



CAPI

THE CANADIAN AGRI-FOOD
POLICY INSTITUTE

ANNUAL REPORT 2016-2017



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Mission

The Canadian Agri-Food Policy Institute (CAPI) is an independent, unbiased policy forum dedicated to the success of Canada's agriculture and agri-food sector. CAPI identifies emerging issues, promotes dialogue, presents new possibilities and advances alternative solutions in consultation with stakeholders across the diverse agriculture and agri-food value chain with the help of academia, research institutes, governments and other sectors in Canada. CAPI is a catalyst.

Established as a not-for-profit corporation in 2004 by the federal government, CAPI is guided by a diverse Board of Directors and an Advisory Committee. Its offices are located in Ottawa.

By taking a long-term perspective, CAPI fulfills its work according to its objectives and purpose. Its Articles of Continuance indicate that CAPI will:

- Provide independent, unbiased and credible input to the Canadian agricultural policy debate and policy development process.
- Function as an agricultural policy forum focused on promoting dialogue between industry stakeholders, the policy research community and the federal and provincial governments by:
 - a. gathering intelligence and sharing results;
 - b. identifying emerging issues in the agricultural sector that should be coordinated and addressed on a national basis;
 - c. bringing together a wide range of expertise and new voices to examine existing and emerging issues in the agricultural sector;
 - d. discussing alternative solutions to issues before they become polarized;
 - e. providing balance when polarization within the agricultural sector is unavoidable; and
 - f. providing advice and a third-party perspective when agricultural policy decisions are made.

Contacting CAPI

For information on this report, or on the work that CAPI is conducting, please contact:

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Message from the Chair

The Canadian Agri-Food Policy Institute (CAPI) fiscal year 2016-2017 marked both the successful culmination of CAPI's quest for a shared vision of the future for Canadian agri-food and the beginning of the renewal of CAPI, so it can continue to bring unique insight and value to critical policy issues. One key measure of the impact of our work across the disparate agri-food sector can be found in the recently released report of the federal Advisory Council on Economic Growth. The report embraced CAPI's vision by declaring that "Canada will become the trusted global leader in safe, nutritious, and sustainable food for the 21st century." Another measure was in the most recent Federal Budget, which adopted some of the language and goals for the sector set out in CAPI's 2011 *Destination* report.



We seem to be gaining traction from both our research and outreach, which has been focused on identifying ways to better monetize and protect Canada's competitive advantages of natural capital and safe, nutritious food. There is clearly a growing realization that not all food systems in the world are the same. Some rely on depletion of soil and water while creating disproportionate amounts of greenhouse gases and exporting food below the true cost of production. Both practices are often encouraged by generous domestic subsidies.

A CAPI research project on global agricultural subsidies is undergoing peer review and will be published shortly to help industry and government prepare for Ministerial, WTO and NAFTA renegotiations.

On behalf of the Board, I thank David McInnes, Daniel Yeon, Tulay Yildirim, Kim Kelly and Louise de Vynck for their dedication, without which we could not have accomplished the unprecedented number of research projects and outreach undertaken. I also extend special appreciation to David McInnes, who has capably led CAPI through this highly productive period. David has been supportive of the transition to new leadership as CAPI undergoes renewal and seeks a larger funding base to drive more policy research.

Over the course of the year, my colleagues on the Board offered invaluable advice and involvement. We have benefited greatly from the counsel of Rory Francis and Bob Jamieson, who left the Board at the end of the previous year. We welcomed the valuable input of Larry Simpson, Suzanne Vinet and John Weekes, who joined the Board in June 2016. We also enjoyed the expert guidance of our Advisory Committee, Members, and many stakeholders and partners.

As the fiscal year came to a close we were pleased to announce that Dr. Donald E. Buckingham will assume the role of CAPI CEO on July 1, 2017.

We look forward to the evolution of this valuable organization under his leadership, and I thank the Board and Members of CAPI for their support of my chairmanship.

Yours sincerely,

A handwritten signature in blue ink that reads "M. E. Bilyea". The signature is fluid and cursive.

Ted Bilyea
Chair

Message from the President & CEO

In fiscal year 2016-2017, CAPI set in motion a highly robust work plan and an unprecedented level of outreach. This activity affirmed CAPI's role as an active contributor to policy discussions in Canada. Our work is being used to generate new dialogues, it is being embraced by sector champions, and it is being echoed by other initiatives, including the federal Minister of Finance's prestigious and high-profile Advisory Council on Economic Growth.



