

Agriculture, Food and Rural Development

ACCOUNTABILITY STATEMENT

This Business Plan for the three years commencing April 1, 2000 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as at February 1, 2000 with material economic or fiscal implications of which I am aware have been considered in preparing the Business Plan.

The Ministry's priorities outlined in the Business Plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this Business Plan.

[original signed]

Ty Lund, *Minister of Agriculture, Food and Rural Development*
February 2, 2000

INTRODUCTION

The agri-food sector continues to be a key contributor to Alberta's economic prosperity:

- Farm production is Alberta's largest renewable resource-based industry. In 1998, the primary sector generated \$6.4 billion in farm cash receipts, representing 21.7 per cent of Canada's primary agricultural output. Alberta farmers continue to increase their farm cash receipts relative to other provinces. Alberta averaged 20.1 per cent of Canada's primary output between 1989 and 1993.
- Secondary agricultural processing, including the food and beverage processing industries, is Alberta's largest manufacturing sector. Shipments set a new record for output in 1998 at \$7.5 billion in sales. Alberta shipments now represent 12.6 per cent of Canadian food and beverage shipments, up from the average 10.9 per cent over the period 1989 to 1993.
- Primary agriculture combined with the food and beverage manufacturing industry was the third largest employer in the province in 1998. Employment in agriculture and food averaged 102,000 during 1998.

The agri-food sector offers significant potential for expansion in the years ahead:

- The industry and the Ministry believe there is an opportunity for the industry to grow to \$20 billion in value-added shipments and \$10 billion in farm cash receipts by 2005 to 2010.
- Achieving these growth levels would result in a sizable increase in direct employment in primary production and in the food and beverage sector, as well as contributing to the further development of rural Alberta.

The Ministry contributes to rural development by encouraging technology adoption, leadership and skill development, economic growth, environmental stewardship, risk management, physical infrastructure and regulations that are aligned with the goals and opportunities of self-reliant communities and industries.

The Ministry contributes to the government's three core businesses - **People, Prosperity and Preservation**. Our primary focus is on the second core business - working with others to promote prosperity for Alberta through a strong, competitive agriculture and food industry that is sustainable and environmentally responsible.

Note: The Ministry Goals, Key Results, Measures, Strategies and Actions reflect activities of the Agriculture, Food and Rural Development Department; Agriculture Financial Services Corporation; Alberta Opportunity Company; Alberta Dairy Control Board; Farmers' Advocate; Irrigation Council; Surface Rights Board; Land Compensation Board; Agricultural Products Marketing Council; and Alberta Grain Commission.

VISION

We are a Ministry of competent and valued staff working together and in partnership with others to achieve a world class industry.

MISSION

We will enable the growth of a globally competitive, sustainable agriculture and food industry through essential policy, legislation, information and services.

GOALS

1. Improved capacity to respond to opportunities for growth.
2. Improved competitiveness of industry commodities, products and services.
3. Increased amount of value added to industry commodities, products and services.
4. Increased diversity of commodities, products and services.
5. Increased capability of industry to manage risk.
6. Improved environmental stewardship.
7. Continued excellence in food safety.
8. Improved management of the Ministry's resources.

PRIMARY CLIENTS

The Ministry will continue to direct most of its efforts towards its primary clients - defined as: those people and organizations who are interested in and capable of contributing to a competitive and sustainable agriculture and food industry.

MEASURABLE RESULTS

The Ministry's six overall performance measures reflect change at the macro level. These macro measures with related benchmarks, forecasts and targets are included on pages 40 to 42.

KEY RESULTS, MEASURES, STRATEGIES AND ACTIONS

The following support goals 1 to 8:

- key results (what we expect to achieve),
- measures (how we will know if we are achieving the goals),
- strategies (how we are going to go about achieving the goals), and
- actions (what we are going to do specifically to achieve the goals).

GOAL #1: IMPROVED CAPACITY TO RESPOND TO OPPORTUNITIES FOR GROWTH

KEY RESULTS	MEASURES
<ul style="list-style-type: none"> Improved ability of Alberta's agriculture and food industry to respond to changing opportunities and challenges 	<ul style="list-style-type: none"> Reduction in barriers to growth Desirable changes in policy and legislation

STRATEGIES:

- Increase competitive intelligence, strategic information and knowledge for use by industry.
- Support industry's needs by providing input to trade negotiations.
- Create a policy environment to optimally utilize human and natural resources.
- Strengthen industry capabilities and skills in responding to international trade disputes and/or help overcome trade constraints.

