



Annual Report

2021-2022:

Advancing Policy Solutions Advancing CAPI



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2021-2022: Advancing Policy Solutions, Advancing CAPI

2021-2022 was an important year for Canadian agriculture and food and an important year for the Canadian Agri-Food Policy Institute (CAPI). The ongoing impact of the COVID-19 pandemic, the need to improve agriculture and food's environmental, economic and food security contributions, agriculture's role as a climate change solutions provider, progress towards the next Agriculture Policy Framework, inflation and ongoing disruptions in international markets were all issues the sector and CAPI were dealing with.

Then at the end of February Russia invaded Ukraine, causing significant impacts on global food security. CAPI reacted quickly, exploring what the impacts would be on agriculture in Ukraine and Canada, and on the global food system, they both feed into. While CAPI has traditionally focused on long-term emerging issues, this was an opportunity to engage and respond to one of the most important events impacting Canadian agriculture in recent history.

Throughout the year CAPI moved forward with an ongoing evolution in how it works, expanding its network and engaging a new and more diverse group of partners. A major announcement was made in September 2021 when CAPI appointed its first four Distinguished Fellows, expanding our capacity for expertise and leadership with diversity in gender, experience, and regional representation. Four leaders from across Canada were given mandates to lead research projects that explore critical issues and advance policy solutions.

CAPI also increased its capacity and inclusiveness by hiring three new young staff members from outside the National Capital Region. The young women bring regionally diverse and fresh skills and viewpoints to CAPI's work. This adds to CAPI's youth capacity by supplementing CAPI's Doctoral Fellows program that mentors young professional experts in the agriculture field.

In 2021-2022 built on its mission to *Lead, catalyze and coordinate independent strategic and policy analysis on emerging agri-food issues, engage stakeholders in dialogue, and advance public policy* with a focus on boosting its relevance and impact. The 2021-2022 Annual Report demonstrates that in action.

CAPI acknowledges the contributions of its staff, Directors, and partners throughout its network, and those of its financial and knowledge partners. It is their efforts that make these results possible.

Highlights	2021-2022	2020-2021
Reports Released	18	7
Mailing List Subscribers	3000+	2,600+
Webinars	10	6
Webinar Views	4,000+	1,390+
Website Visitors	39,767	11,000+
Downloads	6,000+	4,000+

Research with Impact

Research and analysis are the foundation of what CAPI does. In 2021-2022 CAPI's research agenda focused on critical issues including climate change and the environment, trade and market access, value-added processing and the next agricultural policy framework as well as areas where all these issues intersect.

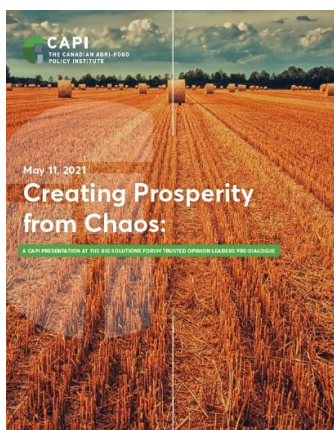
By reacting quickly to emerging events, CAPI was able to provide essential insight into the impacts of the Russian invasion of Ukraine, the Federal election, a potential rail strike and other events impacting agriculture and food policy in Canada through its increasingly broad and influential group of industry and government thought leaders and decision-makers.

2021-2022 also saw CAPI continue to increase the impact and relevance of CAPI research through more meaningful and diverse communications. By bringing research reports to life, expanding CAPI's audience and outreach through new forms of research products (e.g. Quick Thinks, Perspectives and Research Reports) CAPI helped stakeholders more fully understand its research, analysis and recommendations to boost the relevance and amplification of CAPI's research activities. Further amplification through

webinars, dialogues, the CAPI Connection, social media and traditional media also helped communicate CAPI's research to the broader public and civil society.