While CAPI is one of many organizations that have held conversations about the future of the agri-food sector, we have positioned the Institute as a dynamic partner. As the activity in 2016-2017 revealed, it has engaged in a series of discussions on a broad variety of issues across the country. CAPI worked closely with its many partners to attract expert and diverse food-system representatives to deepen thinking on a host of timely themes, including natural capital, climate change, nutrition, health, innovation, public trust, trade and competitiveness. These opportunities helped us learn and challenged our own thinking.

CAPI has created a nationally recognized platform to identify emerging issues, develop research and distill and articulate balanced policy and strategic perspectives. But there is much more to do and there are ways to do it better. It is timely that CAPI contemplates how it will evolve as an organization. With five years remaining in its initial mandate, CAPI has the opportunity to recalibrate how it can be even more relevant and impactful. As I complete eight years at the helm of CAPI, a new CEO will assume CAPI's leadership early in the next fiscal year.

I wish to sincerely thank the CAPI team, CAPI's Chair, Ted Bilyea, the entire CAPI Board and our many partners for enabling CAPI's work. If the Advisory Council's vision statement — "Canada will become the trusted global leader in safe, nutritious, and sustainable food for the 21st century" — becomes ingrained across the food system, then surely CAPI can take pride in the fact that it helped inspire and advance key tenets of that national ambition. There is certainly more that must be done to make it happen.

A handwritten signature in blue ink, appearing to read 'D. McInnes'. The signature is fluid and cursive, with a long horizontal stroke at the end.

David McInnes
President & Chief Executive Officer

The Year in Review

Over the course of fiscal year 2016-2017, CAPI's research program was largely informed by the Institute's report, *Achieving What's Possible for Canada's Agri-Food Sector*, which was published in February 2016.¹ This work emphasized the agri-food sector's role as a major economic engine of growth, one that can also significantly improve health and environmental outcomes. It suggested that a strategy of maintaining and/or enhancing "natural capital" and improving "nutritional quality" are vital to building consumer trust and demonstrating the agri-food sector's competitive advantage.

CAPI believes that this thinking is highly relevant to several major policy files, including the development of a national food policy, public trust, innovation policy, Canada's climate change agenda, health policy, and trade and competitiveness. As such, in fiscal year 2016-2017, CAPI deepened its understanding of natural capital and nutritional quality issues. This activity garnered considerable attention for CAPI and its ideas are shaping dialogues across government and the food system, alike.² It will also inform our research and direction in the subsequent fiscal year.

Overview of work

1. Agri-food sector strategy

Following the publication of its pivotal report *Achieving What's Possible for Canada's Agri-Food Sector* in February 2016, CAPI embarked on a process to promote its core ideas as a basis to generate a robust discussion about the policy options facing Canada. The success of this approach became evident with the publication of the report of the Minister of Finance's Advisory Council on Economic Growth in February 2017. This work captured the essence of our thinking in its vision statement, which expressed the country's agri-food potential, its competitive advantage and reputation and the importance of linking economic performance to health and the environment (see box).

"Aspiration:

Global leadership in agfood

Setting a bold, overarching aspiration to develop the agfood sector would help the government engage the private sector and other stakeholders to define and carry out a strategy to clear the path for growth. A vision statement — such as "Canada will become the trusted global leader in safe, nutritious, and sustainable food for the 21st century" — would reflect the strength of our starting position, as well as the global trends we can exploit."

**— Advisory Council on Economic Growth,
February 6, 2017**

More specifically, the Advisory Council recommended that its plan for “inclusive economic growth” can drive a food strategy that emphasizes “the safety, accessibility, affordability, sustainability, nutritional quality, and health attributes of our agfood products.” It urged Canada to embrace “Grand Challenges,” which would include “improving nutrition to lower the incidence of chronic disease,” and finding ways to maintain and/or enhance ecosystems.”³

In short, some of the themes expressed by CAPI in its Forum report were echoed by the Advisory Council. CAPI provided advice to the Council, including participating in one of its stakeholder consultations on innovation.

In February and March 2017, CAPI partnered with the Public Policy Forum to conduct a series of outreach events in cities across the country to solicit the feedback of agri-food system stakeholders on the Council’s report. Each dialogue consisted of some 20 stakeholders representing a cross-section of the food system. CAPI and the Public Policy Forum will publish a synthesis of the findings early in the next fiscal year as a means to help nurture the dialogue, identify key policy issues, and further engage stakeholders on the strategy required to help move Canada forward.

