustment Fund (WGTAFF)
  - Contributions to provide farm income assistance to the agricultural community (\$440 million in 2001-2002)
3. The Revenue credited to the Consolidated Revenue Fund figure includes such items as refunds of previous years' expenditures, proceeds from the sale of Crown Assets, privileges, licenses and permits. Additional Revenue Credited to the Consolidated Fund, not included in the figures, related to the Return on Investments from the Construction of Multi-Purpose Exhibition Buildings, the Farm Credit Corporation and the Canadian Dairy Commission, amounts to \$88.8 million (1999-2000); \$67.2 million (2000-2001); \$47.8 million (2001-2002); and \$35.2 million (2002-2003).

## Gross Program Spending by Business Lines

### FINANCIAL TABLE 2. GROSS PROGRAM SPENDING BY BUSINESS LINES (\$ MILLIONS)

BUSINESS LINE	FORECAST 1999-2000	MAIN ESTIMATES 2000-2001 <sup>(1)</sup>	PLANNED 2001-2002 <sup>(1)</sup>	PLANNED 2002-2003 <sup>(1)</sup>
Expanding Markets	156.5	188.8	187.7	127.5
Innovating for a Sustainable Future	365.6	333.6	327.1	317.6
Strong Foundation for the Sector and Rural Communities	1,698.7	1,744.0	732.7	671.5
Sound Departmental Management	83.7	69.6	66.2	64.5
<b>TOTAL</b>	<b>2,304.5</b>	<b>2,335.9</b>	<b>1,313.7</b>	<b>1,181.1</b>

1. These amounts do not include initiatives to be approved.



# Initiatives to be Approved by Business Line

**FINANCIAL TABLE 3. INITIATIVES TO BE APPROVED BY BUSINESS LINES (\$ MILLIONS)**

	2000-2001	2001-2002	2002-2003
Strong Foundation for the Sector and Rural Communities	2.0	441.1	0.0
<b>TOTAL</b>	<b>2.0</b>	<b>441.1</b>	<b>0.0</b>

# Spending Authorities — Departmental Summary

**FINANCIAL TABLE 4. SPENDING AUTHORITIES — DEPARTMENTAL SUMMARY (\$ THOUSANDS)**

VOTE		MAIN ESTIMATES 2000-2001	MAIN ESTIMATES 1999-2000
1	Operating expenditures	432,435	369,689
5	Capital expenditures	33,271	28,771
10	Grants and Contributions	1,273,824	764,052
(S)	Grants to agencies established under the <i>Farm Products Agencies Act</i>	200	200
(S)	Payments in connection with the <i>Agricultural Marketing Programs Act</i>	65,500	65,500
(S)	Loan guarantees under with the <i>Farm Improvement and Marketing Cooperatives Loans Act</i>	4,000	4,000
(S)	Payments in connection with the <i>Farm Income Protection Act</i> — Transition Programs for Red Meats	750	—
(S)	Payments in connection with the <i>Farm Income Protection Act</i> — Agri-Food Innovation Program	3,175	—
(S)	Payments in connection with the <i>Farm Income Protection Act</i> — Crop Insurance Program	227,300	222,600
(S)	Payments in connection with the <i>Farm Income Protection Act</i> - Net Income Stabilization Account	212,600	212,600
(S)	Payments in connection with the <i>Farm Income Protection Act</i> — Canada/Nova Scotia Apple Industry Development Fund	50	—
(S)	Minister of Agriculture and Agri-Food — Salary and motor car allowance	52	49
(S)	Contributions to employee benefit plans	48,592	45,780
	<i>Items not required</i>		
	- Canadian Grain Commission Revolving Fund	—	(525)
	- (S) Payments in connection with the <i>Farm Income Protection Act</i> - Safety Net Companion Programs	—	47
<b>TOTAL DEPARTMENT</b>		<b>2,301,749</b>	<b>1,712,763</b>