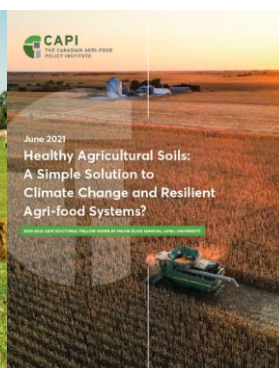
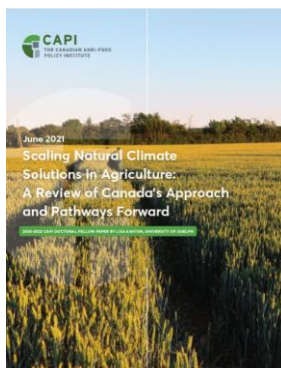
Critical Intersections

Much of what impacts Canadian agriculture is not just an environmental, economic or food security issue, but is deeply connected to all three and more. In 2021-2022 CAPI concluded its work on its Creating Prosperity from Chaos research agenda with its Big Solutions Forum (BSF) in May 2021. This was the culmination of the previous year's focus on the impact of COVID on the resilience of the agriculture and agri-food sector, supply chain and trade disruptions, value-added and green technologies, climate change and sustainable intensification. The BSF identified four key actions to unlock the potential of agriculture and food: systems approaches, strategic thinking, public-private partnerships and aspirational leadership. Simple solutions that can make a big difference.



Environment and Sustainability

Agriculture and the environment are synergistically connected, and each is dependent on the other for success. CAPI continued to focus on this connection as it has a long history of exploring the interaction of agriculture and the environment. In 2021-2022 this included a focus on soil health and its impacts on climate change and agricultural productivity with research reports, quick think reports, and webinars led by CAPI Doctoral and Distinguished Fellows. Two of the Distinguished Fellows' focus have been on soil health, climate change and carbon sequestration for one and water on the other, emphasizing CAPI's continued interest in developing further policy research in these areas.





CAPI also launched a partnership with the National Index on Agri-food Performance which is developing a national indicator for sustainability for Canada in collaboration with a broad coalition of industry and government stakeholders. CAPI was commissioned to explore how data and metrics developed for the Index can be used for policymaking. CAPI's work included interviews with over 30 stakeholders in the process of developing a paper published on both the CAPI and National Agri-Food Index websites. The partnership continues into the next phase of the Index in 2022-2023.

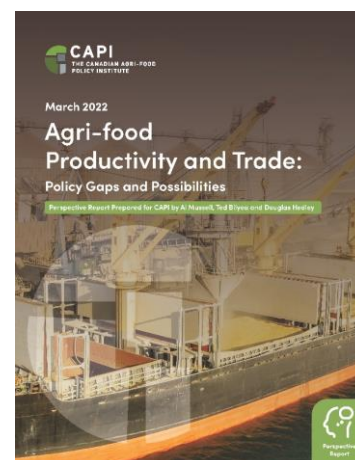
Trade and Markets



Trade and markets are also a long-standing research priority and continued to be a priority in 2021-2022. The ongoing disruption in rules-based trade, volatility in global markets, and how agriculture influences Canada's place in the world were all reflected in CAPI's research agenda for 2021-2022. One of CAPI's Distinguished Fellows focuses particularly on trade and the impact of recent geopolitical events on the Canadian agriculture and food sector and international markets.

CAPI is also exploring this theme through international partnerships, including its work with its US-based counterpart the Farm Foundation. CAPI and the Farm Foundation collaborated on the interaction between trade and the environment, with a series of webinars and reports, drawing on international experts on issues including the potential impact of a Border

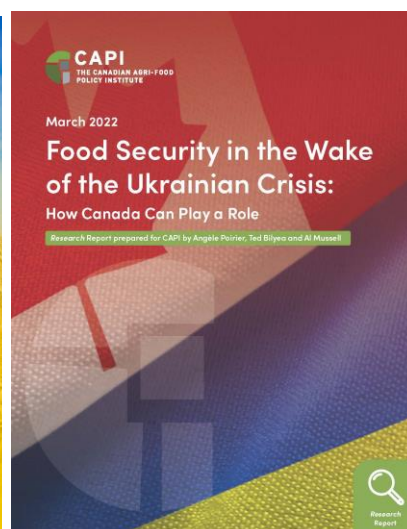
Carbon Tax on trade in agricultural products. This initiative also drew attention to the growing importance of environmental chapters in trade agreements, which continue to evolve and will help shape future international outcomes for both Canada and its trading partners.



