

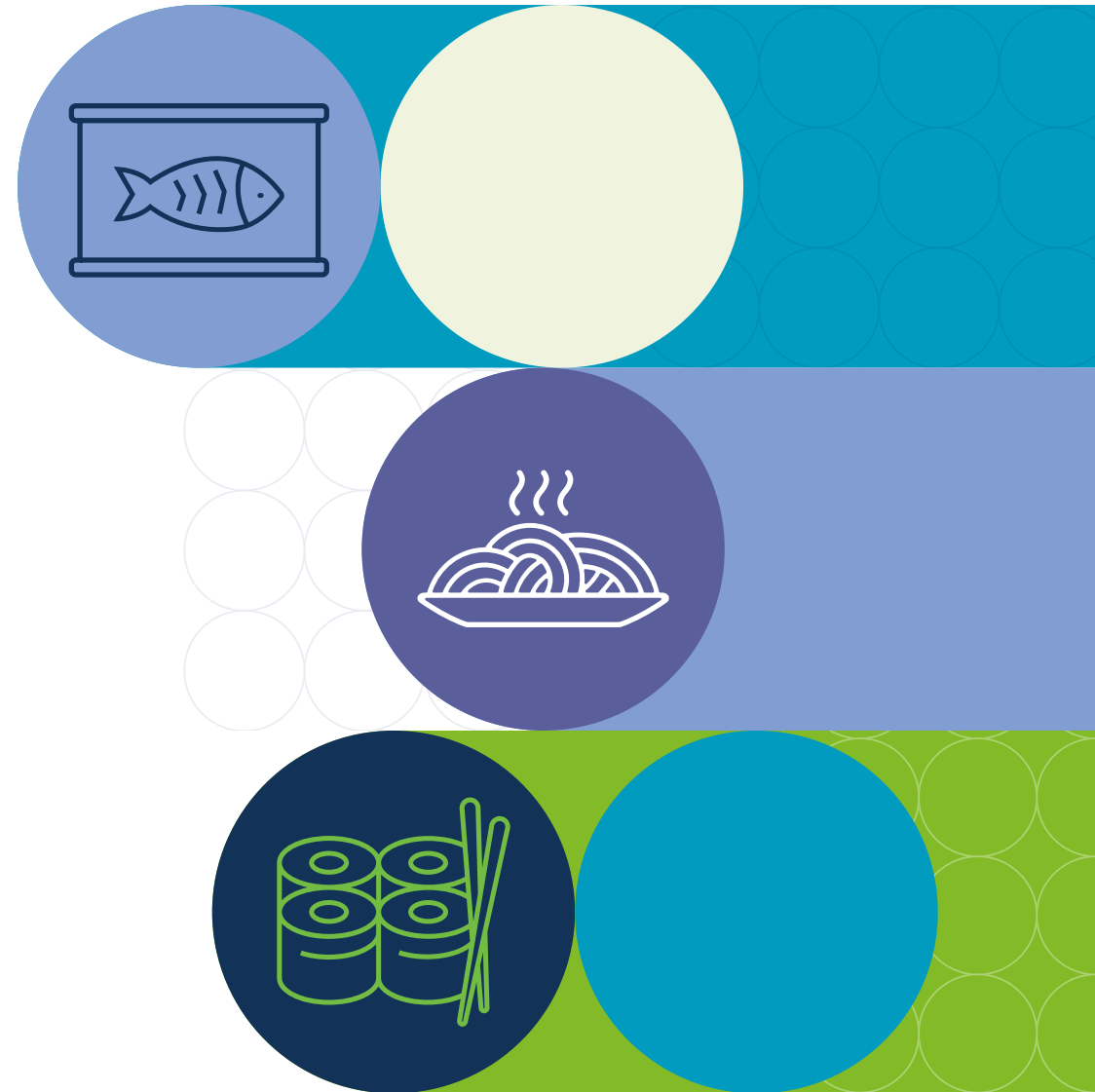


# Annual Report

## 2023-2024

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# OUR VISION

Food and Beverage Canada (FBC-ABC) is the go-to national voice for thriving food and beverage manufacturers in Canada.

