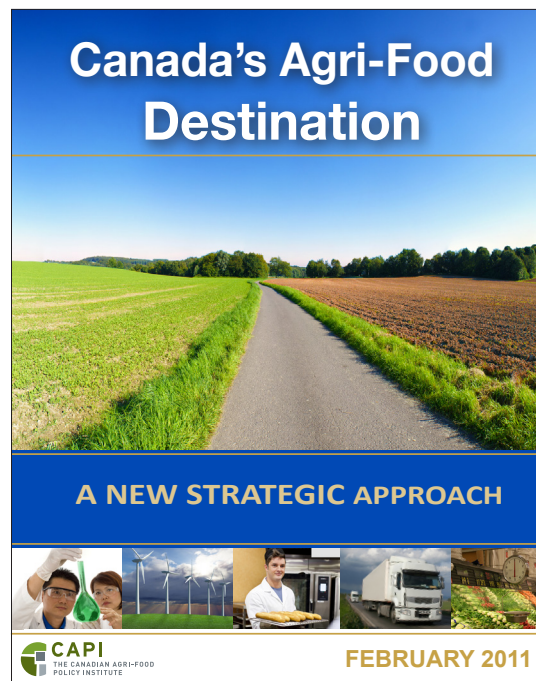




Canada's Agri-Food Destination

UPDATE

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LETTER TO STAKEHOLDERS

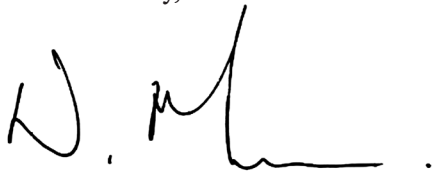
On February 7, 2011, the Canadian Agri-Food Policy Institute (CAPI) released *Canada's Agri-Food Destination: A New Strategic Approach* (the "Destination Report"). In that report, we pledged to provide an update on the feedback we have received.

CAPI board members and staff have made some 50 presentations over the past four months to over 800 stakeholders, and CAPI has received numerous written comments. Several themes emerged. So, what have we heard?

This update provides a summary of our consultations and outreach to date. We also are using this opportunity to outline how we are moving forward. By conducting some case studies on specific food systems, we will be able to refine the report's ideas. The first case study is now being developed.

Our mandate is to create a national dialogue on the future of the agri-food sector. We want to continue to get your feedback on our Destination Report and on our subsequent work. Please send us your views via email to info@capi-icpa.ca, or visit our new blog at www.capi-icpa.ca/blog.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'D. McInnes', followed by a period.

David McInnes
President & CEO

EXECUTIVE SUMMARY

The Destination Report represented a fundamental shift in thinking about policy and practice in Canada's agri-food sector. It embraced our potential opportunities and confronted key challenges facing the agri-food sector — what we regard as a national strategic asset.

What Have We Heard?

Since the Destination Report's release in February, CAPI has made some 50 presentations and briefings to a diverse array of stakeholders. Clear messages are emerging through the feedback. There is a growing recognition that achieving future success requires working much differently, and more cooperatively, than in the past. Our work is going to continue building upon this core idea. As well, many stakeholders believe it is time the country had an agri-food plan. They see the merit of a longer-term planning horizon with performance targets, ideas advanced in the Destination Report. They feel that an agri-food plan must be more inclusive. The health, environment, and transport sectors, among others, are integral to the success of the food sector. Policies need to better integrate this reality.

A broad number of stakeholders quite rightly want to better understand the operational details of the report's ideas. The intent of the Destination Report was to provide a conceptual framework. Our next piece of work will take these ideas further. Stakeholders also expressed caution about creating new processes that only reinforce the behaviors we have today. Their advice is well-taken. We also heard the need to demonstrate "what success looks like." As our work unfolds, we will portray how people are adopting *systems thinking* and creating new opportunities. We were impressed by those who are pursuing new collaborative approaches. Collaboration must become far more pervasive.

For many, there is also a yearning for "someone" to lead and just define the path. They want regulatory disconnects resolved; they want policies to be linked; and they want an agri-food sector that truly delivers value along the chain. There remains a view that "others" need to make change first. We believe that every stakeholder has a responsibility to identify the changes they can make. They must be champions in their own right. Some stakeholders prefer the status quo, believing that agri-food policy should largely focus on producers. We remain of the view that the status quo is unacceptable. We need a plan that supports food systems.

During the consultations we have undertaken since February, one question seemed to resonate with people: are we truly being systematic about reaching our potential and optimizing what we can do together? The response is unequivocal: we are not.

Our Direction

The stakes for Canada — and the world — to get our food plan right are enormous. What we do, collectively, to position Canada for change will have a profound impact on our economic future and our society's wellbeing. Given that we are a major food exporter, this will also have major implications beyond our borders. We remain firmly of the view that Canada's agri-food sector is a strategic asset. We must position the country to fulfill its tremendous potential.

The prevalence of diet-related diseases is a crisis today. It will continue to have profound effects on the future health of Canadians and the capacity of governments to respond in the near future. The food sector can play a pivotal role as a provider of solutions to help prevent disease and obesity. Those solutions can create economic opportunities across the sector. Yet, we need to shift how agriculture, health, innovation, education departments, the private sector, and others can work together. An evolutionary approach is insufficient. An agri-food plan for Canada must recognize the need for this convergence — and soon.

Such systems thinking is needed to help respond to a world that is increasingly concerned with food supply. The food sector is a solution-provider here as well. Canada's position as a reliable provider of safe, high-quality food will only become more important as demand increases, the climate changes and natural resources dwindle. The global marketplace is also focused on how food is produced and whether food production is degrading ecosystems and undermining health. An agri-food plan must also bring players and policies closer to convergence on agriculture, bio-technology, environment, trade, and innovation. Consumers here and abroad are raising the bar for how the food industry responds. Canada must be a leader in meeting those ever-changing expectations.

A new, intensely collaborative spirit both within the agri-food sector and among other sectors is, we believe, the best means to face these daunting food challenges. This presents agri-food value chains with greater opportunities to differentiate products and enhance their competitive positions. A more collaborative operating environment will also allow agri-food players to have an even more positive impact on society, such as enhancing health, improving water quality, and managing carbon. Such outcomes promote productivity and create future market opportunities. This food systems approach is pivotal to fulfilling Canada's potential: to achieve greater prosperity, enhance population health and sustain ecosystems.