2. Natural capital

The 2016 Forum report concluded that the way Canada values and manages natural capital — our soil, air, water, biodiversity — is vital to retaining trust and ensuring the sector’s viability. The feedback we have received since then reveals that this may well define a competitive advantage for the future of Canada’s agri-food sector.

Attention to natural capital is increasing. For instance, Manitoba (see box) and Ontario are linking natural capital to better management of environmental challenges, competitiveness and health. Ontario launched a new strategic vision for sustaining Ontario’s agricultural soils and the Hon. Jeff Leal, Ontario’s Minister of Agriculture, Food and Rural Affairs, has said that “healthy soil is the basis for a strong, sustainable agri-food system.”⁴ Reflecting CAPI’s thinking, that strategy declares that: “Healthy agricultural soils are essential in order to ensure ongoing productivity and competitiveness in Ontario’s agri-food sector as well as food security for the province and the world. Both security of supply and nutritional quality of foods can, in part, be influenced by soil health.”⁵

“The report from your forum on Canada’s Agri-Food Future held last year sparked valuable conversations for us. The role that natural capital plays within the economy and the conservation of our resources through sustainable production is clear to us. The government of Manitoba has made growing the agriculture sector a priority. We plan to do this in a manner that preserves our natural capital because doing so gives the province a competitive advantage. [...] We believe our country’s agriculture sector can be successful in differentiating itself to the world. [...] Thank you to CAPI for providing a forum for us to collaborate.”

**—Hon. Ralph Eichler, Minister, Manitoba
Agriculture,
Remarks to a CAPI event in Winnipeg,
November 16, 2016**

While CAPI has not been a participant in the World Economic Forum's work, this prestigious institution also came to the same general conclusion. In January 2017, the WEF suggested that smart policy-making should "assess and integrate the true costs of food systems." It stated that "integrating health costs and national capital depletion into food-focused decision-making across national budgets, planning and policies would strengthen collaboration across traditional silos." The WEF emphasized the importance of a "whole of government approach to designing food, agriculture and environmental policies to enable healthier diets," including enhancing the nutrition of crops and promoting nutrient-rich foods.⁶ CAPI has long embraced the whole-of-government concept. CAPI's work on natural capital is summarized below.

a. Dialogues on natural capital: CAPI initiated two dialogues each with some 25 stakeholders from academia, industry and government. We partnered with the Smart Prosperity Institute at the University of Ottawa and the Alberta Land Institute to conduct the first event in October 2016 and we worked with Agriculture and Agri-Food Canada to hold a second consultation in December 2016. The latter focused on reducing greenhouse gas emissions and climate change mitigation.

These dialogues helped CAPI develop a set of policy and strategic implications that will be published in the next fiscal year. An emerging view is that Canada should respond to the greenhouse gas emissions challenge in a much broader context; that is, this needs to be part of an overall sustainability agenda for change because the country has the potential to undertake a more robust stewardship agenda. Canada's natural resource endowment, its geography, biomass potential and the nature of its production practices confer certain advantages unavailable to many other food producers/competitors. This core idea and other findings of these dialogues will be developed further in fiscal year 2017-2018 and will likely involve additional consultations and trigger new research.

b. University of Ottawa: CAPI signed a memorandum of understanding with the Smart Prosperity Institute (October 2016) to be part of a large federal government grant,⁷ a multi-stakeholder project known as the "Greening Growth Partnership." This may lead to new project funding to conduct natural capital research in the next fiscal year.

c. University of Calgary: CAPI formed a relationship with the School of Public Policy at the University of Calgary to help the Institute tap into research expertise on the natural capital issue in the next fiscal year.

d. Sector initiatives: Certain stakeholders in the grains sector have taken an interest in CAPI's Forum work as a basis to help inform their strategic planning, particularly as it relates to positioning the sector on sustainability and managing natural capital. This initiative is in the early stages of development and may point to ways that CAPI can apply such a collaborative approach to other stakeholder groups in the new fiscal year.

e. International outreach: CAPI was invited to participate at an OECD-sponsored conference for academics from around the world at the University of Nebraska. The September 2016 event, "Virtual Water in Agricultural Products: Quantification, Limitations and Trade Policy," offered CAPI the opportunity to present its views on the trends and policy context of natural capital. CAPI was subsequently asked to help prepare the proceedings report for the event, further demonstrating CAPI's recognized thought-leadership.