Food and  
Beverage  
Canada



Aliments  
et boissons  
Canada

# OUR MISSION

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

# OUR VALUES

**PROGRESSIVE**  
advocates of change, focused on advancing business-led solutions that improve competitiveness, encourage innovation, and deliver value for the businesses we represent.

**COLLABORATIVE  
AND TRANSPARENT**  
in our efforts, working with stakeholders to collectively strengthen our industry.

**VALUED**  
representatives of our industry; offering reliable, trusted expertise.



## CEO Remarks



**KRISTINA FARRELL**  
CEO, Food and Beverage Canada

I take immense pride in the achievements of Food and Beverage Canada (FBC-ABC) during its initial years, and I am honoured that the Board of Directors has entrusted me with the leadership of the association as we chart our course into the future.

As we look ahead, my optimism for the future of Canada's food and beverage manufacturing sector is steadfast. Our commitment to addressing critical issues such as labour, competitiveness, regulation, and sustainability underscores our dedication to providing value for our members by fostering a competitive business environment.

The recent years have undoubtedly tested our resilience. From critical labour shortages and disruptions in global supply chains to historic inflation, natural disasters, and disruptions in transportation and infrastructure, the food and beverage manufacturing sector in Canada has faced immense destabilizing pressure. While the industry should ideally be focused on recovery and growth, it finds itself contemplating consolidation and contraction.

Simultaneously, this year marks the commencement of our association's journey to formulate our next Strategic Plan, guiding our efforts through to 2027. I look forward to engaging with our members and industry stakeholders in its development.

I extend my heartfelt gratitude to our Board of Directors, members, and partners for their support. Together, we are poised to navigate the opportunities and challenges that lie ahead. I am genuinely excited about the collective journey that awaits us, confident that through collaborative efforts, Canada's food and beverage manufacturing sector will not only overcome obstacles but will emerge stronger, more innovative, and poised to thrive more than ever before.



## Co-Chair Remarks



**MIKE BANNISTER**

Co-Chair, FBC-ABC  
President and CEO, Atlantic Poultry Inc.

We are pleased to share our first message as Co-Chairs of Food and Beverage Canada (FBC-ABC).

Formed six years ago as a joint initiative of Canada's provincial food and beverage manufacturing associations and leading Canadian companies, FBC-ABC stands as a unifying force, bringing together provincial and regional associations alongside leading industry players. Membership, exclusive to companies with manufacturing facilities based in Canada, underscores our commitment as the authentic voice championing Canadian interests in our sector.

In the face of evolving challenges, FBC-ABC has emerged as a dynamic platform dedicated to addressing the most pressing issues confronting the industry. The past six years have seen the organization actively engage on challenges such as labour, competitiveness, regulatory concerns, and sustainability.



**ROBERT EISER**

Co-Chair, FBC-ABC  
President, Aliments LUDA Foods

Collaboration is at the heart of FBC-ABC's approach, recognizing that unity and shared efforts are essential to overcoming the complexities faced by the food and beverage manufacturing sector. This collaborative spirit has been instrumental in our success, allowing us to navigate the intricate landscape with resilience and adaptability.

Reflecting on the accomplishments of the past six years, we are proud of the strides FBC-ABC made under its previous leadership, and we eagerly anticipate the organization's continued growth and impact under the leadership of our new CEO who was included in *The Hill Times* Top 100 Lobbyists list for 2024 because of her advocacy efforts. In an era marked by supply chain fragility and the imperative to safeguard Canada's food supply, FBC-ABC's work becomes even more crucial. As Co-Chairs, we are committed to supporting the organization in fortifying the resilience of the Canadian food and beverage manufacturing sector—and we encourage our members to help amplify our voice.