Building on its Destination Report, CAPI's focus will continue to engage stakeholders and advance these ideas. By doing so, CAPI strives to further advance ideas that are relevant to the next Growing Forward exchange and beyond — as Canada defines its place in a challenging food world.

AN OVERVIEW OF THE DESTINATION REPORT

Canada is fortunate. Its agri-food sector employs one in eight Canadians; it continues to be a major global food exporter and maintains a sizable positive trade balance thanks to strong commodity exports. The sector provides for a significant percentage of the food Canadians eat every day. Canada's agri-food sector is, in many respects, successful.

Canada's Agri-food Sector: A National Strategic Asset

The agri-food sector is a national strategic asset. The sector is directly linked to the health and wellbeing of all Canadians, and the vitality of urban Canada and rural communities. The strategic asset includes the country's vast natural resource base and the workings of all aspects of its diverse components. Canada's agri-food sector should gain in significance as global demand for food, feed, bio-fuels, and bio-fibres increases.

But are we doing enough to truly optimize our potential? Are we being truly systematic about how we collaborate, innovate, and create value?

The sector faces many challenges. The report flagged a number of worrisome trends related to producer profitability, the viability of the processing sector (and its falling export position), the sector's competitiveness, and Canada's global export ranking. It noted the rise of diet-related chronic diseases and the obesity epidemic, acknowledging the link between food, diet, and health. It recognized the increasing emphasis on environmental sustainability, including concerns over carbon emissions and water use. This environmental focus is changing global food supply chains, affecting consumer expectations and challenging traditional views of the industry. How the sector responds to these developments will prove critical to the industry's long-term performance.

Creating a Constructive Dialogue

Naturally, people are interested in the source of their food. The Destination Report sparked an enthusiastic dialogue and drew significant national and local media attention. For many, the report's ideas resonated and were embraced, while others felt its propositions required elaboration. Some largely dismissed the report's concepts.

Many stakeholders were involved in developing the report's concepts.¹ It was important to those participants to present a constructive approach to tackle the issues. Most stakeholders also wanted to see real change occur. CAPI is doing its part by creating a dialogue that will help us continue to research and refine these ideas. The Destination Report is intended to be relevant to the unfolding policy discussions shaping the next agricultural policy framework (known as "Growing Forward II"). CAPI strongly believes that if Canada's agri-food sector is going to fulfill its potential, it must make discernable changes in policy and practice, starting with adjustments in this next policy framework. Going forward, it is up to each stakeholder to be a champion of change.

The report cited the need for a long-term agri-food strategy, one backed by measurable performance targets to spur action. The report presented three high-level targets to be catalysts of change: doubling agri-food exports; deriving more food from domestic sources; and, increasing the sector's reliance on biomaterials and biofuels. (See diagram on targets.)

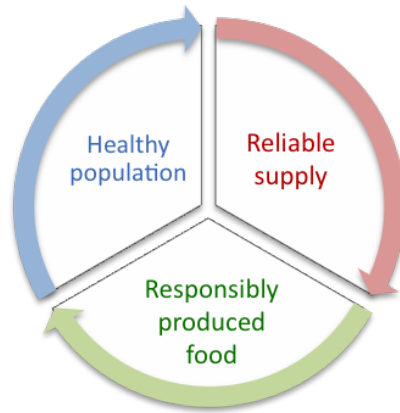
By 2025 ...



The report also proposed a “destination” for the agri-food sector: if Canada is to achieve its full potential — a profitable and competitive agri-food sector, a healthier population, and healthier ecosystems — it must have *the most successful food systems on the planet by 2025*.

Our work was about establishing a strategic framework. It did not prescribe the specific programs to get there (with some exceptions²). Rather, it outlined five drivers — or enablers — to help move us forward: collaboration, innovation, food systems risk management, sustainability leadership, and enabling regulatory change. The following diagram captures many of the core ideas developed in the report under each enabler (since the report was released, the diagram has been slightly modified).

Successful Good Food Systems



Collaboration	Innovation	Food Systems Risk Management	Sustainability Leadership	Enabling Regulatory Change
"Centre for Good Food Citizenship"	"Food System Smart Innovation Centres"	Reduce/mitigate risk across food systems	One minimum sustainability standard	Cabinet Committee on Food
Promote collaboration/best practices	Pre-competitive cooperation	Shift from "income" focus	Create "sustainability farm plans"	Modernize processes and 10-year cap on regulations
Catalyze "good food plans"	Mitigate innovation risk	Six pan-sector risk categories	National ecological goods & services program – tailored locally	Joint meeting of Ministers: agri-food, health, environment
Better food labels	Embed regulatory expertise	Render Agri-Stability unnecessary	Coordinate public/private S&T research	Link Growing Forward and Canada Health Accord
Targets to reduce unhealthy ingredients	Coordinate with public R&D	Traceability for every food	Climate change agri-food strategy by food system	Annual progress scorecard on priorities
Promote good food choices, habits	Accelerate commercialization	Annual Ministerial risk scorecard		

Food System Thinking

The Destination Report also introduced the need for the agri-food sector to take a “systems” approach. The issues and solutions affecting the sector are cross-cutting and increasingly complex, including those relating to reliable food production and supply, trade and market access, diet, nutrition and population health, and environmental sustainability and climate change adaptation. Positioning the country for future success depends on wisely managing these issues. Doing so requires changing the way we link broad food issues and connect the agri-food and other stakeholders. It’s about adopting “food systems thinking.” As the report stated, “We need to stop talking only about sectors, value chains and product lines and start thinking more about agri-food “systems.” Future success hinges on taking a systems approach that better understands the connections among many diverse players.”