3. Nutritional Quality

CAPi began examining how enhancing nutrition could help advance an innovation agenda, address sustainability and respond to global health challenges. Certain retailers, processors and commodity sectors are all seeking ways to enhance the nutritional content of ingredients and foods to meet growing consumer demand. Producers are becoming interested in agricultural soil health. Improving nutrition is a broad topic. However, CAPi is especially interested in the connection between the soil biome (which is vital to sustainable, productive agriculture) and ingredient and animal feed nutritional quality (which has implications for fostering new value-added opportunities and for differentiating Canada's agri-food offering).

In November 2016, CAPi and the School of Medicine at the University of Toronto organized a workshop that brought together representatives from Agriculture and Agri-Food Canada, Health Canada and leaders from the academic, innovation and health communities. This initiative resulted in an endorsement in principle — from a diverse array of stakeholders — to develop a concept paper. This work will be further developed in the next fiscal year.

4. Consumer & Public Trust

CAPi partnered with the Biodiversity Institute of Ontario and the Food Institute, both at the University of Guelph to hold a multi-stakeholder dialogue in February 2017 on the impact of acceptance by consumers and society of new and disruptive agri-food technologies. The "Embrace or Reject It — the Implications of New Technology" initiative will enable CAPi and its partners to consider the policy implications of new technologies and provide guidance to address various challenges and opportunities. CAPi expects that the initiative will lead to additional dialogues and further work in fiscal year 2017-2018.

5. Global Agricultural Subsidies

CAPi is in the midst of a major research project to better understand the impact of global agricultural subsidies on long-term competitiveness of the Canadian agri-food sector. This work will be completed in fiscal year 2017-2018. We anticipate that the findings will be of significant interest to key stakeholders, such as commodity associations and governments, some of whom have already expressed strong interest. It is also expected to provide key input into Canada's trade strategy, which should be relevant to international ministerial meetings in the coming year.

6. Engaging academia

In fiscal year 2016-2017, CAPi held multiple dialogues with the academic policy research community on key emerging issues facing the agri-food sector.⁸ CAPi's work was designed in part to help Agriculture and Agri-Food Canada consider its options in further engaging with academia as part of the next agricultural policy framework. The initiative was also a way for CAPi to further reach out to academia. In 2017-2018, CAPi intends to work more closely with academia to help support our research agenda.

7. Stakeholder outreach

As noted above, CAPI's work involves considerable outreach with diverse players from across the food system. Each year, CAPI is invited to make frequent presentations on its research and results, from formal speeches at conferences to tailored briefings for smaller audiences (such as boards of directors of organizations). As well, CAPI regularly seeks to attract media coverage. CAPI also uses its own meetings (such as its annual general meeting and advisory committee meetings) as opportunities to broaden its engagement. (Last year, it held events in Guelph and Winnipeg, respectively, each with over 50 agri-food stakeholders.) CAPI also presented its views on the topic of improving manufacturing sector competitiveness to the House of Commons Standing Committee on Industry, Science and Technology in October.

Page 11 portrays CAPI's outreach for the fiscal the year.

8. Communications

Communicating our results and generating stakeholder feedback is a big part of CAPI's activities. Often this takes place as part of CAPI's outreach, as noted above. CAPI also looks to the media to generate interest in its work. For instance, in July 2016, *The Globe and Mail* published a CAPI opinion piece titled "With natural capital and trust, Canada can become an agrifood powerhouse." This was subsequently reproduced in *The Manitoba Cooperator* and *La Presse* and on the Canadian Science Policy Centre's website. At the first anniversary of the CAPI Forum on Canada's Agri-Food Future (November 2016), CAPI communicated with all Forum participants about the progress it has made to carry the ideas of the Forum forward.

