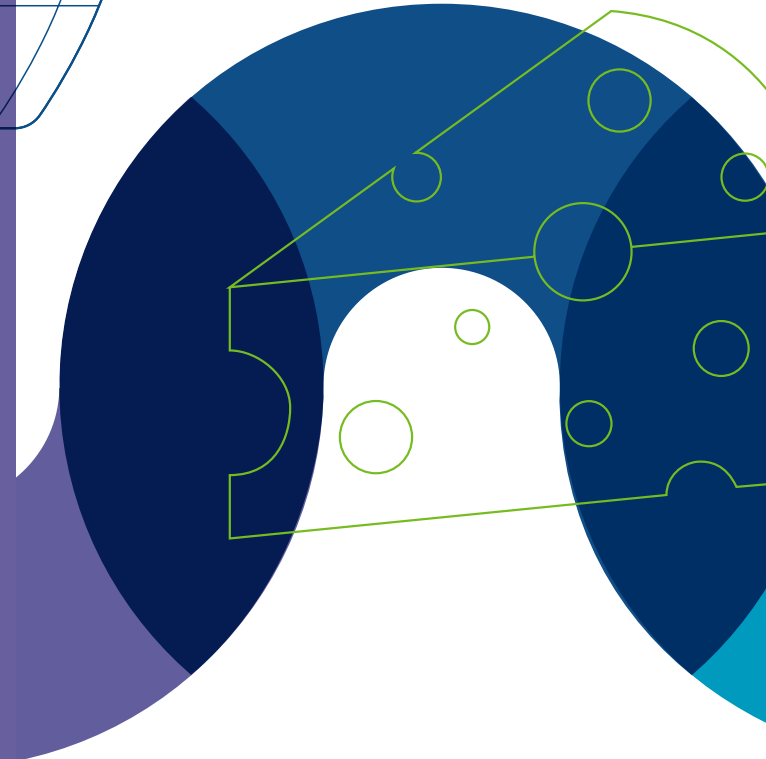
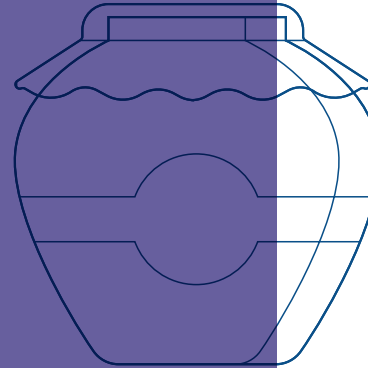


# Food and Beverage Canada **Annual Report 2020-2021**



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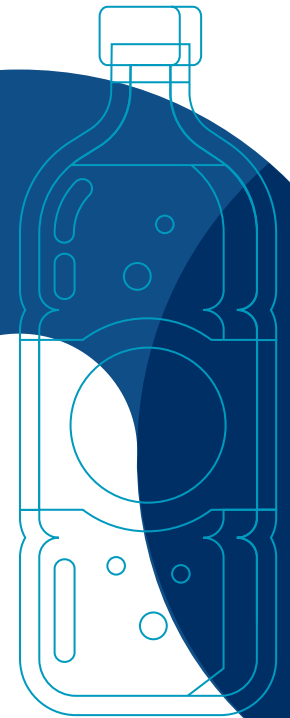


## Our Mission

To advance a competitive business environment that enables growth and sustainability through knowledge sharing, consultation, business-led solutions and proactive advocacy.

## Our Strength

FBC-ABC is a unique industry association providing national policy and advocacy leadership through **strategic problem-solving and unparalleled member engagement.**





**KATHLEEN SULLIVAN**  
CEO, Food and Beverage Canada

## CEO Remarks

It is often said that adversity doesn't build character — it reveals it. Certainly, the strength and resiliency of Canada's food and beverage manufacturing sector have been clear throughout this past year of unprecedented challenge.

Our sector's response to COVID-19 has also reinforced for me how remarkable the industry is and how proud I am to represent and work with this extraordinary group of companies and associations.