Many others are rethinking food issues and how we need to respond to them:

- The United Kingdom issued a report entitled *Food 2030*. The UK government states: “The long term sustainability of our food system is the central concern for *Food 2030*. A plentiful supply of healthy, safe, and affordable food is essential for a good quality of life, and our ability to produce this food depends on the way we manage and maintain the natural systems that provide the essential inputs and services for our farms and fish stocks; clean water, fertile soil, and pest control are all provided for free by healthy ecosystems.” Its approach is also about “ensuring a resilient, profitable and competitive food system.”³
 - The World Economic Forum has stated that agriculture provides much more than food. It offers essential commodities, environmental services and social goods that facilitate economic development, industrialization and diversification. Its New Vision for Agriculture strives to harness the power of agriculture to drive food security, environmental sustainability, and economic opportunity. It aims to increase production by 20%, decrease emissions by 20% and reduce the prevalence of rural poverty by 20% every decade.⁴
 - In the United States, a new non-partisan initiative known as AGree has been established. It is supported by nine leading foundations, such as the Bill and Melinda Gates Foundation, the Kellogg Foundation, and the Rockefeller Foundation. AGree considers solutions across multiple sectors, including health, environment, energy, and rural economies. AGree is based on the thinking that agriculture has evolved from simply producing food to feed people to being a sector that has numerous demands placed on it, including in areas of public health and economic growth.⁵
-

- In Canada, a broad number of organizations are linking the issues. The City of Toronto's *2010 Food Connections* report has a vision of a health-focused food system where health becomes the overarching and driving principle. This means much more than making safe and nutritious food more available. It also refers to a range of influences on the health of individuals, families, neighbourhoods, and cities. It states that: "this new approach can create a healthier population, generate green jobs, build strong communities, protect the environment and empower people with food skills and information. In other words, food improvements can help cities meet their other goals more effectively."⁶
- The Conference Board of Canada has launched a major multi-year initiative, the Centre for Food in Canada, to address what it refers to as "one of the great mega-issues facing our country today. Food impacts Canadians in an extraordinary range of ways: it affects our lives, our health, our jobs, and our economy."⁷
- The Canadian Federation of Agriculture is developing a National Food Strategy to help "create a healthier, environmentally sound and more economically prosperous nation."⁸ It seeks to lay out a plan that can be effectively rolled out by the private sector and governments, working collaboratively and providing guidance for policy and programs affecting and affected by food.
- As well, the federal government is advancing the concept of "One Health" which is recognizing the linkages between human, animal and ecosystem health. Moreover, the Federal Sustainable Development Strategy has established targets and implementation strategies to provide a whole-of-government approach in order to achieve sustainability objectives.⁹

This is not an exhaustive list of initiatives. Yet, at a high level, three important themes are evident. First, food and the agri-food sector are seen as having a vital purpose for the wellbeing of people and the planet. Second, food and other stakeholders, such as those in health and environment, are intimately linked. Third, by pursuing common objectives, there is the greater possibility of achieving win-win outcomes among very different sets of stakeholders, such as those in the agri-food and other sectors.

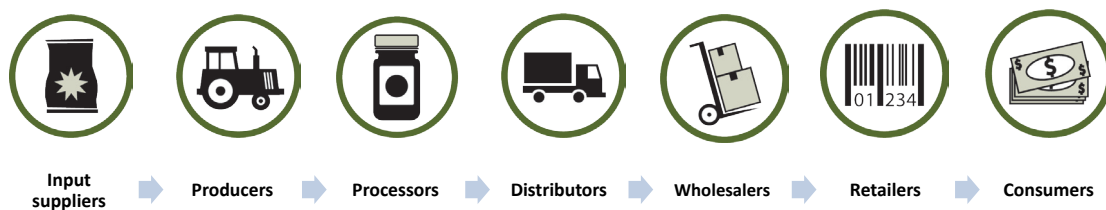
The question is: how can Canada leverage these linkages, not only for creating a more competitive and profitable agri-food sector but also in advancing the interests of its citizens and consumers abroad. This is how "food systems" come into play — as a means to achieve the ends.

The dialogue has begun within CAPI and among agri-food stakeholders on “food systems.” Part of this dialogue is one of “framing” and creating a common understanding on topics such as:

- What encompasses a food system?
- How does a food system differ from supply/value chains (and Value Chain Roundtables)?
- How large or small is a food system?
- How many food systems are there, or could there be?
- Who leads food system development?
- How do food systems change the way the agri-food sector behaves and operates?

We need to move beyond a more traditional (and linear) view of how we provide our food.