Food Security

Domestic and global food security has long been an element in CAPI's research agenda but became a priority in 2021-2022. CAPI previously had served on the advisory group providing advice to AAFC on the establishment of the new Canadian Food Policy Advisory Council. CAPI also contributed to discussions leading up to the UN Food Systems Summit in September 2021 by participating in national consultations. Originally, based on these interactions, it became clear Canada had a role to play as a global food security solutions provider, however the Russian invasion of Ukraine reinforced Canada's key role and this changed our research approach which will lead to future research in this area in 2022-23.

CAPI responded to the Russian invasion with a webinar and report released exploring the unfolding the international food market dynamics, and CAPI will continue to explore the topic into 2022-2023.

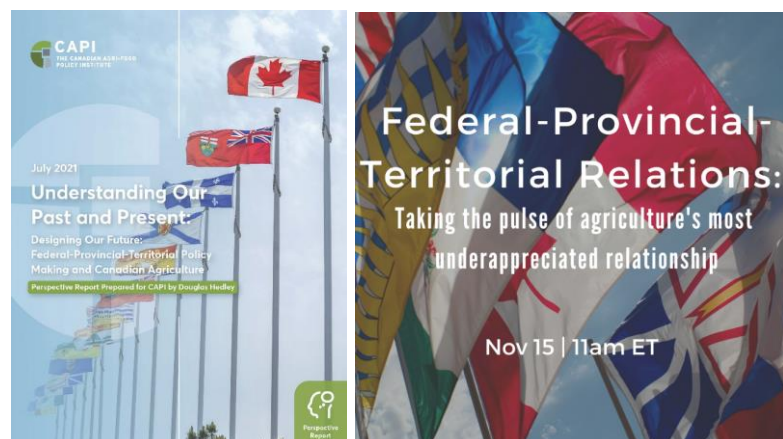
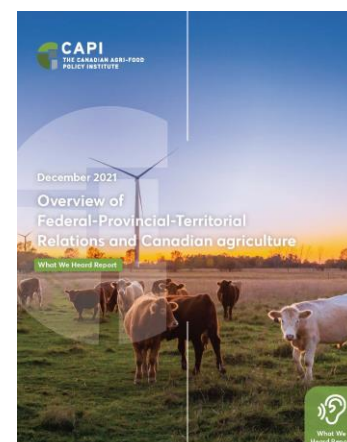


Governance and the Next Policy Framework

Governance of agriculture, including the relationship between the federal-provincial-territorial (FPT) levels of government that share jurisdiction for agriculture and food, is a defining feature of agriculture and food policy in Canada.

Throughout the past year the importance of governance and FPT relations constantly emerges as key areas of challenge for the Canadian agriculture and food sector and policy and decision-makers. This was demonstrated in spades during the BSF and other research themes, including Chronic Wasting Disease, Value Added in Agriculture, CAPI's Rail webinar and Soil Health and climate change research and webinars. The importance of governance has led CAPI to identify a fifth Distinguished Fellow that will focus on FPT relations in 2022-23.

With the ongoing Federal-Provincial-Territorial Negotiations towards the next Agriculture Policy Framework, CAPI explored these dynamics through a series of research activities.



Adding Value

Some of CAPI's earliest high-profile research shone an important light on the state of value-added food processing in Canada. In 2021-2022 CAPI explored several different dynamics impacting how Canada's agriculture and food system adds value to commodities produced from coast to coast and around the world.



This included commissioned research and webinars on the feasibility of small-scale meatpacking plants in Canada, how to boost resilience in meat supply chains and supply chain efficiencies in the Canadian agri-food supply chain. Two webinars in early 2021 on Green Growth in Canadian Agri-food and The New Frontier:



Investing, Sustainability and Value-added co-sponsored by Protein Industry Canada led to important learnings on the challenges and opportunities of value-added activities in Canada including the importance of investment and competitiveness issues.

One Health and Animal Health

One of CAPI's priorities is to shine a light on issues that have the potential to have a significant impact on Canadian agriculture and food, but do not get the attention they deserve.

Chronic Wasting Disease (CWD) is one of those issues. CAPI had identified the growing incidence of CWD in the Western provinces and the potential impacts this could have on Canada's trade and economic prospects in 2019. Hence CAPI commissioned an important research study in 2020 that led to a series of reports and two follow-up dialogues in 2021-2022. With the participation of key scientific experts, senior government officials and industry stakeholders, CAPI was able to make significant policy recommendations that garnered new science funding for CWD research as well as raised the stature of this important issue in Western provinces.