When the COVID-19 pandemic struck Canada early in 2020, FBC-ABC's members came together to focus on two critical goals: protect front-line food workers and sustain the food supply. As the nation battled a public health crisis, our members led the way with solutions to safely continue operations in order to feed Canadians. The task was all the more difficult because companies were called upon to build safety guidelines and operational playbooks from the ground up.

Over the past year, we have faced challenge after challenge and found a way to overcome them all — achievements made possible by our members' commitment to collaboration in the interests of the public good.

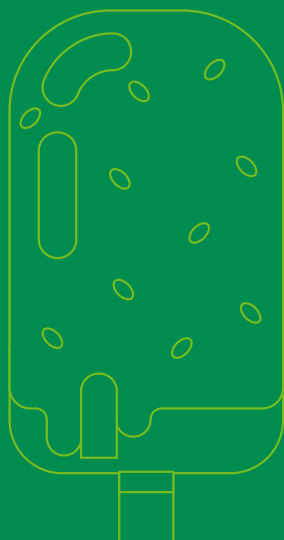
While the pandemic is still with us, FBC-ABC is looking to the future, planning how our association can support members in contributing to Canada's economic recovery in the post-COVID-19 environment. The crisis has raised awareness of the importance and fragility of Canada's food supply. Strengthening competitiveness and ensuring industry sustainability are our next challenges. As the past year has shown, these are challenges FBC-ABC is ready to meet.



**MICHAEL BURROWS**  
CO-CHAIR, FBC-ABC  
CEO, Maple Lodge Farms



**DANIEL VIELFAURE**  
CO-CHAIR, FBC-ABC  
Deputy CEO, Bonduelle Group  
& CEO, Bonduelle Americas



## Co-Chair Remarks

In 2018, leading Canadian companies and provincial associations came together to create a new type of association — one that would focus on collaboration and industry engagement to identify and effectively advocate for federal and national policies to strengthen our sector. As FBC-ABC enters its fourth year, the association is on track toward realizing that vision.

Through the dedication of staff and the commitment of our members, FBC-ABC has emerged as a true voice for Canadian food and beverage manufacturing. Our 2021 member survey (Page 6) has confirmed the value of FBC-ABC to our members. It has also reinforced the importance of our core activities — policy, advocacy and collaboration — and of our key issues — labour, regulation and competitiveness.

In 2021, FBC-ABC will start work on its second three-year Strategic Plan. This marks a critical opportunity to renew our vision and mandate and to review our place in a post-pandemic world.

As this past year has highlighted, unexpected developments can deeply alter our environment. The COVID-19 experience has left our industry permanently changed, but the full extent of the changes remains unknown. Our new Strategic Plan must reflect the world we are in now, while including the flexibility to adapt as changes continue to occur.

We are confident that FBC-ABC has evolved into an organization uniquely suited to face an uncertain future and the challenges it presents. Although we are a comparatively small, boutique association, we are confident we can continue to hit above our weight class because of our dedication and commitment to work together.

# FBC-ABC's Unique Value

## 2018

Food and Beverage Canada/  
Aliments et boissons Canada  
(FBC-ABC) is created.

## GOAL

Create a more effective  
advocacy organization  
for Canadian food and  
beverage manufacturers to  
drive competitiveness and  
innovation across the sector.

## Membership

- Canadian food and beverage manufacturing companies
- Provincial food and beverage industry associations
- Associate members

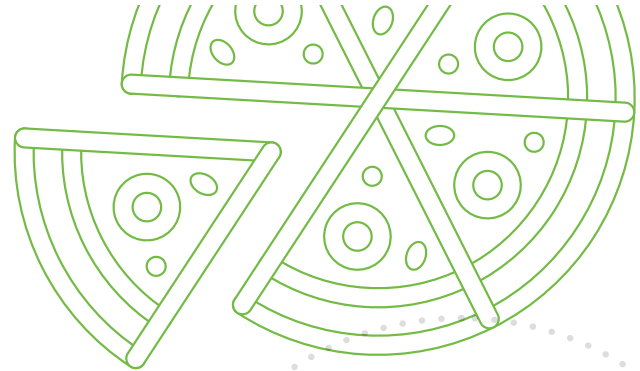
**RESULT: Over three years, FBC-ABC has developed into a uniquely effective advocate for the national interests of industry and a major contributor to federal policies that advance our goals.**

## Keys to Success

- Commitment to collaborative problem-solving: Members work together to define issues, identify solutions and present constructive plans to federal stakeholders.
- High levels of engagement: The Board and Corporate Members play an active role in policy development and advocacy.
- Empowering provincial associations: FBC-ABC coordinates and amplifies provincial voices on key national issues.
- Strength through alliances and partnerships: FBC-ABC draws together other national associations that represent sub-sectors of the food and beverage industry.