ACTIONS:

- Conduct an agricultural summit to focus industry and government on an agreed upon course of action to seize the growing opportunities in the agri-food industry.
- Work with industry and the state departments of agriculture to improve cross border relations with the U.S.
- Provide strategic information and intelligence to help industry identify growth opportunities.
- Advocate improved Canadian Wheat Board (CWB) programs, policy and legislation to allow for more delivery options including the removal of barley from the CWB.
- Work with industry to prepare for the likely changes arising out of the next round of World Trade Organization negotiations.
- Facilitate the movement of livestock and livestock products between Canada and other jurisdictions, while maintaining health protocols.
- Participate in the development of national and international protocols governing the movement of food and livestock.
- Participate on an interdepartmental committee investigating the implications and opportunities arising from rapid growth in biotechnology.
- Promote the crop insurance policy and administration expertise of Agriculture Financial Services in Canada and internationally.
- Approve loans to Alberta businesses that have viable business proposals through financing provided by Alberta Opportunity Company, when support is not available from conventional lenders.
- Take action necessary to defend the interests of Alberta agricultural businesses associated with trade disputes.

GOAL #2: IMPROVED COMPETITIVENESS OF INDUSTRY COMMODITIES, PRODUCTS AND SERVICES

KEY RESULTS	MEASURES
<ul style="list-style-type: none"> Improved ability of Alberta's industry to meet its customer's needs Improved industry cost structure 	<ul style="list-style-type: none"> Alberta food and beverage industries' value of shipments Farm cash receipts Production index for priority products

STRATEGIES:

- In partnerships with industry organizations, universities, other government ministries, and Agriculture and Agri-Food Canada support and undertake evaluations of alternative technologies to improve competitiveness.
- Provide the Beginning Farmer Loan Program to improve long-term farm viability.
- Work with industry to help them establish acceptable supply and value chain linkages.
- Transfer integrated and unbiased technology and knowledge to industry to help them remain competitive and responsive to growth opportunities.
- Continue to offer quality skill development opportunities, training, and educational programs in conjunction with industry and other stakeholders.
- Increase awareness of agriculture among Albertans.
- Advocate on behalf of industry to other levels of government to bring about changes which improve their competitiveness.
- Develop and administer an improved legislative, regulatory and policy environment that enhances competitiveness.

ACTIONS:

- Work toward a more accountable and less costly grain handling and transportation system.
- Encourage use of technologies that enhance competitiveness in crop and livestock production in Alberta.
- Complete work on assessing information needs for new value chains in primary agriculture with a focus of increasing the competitiveness of Alberta's agriculture and food sector.
- Use competitive intelligence to increase the availability of strategic information for use by industry in assessing opportunities.
- Transfer integrated and unbiased technology and knowledge to industry to help them remain competitive and responsive to changing conditions.
- Ensure all ministry legislation, regulations, and operating procedures are effective and that industry's compliance costs are minimized.
- Strengthen the Beginning Farmer Loan Program to improve long-term farm viability, including assessing whether the provision of the interest incentive should be based on economic conditions and financing costs, rather than an arbitrary five-year startup period.
- Develop new products and services for farm lending.
- Allocate \$2 million of the farm lending budget to innovative business opportunities.

GOAL #3: INCREASED AMOUNT OF VALUE ADDED TO INDUSTRY COMMODITIES, PRODUCTS AND SERVICES

KEY RESULTS	MEASURES
<ul style="list-style-type: none"> • Increase quantity of products processed in Alberta • Growth and development of the value-added sector 	<ul style="list-style-type: none"> • Dollars invested in value adding in Alberta • Value of production of agriculture and food products

STRATEGIES:

- Partner with others to develop opportunities, reduce constraints, and encourage new and expanded value-added investment and production in Alberta.
- Facilitate the development of new value-added products and technologies for use by Alberta's industry.
- Encourage investment in value-added.
- Improve the transfer of integrated and unbiased technology and knowledge to assist industry in increasing their value-added capabilities.
- Enhance public awareness and understanding of the value-added industry.