## Strategic Plan 2022-2024

Strategic Plan 2022-2024 set the association's priorities and will guide FBC-ABC's work through 2024. The Plan was focused around three Pillars of Success: **Membership Value; Effective Policy & Advocacy; Engaged & Efficient Association**. Achieving excellence across each of these three Pillars of Success ensure FBC-ABC continues to enhance the competitive environment for food and beverage manufacturers and deliver value to our members.

Work is now underway to develop our next Strategic Plan, which will guide our work through to 2027. We look forward to engaging with our membership and industry partners to inform its development.



# OUR PILLARS OF SUCCESS



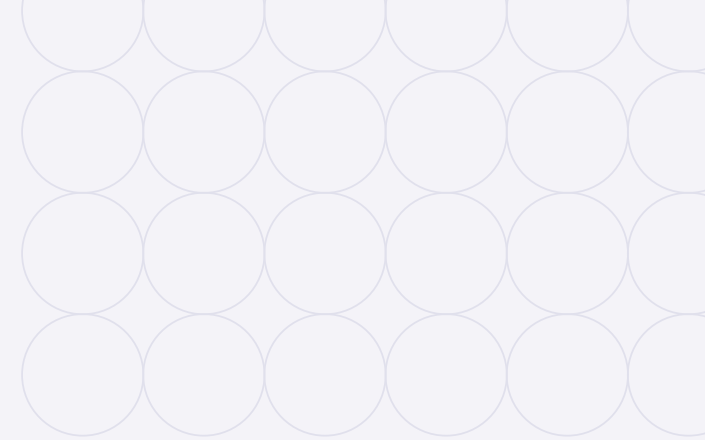
**MEMBERSHIP VALUE**



**EFFECTIVE POLICY & ADVOCACY**



**ENGAGED & EFFICIENT ASSOCIATION**



## Pillar 1: Membership Value

Food and Beverage Canada (FBC-ABC) offers its members a clear value proposition, based on a high level of member engagement and strategic advancement on critical policy and advocacy priorities.

In Winter 2023, FBC-ABC conducted its annual member survey which showed **100% of members are satisfied or very satisfied with the association.** For the second time, FBC-ABC's Net Promoter Score found that FBC-ABC members are likely to recommend membership to their colleagues.

100%

**MEMBER SATISFACTION**  
(Satisfied or Very Satisfied)

62%

**NET PROMOTER SCORE**



ALIMENTS ET  
BOISSONS  
ATLANTIQUE



FOOD &  
BEVERAGE  
ATLANTIC





“

As one of the inaugural Co-Chairs of Food and Beverage Canada, I proudly affirm the tremendous value that our company derives from being a member of this association. We have gained access to invaluable insights, collaborative opportunities, and a collective wisdom that has contributed to our bottom line.

**Michael Burrows**

Past Chair, FBC-ABC  
CEO, Maple Lodge Farms



## Pillar 2: Effective Policy & Advocacy

Food and Beverage Canada (FBC-ABC) takes pride in offering national policy and advocacy leadership, leveraging a proven collaborative problem-solving approach with an emphasis on labour, regulation, and competitiveness. Our collaboration with Canada's six provincial and regional food and beverage manufacturing associations enhances our collective impact, amplifying the sector's influence at the national level while addressing key challenges through cooperative efforts.