THE GLOBE AND MAIL

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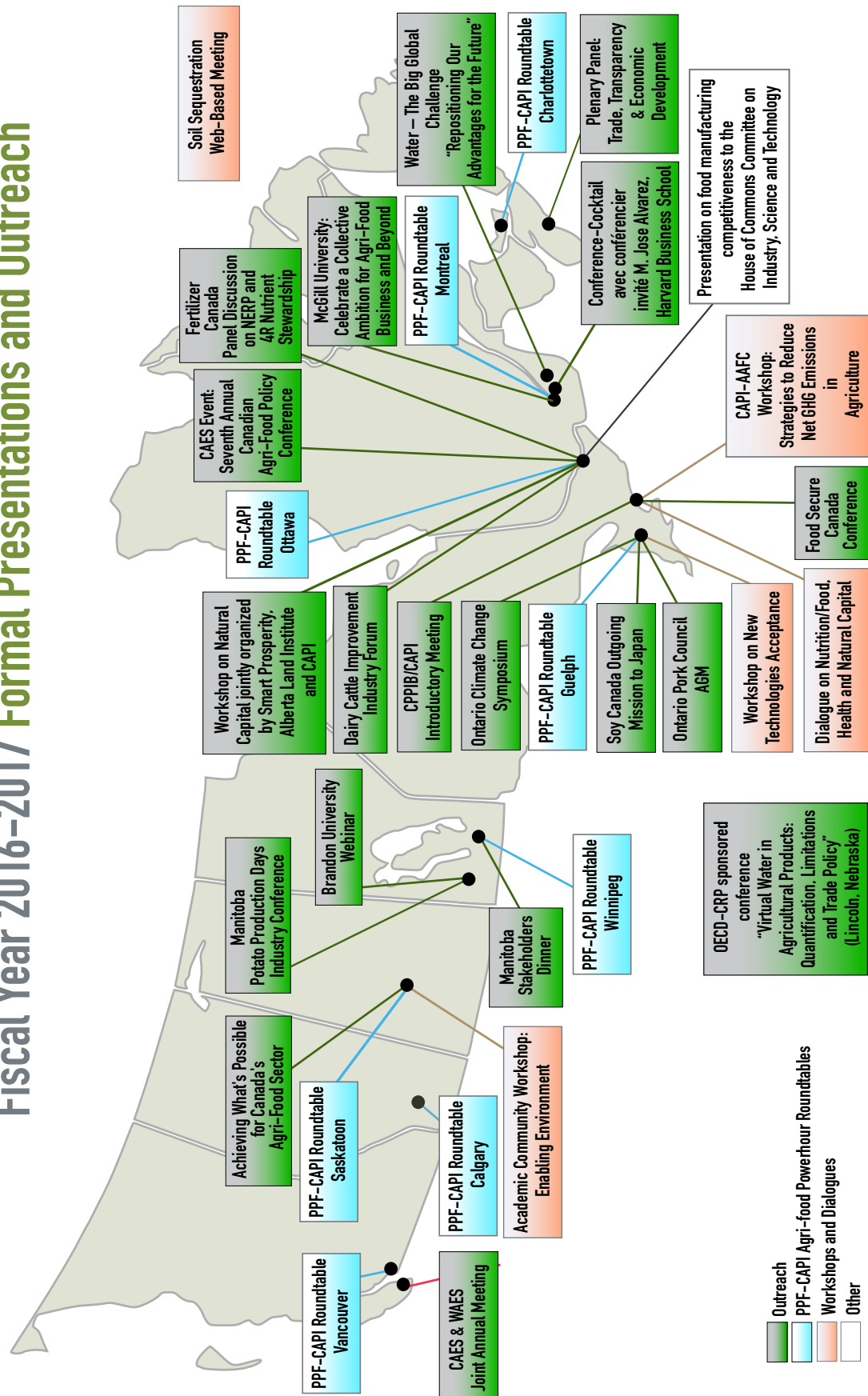


BILYEA AND MCINNES
**With natural capital and trust, Canada
can become an agrifood powerhouse**
TED BILYEA AND DAVID MCINNES
Special to The Globe and Mail
Published Wednesday, Jul. 20, 2016 5:00AM EDT
Last updated Wednesday, Jul. 20, 2016 2:12PM EDT

"Canada can define a powerful food brand as more and more consumers seek out trusted and more responsible suppliers. This is what the Canadian Agri-Food Policy Institute calls Canada's "big possibility." Canada can position itself as a preferred food source and derive economic benefits from doing so."