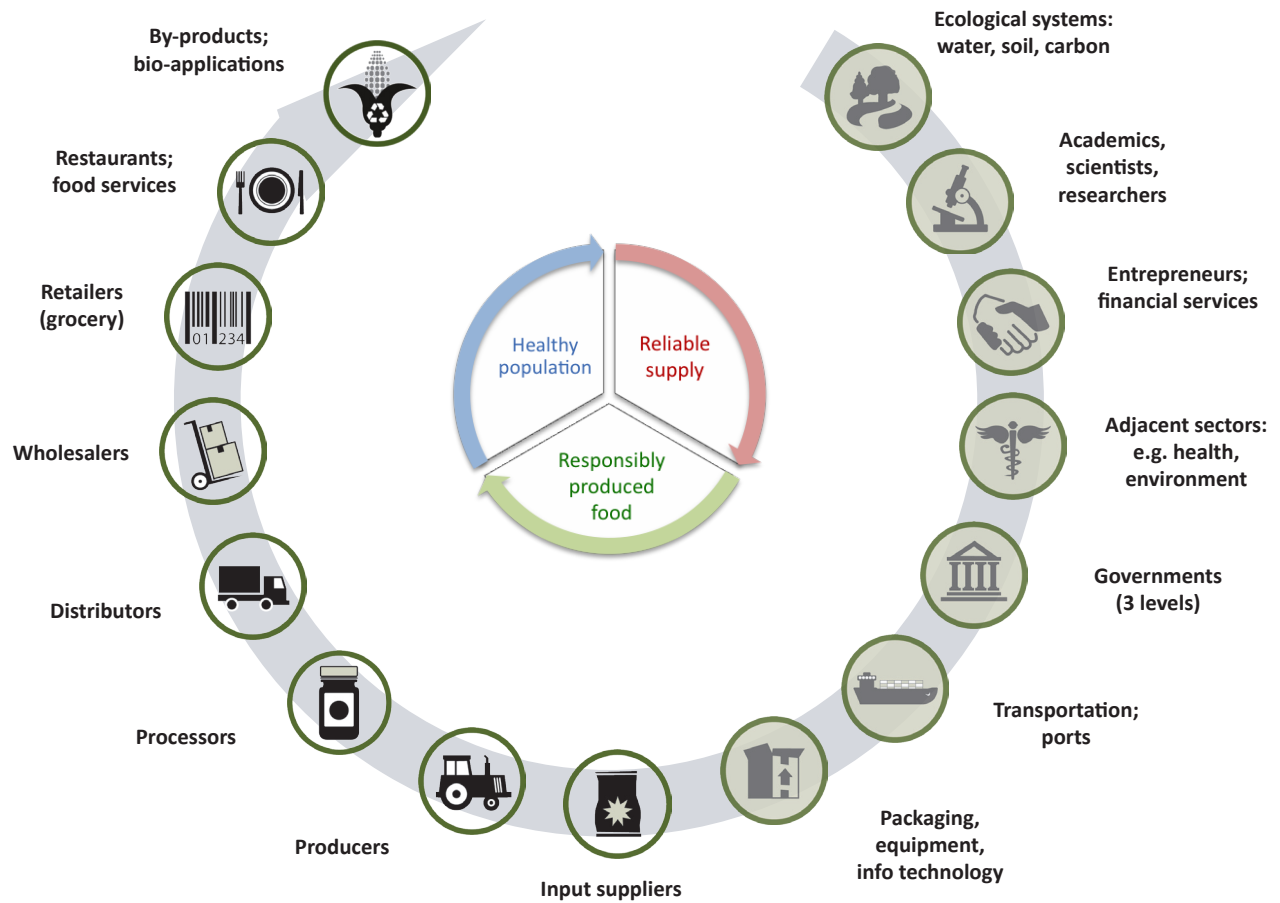
A Familiar View...



Food systems include supply/value chains (see diagram on A Food Systems View on the following page.) In very simple terms, a food system is an operating environment for industry partners to meet consumer demands and society’s expectations and do so by working collaboratively with a full range of stakeholders. Achieving this requires a mindset shift. It is about intensely collaborating with a broad number of stakeholders. This is about changing the way the players work together, innovate and manage risks; it is also about changing the way government policies are developed to support systems approaches.

Industry must be the driver of food systems. The consumer interest is the focus. Agri-food players are motivated by mutual self-interest to collaborate with each other and non-food partners. But in doing so, they can, together, advance common objectives that have positive broader societal impacts.

A Food Systems View



In short, food systems enable supply/value chains to be more successful. They can help agri-food players and other food partners set and achieve common objectives. The Destination Report portrayed a broad number of examples where agri-food and other partners have come together to collaborate and create new opportunities, such as the canola sector.

The Food System Concept: A New Approach

Food systems are about profitably producing and supplying food that meets growing societal expectations for how that food must be provided (e.g., ecological impact, health benefits, and impact on local economies).

Essential features of food systems:

- ✓ A highly collaborative operating environment.
- ✓ Include supply/value chains and players from other sectors, and from governments.
- ✓ Each partner is motivated by mutual self-interest which creates economic opportunities and can deliver broader common benefits to society.
- ✓ Food systems are industry-led and depend on leadership from other food partners and governments.

As CAPI's work unfolds (see "Future Work: Case Studies of Food Systems"), the Institute will further refine the role and attributes of effective food systems, and will clarify the policy and operational ramifications of adopting food system thinking.

STAKEHOLDER OUTREACH

CAPI has made some 50 presentations over the past few months to over 800 stakeholders. More are planned for the weeks and months ahead. CAPI has reached out to or has been invited to present to individuals, companies, and associations across the agriculture and agri-food sector, as well as three levels of government, NGOs, academics, researchers, nutritionists, and population health representatives, among others. CAPI has met with stakeholders at all levels, including students, policy analysts, and those in leadership positions (such as deputy ministers, organization presidents, and company CEOs). While not complete, a list of organizations that received an overview or formal presentation is found in the Appendix. Please see the CAPI website for a document addressing the 12 major themes to emerge from these consultations.

Top Three Observations – Positive & Negative

Stakeholder feedback on the Destination Report can be categorized in three broad ways: for many, there is a strong interest in CAPI's work and for the report's concepts in principal; others wish to better understand "how" to implement the plan and better understand the report's concepts; and, some believe that no need exists for fundamental change, viewing the report's ideas skeptically or dismissing them all together. The following chart captures these prevailing views as part of a subjective analysis made by CAPI from what it has heard.

Report Feedback: Top 3 "observations" from CAPI's outreach on the Destination Report

	Positive	Negative
1.	The "destination" and "food system" concepts are inclusive and necessary to help drive change as the status quo is not seen as acceptable.	Value chains work; the ideas aren't relevant. Can't understand "food systems;" don't need a mindset shift or a shift in language.
2.	It's all about the "how to implement." [Many want to see the details on how to act on or prioritize the ideas. This is not necessarily a "negative" but the details are needed to assess the suggested approaches.]	
3.	Longer-term "targets" and metrics are needed to help bring about change. The five "enablers" resonate. Passion for select ideas.	Don't change Business Risk Management (BRM) programs. No need for fundamental change.

Sampling of Feedback

Below are excerpts from comments provided to CAPI on the Destination Report. The editors made some minor grammatical corrections:

The targets are great but do the “enablers” get us to the goal? I need to throw this to our members then I can go to government to lay out a plan to help get us there.

— **Association president**

If this [report] does not stimulate some fresh thinking, I don't know what will. On the regulatory stuff I would still argue the challenge is more profound.... There is a basic need to update the legislative foundations on which food regulation is based if we really want to generate a new era of regulation (and regulation making processes) that are more easily adapted to new risks and technologies, more supportive of both public health protection and health promotion objectives and more balanced in supporting both economic opportunity and health/environmental risk management. [...] I really like the idea of a Cabinet Committee on Food — that is the best way to drive significant change, both legislative and regulatory.