**MEMBERSHIP ENGAGEMENT**



**93%**

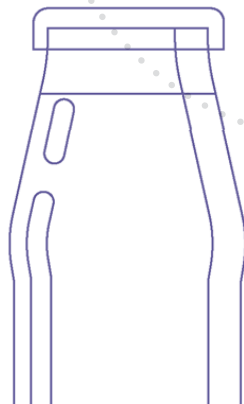
**Corporate members on a  
Committee/Working Group**

**83%**

**Directors on a Committee/  
Working Group**

**67%**

**Directors participating in at  
least one Lobby Day**

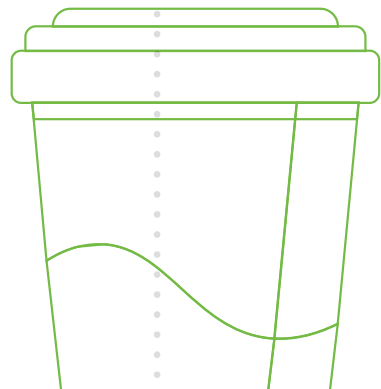


## FBC-ABC Member Survey Results

In Spring 2021 FBC-ABC conducted a membership satisfaction survey and the results showed high levels of member satisfaction and a near-perfect alignment between members' priority issues and the association's activities.

Over **88%**

of FBC-ABC members are satisfied or very satisfied with the association



### KEY ISSUES

As we transition from the pandemic, the following areas are ranked in the order of importance.

**1st**  
Labour

**2nd**  
Regulations

**3rd**  
Competitiveness

**4th**  
Retail

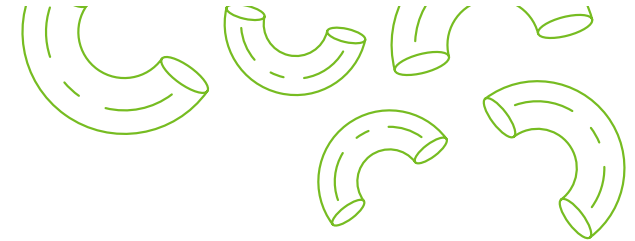
**5th**  
Innovation



## Effective Policy & Advocacy

FBC-ABC provides national policy and advocacy leadership through collaborative problem-solving and member engagement. The association's success is amplified by its highly engaged Board of Directors and effective Policy and Advocacy Committee.

- FBC-ABC has established itself as a key voice for industry on federal and national policy issues.
- 36 Federal Lobby Meetings



### 2020/21 FEDERAL OUTREACH

#### • 4 Federal Parliamentary Committee Appearances

**May 8, 2020:**  
Standing Committee on Agriculture and Agri-food, Review of Canada's Response to the COVID-19 Pandemic

**December 1, 2020:** Standing Committee on Finance, 2021 Pre-Budget Consultations

**January 26, 2021:** Standing Committee on Agriculture and Agri-food, Study on Food Processing Capacity

**April 12, 2021:** Standing Committee on Citizenship and Immigration, Study on Temporary Foreign Workers

**August 2020:**  
Pre-budget Submission to Standing Committee on Finance

**December 2020:**  
ESDC Temporary Foreign Workers Housing Consultations

**February 2021:**  
2021 Budget Submission to Department of Finance

**March 2021:**  
CFIA Framing Competitiveness Consultations  
—  
Health Canada and CFIA Joint Food Labelling Coordination Consultations

**April 2021:**  
National Workforce and Recovery Action Plan

#### • 6 Federal Submissions

## POLICY & ADVOCACY COMMITTEE

FBC-ABC has established a highly effective Policy & Advocacy Committee mandated to consider the current federal/national political and policy environments and to develop and execute strategies to support FBC-ABC's advocacy and policy priorities on current and emerging issues.

