



# Next Agricultural Policy Framework

## What We Heard Report

In-Person Consultations and On-line Engagement

March 30, 2017 through May 8, 2017

## Message from the Minister

The Alberta government recognizes the value of the agriculture sector and its significant contribution to the provincial economy and our rural communities.

The long-term success of agriculture relies on the ingenuity, hard work and commitment to excellence of our producers and agri-based businesses, and a robust suite of strategic programs that help ensure the industry is well-positioned to make the most of sustainable growth opportunities and can compete in today's global marketplace.

The pan-Canadian agricultural policy framework is a federal-provincial-territorial initiative that supports strategic programs including business risk management programs that support the development of Alberta's agriculture sector. It is an essential tool in coordinating the development of policies and programs that contribute to building on Alberta's reputation as a reliable world supplier of high-quality agriculture and agri-food products.

Federal, provincial and territorial governments are currently working toward a new five-year pan-Canadian policy framework, expected to be in place by the spring 2018. As part of this process, the Alberta government sought input from our stakeholders to help ensure the next iteration of the policy framework, along with its associated programs, will meet the needs of the agriculture and agri-food sectors.

This document summarizes the feedback received during a series of stakeholder roundtables and a public on-line survey that were held this spring. I was pleased to take part in some of these discussions and hear directly from our agricultural leaders about how the framework should address priorities such as trade and market development, research and innovation, risk management, environmental sustainability, value-added agriculture and agri-food processing, and maintaining public trust in the sector.

I want to take this opportunity to thank all those who participated in this process. Your contributions have been integral to informing and guiding us as we move ahead with the development of the next pan-Canadian policy framework.

Together, we will continue to make a bright future for Alberta agriculture.

Oneil Carlier  
Minister of Agriculture and Forestry

## Executive Summary

This report compiles the findings from in-person consultation sessions with representatives of Alberta's agriculture, agri-food and agri-products sector and a public on-line survey where participants could provide insight into what they thought the Next Policy Framework (NPF) should accomplish. These consultation sessions were undertaken to help ensure the NPF serves the needs of Alberta's sector and that there is a clear understanding of Alberta priorities and objectives when developing the NPF. Stakeholders provided feedback about the vision and priorities outlined in the Calgary Statement endorsed by the federal, provincial and territorial (FPT) Ministers of Agriculture in July 2016.

Overall, participants were well engaged in the sessions and the on-line survey received a total of 719 responses from a wide range of sectors. In general, the feedback received indicated that the NPF should invest in programs across the value-chain that will help industry address challenges, pursue opportunities and move the industry forward. The participants stated they would like to see more government and industry collaboration across the priority areas.

Throughout the survey and during the in-person sessions, participants were largely supportive of investment into assurance systems to assist with risk management on-farm and within our processing industry. They called for flexible, responsive and effective programs to serve the needs of the sector. The feedback also indicated varying degrees of support for supply management which is a business risk management tool for some commodities within the industry.

The participants were largely supportive of enhancing public perceptions about the quality, safety and sustainability of the sector in Alberta; respondents offered a variety of suggestions for how to further consumer understanding and build public trust.

Industry indicated that a priority for the NPF should be to enable market access and develop market opportunities to foster growth. In addition to international growth, participants also emphasized the importance of growth through greater trade amongst provinces through enhanced infrastructure and internal trade agreements.

Participants were supportive of developing and implementing sustainable practices and believe these processes should be supported and incentivized; but, there were some concerns expressed from participants about focusing the efforts of the NPF on addressing climate change issues.

Participants were supportive of investment into science, research and innovation and finding more efficient, sustainable and productive processes to further industry. Many said the NPF should increase knowledge transfer and extension activities to ensure research findings and innovative methods are effectively implemented into the sector.

Lastly, the participants encouraged the development of the sector's value-added capacity. There were varied opinions about what type of opportunities to fund and how to expedite growth in this sector.

## Background

For nearly 15 years, the federal, provincial and territorial (FPT) governments have utilized agriculture policy frameworks to ensure a collaborative approach to the development of policies and programs that support sustainable growth and the long-term success of the agriculture, agri-food and agri-based products sector. The five-year agricultural policy framework known as *Growing Forward 2* (GF2) is set to expire March 31, 2018.

The development of the next policy framework (NPF) kicked off in July 2016 when FPT Ministers of Agriculture endorsed the Calgary Statement<sup>1</sup>. The Calgary Statement outlined six key priority areas and principles that will guide the development of the NPF:

- Markets and Trade;
- Science, Research and Innovation;
- Risk Management;
- Environmental Sustainability and Climate Change;
- Value-Added Agriculture and Agri-Food Processing; and,
- Public Trust

As part of Alberta's work to develop the NPF, Agriculture and Forestry (AF) conducted four regionally-based facilitated discussions with representatives of provincial industry associations and organizations. To complement the in-person discussions and to provide a venue for broader input, a public on-line survey was also available on [www.alberta.ca](http://www.alberta.ca) and [www.growingforward.alberta.ca](http://www.growingforward.alberta.ca) between March 30, 2017 and May 8, 2017.

Using the Calgary Statement as a guiding document, both the in-person discussions and on-line survey focused on two main questions which were asked for each of the six priority areas:

- What could be accomplished in this priority area in Alberta?
- Is there anything that should not be supported with NPF investment in this priority area?

This report offers a summary of what we heard through the in-person sessions and on-line survey. The comments received were carefully considered and this input will be used to develop an understanding of Alberta's priorities in the negotiation of the NPF multilateral agreement and Alberta's discussions at the annual conference of FPT Ministers of Agriculture in July 2017.

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<sup>1</sup> The Calgary Statement is posted on Agriculture and Agri-Food Canada's website: <http://www.agr.gc.ca/eng/about-us/key-departmental-initiatives/developing-the-next-agricultural-policy-framework/?id=1461767369849>

## Detailed Summary of Engagement Results

The four facilitated sessions were held in Lethbridge, Sangudo, Red Deer and Grande Prairie between March 30, 2017 and April 29, 2017. Eighty-nine representatives from 43 industry associations and organizations participated in the discussions. A list of the participants for the in-person consultations is in Annex B.

### Overview:

The participants in the facilitated discussions showed a consistent perspective on the following priority areas in terms of their importance to the development of the sector.

- Markets and Trade;
- Science, Research and Innovation;
- Risk Management; and,
- Public Trust.

These priority areas reflected areas where advancements and growth will occur to move the sector forward. Through Markets and Trade, new opportunities could be capitalized on and new products developed to meet consumer demands in domestic and international markets. Investments made in science, research and innovation, would allow industry to address challenges, improve their competitiveness and foster efficiencies. Taking a holistic approach to risk management, including the implementation of assurance systems and developing mitigation and response plans for the risks faced on a weekly, monthly and annual basis promotes sound management practice and improves the resiliency of the sector. In the public trust discussions, many participants felt that the trust was gained through the successful implementation of the other priority areas and therefore as a priority on its own, it was seen as lower.

There was less agreement about the level of importance for the remaining two priority areas.