**1** FBC-ABC and Provincial/Regional Association Roundtable

**1** Member Employee's Temporary Foreign Worker Task Force

**7** Submissions to Parliamentary Committees and Federal Government Consultations

**1** Co-Chair Agriculture and Agri-Food Canada's Food Sector Network

**1** Member Agriculture and Agri-Food Canada's Food Manufacturing Engagement Table

**30+** Meetings with Federal Ministers, Members of Parliament, Senators and Officials

**2** Policy and Advocacy Events: Annual Policy Breakfast and Parliamentarian Reception

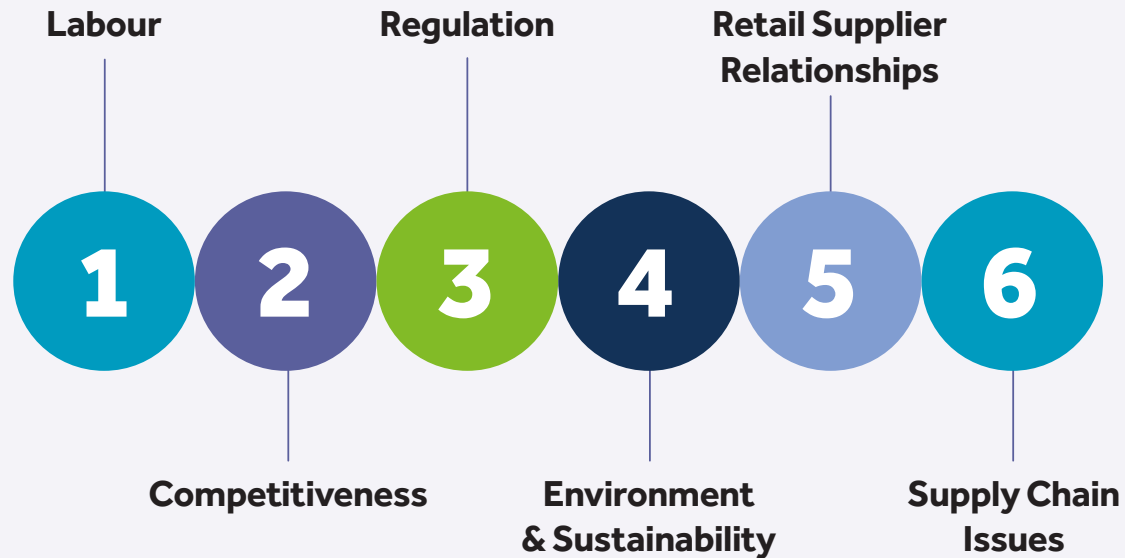
**1** Co-Chair National Workforce Strategic Plan for Agriculture and Food & Beverage Manufacturing

**15+** Media Releases and Statements

**3** Invitations to Federal Parliamentary Committees

# Key Issues

Members ranked the following issues in order of importance:



FBC-ABC surveys its members annually on their key issues to help inform our policy and advocacy efforts.

Food and Beverage Canada (FBC-ABC) applauded the launch of the **Recognized Employer Pilot**, which will help to address labour shortages and reduce the administrative burden for repeat employers participating in the program. This is an initiative we have advocated for extensively.