COMMITTEE MEMBER	COMPANY
Rosemary MacLellan	Gay Lea Foods
David Anyanwu	Cargill
Flavia Dolan	Ingredion
Carol Gardin	Maple Lodge Farms
Christine Jean	CTAQ
Teresa Schoonings	Bimbo Canada
Nadia Theodore	Maple Leaf Foods
Kerry Towle	Sofina Foods

## PARTNERSHIPS

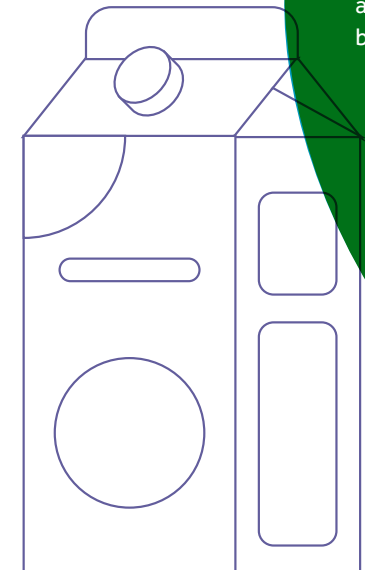
FBC-ABC has a high level of interaction with other food industry associations and achieved the following through partnerships in 2020/21:

- Partnered with provincial association members on a national campaign to vaccinate food industry essential workers.

- Along with Conseil de la transformation alimentaire du Québec (CTAQ), partnered with associations in the retail sector to develop a collaborative, industry-led approach to a Canadian Food Industry Code of Practice.

- Developed and presented to the Ontario government *A Strategy for Jobs and Recovery in Ontario's Food and Beverage Manufacturing Sector*, which led to Food and Beverage Ontario securing provincial government funding to support its workforce projects.

- Partnered with BC Food & Beverage to develop a monthly advocacy blog.





## Policy Priority: Labour & Innovation

In April 2021, FBC-ABC released its *Food and Beverage Manufacturing National Workforce and Recovery Action Plan*, identifying the issues preventing Canada's food and beverage manufacturing sector from realizing its growth potential and recommending joint federal government-industry actions to ensure the sector has what it needs to grow.

The Action Plan focuses on two key themes:  
**Labour and Innovation**

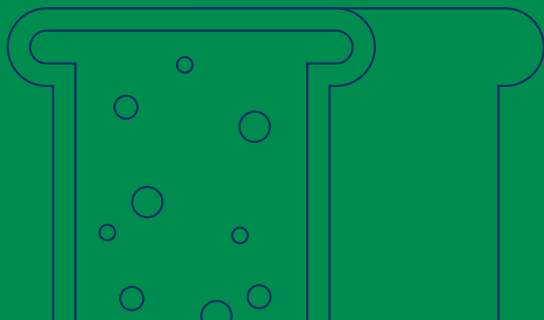
## POLICY PRIORITY: LABOUR & INNOVATION



### Investment in Innovative Processes and Technologies:

FBC-ABC asked the federal government to create a \$150-million innovation fund to support adoption of automation and robotics in the sector and to implement reforms to ensure timely and predictable regulatory approvals of new technologies and manufacturing processes.

- Budget 2021 announced \$2.2 B over 7 years to support innovative projects including in automotive, aerospace and agri-food sectors.



### Skilled Trades:

FBC-ABC asked the federal government to play a leadership role in developing an action plan for addressing skilled trades on a coordinated national basis.

- Budget 2021 announced a new Apprenticeship Service to help 55,000 first-year apprentices in construction and manufacturing Red Seal trades. SMEs will be eligible to receive up to \$5,000 for all first-year apprenticeship opportunities to pay for upfront costs such as salaries and training.