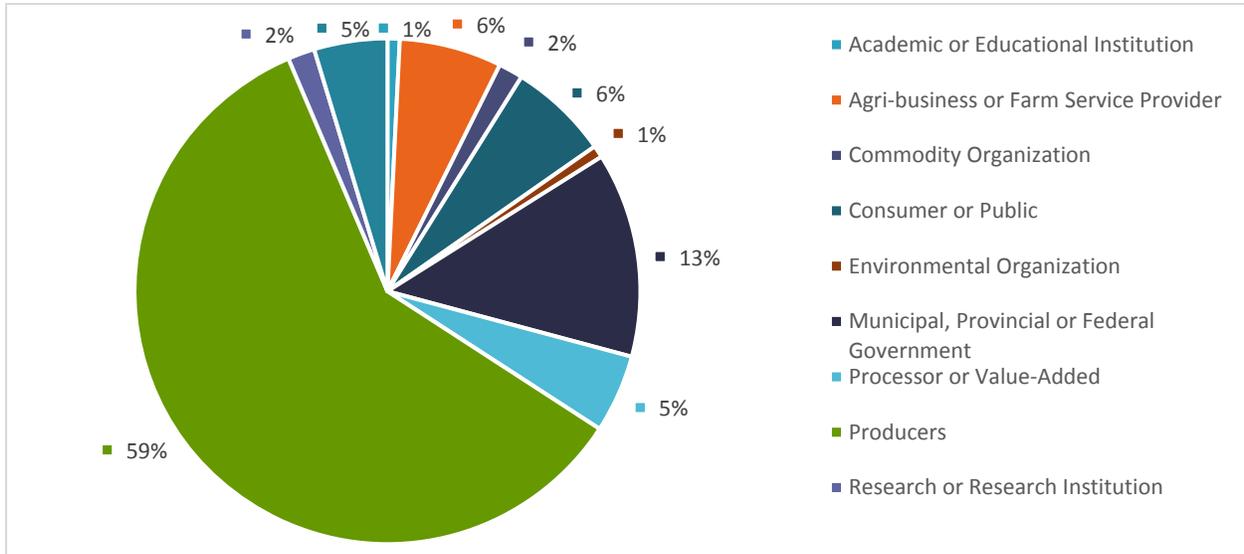
- Environmental Sustainability and Climate Change
- Value-added and Agri-processing

Participants all agreed that Environmental Sustainability is a top priority, but there were different opinions in packaging it with Climate Change as a priority. Many acknowledged the importance of investing in climate change mitigation activities, but there was little support for allocating NPF funding towards this issue. Participants recognized the value and importance of the value-added and agri-processing industry but participants raised differing perspectives about how to best allocate NPF funds between the primary and value-added components of the sector.

The on-line survey garnered 719 responses between March 30, 2017 and May 8, 2017. Within the survey, participants could identify what priority level they felt each objective deserved and could provide supplementary comments on what they believe should or should not be funded for each priority area.

**Graph 1: Self-Identified Primary Connection to the Sector**

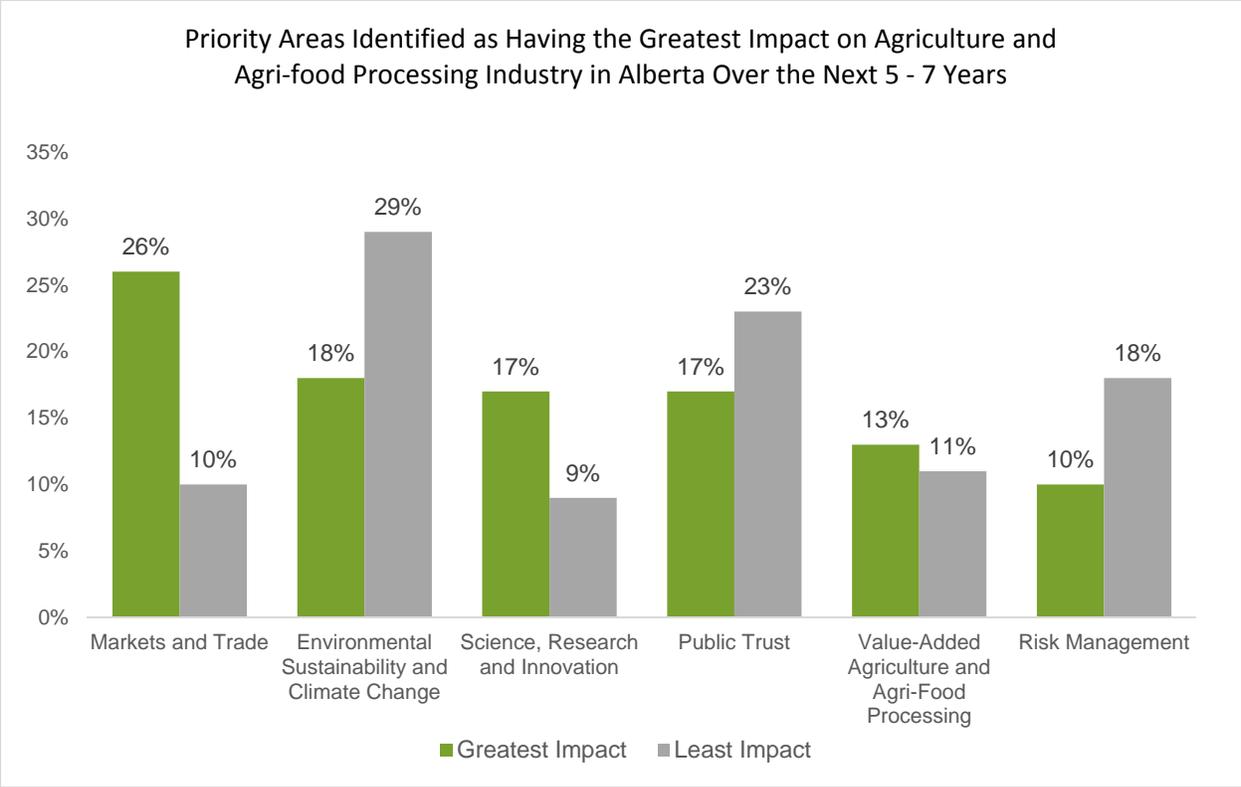
This graph shows the breakdown of the on-line survey participants. In the survey, they self-identified their primary connection to the sector, which is reflected in the graph.



The online survey respondents were asked to ranked the six key priority areas from 1-6, with 1 indicating the priority that would have the greatest impact in the agriculture and agri-processing industry over the next 5-7 years and 6 indicating the least impact. The green columns in the graph below indicate the percentage of respondents that chose this priority area as having the greatest impact on the sector, and the blue columns indicate the percentage of respondents that chose this area as having the least impact on the sector.

**Graph 2: Ranking of the Six Priority Areas**

The following table indicates that Markets and Trade was most consistently ranked as the highest priority and Environmental Sustainability and Climate Change was most consistently ranked as the lowest.



Similar to the consultation sessions, survey respondents were supportive of science, research and innovation and making science-based policy decisions. Another key point respondents indicated, was that they look to government to develop market access to assist in expanding their businesses. Although most areas showed great diversity in opinions about what should be prioritized, there was a general consensus amongst respondents towards building public trust and having the public be supportive of and educated about the industry.

Throughout this survey, participants provided written comments about the current GF2 programs and how perceived shortcomings have impacted their on-farm or value-added business. For example, many respondents expect more funding for and more efficient Business Risk Management programs. Also, many expressed their frustrations about the lack of value-added commodities produced domestically.

Additionally, there was disagreement among respondents about whether NPF should be allocating funds towards Environmental Sustainability and Climate Change. Although many are supportive of implementing environmentally sustainable practices, a significant number of respondents felt that government should be doing more to change the negative perceptions of this industry as being unsustainable and find additional ways to support or incentivize the sustainable practices that are currently in use. The on-line respondents were slightly more supportive of including climate change initiatives within the NPF, than the in-person consultation participants.