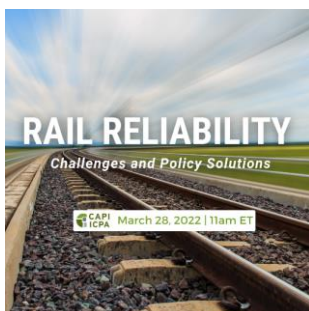
One Health is another of those important issues that has lacked sufficient emphasis and research with important implications for the Canadian agriculture and agri-food sector. One Health, which links plant-animal-and human health together gained some traction as a result of the COVID-19 pandemic, which was identified as having origins in the animal population before spreading so virulently to humans. As a result of this important research area, CAPI identified a Distinguished Fellow in 2021-22 focusing on One Health and its impact on Canadian agriculture and agri-food. With the continued challenges emerging from animal diseases and their potential threat to humans, such as Avian Influenza and other animal diseases, CAPI's research will continue to address this important area in 2022-23.



Responsive Research and Thought Leadership

Advancing policy solutions often requires advancing the broader policy dialogue. Recognizing that need, CAPI has undertaken an increasing amount of responsive research and thought leadership activities.

Engaging diverse, interdisciplinary leaders, in in-depth, thought-provoking dialogue, has increased CAPI's relevance and created a platform for critical discussions.



Distinguished Fellows: A New Approach

In September 2021 CAPI named four renowned and diverse agri-food experts as its inaugural Distinguished Fellows. The Fellows will contribute to a thriving and sustainable agri-food system through policy research in the critical areas of agri-environmental sustainability and climate change, innovation and animal health, trade, and water. By bringing in these Distinguished Fellows, CAPI also broadens its regional representation for a more nationally inclusive perspective.

The Distinguished Fellows program provides a platform for diverse leaders to use their expertise to develop solutions that turn the challenges the agri-food system faces today and tomorrow into opportunities. Their work will build on CAPI's interdisciplinary approach, leveraging data and insights from across the agri-food system, and translate it into actionable next steps. The Fellows will also act as ambassadors encouraging deeper, bolder policy thinking about critical issues affecting Canada's agri-food system.



Dr. Susan Wood-Bohm, Ontario.

Area of Focus: On Farm Action and Environmental Sustainability

The intersection of agricultural practice and environmental sustainability is both a challenge and opportunity for the Canadian agri-food industry. The research will explore how to use public and private tools to spur substantial, durable on-farm action to optimize long-term positive environmental impacts while maintaining strong international competitiveness. The project will include a review of how agriculture is and can contribute to meeting international obligations.



Dr. Ellen Goddard, Alberta.

Area of Focus: One Health

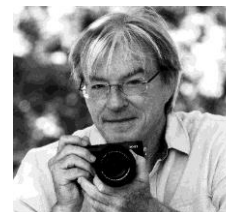
The intersection of animal, plant, human and environmental health has never been more significant. One Health embodies the concept that these are all connected and require a holistic and integrated view of health across plants, animals, humans, and the environment they live in. The project aims to develop a One Health framework which will take a transdisciplinary perspective and integrated view to public and private analysis and decision making.



Ted Bilyea, Ontario.

Area of Focus: A Strategic Approach to Trade

As a massive surplus food exporter in a world where rules and institutions are breaking down, Canada needs to consider strategies to stop erosion of its global market share while strengthening its share of domestic food consumption. This research will explore Canada's agri-food trade policy in a shifting geopolitical world. We will try to understand if there is a way to utilize certain competitive advantages to build leverage and soft power.