(S) Statutory

# Departmental Controlled Capital Spending

**FINANCIAL TABLE 5. DEPARTMENTAL CONTROLLED CAPITAL SPENDING (\$ MILLIONS)**

	Current Estimated Total Cost	Forecast Spending to March 31, 2000	Planned Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003	Future Spending
<b>Approved projects over \$5 million</b>						
Lethbridge Alta.- Facility retrofit and upgrade (EPA)	34.6	2.1	5.0	12.1	5.4	10.0
Winnipeg Man. - Facility Retrofit (PPA)	18.6	1.5	–	–	3.2	13.9
Agassiz B.C - Facility retrofit (PPA)	18.0	7.4	10.6	–	–	–
Fredericton N.B. - Facility Retrofit (PPA)	17.0	1.3	2.9	6.0	6.8	–
London/Delhi Ont. - Facility Upgrade (EPA)	12.0	11.6	0.4	–	–	–
Charlottetown P.E.I. Consolidation of Operations (PPA)	8.4	1.0	5.4	2.0	–	–
St-Hyacinthe - Technology Innovation Centre (PPA)	8.0	0.0*	1.9	5.7	0.3	–
<b>Total Approved projects over \$5 million</b>	–	–	26.2	25.8	15.7	23.9
<b>Total Projects within Minister's approval authority</b>	–	–	7.1	5.0	14.6	–
<b>Total Controlled Capital Projects</b>	–	–	33.3	30.8	30.3	–

Notes

1. PPA: Preliminary Project Approval: Treasury Board's approval to initiate a project, including the authorization of expenditures to be incurred during the project definition and costing phase.
2. EPA: Effective Project Approval: Treasury Board's approval and expenditure authorization for the implementation phase of a project. Sponsoring departments submit for EPA when the scope and cost of the overall project have been well defined.
3. Capital projects valued at over \$5 million require Treasury Board approval.

\* Note: Expenditures in this table are shown in millions of dollars. For this reason, expenditures which cannot be listed in millions of dollars are shown as 0.0. Because expenditures are shown in millions, rounding errors occasionally occur.

# Details of Grants and Contributions

FINANCIAL TABLE 6.

DETAILS OF GRANTS AND CONTRIBUTIONS (\$ MILLIONS)

	Forecast 1999-2000	Main Estimates 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003
<b>Grants</b>				
(S) Grants to agencies established under the Farm Products Agencies Act	0.0	0.2	0.2	0.2
Grants to the provinces of Saskatchewan and Manitoba to establish one-time emergency farm relief packages to assist eligible producers to complete adjustments to changes to transportation policy during the 1990s, and continuing low income challenges	240.0	—	—	—
Agricultural research in universities and other scientific organizations in Canada	1.0	1.0	1.0	1.0
Grants to organizations whose activities support soil and water conservation and development	0.0*	0.0*	0.0*	0.0*
Grants to organizations to facilitate adaptation and rural development within the agriculture and agri-food sector	31.7	36.9	32.4	32.4
Grants to individuals in recognitions of their activities in the national dissemination of federal agricultural information	0.0*	0.0	—	—
<b>Total Grants</b>	<b>272.7</b>	<b>38.1</b>	<b>33.6</b>	<b>33.6</b>
<b>Contributions</b>				
(S) Payments in connection with the <i>Agriculture Marketing Programs Act</i>	20.6	65.5	65.5	65.5
(S) Loan guarantees under the <i>Farm Improvement and Marketing Cooperatives Loans Act</i>	1.5	4.0	4.0	4.0
(S) Payments in connection with the <i>Farm Income Protection Act</i> — Transition Programs for Red Meats	2.0	0.8	0.2	—
(S) Payments in connection with the <i>Farm Income Protection Act</i> — Agri-Food Innovation Program	12.1	3.2	1.1	—
(S) Payments in connection with the <i>Farm Income Protection Act</i> — Crop Insurance Program	222.6	227.3	227.3	227.3
(S) Payments in connection with the <i>Farm Income Protection Act</i> — Canada/Nova Scotia Apple Industry Development Fund	0.1	0.0*	0.0*	—
(S) Payments in connection with the <i>Farm Income Protection Act</i> — Net Income Stabilization Account	233.6	212.6	212.6	212.6
(S) Payments in connection with the <i>Farm Income Protection Act</i> — Safety Net Companion Programs	144.1	—	—	—
Payment in connection with the <i>Farm Income Protection Act</i> — Safety Net Companion Programs	—	145.2	144.2	117.5
Contributions under the Agri-Food Trade Program	15.4	12.9	12.8	12.8
Initiatives under the authority of the Economic and Regional Development Agreements	1.4	0.6	—	—
Contribution in respect of the Commodity-Based Loans Program	0.8	—	—	—
Contributions in support of organizations associated with agriculture research and development	0.8	0.7	0.7	0.7
Contribution to the Protein, Oil and Starch (POS) Pilot Plant Corporation	2.5	1.7	1.7	1.7
Contributions in support of the National Soil and Water Conservation Program	1.7	—	—	—
Contributions to bona fide farmers and ranchers, groups of farmers and small communities in Manitoba, Saskatchewan, Alberta and the Peace River District of British Columbia for the development of dependable water supplies	5.6	5.4	5.4	5.4
Contributions under the Economic Recovery Assistance Program (1998 Ice Storm)	11.9	—	—	—
Payments for the benefit of producers for agricultural commodities by the Governor in Council pursuant to the <i>Farm Income Protection Act</i> (Dairy Subsidies)	94.6	60.3	27.5	—
Contributions under the National Hazard Analysis and Critical Control Point Adaptation Program	0.9	—	—	—
Contributions under the Canadian Agri-Infrastructure Program	22.2	20.7	2.0	—
Contributions under the Canadian Farm Business Management Program	0.4	—	—	—
Contributions under the Business Planning for Agri-Ventures Program	0.0*	—	—	—
Contributions under the Agriculture and Agri-Food Canada Scholarship Program	0.2	—	—	—
Contributions to facilitate adaptation and rural development with the agriculture and agri-food sector	11.5	13.4	9.7	9.7
Contributions to the Canada Safety Council in support of National Farm Safety Week	0.0*	0.0*	0.0*	0.0*
Contributions under the Agri-Food Assistance Program	0.6	—	—	—
Contributions under Agricultural Income Disaster Assistance pursuant to the <i>Farm Income Protection Act</i>	590.1	479.4	—	—
Contributions under the Canadian Rural Partnership Initiative	—	0.5	0.5	—
Contributions to provide farm income assistance to the agricultural community	—	435.5	—	—
Contributions to provide farm income assistance to the agricultural community — Spring Credit Advance Program	—	59.5	59.5	—
<b>Total Contributions</b>	<b>1,397.2</b>	<b>1,749.2</b>	<b>774.7</b>	<b>657.2</b>
<b>Total Grants and Contributions</b>	<b>1,669.9</b>	<b>1,787.3</b>	<b>808.3</b>	<b>690.8</b>