**Markets and Trade**

Markets and trade remain a top priority for the sector. Across all of the facilitated discussions, the ability to access international and domestic markets was discussed as critical opportunities for growth

and prosperity for the sector. It was suggested that as programs are designed, the funding and market development/access support should be separated between the domestic and international markets as different commodities and/or different agri-businesses have unique needs depending on the market.

Many participants in the facilitated discussions saw the value of trade missions and events that allow agri-business to travel to and/or connect with buyers in foreign markets. However, they cautioned that these missions and relationship activities are best done under the Canada Brand or in partnership with neighbouring provinces.

Many participants expressed concerns with trade negotiations that pit one commodity against another, such as supply managed vs non-supply managed, in order to finalize a multilateral or bilateral trade agreement. During the discussions, there was acknowledgement that certain commodities may realize more benefits from a particular trade agreement but there was also a feeling of unity within the sector.

The strength of the food safety systems and adherence to international standards, along with Alberta's natural resources (i.e. clean air, clean water, etc.) and human capacity and ingenuity should be marketed around the world – Alberta need to capitalize on its strengths.

Within the domestic market, it was suggested that a more prominent Canada Brand be implemented. It was felt that consumers are looking for domestic products but they have a hard time identifying the Canadian products on the shelves of their local grocery store.

There were concerns with the misalignment of regulations between provinces and between provincial and federal standards. There were also concerns raised about the transportation infrastructure across Canada and the reality that it's often difficult and expensive to get products to new domestic markets or to the ports for shipping to foreign markets. Regulatory and transportation infrastructure improvements would assist the sector in capturing new market opportunities.

Survey respondents echoed many of the comments heard during the in-person consultation sessions regarding Markets and Trade. They also showed support for the development of market opportunities and addressing market barriers, calling upon government to locate demand and establish connections internationally. Respondents demonstrated an emphasis on developing market opportunities for small producers and processors, to aid in their expansion efforts.

*“Maintain existing markets, develop new markets for current products and advance new products both nationally and globally.”*

*– On-line survey respondent*

Respondents commented on the importance of creating and promoting a greater value-added system domestically to keep more of the production chain within the Canadian agricultural sector. A key priority identified is strengthening processing abilities to reduce reliance on imported finished products.

### **Science, Research and Innovation**

Science, research and innovation were seen as a way to create new marketable products, to achieve productivity and efficiency gains in our growing and processing practices and to identify new ways to mitigate disease and production risks within the sector.

A number of participants spoke positively of the role commodity organizations and industry associations fulfil in helping determine the research priorities, ensuring that open dialogue between governments, academia and the sector is not lost is critical under this priority area.

While there were mixed opinions about the role of NPF versus other sources of government support in funding basic and applied research, it was recognized that both types of research are important for the long-term viability of the sector. Many participants also stressed the need for longer-term (i.e. 3-5 years) and predictable funding for science and research.

There was consensus that there should be an increased focus on knowledge transfer and extension activities under the new framework to ensure that the scientific and research findings are communicated along the innovation continuum and where needed to the farmers and processors to implement. It was felt this is an activity both governments and industry organizations have a responsibility to support and facilitate.

When discussing innovation, participants shared that “you never know where the next great idea will come from” and expressed hope that future program development would allow for flexibility to learn from and observe others across Canada and around the globe. Some participants felt it was important to support early adopters and help mitigate some of the risks of new technology and innovative ideas, which could have substantial impacts on sector once they’ve been adapted for our commodities and growing conditions.

Survey respondents also supported enhanced knowledge transfer and extension activities to help commercialize new processes. Respondents are seeking expanded educational opportunities for producers and processors to help them implement new or improved production practices, as well as enhanced leadership programming.

The respondents outlined a range of areas which they thought research should be focused on; there was an emphasis on finding more sustainable and eco-friendly agricultural methods, more research into soil science and more research for how to mitigate drought and extreme weather.

### **Risk Management**

During the discussions, participants spoke about the variety of risks that are faced on-farm and in processing facilities; some of the risks identified include the risks to land, water, human resources, animals, crops, safety, infrastructure and capital. The risks are numerous and diverse and there needs to be flexibility in how programs are designed and delivered to help identify and mitigate the risks faced by the sector.

Participants expressed that the NPF should focus on planning, prevention and readiness activities; the response to risk and emergency situations was viewed as a responsibility of the Business Risk Management (BRM) programs. Planning, prevention and readiness activities could include identifying risks, taking steps to mitigate those risks through planning, surveillance, training and upgrading infrastructure. Planning could also be about how to respond to longer-term risks that could impact the

viability of the agri-business, such as succession planning and financial planning for larger capital investments.

Knowledge transfer and extension was also seen as a key function in helping identify and prevent risks through the sharing of information. It was felt that this is an activity both governments and industry organizations have a responsibility to support and facilitate.

There was discussion in some groups about the need to continue the recognition that supply management is a risk management tool that addresses issues of overproduction and fluctuating prices. However, it was also shared that supply management is not a comprehensive risk management tool as it does not help the supply managed commodities deal with on-farm risks such as bio-security and livestock welfare hazards or environmental risks.

There was consensus that any of the programs offered under this priority area should not support or prop up agri-businesses that are poorly managed. The producer or processor and government all have a role in the management of risks.

While the facilitated discussions were not intended to discuss BRM programs, some participants did take the opportunity to share a broad range of opinions about the need for and design of, AgriInvest and AgriStability. Insurance-type programs were seen as a more responsive and desired form of programming, however, it was noted that the current insurance programs do not provide the same level of coverage for all commodities and that there is room for improvement in the breadth and scope of insurance options. Participants expressed general support for agile BRM programs with effective triggers and timely responses to weather and critical risk factors. Survey respondents also commented on the need for flexible and effective programs that reach its intended objectives.

There were diverging opinions among respondents about whether supply management programs should be continued, some urge for it to be expanded, while others urge for it to be discontinued.

Survey respondents outlined a similar set of risks as the consultation session participants. However, the survey respondents emphasized the importance of having a proper crop insurance program. Many also demonstrated support for programs that help mitigate price fluctuations and income risk.

### **Environmental Sustainability and Climate Change**

There was overwhelming support for the continuation of environmental sustainability programs and extension activities that encourage planning and effective management of the land, water and other natural resources used within the sector.

Participants also spoke of the need for improved environmental baseline reporting and metrics so that improvements can be measured and reported on with confidence to access new markets and to build public trust.

Respondents commented on how sustainability can be a brand differentiator for the Canadian agricultural industry, if the positive impacts are communicated to the public.

Aligned with the consultation participants, survey respondents also strongly support more research to understand the industry's impact on the environment to help define issues and help determine how to improve consequently. Many commented that they would like to see decisions made based on scientific research, rather than market demands.

Both survey respondents and consultation participants believed that it is important to acknowledge progress that has been made towards conservation by agriculture and support producers who are acting sustainably. Many respondents stated that there should be compensation for beneficial practices that are currently being implemented, such as carbon sequestering and zero tillage practices. Many urged the government to create programs or tax credits to recognize these activities and promote them. Throughout the survey responses, there is a consistent belief that producers are already implementing the best practices in land and water management, such as rotational grazing of livestock and effective water management, acting responsibly as stewards of the land. It is important to communicate this level of sustainable practices and proactive stewardship.

Many participants and online survey respondents also acknowledged the importance of climate change and the role the industry has in contributing to the solutions, but suggested allocating carbon levy funds for these as opposed to allocating NPF funding toward this issue.