— **A major food processor**

..I had hoped that the report would have provided a more solid analytical base and rationale for the policy prescriptions proposed. Specifically, I found your reference to AAFC value chain work as missing the point that the objective is integration of views among all the players. [...] Moreover, with respect to your overarching targets, while I found appealing the idea of stretch goals, I found them to be so beyond attainment that they lack plausibility. The internal market goals also suggested that our markets should be “less open” to trade.

— **Senior federal government official**

CAPI should be applauded for thinking out of the box... but how do we get food systems to take ownership?

— **Producer and association executive member**

... [CAPI] isn't the only one to argue for a more focused and effective agriculture strategy. [...] The need for a national strategy, not only to protect Canadian consumers and producers but to regain the country's international stature in the marketplace, is imperative.

— **Editorial, western newspaper**

...It is telling that genetically-modified organisms (GMOs) are not even mentioned in the material, let alone correctly convicted for dismal agricultural exports and profits. The people of the world, Canadians included want unaltered, chemical-free, organic foods... As optimistic as your “Destination” for Canadian Agri-food sounds, it will prove to be nothing short of an irrecoverable catastrophe for Canadians...

— **An individual, via email**

[The report is] a seminal piece of work. It emphasizes that agriculture is a “solution.” [...] What is “good food”? We already produce good food; this is not clear.

— **Senior provincial government official**

In setting up my company I could not believe how far behind [Canada is] in doing something such as we are doing. The support I found was incredibly minimal. Canada seems to love to ship our raw materials into the U.S., and overseas, yet it seemed to me I was one of the few who believed that packaging these raw materials by creating our own brand then marketing them for a much higher value seemed so distant than most. [...] We need government to realize the massive potential they are losing by not supporting those entrepreneurial spirits here in Canada who wish to process these raw materials into finished goods right here in Canada. We need more industry to do more processing of these products. [...] Canadian entrepreneurs need access to capital.

— **President of a food manufacturer and distributor of grain products**

While management of recalls and animal health emergencies are considered current motivators for traceability, market branding drivers and efficiency of the entire food system will be sustaining factors, particularly among farmers and processors. There is near universal agreement that industry should operate the national traceability system. Government's role is governance and enforcement of requirements. There is a growing sense of urgency from agricultural commodity sectors for a coherent, systemic traceability approach in Canada. A piecemeal approach that targets farmers then processors and so forth is not effective. It is accepted wisdom that traceability will be essential to Canadian trade success and needs to be “whole chain” to be credible. I believe this ties together CAPI's ideas for taking a food system approach and how traceability can be an essential tool that makes it possible.

— **CEO, an industry-led organization**

The CAPI paper strays furthest from reality with the notion that food production and processing are somehow responsible for the health of the Canadian population. Go to a supermarket and every single item on the shelves is there because people like it and buy it. The food industry produces what consumers want, and food production has to supply processors with what is required, not with what someone decides is best for the population.

— **Editorialist, agriculture trade press**

I support the notion of targets. We need to ensure that the domestic target is not meant to be protectionist; is it? How do we attain the bio-target? [...] Agri-food must be seen as a solution.

— **Senior provincial government official**

You call on stakeholders to hold creative discussions about how they can better position agriculture and food to benefit Canada. I agree with this statement, except it is not complete. In this statement, primary, junior, and especially secondary schools or the educational institutions that offer agriculture-related education is not mentioned. As an educator, registered grower, researcher and entrepreneur, I see firsthand the gap in the education system in Ontario as it does not have a formal Agricultural Curriculum, similar to the one in the USA and Europe. Therefore, this gap that encourages and prepares students for post secondary opportunities, must be addressed by the Ministry of Education and the Ministry of Agriculture working together to provide the information that your article discusses, so that agriculture can have a future, and it needs to start with Canada's children. Thank you for listening!!

— An agricultural project leader for a provincial district school board

We support the concept of good, whole food systems. In general terms, we believe that Canada needs an improved appreciation of “agri” and “food” and the integral connection between them. There are unfortunate examples of unbalanced support which has resulted in a heavy focus (resources, research, funding) on the agriculture side, without comparable support along the chain. We have witnessed the creation of efficient production systems (e.g., horticulture crops) only to find value-added processors closing down in the same region. Moving away from a linear supply- or value-chain model towards a systems based approach may help remove adversarial barriers between each position on the “chain.”

— President of an innovation organization

The good food citizenship concept is a big idea that needs to be applied. Its strength is that it can bridge the silos and barriers between health and agriculture. It can facilitate partnerships.

— Municipal health official

Many producers [in the province] are struggling to maintain a viable farm business in a world which is seeing many rapid changes. It has become apparent that the old ways of operation are no longer the solution. It is important that we have visionaries that can look at a map and see a new way of getting from here to there without getting bogged down in a swamp along the route. *Canada's Agri-Food Destination* may help us to do just that. We look forward to hearing more about the concept to determine if and how it will work in our [sector].

— Commodity association manager

The opportunities for an integrated food system are almost unlimited. Each player has its own needs and wants and our work [to create a systems strategy] is about setting clear goals so we can work together to achieve them.

— Executive, regional federation of agriculture

[The port] sees an opportunity to ensure that the next agricultural policy framework takes a broader and more comprehensive systems-oriented view. [It] encourages CAPI to stress the role that transportation and supply chain issues can have in the revised framework. [...] Canada has an opportunity to move its agricultural policy toward a more global perspective that positions Canada as a leader in agri-food issues that include a closer alignment of federal policies (such as agriculture, trade and transportation policy). [This is] not dissimilar to the successful federal transportation policy that integrates infrastructure, security and trade policy to allow Canada to compete more aggressively with other jurisdictions.

— CEO of a major port authority

The systems approach and the collaboration approach are the report's strong points. But, I have some issues with innovation centers. Researchers feel that too much research funding today goes to administration and not enough for research. If these centres are about improving collaboration, then we do that with our peers already. But we live for our research. So, if the centres help us understand what needs to be researched, then direct us and support the activity, then we will perform.