\* Note: Expenditures in this table are shown in millions of dollars. For this reason, expenditures which cannot be listed in millions of dollars are shown as 0.0. Because expenditures are shown in millions, rounding errors occasionally occur.

(S) Statutory



# **SUPPLEMENTARY INFORMATION**

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# NATIONAL FARM PRODUCTS COUNCIL

## **Mandate, role and responsibilities:**

The NFPC is a government agency established in 1972 under the *Farm Products Agencies Act* and reports directly to Parliament through the Minister of Agriculture and Agri-Food. Council's role is to oversee the national orderly marketing systems for poultry and eggs and any national promotion-research agencies that may be established in the future. Council's mandate is defined in the Act as:

1. to advise the Minister on all matters relating to the establishment and operation of agencies under this Act with a view to maintaining and promoting an efficient and competitive industry;
2. to review the operation of agencies with a view to ensuring that they carry on their operations in accordance with their objects;
3. to work with agencies in promoting more effective marketing of farm products in interprovincial and export trade and in the case of promotion-research agencies, in promoting marketing in import trade and in connection with research and promotion activities; and
4. to consult, on a continuing basis, with the governments of all provinces having an interest in the establishment or the exercise of the powers of any one or more agencies under the Act.

In addition to its formal mandate to approve agency orders and regulations, hear complaints against agency decisions, enquire into the establishment of new agencies, etc., Council undertakes discretionary activities that aim to promote the strength and enhance the competitiveness of the sectors which Council oversees.

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 further processing.

## **External factors influencing the operation of the Council:**

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

- changes, conflicts and new operational policies within the national orderly marketing systems which 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 (FPTAs) which are the basis for the national orderly marketing systems for poultry and eggs;
- rapid changes in the poultry and egg industries due to globalization, technological change, shifting market demands, growing export orientation, etc.;
- World Trade Organization (WTO) negotiations and dispute settlement decisions; and
- workload increases as a result of:
  - proposals for establishment of promotion-research agencies;
  - requests for Council to undertake formal complaint hearings;
  - requests from stakeholders for Council to lead initiatives that help to develop export market opportunities, improve system performance, etc.; and
  - increased activity in regard to the administration of the *Agricultural Products Marketing Act*.