According to participants, the focus on climate change and its increased visibility within the new framework caused them to feel that their management practices and legacy as good stewards of the land and water was being questioned in the court of public opinion. There were concerns raised about the perceptions surrounding agriculture's role in climate change and it was felt that it's not solely agriculture's responsibility to address climate change issues. However, some participants indicated that there may be a need within the NPF to help the sector plan and prepare for the effects of climate change on their operations, such as drought, flooding, increased pests that are related to changing weather patterns.

### **Value-Added Agriculture and Agri-Food Processing**

Participants spoke of the challenge of how to find the right balance between investing in primary agriculture and the value-added and agri-food processing components of the sector. They also expressed a need to find the right balance between investing in the larger facilities that are more focused on international and inter-provincial markets and the smaller processors that are focused on farm-gate, local and intra-provincial markets.

The importance of the assurance systems (i.e. food safety, biosecurity, animal welfare and traceability) came up in many of the discussions as the systems need to be implemented in the value-added and agri-processing aspects of the sector, in addition to the on-farm activities, in order to gain market access and meet consumer demands.

Participants expressed that for them, The Leduc Food Processing Development Centre was seen as a huge asset for the industry and investments in more incubator space could be beneficial for the sectors.

Some of the participants felt that investments in value-added and agri-processing companies often do not translate into higher commodity prices for the farmer; however, they recognize that the investments do create local jobs which keep their rural communities thriving which in turn helps ensure that the services that they need (i.e. parts distributors, chemical companies, veterinarians, mechanics, etc.) remain close at hand. It was suggested that the application criteria for value-added and agri-processing projects should place more emphasis on strengthening the direct impact on the primary agriculture industry.

Participants shared that governments should not be driving opportunities but rather the NPF funds could be used to support unique and innovative opportunities that emerge locally, such as vegetable juicing for the health food market, or that could use ingredients that are in abundant supply, such as confectionary products that use our sugar and dairy products.

Participants also shared that value-added may lead to opportunities in the non-food industry, such as the cosmetic, auto parts and industrial products markets. There should be flexibility to explore the entire production spectrum for how agricultural products can be used to produce non-food commercial products, as well as food products.

Participants commented on the impacts of the regulatory environment on the value-added and agri-food processing industry. One of the examples cited at multiple sessions was how a reduction of regulations for breweries and distilleries has resulted in the growth of that segment of the sector and as a result many of the breweries and distilleries are now beginning to direct-source grains from farmers in Alberta to meet their production targets.

In contrast to the consultation participants, survey respondents clearly demonstrated a preference for supporting smaller business in the NPF, rather than large, multinational processors.

Respondents have also shown strong support for innovation and technological advancements to lead this subsector forward. To expand the market, the sector needs greater insight into international consumer demands and programming needs to be flexible to adapt nimbly to global market changes.

### **Public Trust**

Participants debated what was meant by “public trust” and had some disagreement about “how” or “if” funding should be invested in public trust areas of focus. Many participants felt that public trust was earned by implementing the activities supported by the other five priorities.

There was consensus that implementing and continually improving the sector’s assurance systems is linked to good risk management and environmental sustainability practices; which collectively help foster public trust. Participants suggested there is diminishing public trust with the agricultural uses of genetically modified organisms (GMOs), hormones, antibiotics, herbicides, pest management and fertilizers. This lack of trust could be addressed through improved education and awareness about our sector and our production practices.

Participants spoke of the need to tell their story and to establish a connection between urban populations/consumers and the agriculture community. A variety of approaches were shared throughout the discussions such as, increasing agricultural content in the school curriculum, supporting ag-tourism, coordinating chef-tours or teacher-tours and hosting open farm days. Participants also spoke of the need for flexibility in how commodity groups and agri-businesses build those connections; it could be through social media, general advertisement campaigns, or by becoming a more visual and active partner in the local community. While participants spoke of the need for flexible approaches, there was consensus that when telling the industry's story, stakeholders should not pit one segment of the sector against another. For example, a discussion of the benefits of organic farming should not be done at the expense of conventional farming practices.

There was also some discussion regarding the valuable role that multi-commodity/multi-stakeholder roundtables such as the Canadian Roundtable for Sustainable Beef (CRSB) and Canadian Roundtable for Sustainable Crops (CRSC) have in bringing together diverse voices which all have an interest in the growth and sustainability of the agriculture industry. Finding a common voice helps each individual part of the value chain better respond to the consumer interest in where their food comes from.

Amongst the survey respondents, there was also a general consensus that food is safe, reliable and highly regulated and the level of quality needs to be communicated to the consumers more effectively. Some said that there is little room for enhancing safety in the current food system without burdening the agribusinesses with regulations. Through greater transparency, the industry can educate the consumers about where their food comes from, which will give them greater confidence in the safety of their food.

Many respondents also said that imported commodities should be held to the same standards as domestic goods. There are perceptions that imported goods are subject to different regulation and safety standards, which participants felt hindered the success of domestic products and hurt Alberta-based businesses and jobs.

### **Other Feedback and Implementation Considerations Shared During the Consultations**

During the discussions participants also shared their feedback on program implementation issues. While these sessions were not designed to specifically capture this operational information, we wanted to acknowledge these comments as we prepare for the program development phase.

- Accelerate the application processing time and to provide more transparency about where an application is in the process;
- Conduct a gap analysis of the target audiences, as some groups such as hatcheries and local/small on-farm processors felt they were not eligible to apply for GF2 funding;
- Apply a whole farm approach to the protocols for assessing programs to avoid having an applicant bounce between programs in order to complete a project;
- Allow for flexibility in program design to accommodate innovative ideas that do not fit in the conventional program boxes;

- Improve results reporting of where funds are being invested and the impacts that are being made within the sector;
- Offer programs that foster innovation and move the sector forward; programs that support the continuation of the status quo or common production practices or which invest in items that could be used for multiple purposes should be reconsidered; and,
- Consider retroactivity in programs, so that applicants make the right decisions at the right time, not just based on when the program is open.