ACTIONS:

- Work with the management of AVAC Ltd. and the Agriculture Financial Services Corporation to encourage the long-term growth and development of the agriculture and food and fibre sector.
- Assist municipalities to develop water and wastewater treatment facilities to accommodate new agricultural processing development through the Municipal Industrial Wastewater Infrastructure Program.
- Advocate changes to those federal policies that discourage value adding.
- Expand investment knowledge of Agriculture Financial Services Commercial Financial Services to deliver financial products and services efficiently.
- Increase awareness of Agriculture Financial Services Commercial Financial Services in the agriculture and food industry to facilitate successful financing of the development and expansion of value-added businesses in rural areas.
- Develop and deliver needed capital and financial services through strategic alliances and partnering with others.
- Share information on the trends and opportunities in the expanding agri-business sector with key players in the value chain.
- Through the Food Processing and Development Centre and the Agricultural Value-Added Engineering Centre, partner with industry to conduct research, produce information, and encourage the adoption of new or better value-added processes.
- Encourage the adoption of new technologies and technical skills through seminars, conferences, publications, and demonstrations focussed on value adding.

GOAL #4: INCREASED DIVERSITY OF COMMODITIES, PRODUCTS AND SERVICES

KEY RESULTS	MEASURES
<ul style="list-style-type: none"> Increased number of commodities grown, raised and processed in Alberta Growth in the production of non-traditional commodities, products and services 	<ul style="list-style-type: none"> Value of production of non-traditional commodities and products Value of processing of non-traditional commodities and products

STRATEGIES:

- Continue to encourage more diverse, commercially sustainable production in Alberta.
- Support rehabilitation of irrigation infrastructure and optimal use of water resources allocated to irrigation.
- Improve the transfer of integrated and unbiased technology and knowledge to assist industry increase diversity.
- Encourage development of non-food, nutraceutical and pharmaceutical uses of agricultural products.

ACTIONS:

- Investigate and evaluate technologies for diversified crops, livestock and food products and transfer new data, information and knowledge gained to industry.
- Support expansion of irrigation to increase opportunities for diversification and value-added processing.
- Work with irrigation districts to develop an Irrigation Infrastructure Management System to improve the assessment of rehabilitation requirements and plans.
- Help clients make appropriate decisions on diversifying based on economics/business analysis and information provided to them.
- Develop unique, specialized financial products and services for the commercialization of new businesses.
- Attract new capital investment for growth and diversification.

GOAL #5: INCREASED CAPABILITY OF INDUSTRY TO MANAGE RISK

KEY RESULTS	MEASURES
<ul style="list-style-type: none"> • Increased use of new and existing risk management information and tools by the industry • Effective safety net programs that reduce impacts of severe reductions in income 	<ul style="list-style-type: none"> • Results from risk management survey • Resolution of policies and regulations which increase risks or constrain industry's ability to manage risk • Reference margins in Farm Income Disaster Program (FIDP) applications compared to program margins plus program payments • Government program payments as a per cent of farm cash receipts • Variation of net cash income

STRATEGIES:

- Provide Alberta's agriculture and food industry with unique financial products and services.
- Provide Alberta farmers with an effective and efficient crop insurance program.
- Offer Alberta farmers effective and efficient whole-farm safety net programs.
- Advocate changes or removal of policies and regulations which increase risk or constrain industry's ability to manage risk.
- Encourage increased knowledge and skills that encourage independence and self-reliance and minimize risk from adverse events.

ACTIONS:

- Conduct a major review of Alberta's crop insurance program, including:
 - identifying insurance coverage concepts which allow customers greater flexibility to customize insurance protection to their business needs, and
 - exploring the combination of crop insurance and other risk management tools.
- Evaluate existing safety net programs in collaboration with significant partners.
- Using the results of the 1998 Risk Management survey as a guide, and direction from the "Agriculture Summit", prepare a risk management plan and integrated risk performance measures (information on risk management tools and marketing strategies).
- Implement risk assessment programs with irrigation districts to allow them to assess irrigation expansion scenarios and manage available water during drought based on the results of the Year 2000 Review.
- Monitor results of private sector crop reinsurance over the next three years, and incorporate changes into future negotiations with the private sector.
- Develop a federal/provincial framework agreement on safety nets post-2000.

GOAL #6: IMPROVED ENVIRONMENTAL STEWARDSHIP

KEY RESULTS	MEASURES
<ul style="list-style-type: none"> Maintenance and improvement in the quality of soil and water resources Maintenance and improvement in the quality of public land resources Sustainable use of public lands by agriculture, other industries, the public and wildlife 	<ul style="list-style-type: none"> Land productivity index Water quality index for agriculture (small streams) Range sustainability: average per cent utilization of allocated grazing capacity Number of land and resource allocations

STRATEGIES:

- Support and conduct evaluations to find more environmentally friendly technologies and management practices for crop, livestock and agricultural processing production that are cost effective and practical to implement under Alberta conditions.
- Support and transfer integrated, unbiased technology and knowledge to assist the industry in becoming more environmentally sustainable.
- Monitor changes in soil and water quality to determine the effect of agricultural production and processing operations on these resources.
- Provide clear direction through guidelines, standards and regulations of environmental performance requirements to sustain the quality of Alberta's soil, water and air resources.
- Develop and administer legislation consistent with Alberta's commitment to sustainable resource and environmental management.

