



Agriculture and Agri-Food Canada

1998-99
Estimates

A Report on Plans and Priorities

The Estimates Documents

The Estimates of the Government of Canada are structured in several parts. Beginning with an overview of total government spending in Part I, the documents become increasingly more specific. Part II outlines spending according to departments, agencies and programs and contains the proposed wording of the conditions governing spending which Parliament will be asked to approve. The previous Part III of the Estimates has been split into two documents: a spring report "*A Report on Plans and Priorities*" and a fall report "*Departmental Performance Report*".

A Report on Plans and Priorities provides additional detail on each department and its programs primarily in terms of more strategically oriented planning and results information with a focus on outcomes.

The *Departmental Performance Report* provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the spring *Report on Plans and Priorities*.

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Available in Canada through

Associated Bookstore and other booksellers

or by mail from

Publications Development and Marketing Group
Ottawa, Canada K1A 0S9

Catalogue No. BT31-2/1999-III-13
ISBN 0-660-60071-4

Agriculture and Agri-Food Canada

**1998-99
Estimates**

A Report on Plans and Priorities

Approved

_____ [original signed by]
Minister of Agriculture and Agri-Food Canada

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GLOBAL EXCELLENCE



What, precisely, does “Global Excellence” imply for the Canadian agriculture and agri-food industry — and for the one in seven Canadians that, in some way, make their living from the land?

Global excellence is extremely relevant to a vigorous sector of the Canadian economy that has unique strengths in each region of the country in many rural areas and contributes nearly nine percent of Canada’s Gross Domestic Product. It means a great deal to modern industry that employs highly skilled and innovative participants and uses leading edge technologies to maintain Canada’s competitive advantage in the global marketplace while managing land and water resources responsibly.

Global excellence is also about our international trade, and our burgeoning markets, from Taiwan to the Ukraine. It’s about exceeding our \$20 billion exports target and building on our domestic trade worth almost \$90 billion. All in all, we have a firm foundation, and we intend to build Canada’s international reputation for excellence by helping the sector sell its products to the world.

In the next few years, the sector’s success will in large measure depend on innovative research that not only maintains our competitive edge, but equips us for long-term success by ensuring the health of the environment on which we all depend. Already, AAFC has joined with industry to fund some 1,000 research projects through our Matching Investment Initiative, an investment that will exceed \$90 million over the three next three years. Again, we intend to capitalize on home-grown Canadian excellence building on our reputation for world-class agriculture and agri-food research, and on the ability of our sector to adapt to changing realities.

At the same time, we are providing tools to help our industry and our rural communities embrace this new technology and adapt to new market realities: these are essential if we are to stay a step ahead of the competition, and be prepared to satisfy more diverse and demanding consumers. Our ultimate goal is to maximize global opportunities and strengthen local communities. And every bit as essential are farm safety nets. While we expect Canada’s trade and investment to increase in the next few years, it is likely that farm prices and growing conditions will vary from year to year. With responsive, efficient safety nets in place, Canadians can confidently take the risks they need to take to succeed in a rapidly changing global market.

Keeping up with new global realities in an increasingly competitive world is not, of course, an easy task. Here at AAFC, we have gone to considerable effort to revamp our own management structure. The *Expanding Markets, Innovating for a Sustainable Future, Strong Foundation for the Sector and Rural Communities* and *Corporate Policies and Services* business lines define where we are placing our best efforts to allow us to deliver on industry priorities while fostering a productive organization.

But our ability to grapple with this new world — and to do so with excellence — depends, in large measure, on our ability to succeed within the department, with our portfolio colleagues such as the Canadian Food Inspection Agency as well as with the sector. Together, we are working to build a prosperous, self-reliant industry that is equipped with the tools it needs to achieve global excellence.

MANAGEMENT REPRESENTATION

1998-99 Report on Plans and Priorities

I submit, for tabling in Parliament, the *1998-99 Report on Plans and Priorities* (RP&P) for Agriculture and Agri-Food Canada.

To the best of my knowledge (and subject to the qualifications outlined below), 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 the disclosure principles contained in the *Guidelines for Preparing a Report on Plans and Priorities*.
- ▶ Is comprehensive and accurate.
- ▶ Is based on sound underlying departmental information and management systems.

I am 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.

[original signed by]

Andrew Graham
Assistant Deputy Minister
Corporate Services Branch

March 2, 1998

Date

II. DEPARTMENTAL OVERVIEW

A. MANDATE OF THE MINISTER

The Minister of Agriculture and Agri-Food promotes the development, adaptation and competitiveness of the agriculture and agri-food sector through policies and programs that are most appropriately provided by the federal government. The overall goal is to help the sector maximize its contribution to Canada's economic and environmental objectives and achieve a safe, high quality food supply while maintaining a strong foundation for the agriculture and agri-food sector and rural communities. A list of the statutes which provide the Minister with the authority to direct and control federal agriculture and agri-food activities is found on page 40.

In 1998-99, the Minister's Portfolio includes the Department of Agriculture and Agri-Food, the Canadian Food Inspection Agency, the Canadian Grain Commission, the National Farm Products Council and two Crown Corporations — the Canadian Dairy Commission and the Farm Credit Corporation. This Report on Plans and Priorities covers the Department, the National Farm Products Council and the Canadian Grain Commission.

The organizational structure of the Portfolio can be found on page 33.

B. OBJECTIVE OF THE DEPARTMENT

The objective of Agriculture and Agri-Food Canada (AAFC) is to promote and support, in a sustainable manner, a growing, competitive, market-oriented agriculture and agri-food industry and to promote rural community economic development.

C. FINANCIAL SPENDING PLAN

The following table summarizes the financial spending plan of the Department to March 31, 2001.

| FINANCIAL SPENDING PLAN — AGRICULTURE AND AGRI-FOOD CANADA (\$ MILLIONS) | | | | |
|---|---------------------|--------------------|--------------------|--------------------|
| | Forecast 1997-98 | Planned 1998-99 | Planned 1999-00 | Planned 2000-01 |
| Gross Program Spending | 1,735.6 | 1,508.1 | 1,154.7 | 1,109.2 |
| Less: Revenue Credited to the Vote | 90.7 | 88.0 | 88.7 | 89.3 |
| Net Program Spending | 1,644.9 | 1,420.1 | 1,066.0 | 1,019.9 |
| Plus: Initiatives to be Approved ⁽¹⁾ | - | 80.8 | 258.2 | 183.3 |
| Net Planned Expenditures | 1,644.9 | 1,500.9 | 1,324.2 | 1,203.2 |
| Less: Revenue Credited to the Consolidated Revenue Fund ⁽²⁾ | 45.3 | 42.5 | 40.1 | 40.3 |
| Plus: Cost of Services Provided by other Departments ⁽³⁾ | 34.0 | 34.0 | 34.0 | 34.0 |
| Net Cost of the Department | 1,633.6 | 1,492.4 | 1,318.1 | 1,196.9 |

1. In 1998-99, once the new initiatives have been approved, the Department may seek up to the amount shown through Supplementary Estimates. These initiatives include:
 - A four-year multi-departmental Canadian Rural Partnership Initiative announced in the 1998 budget. It is included in the Department's initiatives to be approved as its details have not yet been finalized.
 - The Economic Recovery Assistance Program (1998 Ice Storm).
2. Additional revenues credited to the Consolidated Revenue Fund include returns on investment from the Construction of Multi-Purpose Exhibition Buildings, the Farm Credit Corporation and the Canadian Dairy Commission as shown on page 39.
3. Starting in 1997-98, the Cost of Services provided by other Departments decreases, reflecting the creation of the Canadian Food Inspection Agency and the exclusion of Public Works and Government Services Canada's compensation administration costs from the total.

D. PERFORMANCE FRAMEWORK

In the past year, the Department has adopted a Performance Framework to improve its response to the needs of both internal and external clients. This Framework, which flows from AAFC's vision of the agriculture and agri-food sector, has allowed the Department to establish a common set of results that it is striving to achieve through the teamwork of departmental branches, portfolio partners and external partners such as federal and provincial departments and industry.

AAFC is now consulting its clients on broad policy directions, setting goals and strategies, and monitoring its performance and the sector's along these business lines. As a result, the Department is now in a better position to report on its accomplishments and improve its contribution to the sector.

| OUR VISION FOR THE CANADIAN AGRICULTURE AND AGRI-FOOD SECTOR | ORGANIZATIONAL RESPONSIBILITY FOR DELIVERY OF RESULTS | | |
|--|--|--|---|
| | BUSINESS LINES | PRIMARY | CONTRIBUTING |
| <p>A growing, competitive, market-oriented agriculture and agri-food industry that:</p> <ul style="list-style-type: none"> ▶ is profitable; ▶ responds to the changing food and non-food needs of domestic and international customers; ▶ contributes to the well-being of all Canadians and the quality of life in rural communities while achieving: farm financial security, environmental sustainability, and a safe, high quality food supply; ▶ is less dependent on government support; and ▶ is supported by a foundation of effective policies and infrastructure. | → EXPANDING MARKETS | Market and Industry Services Branch | Research Branch Policy Branch Canadian Grain Commission |
| | → INNOVATING FOR A SUSTAINABLE FUTURE | Research Branch Prairie Farm Rehabilitation Administration Policy Branch | Market and Industry Services Branch |
| | → STRONG FOUNDATION FOR THE SECTOR AND RURAL COMMUNITIES | Policy Branch Prairie Farm Rehabilitation Administration | Research Branch Market and Industry Services Branch |
| | → CORPORATE POLICIES AND SERVICES | Corporate Branches ⁽¹⁾ Legal Services Executive Offices | Line Branches |

1. Corporate branches includes Corporate Services, Communications, Review, and Human Resources Branches.

The Framework's foundation is a set of three operational business lines that reflect our unique contribution to the sector under the leadership of the Minister of Agriculture and Agri-Food as well as a management business line that sets out the results the Department wants to achieve in the area of sound management and identifies how these results will best be achieved.

III. KEY STRATEGIES, PLANS, AND EXPECTED RESULTS

1. EXPANDING MARKETS

1.1 DESCRIPTION

Through the *Expanding Markets* business line, Agriculture and Agri-Food Canada (AAFC) promotes market access, market development and investment. This business line brings together activities from the Department and the Portfolio agencies and also contributes actively to “Team Canada Inc”, Canada’s international business development network which assists Canadian companies in selling their products and services around the world and promotes investment in Canada. This business line’s results are arrived at by:

- ▶ improving and securing market access to enable sector clients to capture opportunities for increased trade, particularly in higher-value agri-food products in both domestic and international markets;
- ▶ creating new market opportunities, ensuring improved market readiness in the Canadian agriculture and agri-food; and
- ▶ assisting the industry in attracting new investment by setting the stage for an improved climate for investment in the sector which will make Canada’s agri-food industry a preferred focus of domestic and foreign investors.

1.2 OBJECTIVE AND KEY RESULTS AREAS

| BUSINESS LINE OBJECTIVE | KEY RESULTS AREAS |
|--|--|
| <p>AAFC’s <i>Expanding Markets</i> business line objective is:</p> <p>to work with industry and other partners to improve and secure market access and enable the agri-food sector to capture opportunities for trade in domestic and export markets, with a focus on higher-value agri-food products; and to increase domestic and foreign investment in the sector.</p> | <ul style="list-style-type: none"> ▪ Market Access: Improved and more secure access to international markets and reduction in internal barriers to trade. ▪ Market Development: Contribution to increased sales of Canadian agriculture and agri-food products. ▪ Investment: Contribution to enhanced capability to supply internationally competitive Canadian agriculture and agri-food products. |

1.3 PLANNED SPENDING

| <i>EXPANDING MARKETS</i> BUSINESS LINE — PLANNED SPENDING ⁽¹⁾ (\$ MILLIONS) | | | | |
|--|---------------------|--------------------|--------------------|--------------------|
| | Forecast 1997-98 | Planned 1998-99 | Planned 1999-00 | Planned 2000-01 |
| Gross Spending | 171.5 | 203.8 | 192.7 | 190.5 |
| Less Revenue Credited to the Vote ⁽²⁾ | 57.1 | 56.3 | 56.9 | 57.5 |
| Total Net Spending | 114.4 | 147.5 | 135.8 | 133.0 |
| Revenue Credited to the Consolidated Revenue Fund | 34.0 | 34.0 | 34.0 | 34.0 |

1. Includes the National Farm Products Council and the Canadian Grain Commission.

2. Revenues credited to the vote are entirely associated with the Canadian Grain Commission Revolving Fund.

1.4 EXTERNAL FACTORS

The continuing **need to focus on growth in the Canadian economy and on maximizing the jobs** that result for Canadians will require Agriculture and Agri-Food Canada (AAFC) to renew its commitment to assist industry to develop and take advantage of new market opportunities.