## Next Steps

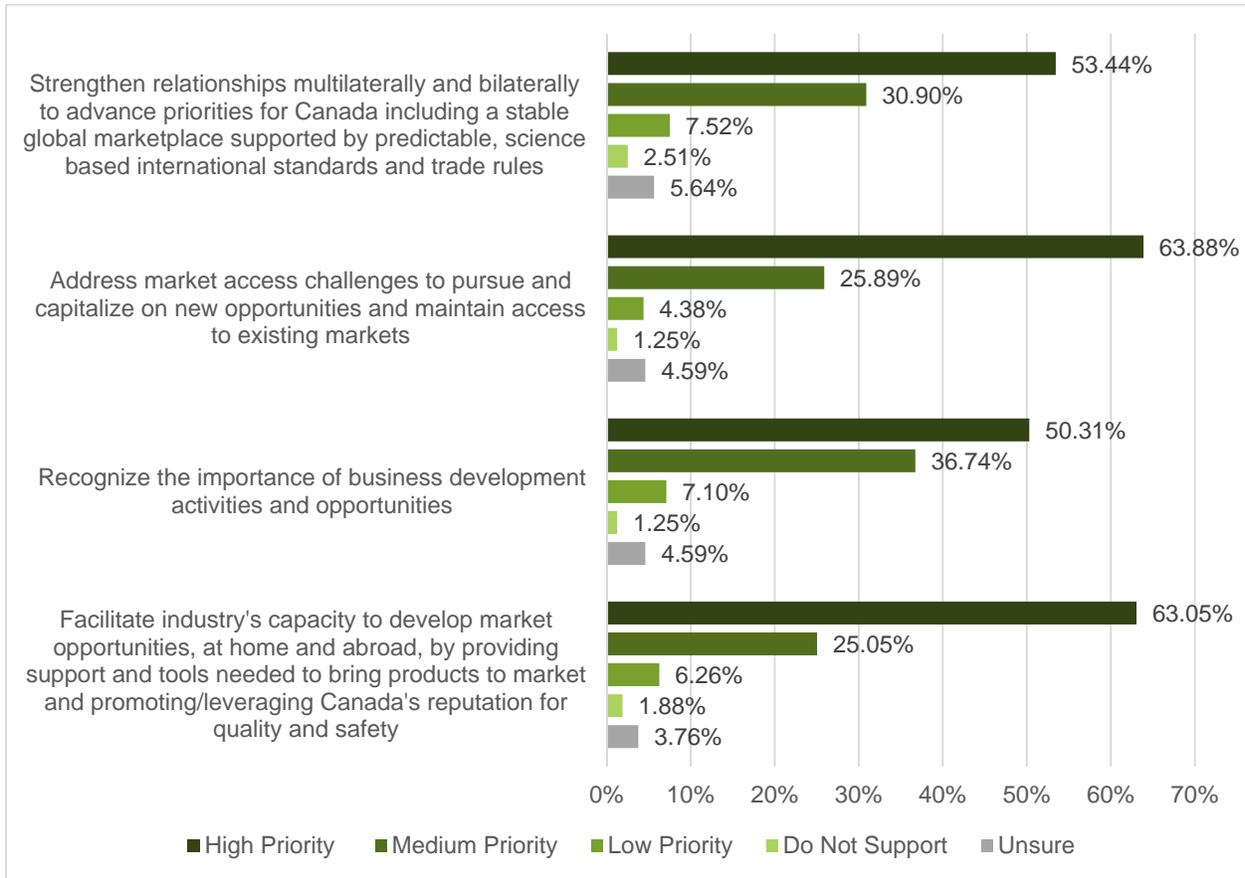
On-going engagement with our provincial stakeholders will continue to be an essential component in the development of the NPF at the pan-Canadian level and as we begin to focus on the programs and services that meet the needs of Alberta's industry.

Progress updates on the development of the NPF and information about future engagement opportunities can be found on the GF2 website ([www.growingforward.alberta.ca](http://www.growingforward.alberta.ca)).

## Annex A: On-Line Survey Prioritization Results

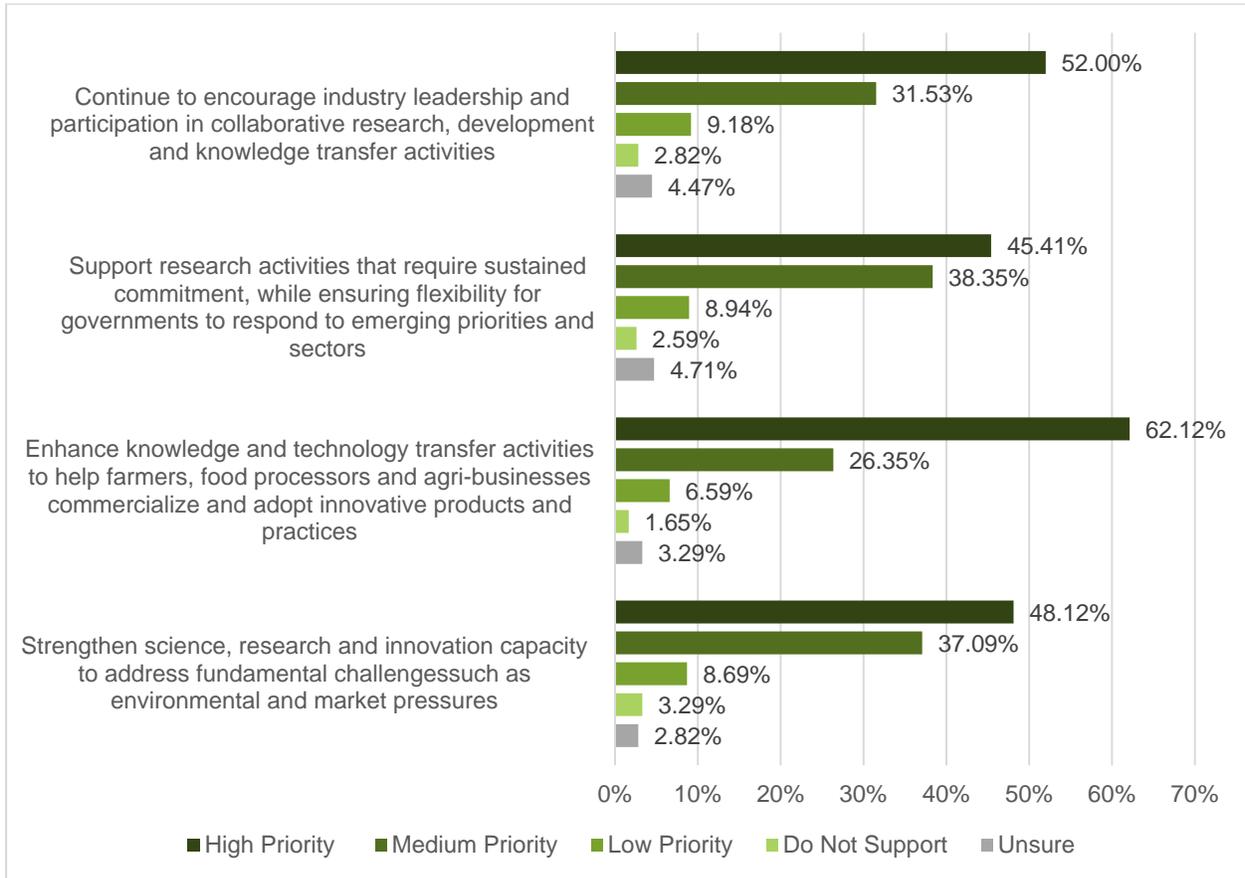
**Graph 3: Ranking of the Markets and Trade Objectives**

The survey asked, “Please review the market and trade objectives outlined in the Calgary Statement for the next agricultural policy framework (NPF) below and indicate what you feel the priority level should be for each objective.” The respondents could choose to rank the objectives as “Do Not Support”, “Low Priority”, “Medium Priority”, “High Priority” or “Unsure”.