## NATIONAL FARM PRODUCTS COUNCIL

<b>PLANNED SPENDING</b> (\$ thousands)	Forecast Spending 1999-2000 <sup>1</sup>	Planned Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003
Total Main Estimates <sup>2</sup>	\$2,367.7	\$2,473.0	\$2,473.0	\$2,473.0
Plus: Services provided without charge <sup>3</sup>	\$270.8	\$307.2	\$307.2	\$307.2
Net Program Cost	\$2,638.5	\$2,780.2	\$2,780.2	\$2,780.2
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. This figure includes the carry forward \$92.9 K from 1998-1999.
2. These amounts are included in the Votes of the Department of Agriculture and Agri-Food.
3. Services provided without charge include:
  - a) accommodation provided by Public Works and Government Services Canada (PWGSC);
  - b) contributions covering employer's share of employees' insurance premiums and expenditures paid by TBS;
  - c) corporate services such as financial systems, security, Human Resource advice and services provided by the Department of Agriculture and Agri-Food.

Items a and b are included in the information provided by the Department of Agriculture and Agri-Food.

Item c represents the estimated cost of services provided without charge to the NFPC by the Department of Agriculture and Agri-Food.

### KEY RESULTS COMMITMENTS

### PLANNED RESULTS

### RELATED ACTIVITIES

# 1

- Ensure that the national orderly marketing systems work in the balanced interests of all stakeholders and evolve in step with a sound regulatory framework

- efficient, effective, transparent and accountable supervision of the national orderly marketing agencies in accordance with Council's legal mandate

- improved collaboration with provincial and territorial government partners in the supervision of orderly marketing systems for poultry and eggs

- in co-operation with the provinces/territories and the industry sectors, renewal of the legal instruments underpinning the national orderly marketing systems

- review and maintain appropriate policies and guidelines for consideration of agency orders and regulations, facilitating resolution of disputes, hearing of complaints, reporting to the Minister, etc.

- in cooperation with provincial and territorial supervisory boards, lead initiatives to achieve better federal-provincial-territorial coordination and cooperation in the supervision of orderly marketing systems and their adaptation to change

- undertake initiatives to promote the use of alternate dispute resolution mechanisms in the poultry and egg sectors

- in cooperation with provincial and territorial supervisory boards and the national poultry and egg agencies, encourage and facilitate the renewal of the Federal-Provincial-Territorial Agreements and related federal Proclamations establishing the national agencies and their Marketing Plans

## KEY RESULTS COMMITMENTS

# 2

- In those agri-food sectors for which Council has responsibility, promote their enhanced strength, competitiveness, profitability and ability to respond to domestic and global market opportunities

## PLANNED RESULTS

- further awareness of export market opportunities and commitment to export market development by the poultry and egg sectors

- strengthening of the poultry and egg sectors through greater awareness of opportunities to enhance competitiveness, expand markets, improve supply chain coordination, adapt to globalization, etc.

- improved collaboration with AAFC and other federal partners on all policy and program issues affecting sectors for which Council is responsible

- enhanced awareness of trade policy issues and challenges within the sectors under Council's responsibility and effective advice on trade issues to the Minister

- greater awareness amongst all agri-food sectors of the opportunity to establish national promotion-research agencies under Part III of the *Farm Products Agencies Act*

## RELATED ACTIVITIES

- facilitate the work of an Export Working Group to undertake initiatives that will increase export awareness and lead to the development of an export development strategy for the poultry meat industry

- through Council's Team Canada Inc. membership, work with federal partners to develop export market development programs and services suited to the needs of the poultry and egg sectors;

- undertake studies, organize workshops and generally promote industry awareness of opportunities to reduce costs, adapt new technologies, coordinate market development strategies, etc.