Building on the record \$20 billion in export sales that the agriculture and agri-food sector achieved in 1996, AAFC will work closely with the Canadian Agri-food Marketing Council and the agri-food sector in its efforts to achieve, by year 2005, its export targets of 4% share of the value of world agriculture and agri-food exports, which translates into \$40 billion, if current trends continue; and a higher proportion of exports of value-added products (reversing the current ratio of bulk commodity exports to processed product exports from 60:40 in 1995 to 40:60 by 2005).

In order to assist industry to meet these targets, access for Canadian agriculture and agri-food products in world markets will continue to be an important focus for our department. We will be preparing for the next agriculture negotiations under the World Trade Organization (WTO) in 1999 and will consult extensively with the industry in this regard. We will work to maintain and manage trade relationships with our trading partners, especially with our biggest trading partner, the United States, and develop regional trading arrangements to maximize the opportunities for the Canadian agriculture and agri-food sector. We are also committed to ensuring that all countries that we trade with respect their trade commitments and that Canadian producers are protected from unfair competition from imports. Of continued importance to our commitment to support Canadian industry are our efforts to resolve or reduce technical and other barriers to trade and the reduction of interprovincial trade barriers which requires consultations with industry on principles to broaden the agreement on internal trade to reduce barriers to agri-food trade in the Canadian market.

To respond to the need of our clients for an integrated approach to international development, as one of the three core departments supporting the federal government's International Business Development (IBD) Strategy, AAFC will work with the Department of Foreign Affairs and International Trade (DFAIT) and Industry Canada (IC) to develop "Team Canada Inc" which will deliver an integrated policy, program and services framework in support of Canadian exporters and the promotion of their products. To achieve this integrated approach, we will build on the Agri-food Trade Service (ATS) to give agri-food exporters a seamless, federal export trade service, including staff in regional offices, national experts and linkages with trade development officers in Canadian embassies abroad, thus increasing industry's access to our market development services and programs, and providing new information products that support business decisions to expand and diversify their markets.

It is important for the industry, in meeting its targets, to be able to take advantage of opportunities in new markets. We have committed to work with the other federal departments, the provinces and industry to implement the recently developed medium-term action plans for priority markets, as important opportunities for trade and market development exist. The markets targeted as priorities for Canadian agri-food products are United States, Japan, European Union, China, South Korea, Taiwan, Mexico and Brazil. We are also developing a strategy for emerging markets where important opportunities will arise in the coming years.

On the domestic front, the continuing **need to respond to globalization and assist in the structural changes that result on both the demand and supply sides** requires that the department reinforce the importance of "market readiness" and work closely with the provinces and the industry to ensure that companies and products are ready to respond to consumers' needs, both in domestic and international markets. To further pursue this objective, AAFC funding programs, like the Agri-Food Trade 2000, are being used to fill information gaps regarding consumer behaviour in these markets. We will promote the

food processing industry as an engine of growth for the agri-food chain and encourage improved coordination among the main players to improve the competitiveness of the Canadian agri-food supply chain.

We will also promote strategic alliances among the sub-sectors of the industry and focus on the attraction of investment, technology, and improved marketing systems, distribution channels and management skills. Consultations will continue this Spring with the agri-food sector to explore the issues and provide industry with the tools to be competitive.

Industry’s needs to supply internationally competitive world-class products — to produce the right products for the right markets — means that to succeed, we need to better define the role of direct investment in developing supply capability and to develop programs to attract and retain productive investment in the Canadian agri-food industry. On the supply-side, a coordinated approach is being taken through an action plan for the food processing sector. By enhancing our investment climate and by making new efforts to attract investment, we will be able to maximize the competitiveness of Canadian agriculture and agri-food products in the global economy.

1.5 KEY STRATEGIES, PLANS AND EXPECTED RESULTS

Highlighted below are our Key Strategies, Plans and Expected Results by Key Result Area:

| EXPANDING MARKETS | |
|-------------------------------|--|
| KEY EXPECTED RESULTS | PLANS (1998-2001) |
| MARKET ACCESS | |
| Negotiating trade agreements. | <ul style="list-style-type: none"> ▶ Market access improvements negotiated as part of several accessions to the WTO including China, Taiwan, Russia, Ukraine and Saudi Arabia, and implementation of negotiated improvements within bilateral/regional trade agreements (Canada/Israel FTA). ▶ In 1998-99, domestic and international preparation for the next Round of WTO multilateral trade negotiations in agriculture (to be launched in 1999) through consolidation of the provinces’ and agriculture, food and beverage industry stakeholders’ interests and priorities, as well as further negotiations on a regional/bilateral basis (eg. NAFTA expansion). ▶ Canadian access to U.S. market maintained and resolution of a number of market access issues aimed at further improving and securing Canada’s access to the U.S. market. ▶ With provinces and industry stakeholders, Canadian objectives developed for regional negotiations, such as the Hemispheric Free Trade Area (Free Trade Agreement of the Americas — to be launched at the April 1998 Summit of the Americas) and concluded by 2005. |

EXPANDING MARKETS

KEY EXPECTED RESULTS**PLANS (1998-2001)**

Resolving barriers to domestic and international trade.

- ▶ Participants to conclude negotiations on the incorporation of agriculture into the Organization for Economic Cooperation and Development (OECD) Arrangement on Guidelines for Officially Supported Export Credits and report on the negotiations at the April 1998 OECD Ministerial Meeting.
- ▶ Existing market access aggressively safeguarded, market access increased through the resolution of selected international and interprovincial technical and other barriers to trade on priority list, and rights and obligations under the WTO agreement exercised.
- ▶ Dispute settlement mechanism used, where appropriate, to prevent and resolve disputes with trading partners on agricultural and agri-food products including the defence of Canadian measures in accordance with trade agreements rights and obligations.
- ▶ Contribution made to WTO review of Technical Barriers to Trade and Sanitary and Phyto-Sanitary (SPS) Agreement.
- ▶ Promotion of sound science-based approach to standards for primary and processed food products through the WTO Committee on SPS measures.
- ▶ Industry priorities for trade policy and market access issues captured and integrated into departmental activities through ongoing consultation with industry including the Sectoral Advisory Group on International Trade, Canadian Agri-Food Marketing Council (CAMC), industry meetings and the provinces.
- ▶ In 1998-99, negotiations with provinces on the revisions of the Agricultural Chapter of the Agreement on Internal Trade.
- ▶ Elimination of remaining provincial reservations/barriers in internal trade for alcoholic beverages through AAFC's continued efforts in pressing for further actions by provinces.

Advancing Canadian interests through the activities of international bodies.

- ▶ In consultation with provinces and Canadian industries, agricultural trade reform maintained as a high profile item on international organizations' agendas including WTO, APEC, OECD, Cairns Group and Food and Agriculture Organization (FAO).
- ▶ Cultivation of strong alliances with like-minded members to press Canadian priorities within

EXPANDING MARKETS

KEY EXPECTED RESULTS**PLANS (1998-2001)**

international organizations including WTO, APEC, OECD, Cairns Group and FAO.

MARKET DEVELOPMENT

Identifying priority and emerging markets and assist industry to develop strategies to maximize export trade.

- ▶ Implementation of strategic activities contained in the eight medium-term priority action plans, in partnership with the private sector and the provinces.
- ▶ In 1998-99, action plans developed for emerging markets to further increase Canada's share of global trade.
- ▶ Canada's International Business Strategy for the agri-food sector improved through increased collaboration with the members of the Federal/Provincial Market Development Council (FPMDC) and CAMC.

Providing support, through the Agri-Food Trade Service (ATS) services and programs, in the promotion of export growth and market readiness in both products and companies.

- ▶ An increase in the successful utilization of AAFC's world-class ATS by intermediate and consumer product food industries and by industry in their efforts to expand sales in priority and emerging markets.
- ▶ Through trade services, shows and missions (incoming and outgoing), promoting our Canadian products to foreign markets.
- ▶ Through a targeted Latin American program, business relationship between Canadian food suppliers and foreign buyers strengthened.
- ▶ Canada's image as a reliable supplier of high quality products enhanced through participation in at least eight major international exhibitions (e.g., ANUGA, SIAL, FMI and FOODDEX) and through other promotional activities.
- ▶ Consultative services and advice provided to regional and national clients to enhance their ability to be export market-oriented and become export-ready.

Identifying, analysing and fostering the capture of higher-value processing opportunities by industry.

- ▶ An increase in exports of higher-value products through the support in growth of the food processing sector and improving competitiveness of the Canadian agri-food supply chain.

Providing services and advice to foster a more integrated supply chain management approach to all the food system and to maximize benefits from opportunities in the domestic market.

- ▶ Working with agricultural and food processing associations and with CAMC, to facilitate improved supply chain integration, so as to maximize industry's ability to meet evolving market requirements and opportunities.

EXPANDING MARKETS

KEY EXPECTED RESULTS**PLANS (1998-2001)**

- ▶ Industry priorities captured and integrated into departmental activities through improved liaison using consultation mechanisms along with industry and association meetings.
- ▶ Value of government services and programs assessed and recommendations provided on appropriate changes which meet industry needs.
- ▶ Orderly marketing facilitated through the increased use of advance payment and price programs operated with reduced risks and liability.

INVESTMENT

Supporting a policy/program framework to improve Canada's agriculture and agri-food investment climate.

- ▶ Selected regulatory barriers to investment reduced or eliminated over the three-year planning period.

Developing a federal/provincial agri-food investment strategy in close partnership with the provinces.

- ▶ Implementation of a federal/provincial strategy to encourage the retention and the expansion of domestic and foreign investment in the agri-food sector.

Identifying and promoting opportunities for domestic and international direct investment and support related alliances in the Canadian agriculture and agri-food sector.

- ▶ In collaboration with other government and industry stakeholders, new major investment cases in Canadian agriculture and agri-food industry identified and promoted each year over the next three-year planning period.
- ▶ In partnership with Canadian multi-national enterprises (MNEs) and small and medium enterprises (SMEs), an increased number of investment matches in Canadian agriculture and agri-food industry identified and promoted with international and domestic investors each year over the next three-year planning period.
- ▶ Retention and/or finalization of specific food processing investment opportunities, on behalf of companies considering investment options for existing Canadian facilities, through a coordinated approach.

Encouraging strategic alliances which favour the acquisition of "intangible" assets such as technology and marketing expertise.

- ▶ Canadian SME collaboration encouraged on technology transfer, marketing initiatives and business networks through existing or new associations/alliances, and with other federal/provincial partners.
- ▶ Strategic alliances between key sub-sectors promoting the development of biotechnology, new ingredients and nutraceutical products.

EXPANDING MARKETS

KEY EXPECTED RESULTS**PLANS (1998-2001)**

Providing services, advice and adaptation mechanisms to support domestic industry with a view to increasing its capacity and capability to supply internationally competitive products.

- ▶ International benchmarking of selected Canadian agri-food industries to identify competitiveness, strengths and emerging competitor challenges.
- ▶ Canadian business climate for food processors improved through the promotion of new products/technologies; enhanced accessibility to competitively priced agricultural inputs; and identification and encouragement of the development of Canadian-based agri-food MNEs.
- ▶ Access to investment capital improved through the increased use of loan guarantee programs under the *Farm Improvement and Marketing Cooperatives Loans Act* (FIMCLA) to encourage investment in modern technologies and new facilities.

NATIONAL FARM PRODUCTS COUNCIL

MANDATE

The National Farm Products Council's mandate is:

to ensure that national supply management works in the balanced interests of all stakeholders and to enable and support promotion-research agencies.

KEY STRATEGIES, PLANS AND EXPECTED RESULTS

Highlighted below are the Council's Key Strategies, Plans and Expected Results by Key Result Area:

| NATIONAL FARM PRODUCTS COUNCIL | |
|--|---|
| KEY EXPECTED RESULTS | PLANS (1998-2001) |
| Help the industry develop a long-term export market strategy for value-added products. | ▶ Convening workshops and conferences to discuss key issues that will help the industry reach its full potential. |
| Develop a fully market responsive and administratively effective industry. | ▶ Working with the agencies, assisting them in promoting more effective marketing of farm products. |
| Assist the agencies in their development of cost of production studies to be used at the national and provincial levels. | ▶ Working with provincial supervisory agencies to develop guidelines. |
| Bring industry stakeholders together to promote an efficient and competitive agriculture industry. | ▶ Develop a greater role for the Council as a convenor and facilitator. |

CANADIAN GRAIN COMMISSION

DESCRIPTION

The Canadian Grain Commission (CGC) is a Special Operating Agency reporting to the Canadian Parliament through the Minister of Agriculture and Agri-Food. The CGC's vision is to strive for excellence in adding value to the Canadian grain industry. Our mission is to be a leader in providing grain quality management and quantity assurance, dedicated to excellent and responsive service supporting producers, all sectors of the grain industry and their customers.