## Other issues raised by our members:

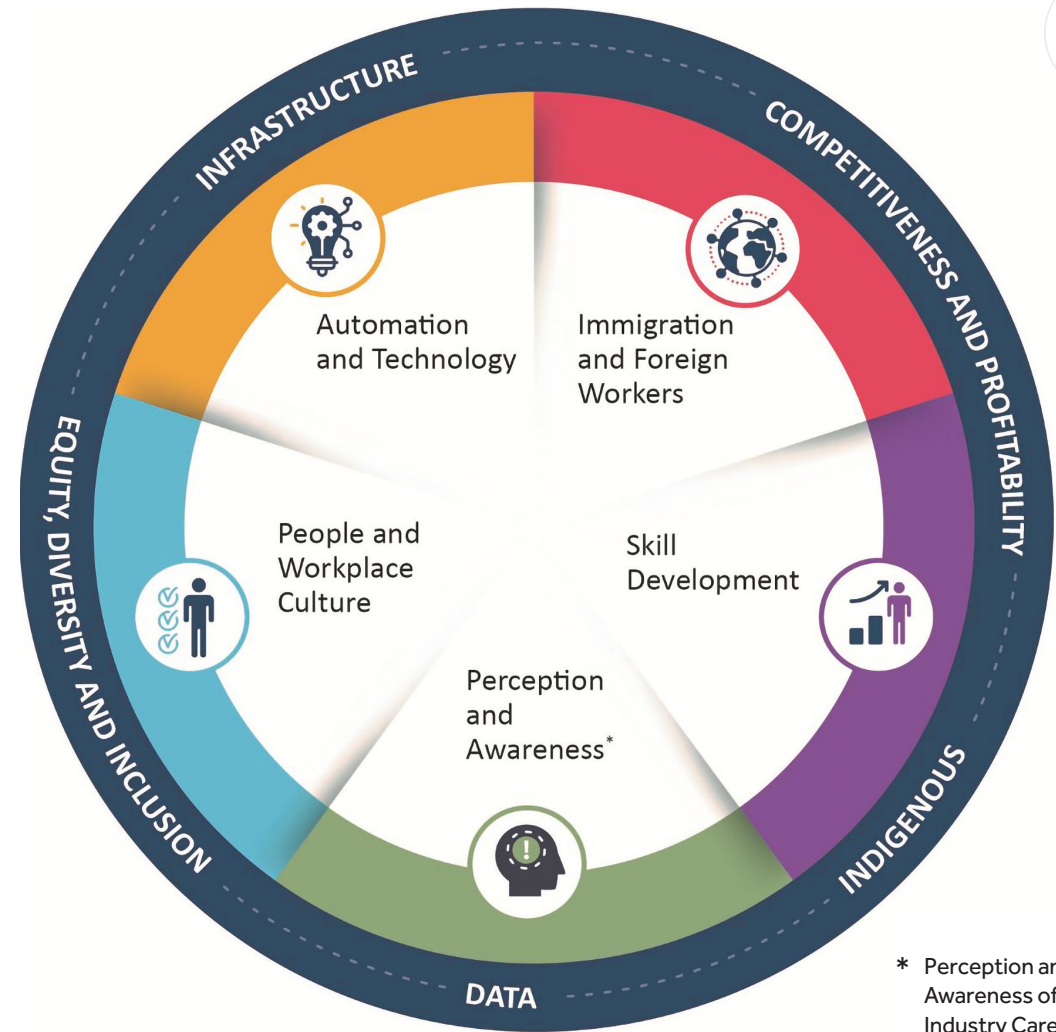
- Plastic packaging
- Open vs closed work permits
- Front-of-packaging labelling
- Bill C-56
- Grocery Code of Conduct
- Labour disruptions
- Excise tax
- Bill S-211

(FBC-ABC) welcomed the decision to extend the **Workforce Solutions Roadmap**, a move that brings much-needed relief to companies grappling with persistent labour shortages. This decision, especially the provision allowing food manufacturers to hire up to 30% of their workforce through the Temporary Foreign Worker Program, is a crucial step in securing stability for employers leveraging the program.

# The National Workforce Strategic Plan for Agriculture and Food and Beverage Manufacturing

**The Strategic Plan, led by the Canadian Agricultural Human Resource Council, the Canadian Federation of Agriculture and Food and Beverage Canada, is entering its fourth year in April 2024.**

To date, there has been significant progress made on identifying issues, better understanding them, and acting on short-term priorities. Going into 2024-2025, all the goals, objectives and actions have been reviewed, updated and validated. Work in the coming year will focus on actioning these priorities as well as continuing to engage stakeholders in knowledge mobilization that will support progress on addressing workforce challenges across the industry.



## Pillar 3: Engaged & Efficient Association



**78%**

Directors on a  
Committee/Working Group

**71%**

Corporate members on a  
Committee/Working Group

**SIGNIFICANT  
PARTICIPATION**

by members in FBC-ABC's  
monthly political update calls

## FBC-ABC Policy and Advocacy Committee

### David Anyanwu

Director, Federal Government Relations  
Cargill Limited

### Charles Bergeron

Manager, Government Relations  
Bimbo Canada

### Flavia Dolan

Senior Manager Regulatory Affairs Canada  
Ingredion Canada Corporation

### Gabrielle Fallu

Head, Public Relations and Government Affairs  
Exceldor Cooperative

### Carol Gardin

Director, Corporate Affairs  
Maple Lodge Farms

### Vincent Lambert

Director, Government Affairs  
Conseil de la transformation alimentaire  
du Québec (CTAQ)

### Drew Redden

Director – Sales and Corporate Development  
Atlantic Poultry Inc.