- in cooperation with AAFC, develop ways to improve and simplify the processing of delegation orders under the *Agricultural Products Marketing Act*

- monitor the WTO negotiations on agriculture and other bilateral and regional negotiations, facilitate industry understanding of trade policy related pressures and opportunities and provide advice to the Minister on trade policy issues of concern to the sector

- undertake an enquiry into the merits of establishing a national beef cattle research, market development and promotion agency

# 3

## KEY RESULTS COMMITMENTS

- In fulfilling its mandate, ensure that Council manages its operations efficiently, transparently and responsibly

## PLANNED RESULTS

- improvement of Council operations in such areas as strategic planning, management reporting and accountability, staff training and development and administrative procedures

- greater awareness of Council's role, responsibilities and achievements through effective communications with target audiences

## RELATED ACTIVITIES

- develop a new Strategic Vision for the Council to be used in establishing the annual work plan and supporting systems to track and improve achievement of results

- improve Council's visibility and accountability within the Planning, Reporting and Accountability Structure of AAFC and related reporting tools

- implement a new Memorandum of Understanding with AAFC regarding provision of corporate services

- implement an annual plan for staff training and development

- implement the annual Communications Plan with particular emphasis on website enhancement



# CANADIAN PARI-MUTUEL AGENCY

**OBJECTIVE:** Enforcement of the Pari-Mutuel Betting Supervision Regulations pursuant to section 204 of the Criminal Code, to protect the wagering public.

REVENUES/EXPENDITURES:	Main Estimates 2000-2001	Planned 2001-2002	Planned 2002-2003
	\$13,897,000	\$13,897,000	\$13,897,000

## KRA KEY RESULTS AREA

CPMA's mandate is to protect the betting public against fraudulent practices by consistently ensuring integrity and standards in the operation of pari-mutuel betting across Canada which also assists in promoting a viable horse racing industry.

Where we want to go:

- ▶ The CPMA's strategic plans are focussed on maintaining the highest standards for pari-mutuel betting and the surveillance of this activity for which the CPMA is known, both domestically and internationally.
- ▶ A balanced revolving fund, where the total levy on betting equals CPMA program expenditures while pursuing excellence in an effective surveillance environment.

What we want to achieve between 2000-2001 & 2002-2003.

## RESULTS/COMMITMENTS

What we need to accomplish to advance toward our objectives.

- ① *Effective communications.*
  - ☒ Annual CPMA/Industry Workshop (April 1, 2000).
  - ☒ Continued industry/public consultations on regulatory initiatives (web site, mailed and posted written notice and ad hoc meetings).
  - ☒ Statistical reports.
- ② *Maintenance of three-year strategic business plans.*
  - ☒ Investigate partnership and alternate delivery potential as required to meet revenue expenditure limitations.
- ③ *Effective and efficient enforcement operations.*
  - ☒ On-site supervision of all live race days and hosted pools at Canadian race tracks.
  - ☒ Scheduled inspection of other operated betting sites.

## MEASURES

How we intend to assess our progress / Tools we can use to gauge our improvement.

### **Sound corporate structure and management:**

- Information reporting on revenue, expenditure, pari-mutuel activities (monthly).
- Departmental reporting on plans and priorities.
- Performance measurement strategy and reports for compliance, betting activity, revenue sustainability to accomplish CPMA's mandated objective and non-core activities (quarterly).
- Employee feedback and performance review (annual).
- Consultation and feedback from industry meetings/workshop (annual).



# SUSTAINABLE DEVELOPMENT STRATEGY

This marks the final year of implementation of AAFC's first three year Sustainable Development Strategy (SDS). During the 2000-2001 fiscal year, AAFC will be working towards the successful completion of its SDS commitments. Furthermore, we will be developing and publishing our second SDS. We will build upon the strengths and the lessons learned from the first Strategy so that the next Strategy will help the department and the sector to further integrate sustainable development into its decision-making.

The success of the department's first SDS can be attributed to many factors. First, since AAFC is a natural resource based department, the need for a sustainable environment is imperative for the future of the sector. Second, the SDS has been integrated into the department's Business Lines process, thus ensuring implementation and regular reporting. Finally, the department developed a high level performance indicator so that senior management could quickly and regularly monitor the progress of its SDS commitments.

Many of the commitments have already been completed and thus will not be addressed in this report. Examples of the department's expected results, and performance targets where possible, for the on-going SDS commitments can be found below. The expected results for the SDS commitments of the Canadian Food Inspection Agency are not included here but in their own RPP. It is expected that approximately 95% of the commitments contained in the first SDS will be completed.