MANDATE AND KEY RESULTS AREAS

| MANDATE | KEY RESULTS AREAS |
|---|--|
| <p>By authority of the <i>Canadian Grain Act</i>, the mandate of the Canadian Grain Commission (CGC) is:</p> <p>in the interests of the grain producers, establish and maintain standards of quality for Canadian grain and regulate grain handling in Canada, to ensure a dependable commodity for domestic and export markets.</p> | <ul style="list-style-type: none"> ▪ Grain Quality Standards ▪ Grain Quality and Quantity Services ▪ Market Support ▪ Communication ▪ Legislation and Regulation ▪ Grain Research and Technology |

PLANNED SPENDING

| CANADIAN GRAIN COMMISSION REVOLVING FUND: STATEMENT OF OPERATIONS AND CHANGES IN FINANCIAL POSITION (\$ MILLIONS) | | | | |
|--|---------------------|--------------------|--------------------|--------------------|
| | Forecast 1997-98 | Planned 1998-99 | Planned 1999-00 | Planned 2000-01 |
| Revenues | 57.1 | 56.3 | 57.4 | 57.4 |
| Expenses | 54.5 | 56.3 | 57.4 | 57.4 |
| Profit (Loss) | 2.5 | - | - | - |
| Depreciation/Amortization | 1.7 | 2.5 | 2.5 | 2.5 |
| Changes in working capital (increase) | (0.5) | 0.0 | 0.0 | (0.2) |
| Acquisition of Depreciable assets | (1.8) | (2.5) | (2.0) | (2.0) |
| Cash Surplus (Requirements) | 1.9 | 0.0 | 0.5 | 0.3 |
| Authority | 12.0 | 12.0 | 12.0 | 12.0 |
| Drawdown: | | | | |
| Balance as of April 1 | 1.4 | 3.3 | 3.2 | 3.7 |
| Projected Surplus (Drawdown) | 1.9 | 0.0 | 0.5 | 0.3 |
| | 3.3 | 3.2 | 3.7 | 4.0 |
| Projected Unused Authority at Year-End | 15.3 | 15.2 | 15.7 | 16.0 |

Note: The CGC has operated as a revolving fund on the basis of accrual accounting since April 1, 1995. The CGC has a line of credit of \$12 million which is the maximum amount that may be drawn down from the Consolidated Revenue Fund at any point in time.

KEY STRATEGIES, PLANS AND EXPECTED RESULTS

Highlighted below are the CGC's Key Strategies, Plans and Expected Results by Key Result Area:

| CANADIAN GRAIN COMMISSION | |
|---|---|
| KEY EXPECTED RESULTS | PLANS (1998-2001) |
| GRAIN QUALITY STANDARDS | |
| Maximize the value of our work in setting and maintaining grain quality standards. | <ul style="list-style-type: none">▶ In 1999-00, implement a national inspection monitoring system.▶ In 1999-00, complete ISO registration of identified services.▶ Conduct statistical studies to understand the variability inherent in grading factors that are visually assessed.▶ From 1998 to 2000, collaborate with AAFC scientists on improving and developing testing for evaluating new grain varieties.▶ Cooperate with the Canadian wheat industry to modify classification criteria for wheat classes. |
| GRAIN QUALITY AND QUANTITY SERVICES | |
| Adapt activities and adjust services to meet changing customer needs and technologies. | <ul style="list-style-type: none">▶ Open a new service center in Brandon Manitoba.▶ Provide a prairie mobile inspection office.▶ In 1999-00, adopt measures to advance freer North American trade of grain including a policy to facilitate the handling of U.S. wheat at primary elevators.▶ Offer producer grain grading workshops.▶ Expand our Phytosanitary Program.▶ From 1998 to 2001, provide CGC consulting services to various countries focussing on the development of new projects in South America and Southeast Asia.▶ Assess and evaluate the effectiveness, and customer opinion, of the Grain Receiving Service. |
| Maintain a cooperative relationship with the grain industry for quality assurance services. | <ul style="list-style-type: none">▶ Participate and coordinate with the CWB a trial shipment of Canadian grain loaded in Canada for shipment through the U.S.A. with final export out of a Gulf of Mexico port. |
| MARKET SUPPORT | |
| Strengthen market support activities to reinforce Canada's reputation in world grain markets. | <ul style="list-style-type: none">▶ From 1998 to 2000, develop with soybean shippers a CGC monitoring and documentation system to strengthen buyer confidence in Canada's ability to provide shipments of non-GMO soybeans. |

CANADIAN GRAIN COMMISSION

KEY EXPECTED RESULTS**PLANS (1998-2001)**

Enhance and strengthen customer service.

- ▶ From 1998 to 2001, work with the Canadian Wheat Board (CWB) and grain handling companies to improve services.
- ▶ Set, implement and publish service standards for all major services for internal and external clients.
- ▶ From 1998 to 2001, continue to meet with terminal and transfer elevator managers and operating staff to identify changes in operating procedures and to discuss operational concerns.

COMMUNICATION

Enhance awareness and understanding among producers and the industry for end use quality issue and the role of producers in the quality system.

- ▶ Provide a complaint mechanism to the industry and stakeholders.
- ▶ Develop and publish a strategy based on the 1997 survey of western Canadian producers.

LEGISLATION AND REGULATION

Increase industry responsibility by adjusting regulatory activities and eliminate outdated regulations provided we have the support of the industry.

- ▶ From 1998 to 2001, conduct a comprehensive review of the *Canada Grain Act*.
- ▶ Implement the Special Crops Rural Initiative program in accordance with the amendments to the *Canada Grain Act*.
- ▶ Repeal the *Grain Futures Act* and transfer the supervisory authority to the Manitoba Securities Commission.

GRAIN RESEARCH AND TECHNOLOGY

Maintain a leading edge on new grain research and information technology.

- ▶ Identify a program to develop Rapid Instrument Objective Testing (RIOT) and technology.
- ▶ Develop a strategy to obtain RIOT research funding from AAFC and the Industry.
- ▶ Offer Grain Inventory Accounting System (GIAS) to transfer elevators in eastern Canada and other national and international clients.
- ▶ Ensure all systems and infrastructure are Year 2000 compliant by April 1999.

2. INNOVATING FOR A SUSTAINABLE FUTURE

2.1 DESCRIPTION

The *Innovating for a Sustainable Future* business line pursues its objective through an extensive network of research centres, working in partnerships with provinces, universities, communities and private sector research organizations. Its activities assist the agriculture and agri-food sector to:

- ▶ reduce the costs of producing and processing agricultural and agri-food products;
- ▶ improve the quality and safety of agricultural and agri-food products;
- ▶ develop and promote production and processing practices which are safe and environmentally sustainable;
- ▶ promote an increased understanding of environmental issues affecting the agriculture and agri-food sector; and
- ▶ develop appropriate policies and programs in support of long-term environmental sustainability.

2.2 OBJECTIVE AND KEY RESULTS AREAS

| BUSINESS LINE OBJECTIVE | KEY RESULTS AREAS |
|---|--|
| <p>AAFC's <i>Innovating for a Sustainable Future</i> business line objective is:</p> <p>to work with industry and other partners to support the sector's efforts to develop and produce competitive products and processes in an environmentally sustainable manner.</p> | <ul style="list-style-type: none"> ■ Innovation: Increased development, availability and adoption of products, processes and practices that contribute to competitiveness and environmental sustainability. ■ Sustainable Resource Use: Increased adoption and utilization of sustainable land and water management systems that affords greater economic security. ■ Integrated Policies and Decision-making: Integration of environmental and economic considerations into departmental, sectoral, community and individuals' decision-making. |

2.3 PLANNED SPENDING

| <i>INNOVATING FOR A SUSTAINABLE FUTURE</i> BUSINESS LINE — PLANNED SPENDING (\$ MILLIONS) | | | | |
|---|---------------------|--------------------|--------------------|--------------------|
| | Forecast 1997-98 | Planned 1998-99 | Planned 1999-00 | Planned 2000-01 |
| Gross Spending | 315.3 | 361.3 | 312.1 | 314.0 |
| Less Revenue Credited to the Vote | 12.9 | 10.4 | 10.4 | 10.4 |
| Total Net Spending | 302.4 | 350.9 | 301.7 | 303.6 |
| Revenue Credited to the Consolidated Revenue Fund | 5.7 | 5.5 | 5.4 | 5.4 |

2.4 EXTERNAL FACTORS

Canada's agriculture and agri-food sector is emerging as one of the most innovative, knowledge-intensive sectors in its pursuit to stay competitive in the marketplace. It has become a leader in the generation and application of research and development, the adoption of sustainable resource management practices and the integration of these considerations into departmental policy and program development and decision-making.

Increased public awareness and support for federal science and technology requires that Agriculture and Agri-Food Canada focus its agricultural and agri-food research, development and technology transfer on activities that provide maximum returns to Canadian society, in particular those that are valuable to the nation but which the private sector, working alone, cannot undertake at a profit. A particular focus is ensuring a supply of safe, high-quality crop, animal and food products that are competitive in the marketplace and environmentally sustainable. Transferring the results of research and development to clients is an important element of commercializing new products and services.

The demand for more efficient and client-driven research programs and policies requires that we strengthen alliances and collaborative efforts with other research institutions, provincial governments, producers and processors. This cooperation includes advising and participating in community-based resource planning, promoting the understanding of environmental issues and environmental responsibility, and providing scientifically sound information and analysis for improved decision-making.

The increased focus on preserving and enhancing the environment will direct the Department into addressing the environmental questions that will help sustain rural communities, provide a high quality of life and promote sustainable economic development in rural areas.

2.5 KEY STRATEGIES, PLANS AND EXPECTED RESULTS

Highlighted below are our Key Strategies, Plans and Expected Results by Key Result Area:

| INNOVATING FOR A SUSTAINABLE FUTURE | |
|--|--|
| KEY EXPECTED RESULTS | PLANS (1998-2001) |
| INNOVATION | |
| Offering of services and technologies that conserve soil, water and air quality, as well as genetic resources. | <p>In 1998-99:</p> <ul style="list-style-type: none">▶ Research and scientific inputs to reports on agri-environmental indicators for farm management, bio-diversity, input use efficiency and soil, water and air quality.▶ Completion and publication of a report on the health of our atmosphere.▶ Completion of a Matching Investment Initiative project on feed additives for swine rations to reduce odour.▶ Transfer of the Plant Gene Resource Centre (PGRC) to Saskatoon. <p>In 1999-00:</p> |

INNOVATING FOR A SUSTAINABLE FUTURE

KEY EXPECTED RESULTS

PLANS (1998-2001)

| | |
|---|---|
| <p>Introductions of new stress-resistant crop varieties and crop protection and production systems.</p> | <ul style="list-style-type: none"> ▶ Validate existing data regarding the contribution of the agri-food sector to greenhouse gas emissions. ▶ Completion of a project using a urease inhibitor to allow surface application of urea to minimum or zero tillage systems, increasing fertilizer efficiency. <p>In 2000-01:</p> <ul style="list-style-type: none"> ▶ Establishment of crop-specific gene banks. ▶ Analysis of data to understand processes that contribute to greenhouse gas emissions by the agri-food sector. ▶ Contribution to the improvement of best management practices (BMP's) to assist in meeting Kyoto commitments. |
| <p>Introduction of new animal production and protection systems.</p> | <p>In 1998-99:</p> <ul style="list-style-type: none"> ▶ Certification of a high-quality winter wheat variety. ▶ Registration of the first mustard, <i>Brassica juncea</i>, with canola quality oil. <p>In 1999-00:</p> <ul style="list-style-type: none"> ▶ Certification of a scald-resistant barley variety. ▶ Registration of a high-protein soybean variety for eastern Canada with significant yield. ▶ Registration of a prairie spring wheat with significant improvement in protein content. <p>In 2000-01:</p> <ul style="list-style-type: none"> ▶ Registration of a Prairie Spring wheat variety with Fusarium Head Blight resistance. ▶ Registration of the first hard white spring wheat variety. |
| <p>Introduction of new animal production and protection systems.</p> | <p>In 1998-99:</p> <ul style="list-style-type: none"> ▶ Introduction of non-invasive techniques to assess carcass characteristics of live animals. <p>In 1999-00:</p> <ul style="list-style-type: none"> ▶ Development of a new anaerobic digestion technology to handle manure in an environmentally sustainable manner. ▶ Development of a segregated early-weaning technology. <p>In 2000-01:</p> <ul style="list-style-type: none"> ▶ Development of technologies to assure the welfare of farm animals. |

INNOVATING FOR A SUSTAINABLE FUTURE

KEY EXPECTED RESULTS

PLANS (1998-2001)

Introduction of new value-added food and non-food products and processes.