— Dean of a university agriculture department

We found the report to be comprehensive, informative and forward-thinking. We support the concept of linking to sustainability. [...] The report is not fully clear as to the role of government in the Centre for Good Food Citizenship and the Innovation Centres and whether this is referring to the participation of the federal government only. There is an expectation for funding and one would assume that roles and relationships from all levels of government would need to be sorted out. With regards to "catalysts" and supporting examples, perhaps some mention could be made of the scope of local initiatives of a smaller scale that occur in provinces and territories; i.e., community gardens, school nutrition policies, buy local campaigns, market gardens. Many of these smaller initiatives are important contributors to overall change.

— Head of a western provincial health department

We have read your report and we were inspired by it. We believe it has implications for the way we will do business in the future and possibly influence loan conditions. We need to consider how the agricultural and food sectors are adapting to the marketplace and global shifts you outline.

— Executive, financial institution

I found it to be a somewhat high-level (given the recommendations) but overall a good report. [...]on innovation:] Much of Canada's innovative spending is controlled by large companies outside of Canada. Academic collaborations are very challenging. Government funding is too short-term focused.

— Company manager

A food system approach is needed as restaurants and distributors are very much part of it. However, the focus is on farmers; they don't drive demand for food; consumers and restaurants do. R&D is too focused on production but not at the retail level yet this part of the food system drives demand.

— Association president

Overall, we are supportive of the report's intention. In particular, it is encouraging to see acknowledgement of the strong linkages to sustainable development and integration of social, economic and environmental objectives. This is a very important challenge in the agriculture sector. We would like to draw your attention to The Federal Sustainable Development Strategy (FSDS). It outlines Canada's priorities in environmental sustainability.... The FSDS represents a major step forward in transparency which helps address a point raised in the report about policy-making being conducted in silos, which contributes to disconnects, and the call for better integration of agri-food policies.

— Federal departmental official

I support the overall systems approach; it moves away from farm-centric policy [...] Innovation funding is not well spent; it's not systematic. Industry needs to drive innovation.

— Company CEO

A comprehensive new report released by [CAPI] is bound to ruffle a few feathers in farm country. [...] It won't be the section on increasing Canada's production and exports, or the parts that say that agriculture, food and health policies should be linked. Nor will it be the calls to buy more locally grown foods and to focus more effort on building farm production systems that reduce our reliance on non-renewable resources. [...] We suspect most will even agree with the suggestion that there isn't enough research spending from both public and private sources. [...] It's when we get to the section on business risk management that we see farmers starting to squirm. [...] publicly-financed business risk management isn't working all that well... It's time to change directions.

— Editorialist, agri-food newspaper

[We are] responding to the call by the agri-food sector for a new collaborative approach. The time has come to bring the pieces together, move away from silo thinking, and a fragmented approach toward a more coordinated effort across the entire food-health spectrum. To effect change, we need to accelerate knowledge transfer, leverage expertise across the entire food-health continuum from 'gate to plate' and 'bench to beside', and build collaborations to bridge the gap between food and health. We need to build a platform for joint food and health policy and action on "good food" — common goals, best practices, information sharing, research direction, practical good food collaborations/projects. The [organization] with nutrition experts working in every corner of the food-health continuum is an ideal partner for CAPI in this endeavour.

— Past president of a national health society

...we share your concern about the current and future state of the Canadian population's diet and health. [...] As you are likely aware, the health portfolio is involved in a range of initiatives to support consumers in making healthy food choices. Collaboration with the agri-food sector to encourage innovation in the context of a Centre for Good Food Citizenship will undoubtedly facilitate important actions going forward.

— **Senior federal government official**

CABI this week produced a steaming shovel-ready pile of policy... which amounts to a non-fiction rewrite of Animal Farm for the 21st century; a self-parody of bureaucratic pretension. [...] Funny how only the bad news gets into the executive summary. [...] The CABI report bemoans an apparent precipitous decline in government expenditures on R&D since the 1970s as a proportion of GDP. What it definitely doesn't highlight is the considerable body of evidence that suggests that government R&D reduces innovation.

— **Columnist, national newspaper**

The challenges food companies face in formulating “healthier for you foods” were well stated in the publication Globalization and Health (2010): “Many recommendations to food companies regarded as simple have turned out to be complex, requiring deeper insights into the limitations of science, the role of supply chains and commodity prices, farmers, retailers, and of consumer behaviour.” The Destination Report offers a roadmap to help resolve these challenges and create the conditions for a vibrant sector and healthier Canadians.

— **National association executive**

I am extremely interested in this [report]. We've created our own internationally recognized artisan cheese destination by linking sustainable practices with local farmers and urban markets. This report can be used to bring people together and address issues, such as regulatory matters which can serve to help grow or stifle innovation in the fast growing artisan food sector; I'm going to bring together our local economic development officer and community to hear this story.

— **Founder & President, artisan food processor**

Given the increase in the number of reports calling for either provincial or national food strategies, it's evident that the status quo isn't delivering on what many people see as Canada's potential for food production and profitability. Maybe the cumulative weight of all those reports and strategies will eventually convince enough politicians that we can move forward to make an already good agricultural system into one that is even better.

— **General manager of a producer federation**

FUTURE WORK: CASE STUDIES ON FOOD SYSTEMS

The Destination Report is creating a discussion. Stakeholders want to see how those ideas can be better understood and implemented. The feedback has been helpful. Further work is required to develop the report's ideas. Specifically, CAPI will be elaborating on the idea of "food systems."

By selecting a specific food system as a starting point, CAPI will further clarify the differences between "value chains" and "food systems." The work will include briefly analyzing existing or emergent food system successes in Canada and abroad. It will also explore how to move from a "current state" to a new "future state," based on the ideas (or enablers) presented in the Destination Report. That is, CAPI will look at how we can improve the way we collaborate, innovate, manage risk, address environmental sustainability, and regulate. This will allow us to elaborate on some key concepts outlined in the Destination Report, including the policy ramifications of what may be needed to go forward. The work plan is now under development, and we expect this project to be completed in early 2012.

Your Feedback

As our work unfolds, please send us your views via email to info@capi-icpa.ca, or visit our new blog at www.capi-icpa.ca/blog.