***—Ted Bilyea and David McInnes
Globe and Mail, July 20 , 2016***

Fiscal Year 2016-2017 Formal Presentations and Outreach



9. Connecting to previous work

The work CAPI undertook in other fiscal years remains relevant and continues to attract stakeholder interest. For instance, Food and Consumer Products of Canada (FCPC) referenced CAPI's "excellent research" in its September 2016 submission to the Standing Committee on Industry, Science and Technology on the state of Canada's manufacturing sector. FCPC wrote to the committee's chair, noting that CAPI's work provided a "better understanding [of] the issues and opportunities facing food manufacturers and their implications for policy and strategy. CAPI's research has raised awareness of the specific challenges of the industry, including record trade deficits in secondary processing." As well, an initiative by Ontario Agri-Food Education Inc. continues to reference and promote CAPI's work. It is developing e-learning modules for teachers and has included CAPI's "food system" concept as a means to help promote agri-food careers for young professionals.

Occasions also arise where the Institute's ideas have laid the groundwork for change to occur but may not be directly attributed. One such case arose with the announcement made to open a "Canadian food pavilion" on China's Alibaba e-commerce site, T Mall. Prime Minister Justin Trudeau launched the "Canadian Pavilion" in mid-2016.⁹ The importance of setting up such an e-commerce presence was a key recommendation made in CAPI's China report from 2015.¹⁰ Moreover, CAPI invited the President of Alibaba to attend CAPI's Forum on Canada's Agri-Food Future in November 2015, which provided an excellent platform for Alibaba to further promote itself as a channel to present and market Canada's agri-food products and beverages in China.

Governance

CAPI adheres to the terms and conditions established at its founding. The CAPI Articles of Continuance (see page 3) define how the Institute conducts its activities, remains accountable and adheres to good governance practices, such as monitoring and upgrading internal policies where warranted to ensure the transparency, integrity and clarity of those operating practices.

At the June 2016 Board of Directors meeting, the Board of Directors approved a three-year strategic plan guiding CAPI through 2019. To help deliver on its work, CAPI depends on the breadth of experience and expertise of those involved in its governance structure. CAPI's Board of Directors is drawn from across the country and Directors represent the agriculture and agri-food sector, public policy and government, and research and business. The President reports to the Chair of the Board of Directors.

In fiscal 2016-2017, CAPI welcomed to the Board Larry Simpson (Associate Regional Vice President, Alberta Region, Nature Conservancy of Canada), Suzanne Vinet (former Deputy Minister, Agriculture and Agri-Food Canada), and John Weekes (Senior Business Advisor, Bennett Jones LLP). CAPI and the Board of Directors wish to thank the three Directors who stepped down from the Board: Peter Hannam, Bob Jamieson and Rory Francis. Mr. Francis will remain as a special advisor to the Board. No changes were made to the CAPI Advisory Committee, a formal body that meets twice yearly to provide input into our research-setting process and receive feedback.

Financial Review

The Funding Agreement between Her Majesty the Queen in Right of Canada represented by the Minister of Agriculture and Agri-Food (Minister) and the Canadian Agri-Food Policy Institute (CAPI) represents the major source of contribution to CAPI's activities. In 2007, CAPI entered into a long-term financing agreement with the Government of Canada, from which CAPI received an amount of \$15 million. As defined in the agreement, the total maximum financial support that may be drawn down for the eligible administrative costs and the eligible policy research costs of CAPI in any fiscal year shall not exceed \$1 million of the original \$15 million paid to CAPI by the Government plus any accumulated interest or income from the investment of the grant that may be available for drawdown at any time. The following presents a summary of the financial statements of CAPI at March 31, 2017.

SUMMARY STATEMENT OF REVENUE AND EXPENSES AND CHANGES IN NET ASSETS

year ended March 31, 2017

	<u>2017</u>	<u>2016</u>
	\$	\$
REVENUE		
Contributions		
Long-term	1,560,918	1,141,525
Other contributions	16,548	246,423
Interest income	1,304	1,420
Amortization of deferred contributions - capital assets	5,572	4,828
	1,584,342	1,394,196
EXPENSES		
Administration	598,572	285,804
Research Activities		
Communication and outreach	234,713	209,000
Projects	749,753	897,972
	1,583,038	1,392,776
EXCESS OF REVENUE OVER EXPENSES	1,304	1,420
NET ASSETS, BEGINNING OF YEAR	289,802	288,382
NET ASSETS, END OF YEAR	291,106	289,802