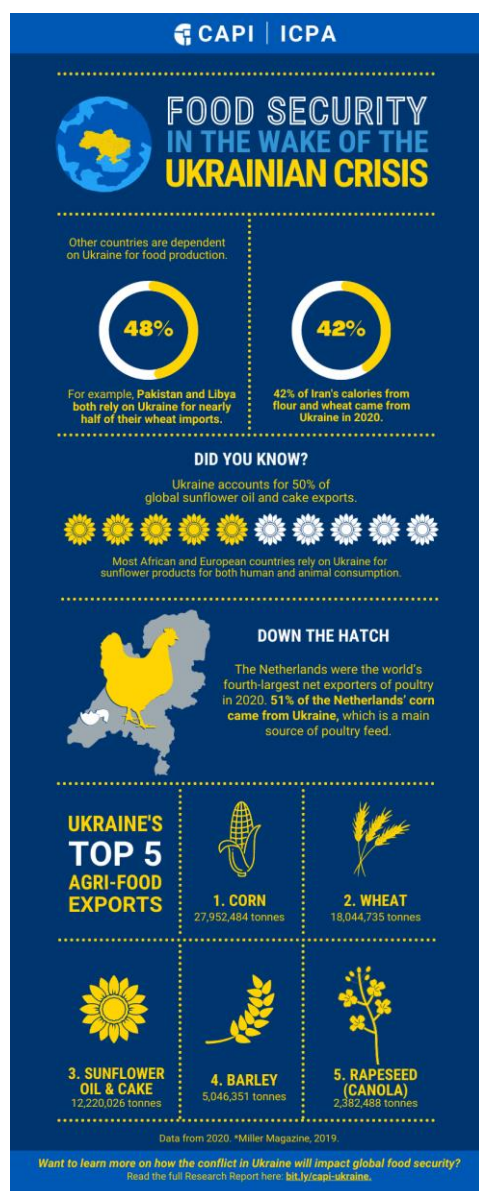


Nicolas Mesley, Quebec.

Area of Focus: Water

Water is a source of conflict between countries, but also within nations. Canada, although it has immense natural resources, including 7% of the world's freshwater reserves, is one of the countries most affected by climate change. The project will explore how Canada's agri-food system, including the public and private sectors and civil society can turn the challenges of water, such as scarcity, trade of water, and water's role in food processing, into an opportunity.

Impactful Communications



The best research, analysis and recommendations will be valueless if they are not communicated effectively. CAPI has made an ongoing effort to improve its knowledge mobilization and translation, to better connect the work it does with public and private policy makers and individuals who have an interest in agriculture and food.

Social Media

CAPI has taken new approaches to social media, including new graphics and targeted approaches that connect social media users with CAPI's content.

The quantity and quality of CAPI's social media engagement increased over the year, helping a broader, more diverse audience connect with agriculture and food policy.

CAPI's social media channels:

Twitter: [@CdnAgriFood](https://twitter.com/CdnAgriFood)

Facebook: [CdnAgriFood](https://www.facebook.com/CdnAgriFood)

YouTube: [Canadian Agri-Food Policy Institute](https://www.youtube.com/CanadianAgriFoodPolicyInstitute)

LinkedIn: [Canadian Agri-Food Policy Institute](https://www.linkedin.com/company/CanadianAgriFoodPolicyInstitute)

CAPi in the news

CAPi was more active in traditional media, both as a reference for journalists and in providing analysis and commentary on agriculture and food policy. Examples of CAPi's media presence in 2021-2022 included:

HOME

NEWS

realagriculture

SERIES

RADIO

Future trade may require a roadmap of climate change initiatives

Play Video

April 7, 2021 by RealAgriculture News Team

the HUB

Bold Ideas for a Better Future

JOIN

Next cabinet needs to get serious about food, agriculture leaders say

Ottawa should be treating food system as a top priority amid climate change

Get the latest from Jake Edmiston straight to your inbox

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Jake Edmiston


Published Sep 27, 2021 • 4 minute read

Join the conversation

VIEWPOINT

Opinion: Canada needs a more ambitious agri-food policy

Agri-food is responsible for one in eight Canadian jobs and seven percent of the country's GDP.



A farmer bales his hay crop with a canola field in the background as a haze of wildfire smoke hangs in the air near Cremona, Alta., Friday, July 16, 2021. Jeff McIntosh/THE CANADIAN PRESS.


Better approach needed for soil health

By Tyler McCann

Published: March 15, 2022

Opinion

Reading Time: 3 minutes



The author argues that governments must take a more collaborative approach to soil health that makes the provinces responsible for on-farm programs while agreeing to a common set of ambitious objectives. | File photo


Food security grabs world's attention

By Karen Briere

Published: March 24, 2022

News

Reading Time: 3 minutes



Ted Bilyea, distinguished policy fellow at the Canadian Agri-Food Policy Institute, said the war is exacerbating existing issues. | Reuters/Alexander Ermochenko photo

CAPi made efforts to strengthen its relationships with major news outlets and commentators to improve its outreach, such as through RealAgriculture.com, La Vie Agricole and Food Facts Canada, as examples.