- ▶ Development of technologies to improve ruminant nutrition.
- In 1998-99:
- ▶ Completion of the crop utilization group at Saskatoon.
 - ▶ Relocation of the Ottawa food research program to Guelph.
- In 1999-00:
- ▶ Licensing of the pharmacologically active component of flax.
 - ▶ Completion of application of carcass pasteurization equipment to beef.
- In 2000-01:
- ▶ Development of technologies for natural flavours and colourants.
 - ▶ Commercialization of “fresh-like” juice.
 - ▶ Development of alternatives to conventional thermal pasteurization.
 - ▶ Development of processes for extracting food/feed additives from agricultural products.

Increased level of collaborative research between industry and the department*.

* A small portion of Matching Investment Initiative funds are being delivered by the Canadian Food Inspection Agency on behalf of AAFC. Taken together, federal funding totals \$35.2 million in 1998-99 and \$35.8 million in both 1999-00 and 2000-01, the targets previously announced.

- ▶ In 1998-99: industry matching of \$31.7 million available in federal funding.
- ▶ In 1999-00: industry matching of \$32.2 million available in federal funding.
- ▶ In 2000-01: industry matching of \$32.2 million available in federal funding.

SUSTAINABLE RESOURCE USE

Assessment and management of land and water capabilities for continuing sustainable use.

- From 1998-99 to 2000-01:
- ▶ Increased access to safe, reliable water supplies for rural areas.*
 - ▶ Increase in the diversity of use and the sustainability of physically marginal land within the public and private domain.*
 - ▶ Maintenance of biological diversity through sustainable management of federally controlled and private rangelands.*
 - ▶ Development of a Prairie-wide assessment plan for land

INNOVATING FOR A SUSTAINABLE FUTURE

KEY EXPECTED RESULTS

PLANS (1998-2001)

| | |
|--|---|
| <p>Increased knowledge and adoption of innovative resource-based information into agriculture and agri-food systems.</p> | <p>based issues facing the agriculture and Agri-Food Sector.</p> <ul style="list-style-type: none"> ▶ Implementation of a two-year (1997-98 to 1998-99) \$10-million National Soil and Water Conservation Program. <p>From 1998-99 to 2000-01:</p> <ul style="list-style-type: none"> ▶ Increased awareness, knowledge and adoption by rural people of integrated economic and environmental management practices.* |
| <p>Increased contribution of the agricultural and agri-food sector to international environmental commitments.</p> | <p>From 1998-99 to 2000-01:</p> <ul style="list-style-type: none"> ▶ Increased sequestering of carbon through agricultural practices. ▶ Meeting of international commitments for trans-boundary water transfers in southwest Saskatchewan. <p>*indicates measures for the Prairies region only.</p> |

INTEGRATED POLICIES AND DECISION-MAKING

| | |
|---|--|
| <p>Implementation of an environmentally sound agri-food policy framework.</p> | <p>From 1998-99 to 2000-01:</p> <ul style="list-style-type: none"> ▶ Implementation of AAFC's Bio-diversity Strategy. ▶ Determination of the environmental sustainability of AAFC policies and programs. ▶ Periodic assessment and reporting of progress in implementing AAFC's sustainable development strategy, <i>Agriculture in Harmony with Nature</i>. ▶ Development and implementation of AAFC's Hog Environmental Management Strategy (HEMS). |
| <p>Provision of information to support environmentally sustainable agri-food decision-making.</p> | <p>From 1998-99 to 2000-01:</p> <ul style="list-style-type: none"> ▶ Measurement and reporting of sectoral agri-environmental indicators for farm management, bio-diversity, input use efficiency and soil, water and air quality. ▶ With the sector and other government departments, development of a national implementation plan designed to move Canada toward meeting Kyoto commitments. ▶ Development of environmental information products for AAFC and its clients. ▶ In accordance with the Office of the Auditor General, development of a three-year sustainable development strategy as a follow-up to <i>Agriculture in Harmony with Nature</i>. |

3. STRONG FOUNDATION FOR THE SECTOR AND RURAL COMMUNITIES

3.1 DESCRIPTION

The *Strong Foundation for the Sector and Rural Communities* business line enhances the agriculture and agri-food sector's economic viability and self-reliance and promotes the economic development of rural communities through:

- ▶ national safety net programs for the management of production and market risks;
- ▶ initiatives to help the sector adapt to an evolving business climate;
- ▶ regulatory and framework policies particularly in relation to the grains and supply-managed sectors;
- ▶ the promotion of the cooperative sector and infrastructure development in the Prairies; and
- ▶ initiatives which ensure an enhanced accessibility to federal programs, benefits and services in rural areas.

3.2 OBJECTIVE AND KEY RESULTS AREAS

| BUSINESS LINE OBJECTIVE | KEY RESULTS AREAS |
|---|--|
| <p>AAFC's <i>Strong Foundation for the Sector and Rural Communities</i> business line objective is:</p> <p>to work with industry, provinces and other partners to enhance the sector's economic viability, while strengthening opportunities for rural community economic development.</p> | <ul style="list-style-type: none"> ■ Policy Framework: An agri-food policy framework that enables the sector to respond to emerging opportunities and adapt to a changing economy. ■ Rural Economy: A rural Canada better equipped to reach its potential. ■ Co-operatives: A federal policy framework that supports the development of co-operatives. |

3.3 PLANNED SPENDING

| <i>STRONG FOUNDATION FOR THE SECTOR AND RURAL COMMUNITIES</i> — PLANNED SPENDING (\$ MILLIONS) | | | | |
|--|---------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| | Forecast 1997-98 | Planned 1998-99 ⁽¹⁾ | Planned 1999-00 ⁽²⁾ | Planned 2000-01 ⁽³⁾ |
| Gross Spending | 1,164.3 | 880.9 | 586.7 | 540.7 |
| Less Revenue Credited to the Vote | 7.5 | 7.1 | 7.1 | 7.1 |
| Total Net Spending | 1,156.8 | 873.8 | 579.6 | 533.6 |
| Revenue Credited to the Consolidated Revenue Fund | 5.5 | 2.9 | 0.6 | 0.8 |

1. Planned spending in 1998-99 does not include approximately \$37.6 million for the Economic Recovery Assistance Program (1998 Ice Storm).
2. Planned spending in 1999-00 does not include approximately \$183 million for Safety Net Companion Programs, \$60 Million for Canadian Adaptation & Rural Development (CARD) and \$11.4 million for the Economic Recovery Assistance Program (1998 Ice Storm). Both Safety Net Companion Programs and CARD funds have been set aside within the Government's Fiscal Framework, however, approved extensions of these programs are required before the resources are drawn into the Department's planning numbers.
3. Planned spending in 2000-01 does not include approximately \$117 million for Safety Net Companion Programs, \$60 million for Canadian Adaptation & Rural Development and \$1 million for the Economic Recovery Assistance Program (1998 Ice Storm). Both Safety Net Companion Programs and CARD funds have been set aside within the Government's Fiscal Framework, however, approved extensions of these programs are required before the resources are drawn into the Department's planning numbers.

3.4 EXTERNAL FACTORS

The agriculture and agri-food sector is undergoing continuous adaptation to changes in market conditions and in the business and policy environment. Agriculture and Agri-Food Canada's focus has shifted to active investment in growth, markets and adaptation. Priority is now placed on establishing the business climate needed to support industry decision-makers' innovation, risk-taking and self-reliance.

To help farmers to better manage risks and to meet global competition, the federal government, in cooperation with the provinces and Canadian farmers, has developed a broad safety net framework. The new approach to safety net programs focuses on the benefits of trade neutrality and consistency among provinces. The Canadian Adaptation and Rural Development Fund (CARDF) has been developed to assist the industry in adjusting and adapting to a more competitive environment.

Assisting rural Canadians to realize their potential will require a strong federal role, using a partnership approach. This approach will manifest itself in our efforts to ensure that rural considerations are incorporated into federal policies, programs and services and the needs of rural Canadians are more fully identified and responded to through targeted service delivery mechanisms and the provision of necessary rural infrastructure. Collaborative partnership arrangements are being established with provincial governments and rural stakeholders; with municipal governments, rural organizations and industry groups under the CARDF and rural initiatives; and with other federal government departments in the development of the business policy framework for industry.

3.5 KEY STRATEGIES, PLANS AND EXPECTED RESULTS

| STRONG FOUNDATION FOR THE SECTOR AND RURAL COMMUNITIES | |
|---|--|
| KEY EXPECTED RESULTS | PLANS (1998-2001) |
| POLICY FRAMEWORK | |
| Risk Management: Use of programs, tools and alternative strategies that help producers take more responsibility for managing their own risk, and that encourage stability in the sector. | <ul style="list-style-type: none">▶ Lowering of the variation in producers' net income in relation to the variation in the value of production through the combination of sufficiently robust Net Income Stabilization Account and Crop Insurance Programs as well as province-based initiatives as governed by the existing policy framework agreements and their evolution, post 1999.▶ By 1998-99, a review of the safety net policy framework to determine future program directions and ensure smooth transition into post-1999 programming, including making necessary regulatory adjustments;▶ By 1999-2000, implementation of the safety net programs, monitoring performance and adjusting program design as necessary. |
| Marketing and Regulatory Policy: A legislative, regulatory and policy framework resulting in: | |
| <ul style="list-style-type: none">▶ a viable and competitive | <ul style="list-style-type: none">▶ Continuing evolution of the policy framework in the |

STRONG FOUNDATION FOR THE SECTOR AND RURAL COMMUNITIES

KEY EXPECTED RESULTS

PLANS (1998-2001)

production, marketing and processing structure for dairy, poultry and eggs, allowing these sectors to evolve and exploit opportunities;

- ▶ an efficient, viable and competitive production, marketing, transportation and handling structure for both raw and processed grain and oilseed products that provides customers with the product they want, when and where they want it.

Adaptation: Development of a responsive and self-reliant agriculture and agri-food industry, able to adapt to a changing business environment through effective policies, programs and institutions.

Cross Sectoral Policy Integration: Integration of agri-food interests into the broad social and economic policies and programs across federal

dairy, poultry and egg industry in response to domestic and international market changes as they occur; growth at both production and processing levels for this industry, through:

- ▶ ongoing work with industry to continue to develop a vibrant and responsive supply management system for Canadian producers;
- ▶ by 2001-02, completion of phase-out of the dairy subsidy.

- ▶ Maintain consistent quality and on-time delivery of Canada's raw and processed grain and oilseed products; provision of marketing and transportation services at costs no higher than our major competitors, through:

- ▶ by 1999-00, implementing changes resulting from amendments to the *Canadian Wheat Board (CWB) Act*; continuation of on-going support for the CWB to remain an important and responsive institution for marketing western grain; work towards ensuring future legal challenges of the CWB's authority are effectively managed;
- ▶ by 1999-00, participating in the completion of a comprehensive review of the grain handling and transportation system for western grain, including the legislative and regulatory framework.

- ▶ Increased awareness, and use, of new instruments that improve decision-making and promote the agriculture and agri-food sector's self-reliance, through:

By 1998-99:

- ▶ full implementation of the performance management framework for CARDF programs;
 - ▶ creation of an information data base on the impact of the new instruments;
 - ▶ consultations and analyses to identify issues and design new policy tools to address the changing needs of the sector.
- ▶ From 1999-00 to 2000-01, implementation of a renewed set of adaptation programming.

- ▶ By 2000-01, improved understanding throughout the federal government and industry of how non-sectoral economic and social policies impact the agri-food sector and exploiting opportunities for the agri-food

STRONG FOUNDATION FOR THE SECTOR AND RURAL COMMUNITIES

KEY EXPECTED RESULTS**PLANS (1998-2001)**

departments to take full advantage of the opportunities for the agri-food sector.

sector to contribute to broad government priorities in such areas as youth employment, education, regulatory policy, investment and innovation.

RURAL ECONOMY

Rural Considerations: Development of federal government policies and programs that incorporate rural considerations.

- ▶ Increased number of federal policies and programs that take rural considerations into account, through:
 - ▶ by 1998-99, major new and amended federal economic policies and programs to incorporate rural considerations;
 - ▶ by 1999-00 and 2000-01, expansion to include significant new and amended social policies and programs with significant rural implications.

Awareness and Access: Use of service delivery mechanisms that increase awareness of and access to federal government initiatives in rural areas.

- ▶ Increased number of co-ordinated approaches and partnered processes; strengthening of existing partnerships and establishment of new partnerships and delivery mechanisms where required (e.g. enhanced use of rural post-offices).
- ▶ Ongoing identification of information and other needs of rural residents (e.g. rural access to the information highway).