We would be pleased to present our report to your organization. Please let us know of the success you are having or the challenges. Our focus is to create a national dialogue on the most pertinent issues facing the agri-food sector in Canada. Food is important to all of us. We need to hear your views.

APPENDIX

Conferences & Briefings on CAPI's Destination Report January – June 2011

AdFarm	Canadian Food Inspection Agency
AFMNET	Canadian Grains and Oilseeds
AgData	Canadian Herb, Spice and Natural Health Products Coalition
Agri-Environmental Partnership of Alberta	Canadian Heritage
Agricorp	Canadian Institutes of Health Research
Agriculture and Agri-Food Canada	Canadian International Development Agency
Agriculture and Food Council	Canadian International Grains Institute
Agriculture Development Fund, Saskatchewan	Canadian Northern Economic Development Agency
Agriculture Management Institute	Canadian Nutrition Society –
Ag-Quest Inc.	Food for Health Connection Workshop
Alberta Agriculture Financial Services	Canadian Rural Research Network
Alberta Agriculture Products Marketing Council	Canadian Restaurant and Foodservices Association
Alberta Barley Commission	Canadian Obesity Network
Alberta Crop Industry Development Fund Ltd.	Canadian Partnership Against Cancer
Alberta Food Processing Association	Canadian Poultry Magazine
Alberta Grains Council	Canadian Rural Revitalization Foundation
Alberta Innovates-Bio Solutions	Canola Council of Canada
Alberta Innovates-Technology Futures	Cargill
Alberta Irrigation Council	Carleton University Sustainable Food Systems Symposium (academics, local food advocates, NGOs, students)
Alberta Livestock and Meat Agency	Carlisle Technology
Alberta Ministry of Agriculture and Rural Development	Centre for Rural and Northern Health Research
Alberta Prion Research Institute	Chicken Farmers of Canada
Alliance of Ontario Food Processors	Chicken Farmers of Nova Scotia
Animal Nutrition Association of Canada	Chicken Farmers of Ontario
Animal Science, University of Manitoba	Chicken Producers of Nova Scotia
Arddcorp (BC Agricultural Research & Development Corp.)	Christian Farmers Federation
Assistant Deputy Ministers of Agriculture for Federal- Provincial-Territorial governments	Citizenship and Immigration Canada
ATV Farms	College of Agriculture and Bioresources, University of Saskatchewan
Beef Improvement Opportunities	College of Management and Economics, University of Guelph
Beekwood Farms	Conference Board of Canada
Berryhill Farm	Conseil de la transformation agroalimentaire et des produits de consommation
BIOTECanada	
BMO	
Bonduelle Ontario Inc.	Dairy Farmers of Canada
Brenn-B Farms Ltd.	Dairy Farmers of Nova Scotia
British Columbia Agriculture Council	Dairy Farmers of Ontario
British Columbia Ministry of Agriculture	Damon Industries (Canada) Ltd.
British Columbia Ministry of Environment	Desjardins Capital de risque
British Columbia Ministry of Health, Health Protection Branch	Duca Farms Ltd.
British Columbia Ministry of Jobs, Tourism and Innovation	
Business Development Bank of Canada	Earth's Own Food Company Inc.
	Egg Farmers of Canada
Canada Economic Development for Quebec Regions	Egg Farmers of Ontario
Canada Mortgage and House Corporation	Emplois spécialisés en solution à l'Ontario
Canadian Agricultural Trade Policy & Competitiveness Research Network	Enterprise Saskatchewan
Canadian Animal Health Coalition	
Canadian Association of Farm Advisors	Faculty of Agricultural, Life and Environmental Sciences, University of Alberta
Canadian Cattlemen's Association	Faculty of Agricultural and Environmental Sciences, McGill University
Canadian Faculties of Agricultural Sciences and Veterinary Medicine	Faculty of Agricultural and Food Sciences, University of Manitoba
Canadian Federation of Agriculture	
Canadian Federation of Independent Business, Alberta	

Faculty of Land and Food System,
University of British Columbia
Faculty of Medicine, University of Toronto
Federal Economic Development Initiative for Northern
Ontario

Fédération des producteurs de porcs du Québec
Fédération Caisse Desjardins du Québec
Feedlot Management Health Systems
Fifth Town Artisan Cheese Co.
Finlan Food Design
Fisheries and Oceans Canada
Flax Council of Canada
Food and Consumer Products of Canada
Food Development Centre, Manitoba Ministry of
Agriculture, Food & Rural Initiatives
Food Innovation Centre of British Columbia
Food Tracing Solutions
FoodTech Canada
Forest Lavoie Conseil Inc.
Fruitman Consulting Group

Gambles Ontario Produce
Genome Canada
George Morris Centre
GJA Communications
Goat Association of Nova Scotia
Golden Horseshoe Food & Farming Summit
(municipal and regional governments, farmers,
producer organizations, food businesses, academics,
conservation authorities, public health officials)
Grain Farmers of Ontario
Grand River Foods
Grape Growers of Ontario
Greater Toronto Area Agriculture Action Committee
Greenhouse Nova Scotia
GS1 Canada
Gumpert's Food

Health Canada
Highline Produce Ltd
Horticulture Nova Scotia
Holstein Canada
Human Resources and Skills Development Canada
Hursch Consulting and Communications Inc.
Hybrid Turkeys

IBM
Indian and Northern Affairs Canada
Industry Canada
Infrastructure Canada
Investors Group
Integrated Traceability Solutions
International Institute for Sustainable Development
Ippolito Fruit and Produce
Irrigated Alfalfa Producers Association
ISA North America

Jinnai Agribusiness Research Center,
China Agricultural University
Justice Canada

King Cole Ducks Ltd.
Kolk Farms Conrich Ltd.