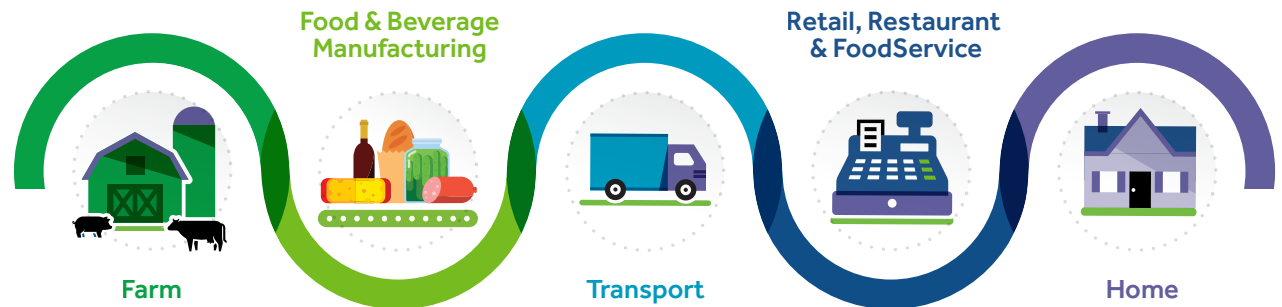
### Foreign Workers:

FBC-ABC asked the federal government to ensure immigration streams support core workers, to streamline the Temporary Foreign Workers (TFW) Program, and to create pathways to permanence for TFW's. On April 12 Daniel Vielfaure and Kathleen Sullivan appeared before the House Citizenship and Immigration Committee in their review of the TFW Program.

- In April, federal government announced pathway to permanent residence for TFW's employed in health care and other essential services. Starting May 6, 2021, 30,000 applications will be accepted for temporary workers in essential occupations — including skilled trades, transport truck drivers, machine operators and related workers in food and beverage processing.

# Building a Canadian Food Industry Code of Practice

In November 2020, Federal-Provincial-Territorial (FPT) Agriculture Ministers announced the creation of an FPT Working Group and encouraged industry to engage in a collaborative approach to identify potential measures to safeguard balance in the food system's commercial relationships.



This announcement followed months of lobbying by FBC-ABC and other leading food associations calling for a Canadian Food Industry Code of Practice as an important tool for building strength and contractual certainty across the food system.

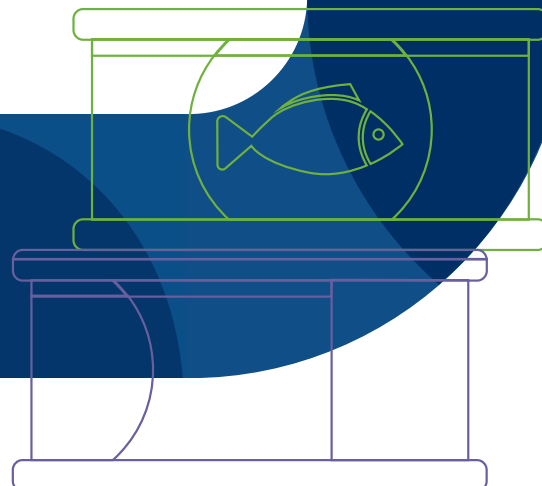
FBC-ABC and Conseil de la transformation alimentaire du Québec (CTAQ) have now partnered with Canada's retail sector and producer groups to develop and lead a transparent, consultative and collaborative process for food industry stakeholders to build a Canadian Food Industry Code of Practice. We believe that a Code of Practice must be created in Canada for Canada and must be created by industry for industry.

## Objectives of a Code of Practice:

- Ensuring transparency and contractual certainty in all commercial transactions.
- Ensuring best practice reciprocity throughout the supply chain.
- Promoting fair and ethical dealings in contract negotiations, particularly where there is a significant disparity in negotiating power between the parties.
- Ensuring equitable distribution of food supply.
- Providing supports for small and mid-sized parties to commercial transactions.
- Providing an effective, fair and applicable dispute resolution process.

## Regulatory Modernization

Canada's food and beverage manufacturing sector operates within a robust framework of federal, provincial and municipal regulations designed to protect the health and safety of Canadians and the environment. Since its inception, FBC-ABC has highlighted to government the importance of understanding the full cumulative impact of these regulations on industry competitiveness. Over the past year, FBC-ABC has continued this work.