## 1 INCREASING UNDERSTANDING

STRATEGIC DIRECTION	EXPECTED RESULTS/TARGETS
<ul style="list-style-type: none"> <li>• Focus and enhance the department's analytical capabilities and provide timely and appropriate information to encourage greater integration of environmental factors into sectoral and departmental decision making.</li> <li>• Integrate environmental sustainability objectives into departmental policies, legislation and programs.</li> </ul>	<ul style="list-style-type: none"> <li>✓ The Agri-Environmental Indicators report is published and its usefulness to the department, sector, and other countries (e.g., policy making) is demonstrated through presentations.</li> <li>✓ Refinement and application of a Canadian Economic and Emission Model developed for agriculture to address issues related to climate change.</li> <li>✓ Encourage federal departments to apply a "rural lens" to new and renewed initiatives having rural agro-environmental implications.</li> <li>✓ Continue on-going coordination in support of the implementation of the department's responsibilities under the <i>Canadian Environmental Assessment Act</i> (CEAA).</li> </ul>

- Focus and enhance the department's analytical capabilities and provide timely and appropriate information to encourage greater integration of environmental factors into sectoral and departmental decision making.

- Integrate environmental sustainability objectives into departmental policies, legislation and programs.

- ✓ The Agri-Environmental Indicators report is published and its usefulness to the department, sector, and other countries (e.g., policy making) is demonstrated through presentations.

- ✓ Refinement and application of a Canadian Economic and Emission Model developed for agriculture to address issues related to climate change.

- ✓ Encourage federal departments to apply a "rural lens" to new and renewed initiatives having rural agro-environmental implications.

- ✓ Continue on-going coordination in support of the implementation of the department's responsibilities under the *Canadian Environmental Assessment Act* (CEAA).

**FOR MORE DETAILED INFORMATION VISIT : <http://www.agr.ca/policy/environment>**

# 2

## PROMOTING ENVIRONMENTAL AND RESOURCE STEWARDSHIP

### STRATEGIC DIRECTION

### EXPECTED RESULTS/TARGETS

- Develop mechanisms to encourage adoption of practices that enhance multiple-use benefits and stewardship of natural resources within the agriculture and agri-food sector.

- Implementing International Commitments: Work with the sector to represent Canada's agri-environmental interests to meet Canada's commitments, and to develop means of implementing current environmental agreements.

- Integrate environmentally responsible approaches into the management of the physical operations of the Department.

- ✓ Development of a Canadian Adaptation and Rural Development (CARD) funded stewardship initiative to provide funds to industry-led adaptation councils to address priority environmental sustainability issues in each province.

- ✓ Publication of a report entitled "The Health of Our Water".

- ✓ Continue to raise the awareness of the sector's contribution to Greenhouse Gas (GHG) emissions and mitigation practices.

- ✓ Continue to increase access to safe, reliable water supplies for rural residents and agricultural enterprises.

- ✓ Continue to assist the sector develop and implement alternatives to methyl bromide so that they can achieve a 50% reduction in use by the year 2001.

- ✓ Expand the number of countries supportive of the soil sinks issue with the ultimate goal of its inclusion in the Kyoto Protocol.

- ✓ Review of the Department's new environmental management policy to verify and confirm its validity and suitability.

- ✓ Develop and provide training sessions for Department-wide use of its Environmental Information Management System (EIMS) software.