La Financière agricole du Québec
Lake Erie Farms
Landscape Nova Scotia
Loblaw

Macdonald College, McGill University
Manitoba Ministry of Agriculture, Food and Rural Initiatives
Manitoba Rural Adaptation Council
Maple Leaf Bio-Concepts
Maple Leaf Foods
Maple Producers Association of Nova Scotia
McMaster University
Metro Ontario Inc.
Monoway Farms Limited
Myers Norris Penny
Ministère de la santé et des services sociaux, Québec

National Obesity Summit
(public health departments, academics, NGOs)
National Round Table on the Environment and
the Economy
Natural Resources Canada
New Brunswick Ministry of Agriculture, Aquaculture
and Fisheries
Newfoundland Ministry of Natural Resources,
Forestry and Agrifoods
New-Life Mill
Northern Ontario Aquaculture Association
Nova Scotia Agricultural College
Nova Scotia Agriculture Services
Nova Scotia Beekeepers Association
Nova Scotia Cattle Producers
Nova Scotia Egg Producers
Nova Scotia Federation of Agriculture
Nova Scotia Fruit Growers Association
Nova Scotia Greenhouse Vegetable Marketing Board
Nova Scotia Mink Breeders Association
Nova Scotia Potato Marketing Board
Nova Scotia Young Farmers Forum
Nutriva Group

Ontario Agri-Food Education
Ontario Agricultural College, University of Guelph
Ontario Broiler Hatching Egg and Chick Commission
Ontario Cattlemen's Association
Ontario Equestrian Federation
Ontario Farmer
Ontario Federation of Agriculture
Ontario Livestock Exchange
Ontario Ministry of Agriculture, Food and Rural Affairs
Ontario Pork
Ontario Pork Industry Council
Ontario Presidents' Council
Ontario Processing Vegetable Growers
Ontario Sheep Marketing Agency
Ontario Tender Fruit Producers
Ontario Trucking Association,
Livestock Transporters' Division
Ontario Veal
Ontario Veterinary College, University of Guelph
OnTrace
Organic Council of Nova Scotia

Paradise Farms Inc.
 Parks Canada
 Perdura Group
 Policy Research Initiative
 Pork Nova Scotia
 Port of Halifax
 Posie Packer Corporation
 Poultry Industry Council
 Prairie Adaptation Research Collaborative
 Prince Edward Island Agri-Food Alliance
 Prince Edward Island Agricultural Insurance Corporation
 Prince Edward Island Food Technology Centre
 Prince Edward Island Institute of Agrologists
 Preventing Childhood Obesity Conference
 (provincial public health officials, academics,
 community representatives)
 Public Health Agency of Canada
 Public Works and Government Services Canada
 Pulse Canada

Real Food for Real Kids
 Ready Bake/Weston Bakeries
 Retail Council of Canada
 Richard Ivey School of Business
 Richardson International
 Ritchie-Smith Feeds
 Rouge River Farms
 Royal Canadian Mounted Police
 RBC Royal Bank
 Rural and Small Town Program, Mount Allison University
 Rural and Small Town Studies Program,
 University of Northern British Columbia
 Rural Development Institute
 Rural Development Network
 Rural Ontario Institute

Saskatchewan Canola Development Commission
 Saskatchewan Cattlemen's Association
 Saskatchewan Egg Producers
 Saskatchewan Forage Council
 Saskatchewan Ministry of Agriculture
 Saskatchewan Pork
 Saskatchewan Pulse Growers
 Small Scale Food Processor Association (B.C.)

Scotiabank
 Service Canada
 Sheep Producers Association of Nova Scotia
 Sociétés d'aide au développement des collectivités et
 Centres d'aides aux entreprises
 Soil and Crop Improvement Association of Nova Scotia
 Statistics Canada
 Status of Women Canada
 Stoneridge Consulting
 Syngenta
 Synthesis Agri-Food Network

Taff Creek Farms
 TD Canada Trust
 Ted Bilyea and Associates
 The Cider Keg
 The Garlic Box Inc.
 Thompsons Limited
 Transport Canada
 Toronto Food Policy Council
 Turkey Farmers of Canada
 Turkey Farmers of Nova Scotia
 Turkey Farmers of Ontario

Union des producteurs agricoles
 Université de Laval,
 faculté des sciences de l'Agriculture et l'Alimentation
 Université du Québec en Outaouais
 University of Guelph

WaudWare Incorporated
 West Nova Agro Commodities Limited Nova Scotia
 Western Barley Growers Association
 Western Canadian Feeds Innovation Network
 Western Canadian Wheat Growers
 Western College of Veterinary Medicine,
 University of Saskatchewan
 Western Economic Diversification Canada
 Whistlebare Poultry Farm Ltd.
 Wilbur-Ellis Company
 Wild Blueberry Producers Association of Nova Scotia
 Wigmore Farms

Yukon Department of Energy, Mines and Resources

Pending Conferences & Briefings **June – December 2011**

Association québécoise des industries de nutrition animale et céréalière

BioTECH Canada
 Bonnefield Financial Symposium

Dietitians of Canada Conference

Dean's Council, University of Guelph

Feeding a Hungry World: A Summit for Animal Agriculture

Manitoba Rural Adaptation Council
 McGill University – Conference on Global Food

Ontario Ministry of Agriculture Food and Rural Affairs, Livestock Specialists

ENDNOTES

1. In addition to engaging a variety partners, three Leadership Panels were formed by CAPI to develop the concepts and ideas for the Destination Report. The Panels were made up of diverse representatives as noted in the report's appendix. Download the report at www.capi-icpa.ca
 2. See the proposals on Agri-Stability in the chapter on Managing Risks Across Food Systems.
 3. U.K. Department for Environment, Food and Rural Affairs:
<http://sd.defra.gov.uk/2010/01/food-2030>.
 4. *Realizing a New Vision for Agriculture: A Roadmap for Stakeholders*, World Economic Forum. http://www3.weforum.org/docs/IP/AM11/CO/WEF_AgricultureNewVision_Roadmap_2011.pdf
 5. New Initiative To Provide Path Forward For Transforming Food and Ag Policy, News Release, AGree, May 3, 2011.
 6. *Cultivating Food Connections: Toward a Healthy and Sustainable Food System for Toronto*, May 2010; *Toronto Food Connections: Building a healthy and sustainable food system for all* (undated).
 7. Conference Board of Canada, Centre for Food in Canada webpage:
<http://www.conferenceboard.ca/cfic/default.aspx>
 8. Canadian Federation of Agriculture webpage: <http://www.cfa-fca.ca>
 9. Initiatives referenced in the Destination Report, pages 22 and 90.
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