ACTIONS:

- Work with industry groups and research organizations to fund and conduct evaluations of technologies and management practices that will reduce the release of odors and nutrient contaminants from intensive livestock operations and land application of animal wastes.
- Allocate public land for agricultural, industrial, commercial and conservation uses using an integrated approach that considers all resource values in consultation with partners and customers.
- Monitor changes to soil and water quality in agricultural areas. Support continued monitoring in the Oldman, Crowfoot Creek and Haynes Creek basins.
- Support the work of Alberta Environmentally Sustainable Agriculture (AESAs) Council, Beneficial Management Practices teams and other industry partners to promote the adoption by Alberta farmers of more environmentally friendly land, crop and livestock management practices.
- Support industry and provincial efforts to reduce greenhouse gas emissions.
- Create an integrated approach to link extension and education to the compliance and enforcement of regulations and standards for livestock operations covered by the Sustainable Livestock Operations Act. Initiate a peer review process to assist non-conforming operations.

GOAL #7: CONTINUED EXCELLENCE IN FOOD SAFETY

KEY RESULTS	MEASURES
<ul style="list-style-type: none"> • Safe food from production to consumption • Increased consumer confidence in the safety of Alberta's food products 	<ul style="list-style-type: none"> • Incidence of food safety problems • Per cent of production from Alberta food processing plants that have adopted the Hazard Analysis Critical Control Point (HACCP) program • Total production from Alberta farms which have adopted the HACCP program

STRATEGIES:

- Promote adoption of “world class” food safety systems throughout the Alberta food chain.
- Provide a quick effective response to food safety problems.
- Strengthen food safety knowledge and skills of people working in Alberta's agri-food industry.
- Develop new knowledge and technology.
- Develop and administer essential policy and legislation.
- Communicate standards for food safety to industry and consumers.

ACTIONS:

- Support industry in the development of safe food production protocols that are based on principles of HACCP throughout the food system.
- Develop an Alberta food safety emergency response plan and facilitate development of trace-back systems.
- Develop and administer food safety policies and legislation.
- Help industry solve problems encountered in the application of safe food production systems.
- Support the harmonization of legislation through partnership with Alberta Health and Wellness and the Canadian Food Inspection Agency.
- Investigate food safety issues such as the development of technology required for the detection of contaminants.

GOAL #8: IMPROVED MANAGEMENT OF THE MINISTRY'S RESOURCES

KEY RESULTS	MEASURES
<ul style="list-style-type: none"> • Competent, versatile employees • Optimal use of financial and capital resources • Client satisfaction with Ministry services and products 	<ul style="list-style-type: none"> • Training fund statistics • Results from Staffspeak survey • Budget targets met • Results from client survey

STRATEGIES:

- Continue to enhance knowledge and information through Knowledge Management.
- Integrate planning and program development with other ministries.
- Explore partnership alliances for the better integration of human and fiscal resources.
- Improve:
 - Business planning and implementation.
 - Human resource development planning and programming.
 - Fiscal responsibility and accountability.
- Provide effective and timely information to Ministry staff.

ACTIONS:

- Encourage developmental initiatives and training through planning at the employee level and support for priority education and training.
- Further develop the Ministry's Internet site (Ropin' the Web) and Intranet site (Knowledge Management) to strengthen the Ministry's efficiency and capability in harvesting, storing, managing and sharing information to provide better client service.
- Incorporate client feedback in the preparation of the plans and policies of the Ministry and develop and implement a more formalized process to obtain customer feedback on Ministry performance.
- Re-engineer the service delivery and business processes of Agriculture Financial Services to provide more flexibility to meet individual customer needs and leverage information technology investments.
- Optimize the use of provincial financial resources allocated to irrigation infrastructure rehabilitation through the development of an infrastructure management system and consultation with the irrigation districts to review the formula used for the allocation of provincial cost-shared funds to irrigation districts.
- Utilize new and innovative electronic technologies to enhance client service and Public Lands management decision making by expanding the Geographic Land Information Management and Planning System.
- Share corporate services and program delivery with other ministries.
- Implement results of 1999-2000 functional review, resulting in improved efficiencies and enhanced effectiveness of programs and services.