# SUSTAINABLE DEVELOPMENT STRATEGY

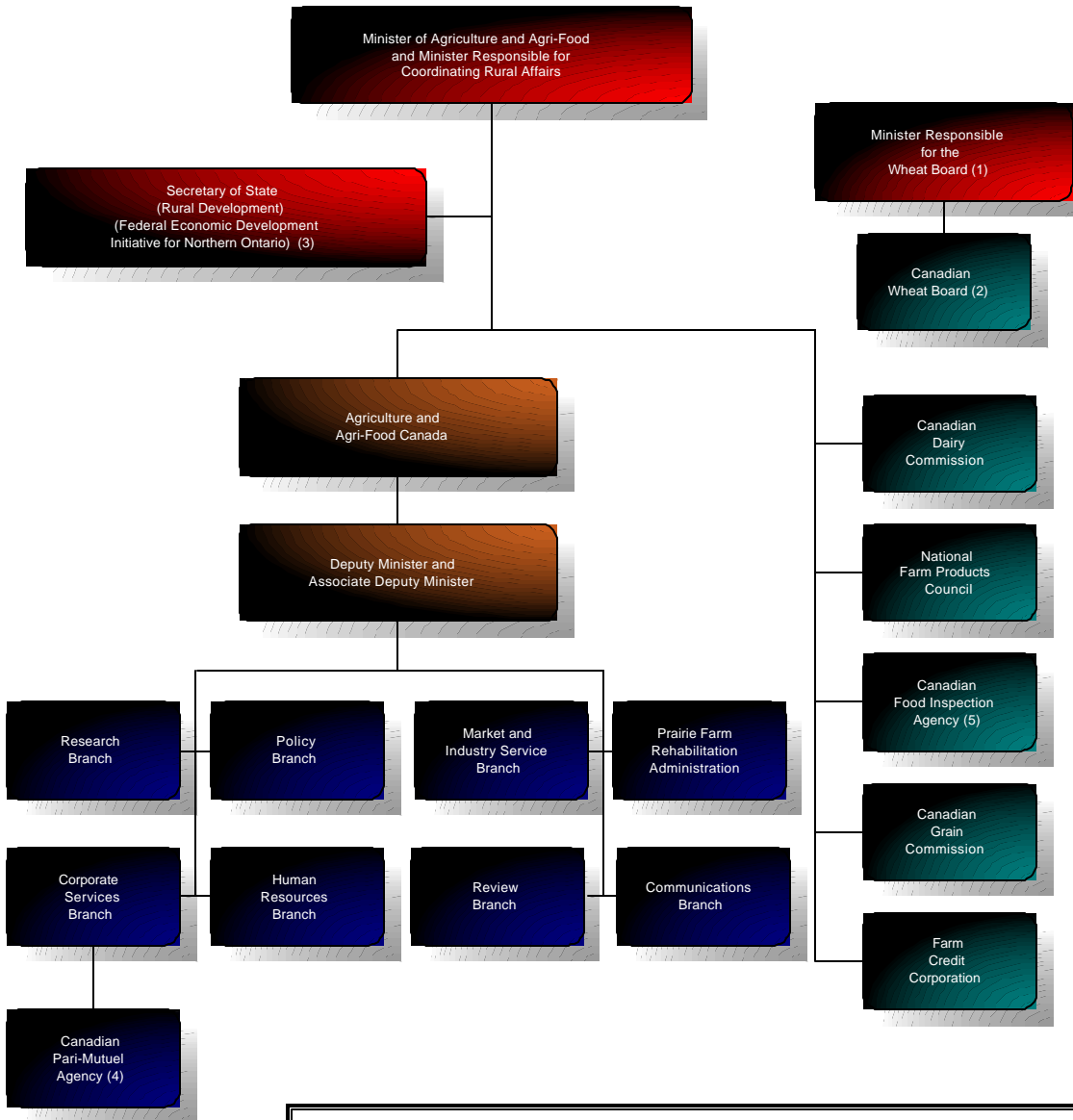
## 3 DEVELOPING INNOVATIONS AND SOLUTIONS

STRATEGIC DIRECTION	EXPECTED RESULTS/TARGETS
<ul style="list-style-type: none"> <li>• Through research and development, increase the availability to industry of commercially viable systems and technologies to address on- and off-farm environmental effects of agricultural activities.</li> <li>• Identify areas at most environmental risk.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Creation and funding of a multi-sectoral Livestock Committee to initiate discussions on cross-cutting environmental issues among all of the livestock sectors.</li> <li>✓ Continue to develop and improve the interpretation of information for climate related responses.</li> <li>✓ Continue to generate information products that will assist in the effective management of Prairie water resources.</li> </ul>

## 4 SEIZING MARKET OPPORTUNITIES

STRATEGIC DIRECTION	EXPECTED RESULTS/TARGETS
<ul style="list-style-type: none"> <li>• Increase industry awareness of environmental marketing and trade opportunities and constraints, enabling proactive responses.</li> <li>• Facilitate the demonstration of the environmental quality of products, practices, and services provided by the agriculture and agri-food sector.</li> <li>• Influence domestic and international initiatives in the interests of environmental progress and the Canadian agriculture and agri-food sector.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Continue to increase the understanding and adoption of value-added production and agricultural diversification opportunities by agricultural producers on the Prairies.</li> <li>✓ Identification of investment and market opportunities, including identification of sources of capital for the non-food sector.</li> <li>✓ Provide trade policy advice as necessary on multilateral environmental agreements, conventions and protocols (e.g., WTO, OECD).</li> <li>✓ Consult on the implementation of the Biosafety Protocol.</li> </ul>

# PORTFOLIO ORGANIZATION CHART



- Notes:**
1. The Honourable Ralph Goodale is the Minister Responsible for the Canadian Wheat Board.
  2. The Canadian Wheat Board is not part of the Agriculture and Agri-Food Portfolio.
  3. The office of the Secretary of State is jointly funded by Agriculture and Agri-Food Canada and Industry Canada.
  4. On April 1, 1997, the Canadian Pari-Mutuel Agency began reporting through the Corporate Services Branch.
  5. On April 1, 1997, the Food Production and Inspection Branch became part of the Canadian Food Inspection Agency (CFIA).