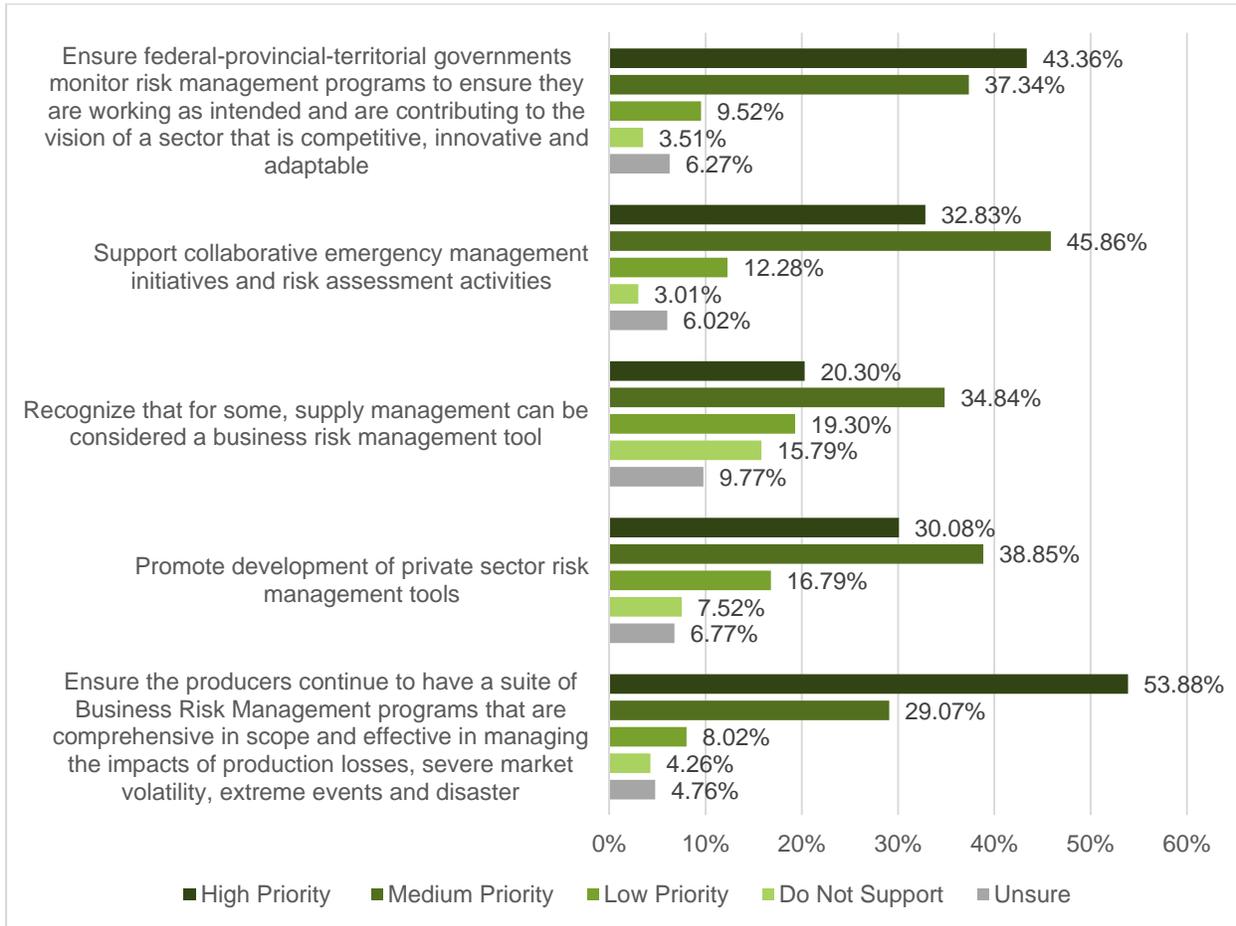
#### Graph 4: Ranking of the Science, Research and Innovation Objectives

The survey asked, “Please review the science, research and innovation objectives outlined in the Calgary Statement for the next agricultural policy framework (NPF) below and indicate what you feel the priority level should be for each objective.” The respondents could choose to rank the objectives as “Do Not Support”, “Low Priority”, “Medium Priority”, “High Priority” or “Unsure”.



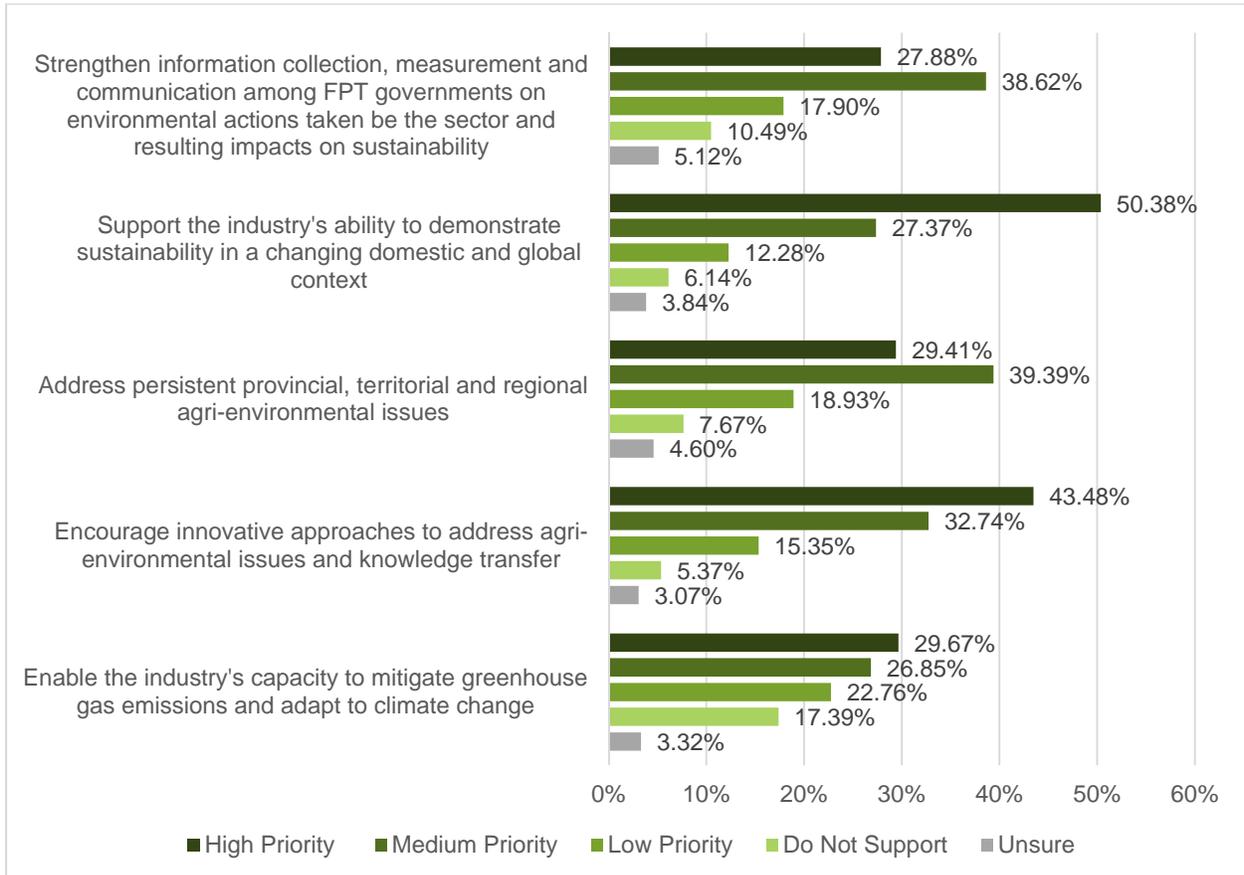
### Graph 5: Ranking of the Risk Management Objectives

The survey asked, “Please review the risk management objectives outlined in the Calgary Statement for the next agricultural policy framework (NPF) below and indicate what you feel the priority level should be for each objective.” The respondents could choose to rank the objectives as “Do Not Support”, “Low Priority”, “Medium Priority”, “High Priority” or “Unsure”.