MINISTRY MACRO PERFORMANCE MEASURES

Note: Unless otherwise stated, the 1989-93 benchmarks for all measures are five year averages for 1989 to 1993. This time period was selected as the most typical period in agriculture relative to overall production and prices for agriculture products. Sources for data are Statistics Canada and Alberta Agriculture, Food and Rural Development.

1. PERCENTAGE OF CANADIAN FARM CASH RECEIPTS ALBERTA FARMERS AND RANCHERS ACCOUNT FOR

Income received by farmers and ranchers from the sale of products is called farm cash receipts. Government payments which make up less than four per cent of receipts are also included. This measure shows how Alberta farmers and ranchers are doing relative to other Canadian farmers and ranchers they compete against.

ALBERTA FARM CASH RECEIPTS							
	1989-1993 Benchmark	1997 Actual	1998 Actual	1999 Estimate	2000 Forecast	2001 Forecast	2003 Target
Total Farm Cash Receipts (\$ millions)	4,625	6,483	6,382	6,350	6,500	6,900	7,050
Alberta as % of Canada	20.1	21.7	21.7	21.5	21.7	22.0	22.0

2. NET CASH INCOME OF ALBERTA FARMERS AND RANCHERS

Net cash income is derived by subtracting operating expenses (after rebates) from total cash receipts. This is the amount of cash remaining to cover the non-interest part of mortgage payments, purchase capital items, meet living expenses, accumulate savings and cover other non-farm expenses.

NET CASH INCOME							
	1989-1993 Benchmark	1997 Actual	1998 Actual	1999 Estimate	2000 Forecast	2001 Forecast	2003 Target
Total Net Cash Income (\$ millions)	1,034	1,607	1,393	1,150	1,000	1,000	1,150
Alberta as % of Canada	19.5	23.6	22.5	19.2	17.5	17.5	18.5

3. PERCENTAGE CONTRIBUTED BY ALBERTA'S FOOD AND BEVERAGE INDUSTRY OF CANADA'S TOTAL VALUE OF SHIPMENTS

Income received by Alberta's agriculture and food business processing and manufacturing firms is called value of shipments. This measure shows how Alberta businesses are doing relative to other Canadian businesses. Alberta processors have to compete with other firms across Canada both in the international marketplace as well as within Canada.

ALBERTA FOOD AND BEVERAGE INDUSTRIES' VALUE OF SHIPMENTS

	1989-1993 Benchmark	1997 Actual	1998 Actual	1999 Estimate	2000 Forecast	2001 Forecast	2003 Target
Total Value of Shipments (\$ millions)	4,867	7,249	7,479	7,900	8,450	8,900	9,900
Alberta as % of Canada	10.9	12.4	12.6	12.7	13.2	13.3	13.6

4. IMPORTANCE OF ALBERTA AGRICULTURE, FOOD AND BEVERAGE INDUSTRIES RELATIVE TO ALBERTA'S GROSS DOMESTIC PRODUCT

Agriculture and food industries constitute the largest of Alberta's renewable resources. The comparison of this sector to other sectors in the Alberta economy illustrates its growth and potential.

CONTRIBUTION TO ALBERTA'S GROSS DOMESTIC PRODUCT

	1989-1993 Benchmark	1997 Actual	1998 Actual	1999 Estimate	2000 Forecast	2001 Forecast	2003 Target
% of Total Gross Domestic Product	4.6	4.9	4.8	4.9	5.0	5.2	5.4

5. EMPLOYMENT IN AGRICULTURE AND FOOD

This measure illustrates changes in the level of employment. The agriculture, food and beverage manufacturing industry was the third largest employer in the province in 1998.

EMPLOYMENT OF ALBERTANS

(Thousands)	1989-1993 Benchmark	1997 Actual	1998 Actual	1999 Estimate	2000 Forecast	2001 Forecast	2003 Target
Primary Agriculture	86.2	83.1	82.2	83.0	85.0	86.0	90.0
Food and Beverage	18.1	20.0	19.8	20.0	20.1	21.0	22.0
Total	104.3	103.1	102.0	103.0	105.1	107.0	112.0

6. ALBERTA LAND PRODUCTIVITY INDICATOR

This measure records changes in long-term land productivity as indicated by annual crop output. Although year-to-year changes in productivity occur due to variation in the weather, the long-term average is effective in showing trends.