Economic Growth and Stability of Rural Businesses and Communities in the Prairies: Extension of the use of funding and technical support to assist in building rural infrastructure that will attract new, diversified businesses and lead to long-term, self sufficiency of the agriculture and agri-food sector and rural areas.

- ▶ By 1999-00, strengthened support for the successful development of new enterprises and the expansion of existing rural businesses created or expanded in rural communities influenced by federal programs.
- ▶ By 2000-01, increase the level of community and regional infrastructure development through the Rural Water Development Program and other initiatives.

CO-OPERATIVES

A legislative environment for co-operative businesses that will allow them to respond to their members' needs, while maintaining their co-operative uniqueness.

- ▶ By 1998-99, enactment of a new Act that will provide an improved legislative environment for co-operative businesses, such as an increase in the number of business continuing under the federal co-operation act and increased business volumes for co-operatives.
- ▶ Ongoing review of business plans of major federal departments and agencies to identify opportunities where major objectives can be achieved by working with co-operatives or by way of the co-operative model.

4. CORPORATE POLICIES AND SERVICES

4.1 DESCRIPTION

The *Corporate Policies and Services* Business Line provides the management policies, services infrastructure and support needed to help AAFC fulfil its mandate in the most effective and efficient manner possible while ensuring that our best efforts support the needs of our industry partners and stakeholders. While all staff and management have a responsibility for sound management, this business line will clarify the responsibility of line and corporate branches for obtaining desired outcomes.

The business line's priorities are to provide:

- ▶ strategic, business and financial planning capabilities;
- ▶ a renewed and revitalized departmental workforce;
- ▶ a productive working environment for employees;
- ▶ an information infrastructure and services for the Department and its partners;
- ▶ technical and support services for informatics, capital planning, physical plant and security services;
- ▶ performance measurement and accountability mechanisms; and
- ▶ communications that support the business of the Department;

while encouraging the highest standards in the public service.

4.2 OBJECTIVE AND KEY RESULTS AREAS

| BUSINESS LINE OBJECTIVE | KEY RESULTS AREAS |
|--|---|
| <p>AAFC's <i>Corporate Policies and Services</i> business line objective is:</p> <p>to provide the Department with the capacity, capability and appropriate support services to achieve results for the sector and Canadians in a sound manner.</p> | <ul style="list-style-type: none"> ▪ Sound Departmental Management: The Department has identified four interrelated outcomes which focus AAFC's efforts on achieving sound departmental management. These include: a shared departmental vision, objectives and values; a motivated, representative and productive organization; the right tools, systems and processes; and an organization that is committed to continuous improvement. Collectively, these outcomes represent a visible demonstration that the Department is operating in keeping with the principles of sound management. |

4.3 PLANNED SPENDING

| <i>CORPORATE POLICIES AND SERVICES BUSINESS LINE — PLANNED SPENDING⁽¹⁾ (\$ MILLIONS)</i> | | | | |
|---|---------------------------------|--------------------------------|--------------------------------|--------------------------------|
| | Forecast Spending 1997-98 | Planned Spending 1998-99 | Planned Spending 1999-00 | Planned Spending 2000-01 |
| Gross Spending | 84.5 | 62.1 | 63.2 | 64.0 |
| Less Revenue Credited to the Vote | 13.2 | 14.2 | 14.3 | 14.3 |
| Total Net Spending | 71.3 | 47.9 | 48.9 | 49.7 |
| Revenue Credited to the Consolidated Revenue Fund ⁽²⁾ | 0.1 | 0.1 | 0.1 | 0.1 |

1. Includes the Canadian Pari-Mutuel Agency Revolving Fund.
2. The Revenue Credited to the Consolidated Revenue Fund reflects only the revenues raised by the Corporate Policies and Services business line.
3. 1997-98 forecast includes resources not yet distributed to the other business lines for such things as Payment-in-Lieu of Taxes and the Early Departure and Early Retirement Initiatives.

4.4 EXTERNAL FACTORS

AAFC has a long history of excellence that stems from its ability to understand, participate in, and often lead the significant changes which are occurring throughout government and the agriculture and agri-food sector. As part of its mandate for change, the Department is striving to maintain and strengthen its ability to deliver results to the sector and Canadians while enhancing its commitment to employees. The trends that the Department is focussing on as part of its efforts to deliver results effectively and efficiently are:

Investing in People: *La Relève*: is a government-wide, human resources initiative that calls for the modernization and revitalization of the public service by way of people-based strategies that include recruitment, career planning and development activities. In response to this initiative, AAFC has developed a response, *Planning for the Future*, that lays out how it intends to meet departmental human resources needs. By using the right people in the right place at the right time, the Department will be well-positioned to move into the next century.

The Financial Information Strategy (FIS): is an initiative designed to improve the quality and timeliness of financial information in order to enhance government decision-making and improve organizational performance. As part of this strategy, the government is adopting a private sector accounting model and has undertaken a revitalization of government-wide financial systems. In response to this initiative, AAFC has implemented a strategy to ensure that its information systems will meet government-wide requirements by 2001 and has implemented SATURN, a new financial system that captures new business process and policy requirements.

The Year 2000 Initiative (Y2K): is an initiative designed to prepare for, and meet, the broad facilities, infrastructure and system applications challenges that are expected to occur at the beginning of the new millennium. As part of its response, the Department has implemented a strategy designed to ensure that all aspects of AAFC's requirements are addressed before December 31, 1999.

Modernized Comptrollership: is an initiative that follows the report of the *Independent Review Panel on Modernization of Comptrollership* which promotes better decision-making on organizational human, financial, capital and others resources to achieve results. In response to this initiative, the Department intends to target the best practices highlighted as part of this review to its

various management activities including its business planning activities, FIS and *Planning for the Future*.

Improved Reporting to Parliament: This Treasury Board initiative is aimed at providing better and more timely information to Parliamentarians and Canadians in a more transparent fashion and focusses on managing by, and for, results. The Department has responded to this initiative by developing and implementing a Performance Framework composed of three operational and one management business lines. This Framework was formalized in December 1997 through the approval of the Department’s Planning, Reporting and Accountability Structure (PRAS). The Framework represents AAFC’s commitment to implementing a results-based approach to managing the Department which flows from our vision for the sector’s future. As an integral part of this initiative, AAFC is developing a measurement strategy designed to assess the Department’s progress towards achieving results and taking corrective action as required.

The Environmental Management System (EMS): initiative is the result of a new, government-wide legal imperative designed to assist organizations in developing management tools that provide a framework for sustainable development practices, procedures and processes to manage an organization’s environmental agenda, and to document, communicate and evaluate environmental performance. In response to this initiative, AAFC is implementing an EMS to formally integrate environmental protection into its day-to-day activities.

An Increased Demand for Information by Industry: As the activities of federal departments and agencies become increasingly linked to those of industry partners and stakeholders, so does the need to share relevant information in a timely fashion. As a result of this trend, AAFC is increasing its investment targeted at providing information services to all partners and stakeholders in a timely and easily accessible fashion. In addition to the Agriculture and Agri-Food Canada Electronic Information Service (ACEIS), a web site which provides an electronic window to departmental information, the Department has approved an Integrated Knowledge Products Program (IKPP) designed to provide coordination, advice and guidance on information sharing within and outside the Department.

4.5 KEY STRATEGIES, PLANS AND EXPECTED RESULTS

| CORPORATE POLICIES AND SERVICES | |
|--|---|
| KEY EXPECTED RESULTS | PLANS (1998-2001) |
| SOUND DEPARTMENTAL MANAGEMENT | |
| <p>“Pulling Together” - a Department with a shared and understood vision, objectives and values to deliver results.</p> | <ul style="list-style-type: none"> ▶ By June 1998, validate mission, vision and values. ▶ Developing and implementing communications plans that support business lines’ key results. ▶ By December 1998, implement business line accountability accords. |
| <p>A Motivated, Representative and Productive Organization that achieves results.</p> | <ul style="list-style-type: none"> ▶ Implementing <i>Planning for the Future</i> diversity management framework and employment equity initiatives by: <ul style="list-style-type: none"> ▶ establishing and achieving corporate objectives and practices in relation to recruitment, promotion and |

CORPORATE POLICIES AND SERVICES

KEY EXPECTED RESULTS

PLANS (1998-2001)

- retention of designated group members.
- ▶ promoting the right of employees working in bilingual regions to work in their official language of choice.
 - ▶ providing diversity awareness, learning opportunities and training to managers and human resources staff.
- ▶ Implementing *Planning for the Future* recruitment, career and succession planning initiatives by:
- ▶ Starting in 1998-99, identifying potential candidates for succession to positions throughout the Department to ensure that the right mix of employees is available to meet future organizational requirements.
 - ▶ Providing all employees with the opportunity to develop a career plan before the year 2000 and the support needed to achieve their goals.
 - ▶ Identifying gaps between existing competencies and those required to fulfil the Department's business objectives and developing and implementing recruitment and development strategies designed to close the gaps.
- ▶ By 1998-99, develop a competency-based management approach to recruiting and developing employees, including the development of competency profiles.
- ▶ Implementing a conflict resolution process and infrastructure.
- ▶ On an ongoing basis, enhance both the performance feedback and rewards and recognition programming to meet the changing needs of AAFC and its employees linking employee performance goals to competencies.
- ▶ By January 1999, writing and evaluating all job descriptions according to the Universal Classification System (UCS).
- ▶ By April 1999, implement a resource management system, SATURN, to deliver on departmental commitments.
- ▶ On an ongoing basis, promoting a safe and healthy workplace by conducting health and safety training, planning and monitoring.
- ▶ Implementing an Environment Management System
- An organization that achieves planned results by providing the **right tools, systems and processes** to employees.

CORPORATE POLICIES AND SERVICES

KEY EXPECTED RESULTS

PLANS (1998-2001)

A Department that is committed to **Continuous Improvement** through monitoring its progress against shared targets and learning from reported results.

- (EMS) by conducting an environmental assessment of each AAFC site and implementing a structure and action plan to manage potential environmental issues.
- ▶ By August 1998, implementing strategic plans for facilities management, capital planning, and information management.
 - ▶ Implementing risk management measures to safeguard financial, land, property, materiel and information assets and ensure compliance with laws and regulations (e.g. Year 2000 response).
 - ▶ Implementing an integrated knowledge products program.
 - ▶ Operationalize AAFC's management system; a *Results-Based Management Framework*:
 - ▶ by September 1998, implement management cycle and performance measurement strategies to plan, monitor and adjust performance;
 - ▶ Conducting an employee survey to consult employees on their work environment and tools.

CANADIAN PARI-MUTUEL AGENCY

MANDATE AND KEY RESULTS AREAS

| MANDATE | KEY RESULTS AREAS |
|---|--|
| <p>The Canadian Pari-Mutuel Agency's mandate is:</p> <p>to protect the wagering public against fraudulent practices by consistently ensuring the integrity of pari-mutuel betting across Canada, thereby promoting the viability of the racing industry.</p> | <ul style="list-style-type: none"> ▪ Innovation and Foundation ▪ Corporate |

PLANNED SPENDING

| CANADIAN PARI-MUTUEL AGENCY REVOLVING FUND: STATEMENT OF OPERATIONS AND CHANGES IN FINANCIAL POSITION (\$ MILLIONS) | | | | |
|--|---------------------|--------------------|--------------------|--------------------|
| | Forecast 1997-98 | Planned 1998-99 | Planned 1999-00 | Planned 2000-01 |
| Revenues | 13.2 | 14.2 | 14.3 | 14.3 |
| Expenses | 13.2 | 14.2 | 14.3 | 14.3 |
| Profit (Loss) | - | - | - | - |
| Depreciation/Amortization | 0.2 | 0.2 | 0.2 | 0.2 |
| Changes in working capital | - | - | - | - |
| Acquisition of depreciable Assets | (0.2) | (0.2) | (0.2) | (0.2) |
| Cash Surplus (Requirements) | - | - | - | - |
| Authority | 2.0 | 2.0 | 2.0 | 2.0 |
| Drawdown: | | | | |
| Balance as of April 1 | 2.1 | 2.1 | 2.1 | 2.1 |
| Projected Surplus (Drawdown) | - | - | - | - |
| | 2.1 | 2.1 | 2.1 | 2.1 |
| Projected Unused Authority at Year-End | 4.1 | 4.1 | 4.1 | 4.1 |

Note: A line of credit of \$ 2 million was approved as the maximum amount that may be drawn down from the CRF at any point in time.