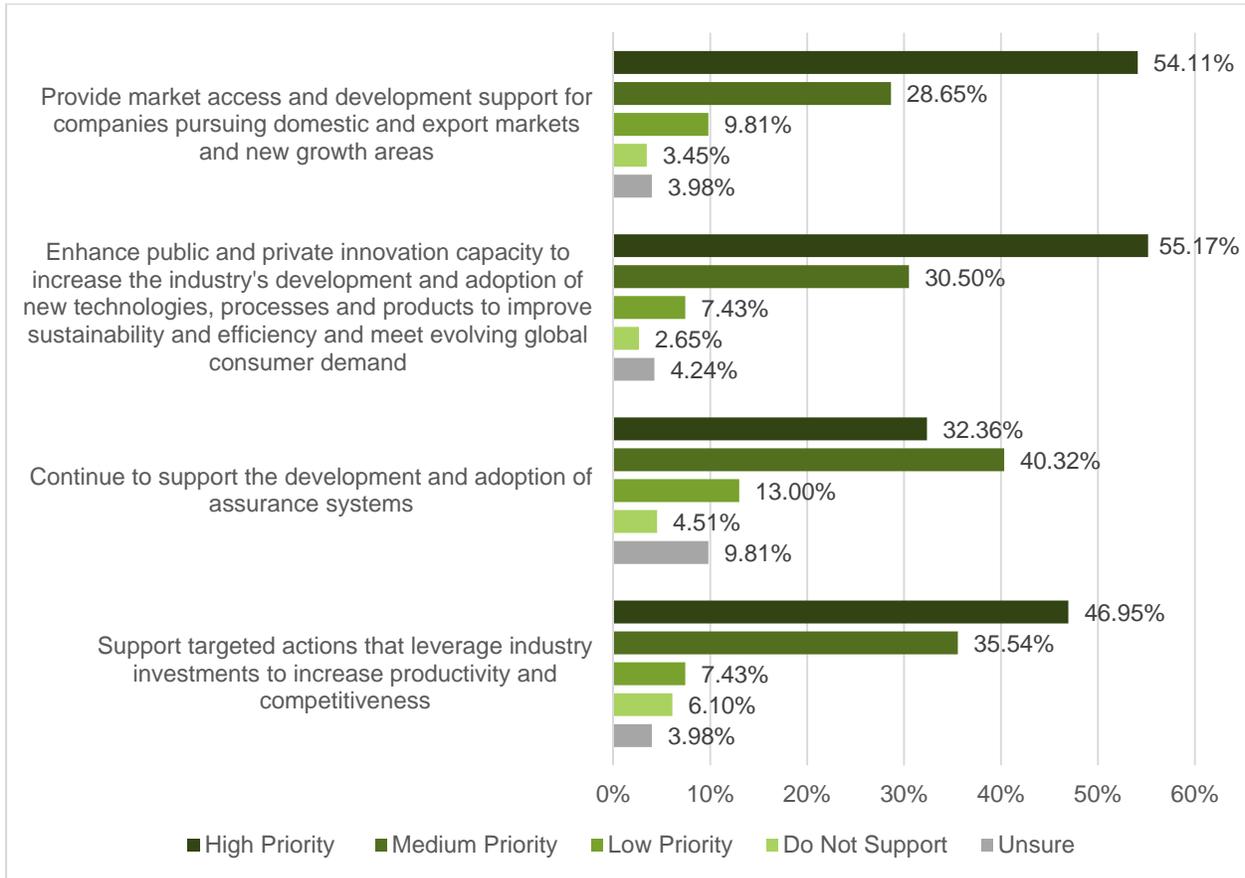
### Graph 6: Ranking of the Environmental Sustainability and Climate Change Objectives

The survey asked, “Please review the environmental sustainability and climate change objectives outlined in the Calgary Statement for the next agricultural policy framework (NPF) below and indicate what you feel the priority level should be for each objective.” The respondents could choose to rank the objectives as “Do Not Support”, “Low Priority”, “Medium Priority”, “High Priority” or “Unsure”.



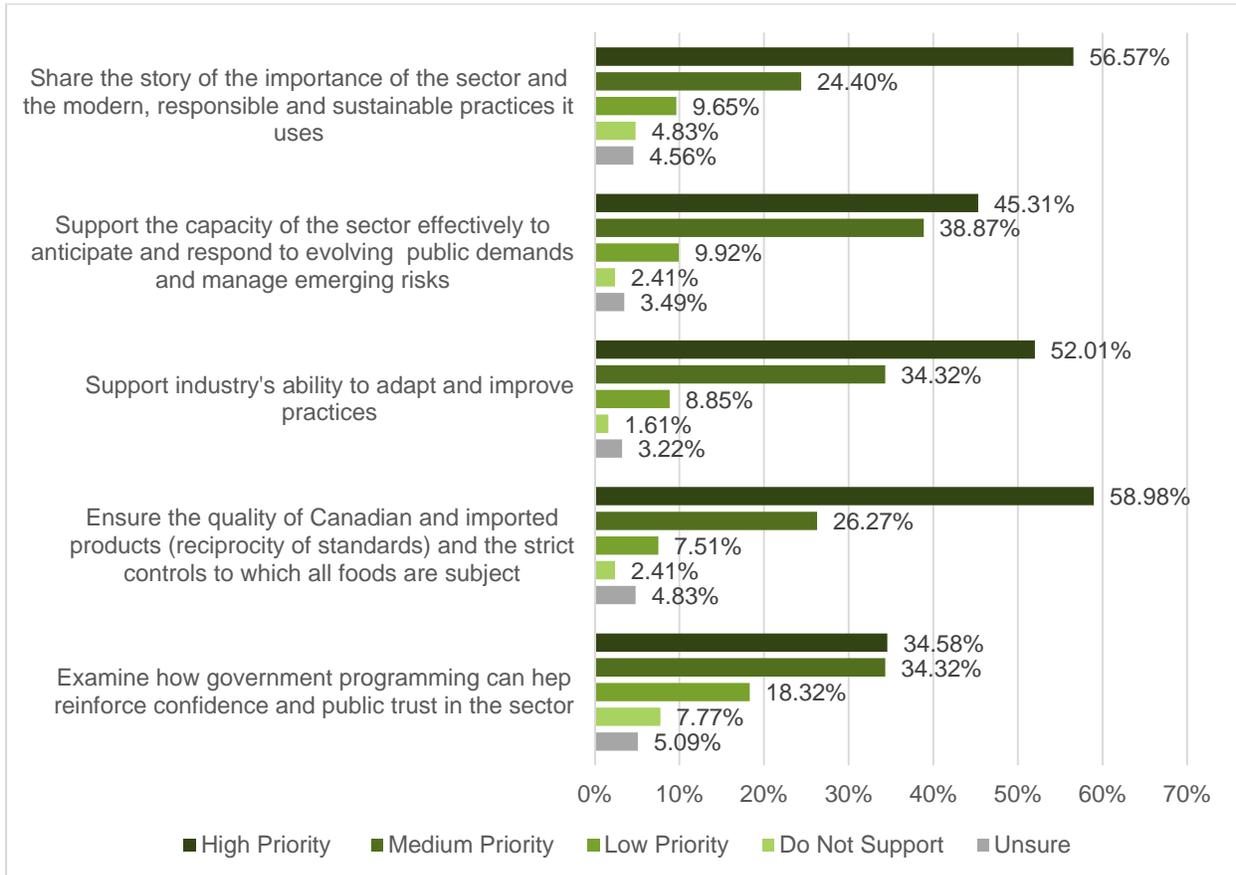
### Graph 7: Ranking of the Value-Added Agriculture and Agri-Food Processing Objectives

The survey asked, “Please review the value-added agriculture and agri-food processing objectives outlined in the Calgary Statement for the next agricultural policy framework (NPF) below and indicate what you feel the priority level should be for each objective.” The respondents could choose to rank the objectives as “Do Not Support”, “Low Priority”, “Medium Priority”, “High Priority” or “Unsure”.