OUTPUT (TONNES/ACRE)							
	1989-1993 Benchmark	1997 Actual	1998 Actual	1999 Estimate	2000 Forecast	2001 Forecast	2003 Target
Indicator	0.783	0.927	0.921	0.97	0.972	0.95	0.98

Note: This indicator is the best available proxy for long-term land productivity. Crop production per acre for the various crops grown in the province was converted to a standard base - tonnes of wheat per acre. This conversion allows for the difference in yields of the various crops. Although soil degradation is still a concern on some lands, most producers use sound land management practices which will ensure long-term sustainability of agriculture in Alberta.

Ministry Income Statement

(thousands of dollars)

	Comparable 1998-99 Actual	Comparable 1999-2000 Budget	Comparable 1999-2000 Forecast	2000-01 Estimates	2001-02 Target	2002-03 Target
REVENUE						
Internal Government Transfers	11,628	42,820	42,820	11,620	11,620	11,620
Transfers from Government of Canada	113,070	97,852	141,859	53,404	54,290	55,413
Investment Income	80,852	78,128	83,908	87,389	91,647	95,901
Premiums, Fees and Licences	92,122	90,862	86,178	92,434	94,375	96,359
Other Revenue	64,810	53,262	66,609	65,161	65,215	65,221
MINISTRY REVENUE	362,482	362,924	421,374	310,008	317,147	324,514
EXPENSE						
Program						
Farm Income Support	104,049	136,178	299,004	201,576	201,682	201,911
Lending	21,411	24,213	27,190	27,604	27,446	28,620
Insurance	144,339	195,591	105,473	189,528	192,678	196,302
Ministry Support Services	16,040	16,990	17,119	17,056	17,083	17,216
Planning and Competitiveness	30,672	30,228	30,265	30,544	30,603	30,801
Industry Development	39,006	38,937	39,160	40,943	40,934	41,588
Sustainable Agriculture	27,102	26,882	27,142	27,870	28,032	28,432
Public Lands	9,809	10,440	10,276	10,350	11,250	11,950
Infrastructure Assistance	30,230	23,200	24,765	28,700	19,000	19,000
Quota Exchange and Restricted Expense	59,705	47,904	59,377	59,322	59,322	59,322
Valuation Adjustments	990	5,651	5,660	8,240	7,432	6,566
Program Expense	483,353	556,214	645,431	641,733	635,462	641,708
Debt Servicing Costs						
Agriculture Financial Services Corporation	51,443	55,135	48,495	60,102	57,821	54,948
Alberta Opportunity Company	4,536	4,569	4,800	5,100	5,258	5,243
Ministry Debt Servicing Costs	55,979	59,704	53,295	65,202	63,079	60,191
MINISTRY EXPENSE	539,332	615,918	698,726	706,935	698,541	701,899
Gain (Loss) on Disposal of Capital Assets	(8)	-	(10)	-	-	-
Gain (Loss) on Inventory held for Resale	-	(20)	(20)	(20)	(20)	(20)
NET OPERATING RESULT	(176,858)	(253,014)	(277,382)	(396,947)	(381,414)	(377,405)

Consolidated Net Operating Result

(thousands of dollars)

	Comparable 1998-99 Actual	Comparable 1999-2000 Budget	Comparable 1999-2000 Forecast	2000-01 Estimates	2001-02 Target	2002-03 Target
Ministry Revenue	362,482	362,924	421,374	310,008	317,147	324,514
Inter-ministry consolidation adjustments	(11,628)	(42,820)	(42,820)	(11,620)	(11,620)	(11,620)
Consolidated Revenue	350,854	320,104	378,554	298,388	305,527	312,894
Ministry Program Expense	483,353	556,214	645,431	641,733	635,462	641,708
Inter-ministry consolidation adjustments	(698)	(690)	-	-	-	-
Consolidated Program Expense	482,655	555,524	645,431	641,733	635,462	641,708
Ministry Debt Servicing Costs	55,979	59,704	53,295	65,202	63,079	60,191
Consolidated Expense	538,634	615,228	698,726	706,935	698,541	701,899
Gain (Loss) on Disposal of Capital Assets	(8)	-	(10)	-	-	-
Gain (Loss) on Inventory held for Resale	-	(20)	(20)	(20)	(20)	(20)
CONSOLIDATED NET OPERATING RESULT	(187,788)	(295,144)	(320,202)	(408,567)	(393,034)	(389,025)