SUMMARY BALANCE SHEET

as at March 31, 2017

	March 31, 2017	March 31, 2016
	\$	\$
ASSETS		
Current assets		
Cash	760,509	368,335
Accounts receivable	49,077	218,927
Prepaid expenses	–	10,435
	809,586	597,697
Capital assets	12,411	7,454
Long-term investments	7,332,014	8,774,848
	8,154,011	9,379,999
LIABILITIES		
Current liabilities		
Accounts payable and accrued liabilities	372,553	161,968
Deferred contributions	145,927	145,927
	518,480	307,895
Long-term deferred contributions	7,332,014	8,774,848
Deferred contribution - capital assets	12,411	7,454
	7,862,905	9,090,197
Commitments		
NET ASSETS – UNRESTRICTED	291,106	289,802
	8,154,011	9,379,999

On behalf of the board




Report of the Independent Auditor on the Summary Financial Statements

To the Directors of the Canadian Agri-Food Policy Institute

The accompanying summary financial statements, which comprise the summary balance sheet as at March 31, 2017, and the summary statement of revenue and expenses and changes in net assets for the year then ended are derived from the audited financial statements of the Canadian Agri-Food Policy Institute for the year ended March 31, 2017. We expressed an unmodified audit opinion on those financial statements in our report dated June 1, 2017.

The summary financial statements do not contain all the disclosures required by Canadian accounting standards for not-for-profit organizations applied in the preparation of the audited financial statements of the Institute. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial statements of the Institute.

Management's Responsibility for the Summary Financial Statements

Management is responsible for the preparation of a summary of the audited financial statements. The summary balance sheet and the summary statement of revenue and expenses and changes in net assets are derived from the complete set of financial statements of the Institute. They meet the recognition and measurement principles of Canadian generally accepted accounting principles.

Auditor's Responsibility

Our responsibility is to express an opinion on the summary financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard (CAS) 810, "Engagements to Report on Summary Financial Statements."

Opinion

In our opinion, the summary balance sheet and summary statement of revenue and expenses and changes in net assets of the Institute for the year ended March 31, 2017, are a fair summary of those financial statements, in accordance with the established criteria stipulating that the summary financial statements are derived from the complete set of financial statements of the Institute and that they meet the recognition and measurement principles of Canadian accounting standards for not-for-profit organizations.



Chartered Professional Accountants, Chartered Accountants
Licensed Public Accountants

June 1, 2017

Notes

1. The report was based on the output of a major international conference held in Ottawa in November 2015, The Forum on Canada's Agri-Food Future 2015.
<http://www.capi-icpa.ca/CAFF/CAFF-finalreport-ENG.pdf>
2. For instance, the ministers of agriculture of Ontario and Manitoba have recently spoken to key ideas presented by CAPI; and, as noted further in this document, various stakeholders are referenced as partners in taking CAPI's work forward.
3. *Unleashing the Growth Potential of Key Sectors, Advisory Council on Economic Growth*, February 6, 2017, pages 15 and 17.
<http://www.budget.gc.ca/aceg-ccce/pdf/key-sectors-secteurs-cles-eng.pdf>
4. "Ontario Ag Minister Says It's Back to Basics in 2017: Soil, Water, & Air," Owen Roberts, Real Agriculture, December 27, 2016.
<https://www.realagriculture.com/2016/12/ontario-ag-minister-says-its-back-to-basics-in-2017-soil-water-air>
5. *Sustaining Ontario's Agricultural Soils: Towards a Shared Vision, 2016*, Ontario Ministry of Agriculture, Food and Rural Affairs, page 6.
<http://www.omafra.gov.on.ca/english/landuse/soil-paper.pdf>
6. *Shaping the Future of Global Food Systems, A Scenario Analysis*, World Economic Forum, January 2017, pages 22-23.
http://www3.weforum.org/docs/IP/2016/NVA/WEF_FSA_FutureofGlobalFoodSystems.pdf
7. Grant funding is administered by the Social Sciences and Humanities Research Council of Canada (SSHRC).
8. See a synthesis report on three academic workshops, one part of our renewed outreach to academia: http://www.capi-icpa.ca/pdfs/2016/2016_Synthesis%20Report_ENG.pdf
9. Alibaba's new online hub to help Canadian firms access huge Chinese market. 'There will be a digital hub directly connecting Canadian companies to over 400 million Chinese consumers,' Andy Blatchford, The Canadian Press Sept. 2, 2016.
<http://www.cbc.ca/news/politics/alibaba-tudeau-canada-market-1.3746485>
10. *Competing in the World's No 1 Emerging Market*, CAPI, February 2015.
http://capi-icpa.ca/pdfs/2015/CAPI_ChinaReport_ENG.pdf