### Cumulative Regulatory Burden Pilot

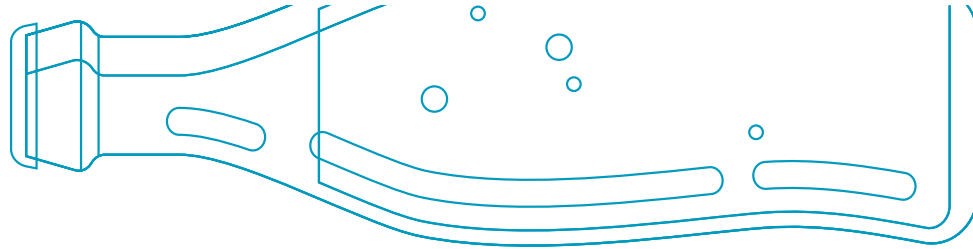
In 2020, FBC-ABC and its members partnered with the federal Treasury Board Secretariat and the University of Waterloo's Problem Lab on a ground-breaking pilot project to develop a quantitative methodology that can be used to measure cumulative regulatory burden across jurisdictions.

### Industry Participants

- Food and Beverage Canada
- Maple Leaf Foods
- Gay Lea Foods
- Bimbo Canada

### Government Participants

- Treasury Board Secretariat
- Ontario Ministry of Agriculture, Food and Rural Affairs
- City of Hamilton
- Canadian Food Inspection Agency
- Health Canada



## Board of Directors



### Michael Burrows

Co-Chair, FBC-ABC  
CEO, Maple Lodge Farms



### Daniel Vielfaure

Co-Chair, FBC-ABC  
Deputy CEO, Bonduelle Group & CEO,  
Bonduelle Americas



### James Donaldson

Vice-Chair, FBC-ABC  
CEO, BC Food & Beverage



### Joe Makowecki

Treasurer, FBC-ABC  
President & CEO, Heritage Frozen Foods



### Del Rollo

Corporate Secretary, FBC-ABC  
VP, Industry & Government Relations,  
Arterra Wines Canada



### Rosemary MacLellan

Officer-at-Large, FBC-ABC  
VP, Strategy & Industry Affairs, Gay Lea Foods



### Tammy Brideau

Executive Director,  
Food & Beverage Atlantic



### Bruno Burelle

Senior Director, Purchasing & Demand  
Planning, Groupe St-Hubert



### Sylvie Cloutier

President and CEO, Conseil de la  
transformation alimentaire du Québec  
(CTAQ)



### Chris Conway

CEO, Food and Beverage Ontario



### Flavia Dolan

Senior Manager Regulatory Affairs Canada,  
Ingredion Canada Corporation



### Robert Eiser

President, Aliments LUDA Foods



### Sylvain Fournaise

Vice-President, Food Safety and Technical  
Services, OLYMEL S.E.C./L.P.



### Jennifer Marchand

Government & Relations Leader, Canada AVP,  
Cargill Limited



### Michael Mikulak

Executive Director, Food & Beverage  
Manitoba



### Teresa Schoonings

Senior Director, Government Relations &  
Sustainability, Bimbo Canada



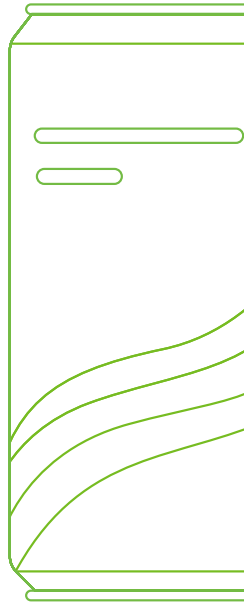
### Nadia Theodore

Senior Vice President of Industry and Global  
Government Relations, Maple Leaf Foods



### Kerry Towle

Vice President, Industry & Government  
Relations, Sofina Foods





Innovate  
Influence  
Inspire  
Belong

## Become a Member

- Have your business interests come first.
- Connect with food and beverage manufacturers across Canada.
- Stay current on industry issues.
- Count on the best spokesperson in Ottawa.

To learn more contact: **Kathleen Sullivan** CEO  
ksullivan@fbc-abc.com  
1.613.402.3495

fbc-abc.com  

Food and  
Beverage  
Canada



Aliments  
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