### Graph 8: Ranking of the Public Trust Objectives

The survey asked, “Please review the public trust objectives outlined in the Calgary Statement for the next agricultural policy framework (NPF) below and indicate what you feel the priority level should be for each objective.” The respondents could choose to rank the objectives as “Do Not Support”, “Low Priority”, “Medium Priority”, “High Priority” or “Unsure”.



**Table 1: Summary of High Priority Objective Statements**

For each priority area, the survey asked, “Please review the objectives outlined in the Calgary Statement for the next agricultural policy framework (NPF) below and indicate what you feel the priority level should be for each objective.” The respondents could choose to rank the objectives as “Do Not Support”, “Low Priority”, “Medium Priority”, “High Priority” or “Unsure”.

The following table reflects the per cent of survey respondents that ranked the objective statements outlined in the *Calgary Statement* as “High Priority”.

<b>Objective Statements</b>	<b>%</b>
Address market access challenges to pursue and capitalize on new opportunities and maintain access to existing markets. (Market and Trade)	63.88
Facilitate industry's capacity to develop market opportunities, at home and abroad, by providing support and tools needed to bring products to market and promoting/leveraging Canada's reputation for quality and safety. (Market and Trade)	63.05
Enhance knowledge and technology transfer activities to help farmers, food processors and agri-businesses commercialize and adopt innovate products and practices. (Science, Research and Innovation)	62.12
Ensure the quality of Canadian and imported products (reciprocity of standards) and the strict controls to which all food are subjected to. (Public Trust)	58.98
Share the story of the importance of the sector and the modern, responsible and sustainable practices it uses. (Public Trust)	56.57
Enhance public and private innovation capacity to increase the industry's development and adoption of new technologies, processes and products to improve sustainability and efficiency and meet evolving global consumer demand. (Agri-Processing and Value-Added)	55.17
Provide market access and development support for companies pursuing domestic and export markets and new growth areas. (Agri-Processing and Value-Added)	54.11
Ensure that producers continue to have a suite of Business Risk Management programs that are comprehensive in scope and effective in managing the impacts of production losses, severe market volatility, extreme events and disaster. (Risk Management)	53.88
Strengthen relationships multilaterally and bilaterally to advance priorities for Canada including a stable global marketplace supported by predictable, science based international standards and trade rules. (Market and Trade)	53.44
Support industry's ability to adapt and improve practices. (Public Trust)	52.01
Continue to encourage industry leadership and participation in collaborative research, development and knowledge transfer activities. (Science, Research and Innovation)	52.00
Support the industry's ability to demonstrate sustainability in a changing domestic and global context (Environmental Sustainability and Climate Change)	50.38
Recognize the importance of business development activities and opportunities. (Market and Trade)	50.31
Strengthen science, research and innovation capacity to address fundamental challenges such as environmental and market pressures. (Science, Research and Innovation)	48.12
Support targeted actions that leverage industry investments to increase productivity and competitiveness. (Agri-Processing and Value-Added)	46.95

<b>Objective Statements</b>	<b>%</b>
Support research activities in areas that require sustained commitment, while ensuring flexibility for governments to respond to emerging priorities and sectors. (Science, Research and Innovation)	45.41
Support the capacity of the sector effectively to anticipate and respond to evolving public demands and manage emerging risks. (Public Trust)	45.31
Encourage innovative approaches to address agri-environmental issues and knowledge transfer. (Environmental Sustainability and Climate Change)	43.48
Ensure federal-provincial-territorial governments monitor risk management programs to ensure they are working as intended and are contributing to the vision of a sector that is competitive, innovative and adaptable. (Risk Management)	43.36
Examine how government programming can help reinforce confidence and public trust in the sector. (Public Trust)	34.58
Support collaborative emergency management initiatives and risk assessment activities. (Risk Management)	32.83
Continue to support the development and adoption of assurance systems. (Agri-Processing and Value-Added)	32.36
Promote development of private sector risk management tools. (Risk Management)	30.08
Enable the industry's capacity to mitigate greenhouse gas emissions and adapt to climate change. (Environmental Sustainability and Climate Change)	29.67
Address persistent provincial, territorial and regional agri-environmental issues. (Environmental Sustainability and Climate Change)	29.41
Strengthen information collection, measurement and communication among FPT governments on environmental actions taken by the sector and resulting impacts on sustainability. (Environmental Sustainability and Climate Change)	27.88
Recognize that for some, supply management can be considered a business risk management tool. (Risk Management)	20.30

## **Annex B: Industry Associations and Organizations Invited to Participate**

Agricultural Fieldmen  
Agricultural Products Marketing Council  
Agriculture and Food Council of Alberta  
Agriculture for Life  
Agri-Environmental Partnership of Alberta  
Alberta Association of Agricultural Societies  
Alberta Association of Municipal Districts and Counties  
Alberta Association of Seed Cleaning Plants  
Alberta Auction Market Association  
Alberta Barley Commission  
Alberta Beef Producers  
Alberta Beekeepers Commission  
Alberta Canola Producers Commission  
Alberta Cattle Feeders Association  
Alberta Chicken Producers  
Alberta Crop Industry Development Fund Ltd.  
Alberta Dairy Council  
Alberta Elk Commission  
Alberta Farm Animal Care  
Alberta Farm Fresh Producers Association  
Alberta Farm Safety Centre  
Alberta Federation of Agriculture  
Alberta Federation of Rural Electrification Organizations  
Alberta Food Processors Association  
Alberta Goat Breeders Association  
Alberta Greenhouse Growers Association  
Alberta Hatching Egg Producers  
Alberta Holstein Association  
Alberta Lamb Producers  
Alberta Milk  
Alberta Oat Growers Commission  
Alberta Peace Region Forage Seed Growers  
Alberta Pork  
Alberta Poultry Hatchery Association  
Alberta Pulse Growers Commission  
Alberta Seed Growers  
Alberta Sheep Breeders Association  
Alberta Sugar Beet Growers  
Alberta Turkey Producers  
Alberta Vegetable Growers  
Alberta Veterinary Surveillance Network  
Alberta Wheat Commission  
Alberta White-tail/Mule Deer Association  
Alfalfa Seed Commission (Alberta)  
Animal Nutrition Association of Canada  
Applied Research and Extension Council of Alberta

Bison Producers of Alberta  
Camrose Regional Exhibition  
Canadian Meat Council  
CEO Club of Calgary  
CEO Club of Edmonton  
Ducks Unlimited Canada  
Egg Farmers of Alberta  
Farm Safety Advisory Council  
Farming Smarter  
Federation of Alberta Gas Co-ops Ltd  
Feeder Associations of Alberta  
Growing Forward Secretariat  
Horse Industry Association of Alberta  
Irrigation Council  
Lakeland College Agricultural Sciences programs  
Landscape Alberta  
Lethbridge College Agricultural Sciences  
Livestock Identification Services Ltd.  
Metis Settlements (Representing 8 Settlements in Alberta)  
Olds College Agricultural Management  
Ostrich Association of Alberta  
Peace Country Beef and Forage Association  
Peace Region Forage Seed Association  
Potato Growers of Alberta  
Treaty 6 Area (Representing 17 Nations)  
Treaty 7 Area (Representing 5 Nations)  
Treaty 8 Area (Representing 24 Nations)  
University of Alberta, Faculty of Agriculture, Life and Environmental Sciences  
University of Calgary, Faculty of Veterinary Medicine  
Western Stock Growers Association