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Proactive Outreach

CAPi built on its existing tools for proactive outreach in 2021-2022. For example, CAPi sent out 37 email blasts to our stakeholder list of over 3000+ stakeholders announcing CAPi webinars, newsletter and commentary on current events.

CAPi also improved its newsletter, The CAPi Connection, to respond to feedback from CAPi's supporters. CAPi continued to publish monthly issues throughout 2021-22 with commentary, What We are Reading, One Great Graph, updates on funding support and opportunities and publications and webinar links. It can be found here on CAPi's [website](#).

Expanding Partnerships and Collaboration

CAPi continues to make important progress in expanding its knowledge and financial partners. Expanded partnerships are essential to CAPi's long term success.

In 2021-2022 CAPi made internal and external progress in diversifying its funding model to position it for further success. Progress included developing a Partnership Program that was launched very early in 2022-2023, submitting several funding applications and working on projects commissioned by a variety of partners.

CAPi's continued efforts to expand collaboration with as broad a group of industry, government, civil society, academia and thinktank organizations as possible, allows CAPi to expand its perspectives, thought leadership, support and knowledge base.

Interactions with organizations as diverse as Smart Prosperity, the Simpson Centre, the Canada West Foundation, Small Scale Food Processors of Canada, Protein Industry Canada, Farm Credit Canada, Farmers for Climate Solutions, Farm Management Canada, Canadian Agricultural Sustainability Initiative, Wilton Consulting Group, the National Index Coalition, the Australian Farm Institute, the Arrell Institute, The Global Alliance for the Future of Food, the Farm Foundation, the Sustainable Productivity Growth Coalition, the Organization for Economic Cooperation and Development, the Northwest Pacific Economic Region, the Calgary Foundation, the South Saskatchewan Stockgrowers Association, the Ontario Livestock Research Innovation Corporation as well as others, have strengthened CAPi's capacity to provide unbiased, and credible input to the Canadian agricultural policy debate and policy development process.

CAPi would like to acknowledge financial partners including Agriculture and Agri-Food Canada, the RBC Foundation, the National Index on Agri-Food Performance and Farm Credit Canada.

CAPi would like to acknowledge the work of that fundraising team, including the Directors, past and present, that are engaging current and prospective partners to increase support for neutral, independent policy analysis and development and are putting CAPi on solid footing for the future.

CAPi is pleased to continue to receive support from the Canadian Agri-Food Foundation (CAFF), see below for more information on CAFF.

Partnership with the Canadian Agri-Food Foundation

The Canadian Agri-Food Foundation (CAFF) is a non-profit charitable organization incorporated under the laws of Canada. CAFF is governed and run by a four-person voluntary Board of Directors. It operates at arms-length and independent from the structure and authority of the Canadian Agri-Food Policy Institute (CAPi). Directors are in support of the goals, objectives, and policies of CAPi.

The objective of the Foundation is to promote excellence in the agriculture and agri-food industry in Canada for the benefit of the public by:

- conducting research on best practices related to the agriculture and agri-food industry and disseminating the results of the research to the public, industry stakeholders, the policy research community and the federal and provincial governments;
- conducting research and sharing results on existing and emerging issues in the agricultural sector;
- developing and assessing balanced, unbiased alternative to issues in the agricultural sector; and
- providing industry stakeholders advice and a third-party perspective when agricultural policy decisions are made.

Administration and Finance

The primary objective for CAPI's administration and finance continues to be to support CAPI's research activities. This work includes supporting the logistics of CAPI events, coordinating research agreements, administering CAPI's contribution agreement with Agriculture and Agri-Food Canada, and other relevant administrative work.

CAPI's FY2021-22 audited financial statements conclude the Annual Report. The audited statements provide an overview of CAPI's position over the year, including the breakdown of Research and Administration expenses. CAPI's Contribution Agreement with Agriculture and Agri-Food Canada provides for up to 30% of expenses to be related to Administration. In FY2021-22, CAPI's Administrative expenses were approximately 27% of total expenses. The Audited Financial Statements include all other information required under Article 10 of the Contribution Agreement.