KEY STRATEGIES, PLANS AND EXPECTED RESULTS

| CANADIAN PARI-MUTUEL AGENCY | |
|-----------------------------|-------------------|
| KEY EXPECTED RESULTS | PLANS (1998-2001) |

INNOVATION AND FOUNDATION

An amended legislative framework and regulations that ensure public protection in the domestic and international markets, making use of new technology advancements and

In 1998-99:

- ▶ Revise feature pool regulations;
- ▶ Develop new account betting regulations;
- ▶ Begin a full regulatory review.

CANADIAN PARI-MUTUEL AGENCY

KEY EXPECTED RESULTS

PLANS (1998-2001)

development of new betting pools.

From 1999 to 2001:

- ▶ Complete a regulatory/legislative review.
- ▶ Conduct testing and approval of new pari-mutuel systems and supervision techniques.

New and enhanced supervision techniques to maintain public protection and pari-mutuel betting integrity.

In 1998-99:

- ▶ Award a new drug control contract;
- ▶ Complete revision of policy and procedures manual for CPMA use.
- ▶ From 1999 to 2001, investigate partnerships with provinces and industry on drug control and racing surveillance.

CORPORATE

A renewed SOA corporate structure and plan focussed on sound management including:

- ▶ organizational direction;
- ▶ productive workforce;
- ▶ proactive environment;
- ▶ sustainable SOA; and
- ▶ a transparent SOA.

In 1998-99:

- ▶ Evaluate the process for compliance to ISO-9001;
- ▶ Consolidate Ontario field offices;
- ▶ Centralize levy collection and accounting;

From 1999 to 2001:

- ▶ Enhance WEB page providing public with CPMA contacts, regulatory information and publication access.
- ▶ Evaluate further consolidation opportunities of field operations.

IV. SUPPLEMENTARY INFORMATION

Note: Expenditures in these tables are shown in millions of dollars. For this reason, expenditures which can not be listed in millions of dollars are shown as 0.0. Because expenditures are shown in millions, rounding errors occasionally occur.

| TABLE 1. SPENDING AUTHORITIES — MINISTRY SUMMARY (\$ MILLIONS) | | | |
|--|--|------------------------------|----------------|
| Vote | 1998-99 Main Estimates | 1997-98 Main Estimates | |
| Agriculture and Agri-Food Program | | | |
| 1 | Operating expenditures | 361.3 | 564.4 |
| 5 | Capital expenditures | 38.5 | 46.3 |
| 10 | Grants and Contributions | 275.9 | 256.3 |
| (S) | Grants to agencies established under the <i>Farm Products Agencies Act</i> | 0.2 | 0.2 |
| (S) | Payments in connection with the <i>Agricultural Marketing Programs Act</i> | 65.5 | - |
| (S) | Loan guarantees under the <i>Farm Improvement and Marketing Cooperatives Loans Act</i> | 4.0 | 4.0 |
| (S) | Payments in connection with the <i>Farm Income Protection Act</i> — Transition Programs for Red Meats | 3.2 | 3.0 |
| (S) | Payments in connection with the <i>Farm Income Protection Act</i> — Agri-Food Innovation Program | 30.1 | 19.9 |
| (S) | Payments in connection with the <i>Farm Income Protection Act</i> — Crop Insurance Program | 217.6 | 210.2 |
| (S) | Payments in connection with the <i>Farm Income Protection Act</i> — Canada/Nova Scotia Apple Industry Development Fund | 0.1 | 0.1 |
| (S) | Payments in connection with the <i>Farm Income Protection Act</i> — 1994 New Brunswick Debt Refinancing Program | 0.1 | 0.1 |
| (S) | Payments in connection with the <i>Farm Income Protection Act</i> — Net Income Stabilization Account ⁽¹⁾ | 254.6 | 209.9 |
| (S) | Payments in connection with the <i>Farm Income Protection Act</i> — Safety Net Companion Programs | 122.5 | 92.3 |
| (S) | Minister of Agriculture and Agri-Food — Salary and motor car allowance | 0.0 | 0.0 |
| (S) | Contributions to employee benefit plans | 46.3 | 70.1 |
| (S) | Canadian Grain Commission Revolving Fund | 0.0 | (1.0) |
| (S) | Loan guarantees made under the <i>Advance Payments for Crops Act</i> | - | 1.5 |
| (S) | Payments in connection with the <i>Prairie Grain Advance Payments Act</i> | - | 25.0 |
| (S) | Payments in connection with the <i>Farm Income Protection Act</i> — Crops Sector Companion Program | - | 0.2 |
| Total Department | | 1,420.1 | 1,502.6 |

1. The 1998-99 Estimates now reflect the federal portion of Alberta Net Income Stabilization Account (NISA) which was approved in 1997-98.

TABLE 2. ORGANIZATION STRUCTURE OF AGRICULTURE AND AGRI-FOOD CANADA PORTFOLIO

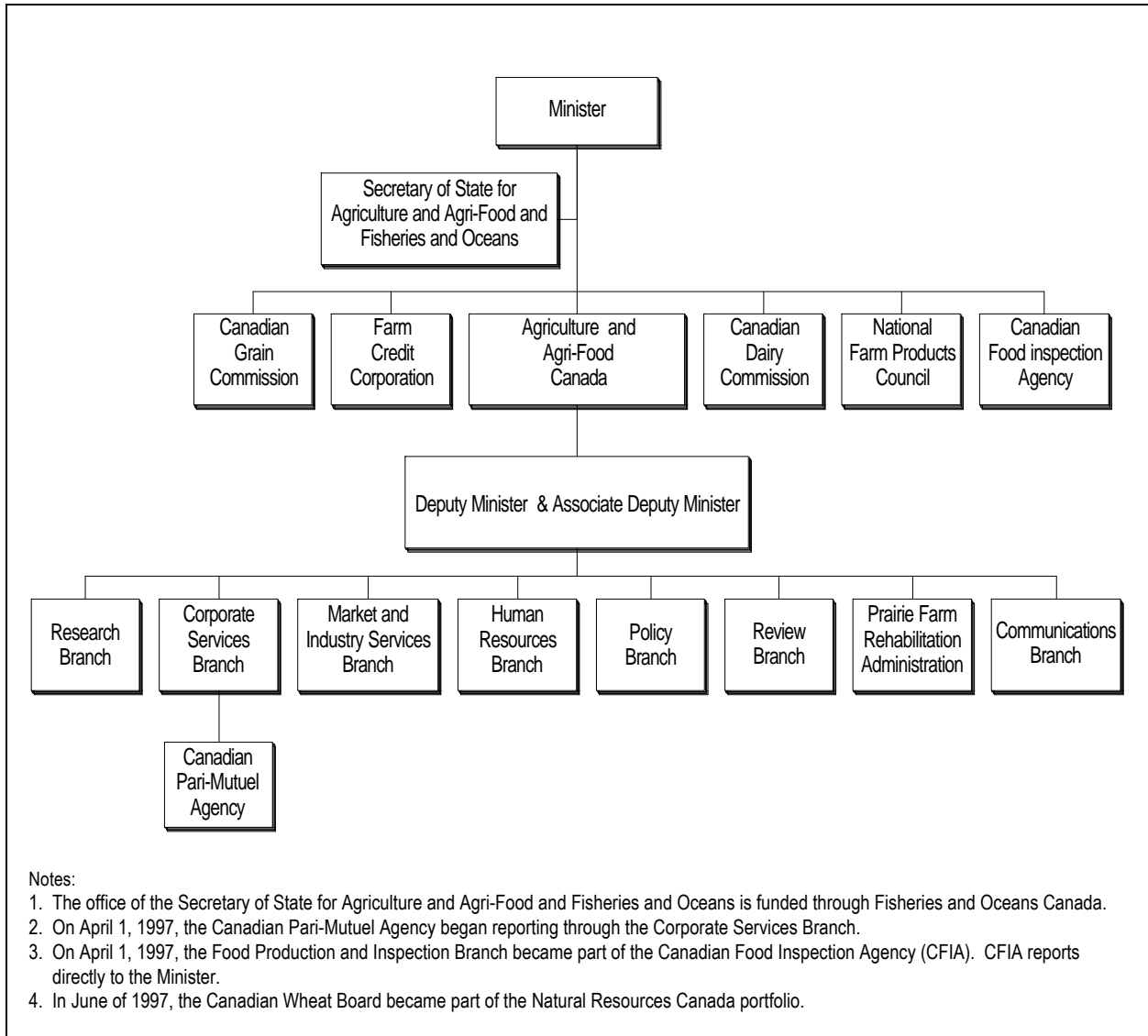


TABLE 3. RESPONSIBILITY FOR PLANNED SPENDING BY BUSINESS LINE FOR 1998-99 (\$ MILLIONS)

| Business Line | Accountability | | | | | | | | Total |
|--|---|---|--|---------------------------|-------------------------|-------------|---|--|----------------|
| | ADM ⁽¹⁾ MISB ⁽²⁾ | Chief Commissioner CGC ⁽³⁾ | Executive Director NFPC ⁽⁴⁾ | ADM Research Branch | ADM Policy Branch | DG PFRA | Corporate Branch Heads ⁽⁵⁾ | Executive Director CPMA ⁽⁶⁾ | |
| Expanding Markets | 138.5 | 6.6 | 2.4 | | | | | | 147.5 |
| Innovating for a Sustainable Future | | | | 267.8 | 9.1 | 74.0 | | | 350.9 |
| Strong Foundation for the Sector and Rural Communities | | | | | 872.6 | 1.2 | | | 873.8 |
| Corporate Policies and Services | | | | | | | 47.8 | - | 47.8 |
| Net Program Spending | 138.5 | 6.6 | 2.4 | 267.8 | 881.7 | 75.2 | 47.8 | - | 1,420.1 |

1. ADM: Assistant Deputy Minister
2. MISB: Market and Industry Services Branch
3. CGC: Canadian Grain Commission. The Canadian Grain Commission operates as a revolving fund. The total planned spending amount shown represents only the portion of expenditures which are not paid from revolving fund revenues.
4. NFPC: National Farm Products Council.
5. Corporate Branch Heads for: Corporate Services, Review, Human Resources and Communications Branches.
6. CPMA: Canadian Pari-Mutuel Agency. The Canadian Pari-Mutuel Agency operates as a revolving fund.

TABLE 4. PLANNED FULL TIME EQUIVALENT (FTEs) BY BUSINESS LINE

| Business Line | Forecast 1997-98 | Planned 1998-99 | Planned 1999-00 | Planned 2000-01 |
|--|---------------------|--------------------|--------------------|--------------------|
| Expanding Markets | 1,217 | 1,215 | 1,184 | 1,181 |
| Innovating for a Sustainable Future | 3,028 | 3,062 | 3,069 | 3,074 |
| Strong Foundation for the Sector and Rural Communities | 532 | 558 | 551 | 546 |
| Corporate Policies and Services | 778 | 573 | 572 | 572 |
| Total | 5,555 | 5,408 | 5,376 | 5,373 |

TABLE 5. DETAILS OF FTE REQUIREMENTS

| Salary Range | Forecast 1997-98 | Planned 1998-99 | Planned 1999-00 | Planned 2000-01 |
|---------------|---------------------|--------------------|--------------------|--------------------|
| <30,000 | 1,215 | 1,184 | 1,182 | 1,182 |
| 30,000-40,000 | 1,759 | 1,705 | 1,677 | 1,674 |
| 40,000-50,000 | 1,057 | 1,016 | 1,016 | 1,016 |
| 50,000-60,000 | 679 | 661 | 660 | 660 |
| 60,000-70,000 | 432 | 429 | 428 | 428 |
| 70,000-80,000 | 257 | 257 | 257 | 257 |
| >80,000 | 156 | 156 | 156 | 156 |
| Total | 5,555 | 5,408 | 5,376 | 5,373 |

TABLE 6. CONTROLLED CAPITAL SPENDING BY BUSINESS LINE (\$ MILLIONS)

| Business Line | Forecast Spending 1997-98 | Planned Spending 1998-99 | Planned Spending 1999-00 | Planned Spending 2000-01 |
|-------------------------------------|---------------------------------|--------------------------------|--------------------------------|--------------------------------|
| Innovating for a Sustainable Future | 31.4 | 31.6 | 28.2 | 28.3 |
| Corporate Policies and Services | 4.7 | 9.3 | 0.5 | - |
| Total⁽¹⁾ | 36.1 | 40.9 | 28.8 | 28.3 |

1. The amount of \$40.9 million for 1998-99 includes \$38.5 from capital vote 5 and \$2.3 million transfer that will be requested from vote 1 or 10 by way of supplementary estimates. These resources will be used to support the implementation of a new resource management information system.