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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:

<i>Advance Payments for Crops Act</i> <sup>(1)</sup>	R.S.C., 1985, c. C-49, as amended
<i>Agricultural Marketing Programs Act</i>	S.C., 1997, c. 20
<i>Agricultural Products Board Act (dormant)</i> <sup>(1)</sup>	R.S.C., 1985, c. A-4, as amended
<i>Agricultural Products Cooperative Marketing Act</i> <sup>(1)</sup>	R.S.C., 1985, c. A-5, as amended
<i>Agricultural Products Marketing Act</i>	R.S.C., 1985, c. A-6, as amended
<i>Agriculture and Agri-Food Administrative Monetary Penalties Act</i> <sup>(2)</sup>	S.C., 1995, c. 40, as amended
<i>Animal Pedigree Act</i>	R.S.C., 1985, c. 8 (4th Supp.), as amended
<i>Canada Agricultural Products Act</i> <sup>(2)</sup>	R.S.C., 1985, c. 20 (4th Supp.), as amended
<i>Canada Grain Act</i>	R.S.C., 1985, c. G-10, as amended
<i>Canadian Dairy Commission Act</i>	R.S.C., 1985, c. C-15, as amended
<i>Canadian Food Inspection Agency Act</i> <sup>(2)</sup>	S.C., 1997, c. 6
<i>Canagrex Dissolution Act (dormant)</i>	S. C. 1987, c. 38, S-6
<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 Credit Corporation Act</i>	S.C., 1993, c. 14, as amended
<i>Farm Debt Mediation Act</i>	S.C., 1997, c. 21
<i>Farm Improvement and Marketing Cooperatives Loans Act</i>	R.S.C., 1985, c. 25 (3rd Supp.), as amended
<i>Farm Improvement Loans Act</i>	R.S.C., 1985, c. F-3, as amended
<i>Farm Income Protection Act</i>	S.C., 1991, c. 22, as amended
<i>Farm Products Agencies Act</i>	R.S.C., 1985, c. F-4, as amended
<i>Feeds Act</i> <sup>(2)</sup>	R.S.C., 1985, c. F-9, as amended
<i>Fertilizers Act</i> <sup>(2)</sup>	R.S.C., 1985, c. F-10, as amended
<i>Fish Inspection Act</i> <sup>(2)</sup>	R.S.C., 1995, c. F-12, as amended
<i>Health of Animals Act</i> <sup>(2)</sup>	S.C., 1990, c. 21, as amended
<i>Livestock Feed Assistance Act (dormant)</i>	R.S.C., 1985, c. L-10, as amended
<i>Meat Inspection Act</i> <sup>(2)</sup>	R.S.C., 1985, c. 25 (1st Supp.), as amended
<i>Plant Breeders' Rights Act</i> <sup>(2)</sup>	S.C., 1990, c. 20, as amended
<i>Plant Protection Act</i> <sup>(2)</sup>	S.C., 1990, c. 22, as amended
<i>Prairie Farm Rehabilitation Act</i>	R.S.C., 1985, c. P-17, as amended
<i>Prairie Grain Advance Payments Act</i> <sup>(1)</sup>	R.S.C., 1985, c. P-18, as amended
<i>Seeds Act</i> <sup>(2)</sup>	R.S.C., 1985, c. S-8, as amended
<i>Western Grain Transition Payments Act</i>	S.C. 1995, c. 17, Sch. II

The Minister shares responsibility to Parliament for the following Acts:

<i>Consumer Packaging and Labelling Act</i>	R.S.C., 1985, c. C-38, as amended (Minister of Industry)
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)
<i>Food and Drug Act</i> , Sections 2 and 27	R.S.C., 1985, c. F-27, as amended (Minister of National Health and Welfare)

1. These 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.

2. These acts are the responsibility of the Minister through the Canadian Food Inspection Agency.

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