TABLE 7. CONTROLLED CAPITAL PROJECTS BY BUSINESS LINE (\$ MILLIONS)

| | Current Estimated Total Cost | Forecast Spending to March 31/98 | Planned Spending 1998-99 | Planned Spending 1999-00 | Planned Spending 2000-01 | Future Year Spending Requirement |
|---|---------------------------------------|---|--------------------------------|--------------------------------|--------------------------------|---|
| Approved projects over \$5 million | | | | | | |
| Innovating for a Sustainable Future | | | | | | |
| Saskatoon - Addition/Upgrade/Consolidation (EPA) ⁽¹⁾ | 38.0 | 37.8 | 0.2 | - | - | - |
| Lethbridge - multi-purpose research facility (PPA) ⁽²⁾ | 19.6 | 1.1 | 1.1 | 6.7 | 4.0 | 6.7 |
| Winnipeg Facility Retrofit (PPA) ⁽²⁾ | 18.6 | 0.2 | 0.6 | 2.5 | 3.0 | 12.3 |
| Summerland/Agassiz - facility retrofit (AR/PPA) ^{(2),(3)} | 18.0 | 0.9 | 1.0 | 7.5 | 5.3 | 3.3 |
| Fredericton Facility Retrofit (PPA) ⁽²⁾ | 17.0 | 0.2 | 1.0 | 1.4 | 5.8 | 8.6 |
| London/Delhi facility Upgrade (EPA) ⁽¹⁾ | 12.0 | 2.9 | 5.7 | 3.5 | - | - |
| Guelph - Food Safety and Quality Facility (PPA) ⁽²⁾ | 9.9 | 0.7 | 4.8 | 4.4 | - | - |
| Charlottetown Consolidation Transfer of Farm Operations (PPA) ⁽²⁾ | 8.4 | 0.3 | - | 0.7 | 3.4 | 4.0 |
| Lennoxville - Swine Facility (EPA) ⁽¹⁾ | 6.3 | 2.0 | 4.3 | - | - | - |
| Business Line Total | 147.8 | 46.1 | 18.7 | 26.7 | 21.5 | 34.9 |
| Corporate Policies and Services | | | | | | |
| Saturn Financial System (EPA) ⁽¹⁾ | 15.0 | 5.2 | 9.3 | 0.5 | - | - |
| Business Line Total | 15.0 | 5.2 | 9.3 | 0.5 | - | - |
| Total Approved projects over \$5 million | 162.8 | 51.3 | 28.0 | 27.2 | 21.5 | 34.9 |
| Approved Projects valued at over \$400 thousand and under \$5 million | 32.5 | 15.6 | 8.3 | 0.7 | 1.6 | 6.3 |
| Projects under development by the Department but not significantly advanced to seek Treasury Board or ministerial approval | 84.9 | 0.9 | 0.4 | 3.4 | 12.0 | 68.2 |
| Projects related to non-discretionary special programs such as Management of Dangerous Substances, Health and Safety Program, Barrier-Free Accessibility Program, etc. Individual projects may be less than \$400 thousand. | 25.7 | 14.4 | 3.7 | 2.0 | 1.5 | 4.1 |
| Innovating for a Sustainable Future Surplus/Shortfall ⁽⁴⁾ | (12.3) | - | 0.5 | (4.5) | (8.3) | - |
| Total Controlled Capital ⁽⁵⁾ | 293.6 | 82.2 | 40.9 | 28.8 | 28.3 | 113.5 |
| Total Controlled Capital Reference Levels | | | 38.5 | 28.8 | 28.3 | |

1. EPA: Effective Project Approval. Treasury Board's approval of, and expenditure authorization for, the objectives of the project implementation phase. Sponsoring departments are to submit for EPA only when the scope of the overall project has been defined and when the estimates have been refined to the substantive level.
2. PPA: Preliminary Project Approval. This defines the Treasury Board's authority to initiate a project in terms of its intended operational requirement, including approval of, and expenditure authorization for, the objectives of the project definition phase. Sponsoring departments are to submit for PPA when the project's complete scope has been examined and costed, normally to the indicative level, and when the cost of the project definition phase has been estimated to the substantive level.
3. AR: Authority Request.
4. Surpluses and shortfalls will be cash-managed internally on an ongoing basis.
5. The amount of \$40.9 million for 1998-99 includes \$38.5 from capital vote 5 and \$2.3 million transfer that will be requested from vote 1 or 10 by way of supplementary estimates.

TABLE 8. DEPARTMENTAL SUMMARY OF EXPENDITURES BY STANDARD OBJECT (\$ MILLIONS)

| | Forecast 1997-98 | Planned 1998-99 | Planned 1999-00 | Planned 2000-01 |
|--|---------------------|--------------------|--------------------|--------------------|
| Personnel | | | | |
| Salaries and wages | 305.6 | 258.6 | 255.7 | 255.9 |
| Contributions to Employee Benefits plans | 54.9 | 56.1 | 55.6 | 55.7 |
| Goods and Services | | | | |
| Transportation and communications | 25.1 | 23.9 | 22.8 | 23.4 |
| Information | 5.2 | 4.1 | 3.9 | 4.0 |
| Professional and Special Services | 46.9 | 47.4 | 45.0 | 46.2 |
| Rentals | 8.6 | 5.3 | 5.0 | 5.1 |
| Purchased Repair and Maintenance | 15.3 | 9.0 | 8.5 | 8.8 |
| Utilities, Materials and Supplies | 34.3 | 46.0 | 43.8 | 45.0 |
| Other Subsidies and Payments | 176.8 | 11.0 | 10.5 | 10.8 |
| Capital | | | | |
| Minor | 30.0 | 34.4 | 39.3 | 40.4 |
| Controlled | 39.9 | 38.5 | 28.8 | 28.3 |
| Transfer Payments | | | | |
| Voted | 292.3 | 275.9 | 131.0 | 76.0 |
| Statutory | 700.7 | 697.9 | 504.9 | 509.6 |
| Gross Program Spending | 1,735.6 | 1,508.1 | 1,154.7 | 1,109.2 |
| Less: | | | | |
| Revenues Credited to the Vote | 19.6 | 17.5 | 17.5 | 17.5 |
| Revenues Credited to the Revolving Fund | 71.1 | 70.5 | 71.2 | 71.8 |
| Net Program Spending | 1,644.9 | 1,420.1 | 1,066.0 | 1,019.9 |

TABLE 9. PROGRAM RESOURCES BY BUSINESS LINE FOR 1998-99

| Business Line | FTEs ⁽¹⁾ | (\$ MILLIONS) | | | | | | | | |
|---|---------------------|---------------|-------------|-----------------------------|-----------------------------|-----------------------------------|------------------------------|-------------|--|----------------------------|
| | | Budgetary | | | | | | | Less: Revenue Credited to the Vote | Net Planned Spending |
| | | Operating | Capital | Grants and Contributions | Subtotal: Gross Voted | Statutory Items ⁽²⁾ | Gross Planned Spending | | | |
| Expanding Markets | 1,215 | 106.7 | - | 24.2 | 131.0 | 72.9 | 203.9 | 56.3 | 147.5 | |
| Innovating for a Sustainable Future | 3,062 | 284.6 | 31.5 | 15.1 | 331.2 | 30.1 | 361.3 | 10.4 | 350.9 | |
| Strong Foundation for the Sector and Rural Communities | 558 | 49.4 | - | 236.6 | 286.0 | 594.9 | 880.9 | 7.1 | 873.8 | |
| Corporate Policies and Services | 573 | 55.0 | 7.0 | 0.0 | 62.0 | - | 62.0 | 14.2 | 47.8 | |
| Total | 5,408 | 495.7 | 38.5 | 275.9 | 810.2 | 697.9 | 1,508.1 | 88.0 | 1,420.1 | |

1. Full Time Equivalents (FTEs)

2. Statutory payment numbers do not include contributions to employee benefit plans or other items which are allocated to operating expenditures.

TABLE 10. SUMMARY OF GRANTS AND CONTRIBUTIONS BY BUSINESS LINE (\$ MILLIONS)

| Business Line | Forecast 1997-98 | Planned 1998-99 | Planned 1999-00 | Planned 2000-01 |
|--|---------------------|--------------------|--------------------|--------------------|
| Grants | | | | |
| Expanding Markets | 0.0 | 0.2 | 0.2 | 0.2 |
| Innovating for a Sustainable Future | 4.3 | 4.5 | 1.0 | 1.0 |
| Strong Foundation for the Sector and Rural Communities | 59.0 | 37.2 | 0.0 | 0.0 |
| Corporate Policies and Services | 0.0 | 0.0 | 0.0 | 0.0 |
| Total Grants | 63.3 | 42.0 | 1.2 | 1.2 |
| Contributions | | | | |
| Expanding Markets | 79.7 | 97.0 | 85.8 | 83.0 |
| Innovating for a Sustainable Future | 24.8 | 40.6 | 10.2 | 8.0 |
| Strong Foundation for the Sector and Rural Communities | 825.4 | 794.3 | 538.6 | 493.3 |
| Corporate Policies and Services | 0.0 | 0.0 | 0.0 | 0.0 |
| Total Contributions | 929.9 | 931.9 | 634.6 | 584.3 |
| Total Grants and Contributions | 993.2 | 973.9 | 635.8 | 585.6 |

TABLE 11. DETAILS OF GRANTS AND CONTRIBUTIONS BY BUSINESS LINE (\$ MILLIONS)

| | Forecast 1997-98 | Planned 1998-99 | Planned 1999-00 | Planned 2000-01 |
|---|---------------------|--------------------|--------------------|--------------------|
| GRANTS | | | | |
| Expanding Markets | | | | |
| (S) Grants to agencies established under the <i>Farm Products Agencies Act</i> | 0.0 | 0.2 | 0.2 | 0.2 |
| Total Grants - Expanding Markets | 0.0 | 0.2 | 0.2 | 0.2 |
| Innovating for a Sustainable Future | | | | |
| Agricultural research in universities and other scientific organizations in Canada | 0.8 | 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 |
| Grants to organizations to facilitate adaptation and rural development within the agriculture and agri-food sector | 3.5 | 3.5 | - | - |
| Total Grants - Innovating for a Sustainable Future | 4.3 | 4.5 | 1.0 | 1.0 |
| Strong Foundation for the Sector and Rural Communities | | | | |
| (S) Payments in connection with the <i>Western Grain Transition Payments Act</i> | 1.9 | - | - | - |
| Grants to organizations under the Safety Net Companion Programs | 14.3 | 10.3 | - | - |
| Grants to individuals and organizations in support of grain transportation reform | 16.7 | 2.9 | - | - |
| Grants to organizations to facilitate adaptation and rural development within the agriculture and agri-food sector | 26.1 | 24.0 | - | - |
| Grants to individuals, partnerships, corporations and cooperative associations under the Specialized Counselling Assistance Grant Program | 0.0 | - | - | - |
| Total Grants - Strong Foundation for the Sector and Rural Communities | 59.0 | 37.2 | - | - |
| Corporate Policies and Services | | | | |
| Grants to individuals in recognitions of their activities in the national dissemination of federal agricultural information | 0.0 | 0.0 | 0.0 | 0.0 |
| Total Grants - Corporate Policies and Services | 0.0 | 0.0 | 0.0 | 0.0 |
| TOTAL GRANTS | 63.3 | 42.0 | 1.2 | 1.2 |
| CONTRIBUTIONS | | | | |
| Expanding Markets | | | | |
| (S) Payments in connection with the <i>Agriculture Marketing Programs Act</i> | 25.9 | 65.5 | 65.5 | 65.5 |
| (S) Loan guarantees under the <i>Farm Improvement and Marketing Cooperatives Loans Act</i> | 4.0 | 4.0 | 4.0 | 4.0 |
| (S) Payments in connection with the <i>Farm Income Protection Act</i> — Transition Programs for Red Meats | 3.1 | 3.2 | - | - |
| (S) Payments in connection with the <i>Agricultural Products Marketing Act</i> | 17.3 | - | - | - |
| Contributions under the Agri-Food Trade 2000 Program | 6.8 | 13.2 | 12.9 | 12.9 |
| Initiatives under the authority of the Economic and Regional Development Agreements | 4.3 | 2.1 | 1.4 | 0.6 |
| Contribution in respect of the Commodity-Based Loans Program | 6.8 | 9.0 | 2.0 | - |

TABLE 11. DETAILS OF GRANTS AND CONTRIBUTIONS BY BUSINESS LINE (\$ MILLIONS) - CONTINUED

| | Forecast 1997-98 | Planned 1998-99 | Planned 1999-00 | Planned 2000-01 |
|---|---------------------|--------------------|--------------------|--------------------|
| Contribution in respect of the Farm Debt Review process | 0.7 | - | - | - |
| Assistance towards long-term adjustment in the Horticulture industry | 0.4 | - | - | - |
| Contributions under the Cash Flow Enhancement Program for 1996 Crops | 10.4 | - | - | - |
| Total Contributions - Expanding Markets | 79.7 | 97.0 | 85.8 | 83.0 |
| Innovating for a Sustainable Future | | | | |
| (S) Payments in connection with the <i>Farm Income Protection Act</i> — Agri-Food Innovation Program | 11.2 | 30.1 | - | - |
| Contributions in support of organizations associated with agriculture research and development | 0.7 | 0.7 | 0.7 | 0.7 |
| Contribution to the Protein, Oil and Starch (POS) Pilot Plant Corporation | 2.7 | 2.7 | 2.5 | 1.7 |
| Contributions in support of the National Soil and Water Conservation Program | 0.2 | 1.4 | 1.4 | - |
| 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 | 5.0 | 5.7 | 5.6 | 5.6 |
| Contribution under the Red River Valley Jobs and Economic Restoration Initiative | 0.9 | - | - | - |
| Contribution under the Canada/Saskatchewan Partnership Agreement on Rural Development | 4.1 | - | - | - |
| Total Contributions - Innovating for a Sustainable Future | 24.8 | 40.6 | 10.2 | 8.0 |
| Strong Foundation for the Sector and Rural Communities | | | | |
| (S) Payments in connection with the <i>Farm Income Protection Act</i> — Crop Insurance Program | 210.2 | 217.6 | 222.6 | 227.3 |
| (S) Payments in connection with the <i>Farm Income Protection Act</i> — Canada/Nova Scotia Apple Industry Development Fund | 0.1 | 0.1 | - | - |
| (S) Payments in connection with the <i>Farm Income Protection Act</i> — 1994 New Brunswick Debt Refinancing Program | 0.1 | 0.1 | - | - |
| (S) Payments in connection with the <i>Farm Income Protection Act</i> — Net Income Stabilization Account | 234.3 | 254.6 | 212.6 | 212.6 |
| (S) Payments in connection with the <i>Farm Income Protection Act</i> — Safety Net Companion Programs | 192.7 | 122.5 | - | - |
| Contributions under the Economic Recovery Assistance Program (1998 Ice Storm) | 10.0 | - | - | - |
| Contributions under the Agriculture and Agri-Food Canada Scholarship Program | 0.5 | 0.5 | - | - |
| Payments for the benefit of producers for agricultural commodities by the Governor in Council pursuant to the <i>Farm Income Protection Act</i> | 141.6 | 108.6 | 76.6 | 44.6 |
| Contributions under the National Hazard Analysis and Critical Control Point Adaptation Program | 5.8 | 6.3 | - | - |
| Contributions under the Canadian Agri-Infrastructure Program | 11.5 | 47.9 | 24.2 | 8.8 |
| Contributions for the 4-H Program and the Canadian Agriculture Safety Program | 1.6 | 1.5 | - | - |
| Contributions under the Canadian Farm Business Management Program | 10.0 | 11.6 | - | - |
| Contributions under the Business Planning for Agri-Ventures Program | 3.4 | 7.6 | - | - |
| Contributions to facilitate adaptation and rural development with the agriculture and agri-food sector | 1.9 | 15.3 | 2.6 | - |
| Canada-Manitoba Partnership Agreement on Municipal Water Infrastructure for Rural Economic Diversification* | 1.7 | - | - | 0.0 |
| Total Contributions - Strong Foundation for the Sector and Rural Communities | 825.4 | 794.3 | 538.6 | 493.3 |
| Corporate Policies and Services | | | | |
| Contributions to the Canada Safety Council in support of National Farm Safety Week | 0.0 | 0.0 | 0.0 | 0 |
| Total Contributions - Corporate Policies and Services | 0.0 | 0.0 | 0.0 | 0 |
| TOTAL CONTRIBUTIONS | 929.9 | 931.9 | 634.6 | 584.3 |
| TOTAL GRANTS AND CONTRIBUTIONS | 993.2 | 973.9 | 635.8 | 585.6 |

* to be funded - resource pressure.

TABLE 12. NON-TAX REVENUE CREDITED TO THE CONSOLIDATED REVENUE FUND BY BUSINESS LINE ⁽¹⁾ (\$ MILLIONS)

| Business Line | Forecast 1997-98 | Planned 1998-99 | Planned 1999-00 | Planned 2000-01 |
|--|---------------------|--------------------|--------------------|--------------------|
| Expanding Markets | 34.0 | 34.0 | 34.0 | 34.0 |
| Innovating for a Sustainable Future | 5.7 | 5.5 | 5.4 | 5.4 |
| Strong Foundation for the Sector and Rural Communities | 5.5 | 2.9 | 0.6 | 0.8 |
| Corporate Policies and Services | 0.1 | 0.1 | 0.1 | 0.1 |
| Total | 45.3 | 42.5 | 40.1 | 40.3 |

TABLE 13. NON-TAX REVENUE CREDITED TO THE CONSOLIDATED REVENUE FUND BY TYPE⁽¹⁾ (\$ MILLIONS)

| Revenue Type | Forecast 1997-98 | Planned 1998-99 | Planned 1999-00 | Planned 2000-01 |
|--|---------------------|--------------------|--------------------|--------------------|
| Return on Investments | 0.1 | 0.1 | 0.1 | 0.1 |
| Privileges, licences and Permits | 2.4 | 2.9 | 2.9 | 2.9 |
| Proceeds from sales | 0.1 | 0.0 | 0.0 | 0.0 |
| Proceeds from sale of Crown Assets | 0.9 | 0.8 | 0.7 | 0.7 |
| Service and service fees | 4.1 | 4.1 | 4.1 | 4.1 |
| Refund of Previous years' expenditures | 31.8 | 30.4 | 30.4 | 30.4 |
| Adjustment of Prior year PAYE | 1.0 | 0.5 | 0.5 | 0.5 |
| Other non-tax revenues | 4.9 | 3.7 | 1.4 | 1.5 |
| Total | 45.3 | 42.5 | 40.1 | 40.3 |

1. The revenue credited to the Consolidated Revenue Fund in tables 12 and 13 include only the revenues raised by the Corporate Policies and Services business line. Additional revenues credited to the Consolidated Revenue Fund include returns on investment from the Construction of Multi-Purpose Exhibition Buildings, the Farm Credit Corporation and the Canadian Dairy Commission are shown in table 14.

TABLE 14. ADDITIONAL REVENUE CREDITED TO THE CONSOLIDATED REVENUE FUND

| | Forecast 1997-98 | Planned 1998-99 | Planned 1999-00 | Planned 2000-01 |
|---|---------------------|--------------------|--------------------|--------------------|
| Return on Investments | | | | |
| - Farm Credit Corporation ⁽¹⁾ | 138.3 | 103.4 | 78.5 | 65.3 |
| - Canadian Dairy Commission ⁽²⁾ | 3.0 | 3.1 | 3.1 | 3.1 |
| - Construction of Multi-Purpose Exhibitions Buildings | 0.5 | 1.5 | 0.4 | 0.3 |
| Total | 141.8 | 108.0 | 82.0 | 68.7 |

1. Loan interest. Additional estimated amounts of up to \$3 million per year may be received if dividends are declared by the Board of Directors of the Farm Credit Corporation.
2. Loan interest.

TABLE 15. 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> ⁽¹⁾ | 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</i> (dormant) | R.S.C., 1985, c. A-4, as amended |
| <i>Agricultural Products Cooperative Marketing Act</i> ⁽¹⁾ | 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> ⁽²⁾ | 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> ⁽²⁾ | 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> ⁽²⁾ | S.C., 1997, c. 6 |
| <i>Canadian Wheat Board Act</i> | R.S.C., 1985, c. C-24, as amended |
| <i>Canagrex Dissolution Act</i> (dormant) | 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> ⁽²⁾ | R.S.C., 1985, c. F-9, as amended |
| <i>Fertilizers Act</i> ⁽²⁾ | R.S.C., 1985, c. F-10, as amended |
| <i>Fish Inspection Act</i> ⁽²⁾ | R.S.C., 1995, c. F-12, as amended |
| <i>Grain Futures Act</i> | R.S.C., 1985, c. G-11, as amended |
| <i>Health of Animals Act</i> ⁽²⁾ | S.C., 1990, c. 21, as amended |
| <i>Livestock Feed Assistance Act</i> (dormant) | R.S.C., 1985, c. L-10, as amended |
| <i>Meat Inspection Act</i> ⁽²⁾ | R.S.C., 1985, c. 25 (1st Supp.), as amended |
| <i>Plant Breeders' Rights Act</i> ⁽²⁾ | S.C., 1990, c. 20, as amended |
| <i>Plant Protection Act</i> ⁽²⁾ | 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> ⁽¹⁾ | R.S.C., 1985, c. P-18, as amended |
| <i>Seeds Act</i> ⁽²⁾ | 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.

TABLE 16. REFERENCES, AGRICULTURE AND AGRI-FOOD PORTFOLIO

| | | |
|--|--|---|
| <p>Agriculture and Agri-Food Canada General Enquiries, 930 Carling Avenue, Ottawa, Ontario K1A 0C5 (613) 759-1000</p> | <p>World Wide Web: http://www.agr.ca Telnet: www.agr.ca (login: guest) Electronic Bulletin Board: National: 1-800-234-4410 Ottawa: (613) 759-1100</p> | <p>Voice or fax-on-demand National: 1-800-346-2222 Ottawa: (613) 759-6650</p> |
| <p>Departmental Contacts:</p> <p>Frank Claydon, Deputy Minister, 930 Carling Avenue, Ottawa, Ontario K1A 0C5 (613) 759-1101</p> <p>Michelle Comeau, Associate Deputy Minister, 930 Carling Avenue, Ottawa, Ontario K1A 0C5 (613) 759-1090</p> <p>Michael Gifford, Acting Assistant Deputy Minister, Market and Industry Services Branch, 930 Carling Avenue, Ottawa, Ontario K1A 0C5 (613) 759-7563</p> <p>Dr. Brian Morrissey, Assistant Deputy Minister, Research Branch, 930 Carling Avenue, Ottawa, Ontario K1A 0C5 (613) 759-7794</p> <p>Douglas Hedley, Acting Assistant Deputy Minister, Policy Branch, 930 Carling Avenue, Ottawa, Ontario K1A 0C5 (613) 759-7349</p> <p>Bernie Sonntag, Director General, Prairie Farm Rehabilitation Administration, CIBC Tower, 603-1800 Hamilton Street, Regina, Saskatchewan S4P 4L2 (306) 780-6545</p> <p>Andrew Graham, Assistant Deputy Minister, Corporate Services Branch, 930 Carling Avenue, Ottawa, Ontario K1A 0C5 (613) 759-6811</p> | <p>George Shaw, Director General, Communications Branch, 930 Carling Avenue, Ottawa, Ontario K1A 0C5 (613) 759-7967</p> <p>Elaine Lawson, Director General, Review Branch, 930 Carling Avenue, Ottawa, Ontario K1A 0C5 (613) 759-6470</p> <p>Jane Roszell, Director General, Human Resources Branch, 930 Carling Avenue, Ottawa, Ontario K1A 0C5 (613) 759-1196</p> <p>Business Line Contacts:</p> <p>Michael Gifford, Acting Principal, Expanding Markets (613) 759-7563</p> <p>Bernie Sonntag, Principal, Innovating for a Sustainable Future (306) 780-6645</p> <p>Douglas Hedley Acting Principal, Strong Foundation for the Sector and Rural Communities (613) 759-7349</p> <p>Andrew Graham Principal, Corporate Policies and Services (613) 759-6811</p> | <p>Portfolio Contacts:</p> <p>Barry W. Senft, Chief Commissioner, Canadian Grain Commission, 600-303 Main Street, Winnipeg, Manitoba R3C 3G8 (204) 983-2735</p> <p>Cynthia Currie, Chairperson, National Farm Products Council, P.O. Box 3430, Station D, Ottawa, Ontario K1P 6L4 (613) 995-6752</p> <p>Elizabeth Massey, Executive Director, Canadian Pari-Mutuel Agency, Phase 2, Suite 12, 6 Antares Drive, Nepean, Ontario K2E 8A9 (613) 946-1707</p> <p>Dr. Art Olson, President, Canadian Food Inspection Agency, 59 Camelot Drive, Nepean, Ontario K1A 0Y9 (613) 225-2342</p> <p>Guy Jacob, Chairman Canadian Dairy Commission 1525 Carling Avenue, Suite 300 Ottawa, Ontario K1A 0Z2 (613) 998-9490</p> <p>Don Black, Chairman Farm Credit Corporation P.O. Box 4320, 1800 Hamilton Street Regina, Saskatchewan S4P 4L3 (306) 780-8100</p> |