### Kathleen Sullivan

Vice President Government and Industry Relations  
Maple Leaf Foods

### Kerry Towle

Vice President, Industry and Government Relations  
Sofina Foods



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As the Chair of FBC-ABC's Policy and Advocacy Committee, I take pride in the Committee's dedicated efforts throughout the past year, monitoring and strategically responding to the dynamic landscape of national political and policy developments. Through collaborative endeavors, we have championed the shared interests of our industry.

**Gabrielle Fallu**  
Head, Public and Government Relations,  
Exceldor Cooperative

# FBC-ABC Events

**Food and Beverage Canada (FBC-ABC) was pleased to have hosted two events this year for members, government and industry, offering opportunities for discussion on issues of significance to our sector.**

1

## Parliamentary and Stakeholder Reception

Our first annual parliamentary and stakeholder reception welcomed more than 100 Members of Parliament, Senators, officials, members, and industry colleagues from across the country and kicked off with opening remarks from Francis Drouin, Parliamentary Secretary to the Minister of Agriculture and Agri-Food.

2

## Annual Policy Breakfast

This year's annual policy breakfast, "Achieving Agri-Food Workforce Stability by 2030: The Role of Automation and Technology," attracted over 100 industry colleagues and stakeholders. The event featured remarks from the Honourable Lawrence MacAulay, Minister of Agriculture and Agri-Food.

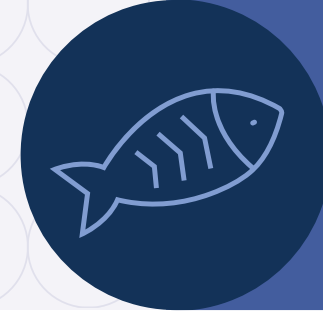
We are grateful to all our sponsors who helped make these events a success.



**CAHRC-CCRHA**  
Canadian Agricultural Human Resource Council  
Conseil canadien pour les ressources humaines  
en agriculture



# Board of Directors 2023-2024



## Executive Committee

### Mike Bannister

Co-Chair, FBC-ABC  
President & CEO, Atlantic Poultry Inc.

### Robert Eiser

Co-Chair, FBC-ABC  
President, Aliments LUDA Foods

### James Donaldson

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

### Kathleen Sullivan

Treasurer, FBC-ABC  
Vice President Government and  
Industry Relations, Maple Leaf Foods

### Del Rollo

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

### Ted Lawson

Director at Large, FBC-ABC  
Chief Commercial Officer, Nortera

### Michael Burrows

Past Chair, FBC-ABC  
CEO, Maple Lodge Farms

## Directors

### David Anyanwu

Director, Federal Government  
Relations, Cargill Limited

### Tammy Brideau

Executive Director,  
Food & Beverage Atlantic

### 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

### Gabrielle Fallu

Head, Public Relations  
and Government Affairs,  
Exceldor Cooperative

### Sylvain Fournaise

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

### Michael Mikulak

Executive Director,  
Food and Beverage Manitoba

### Bianca Parsons

Executive Director, Alberta Food  
Processors Association

### Sylvia Sicuso

Director, Corporate Affairs,  
Bimbo Canada

### Kerry Towle

Vice President,  
Industry & Government Relations,  
Sofina Foods

Innovate  
Influence  
Inspire  
Belong



As AFPA's Executive Director, I highlight FBC-ABC's crucial role in fostering collaboration, addressing key industry issues, and promoting provincial cohesion within Canada's food and beverage sector. Together, FBC-ABC and AFPA drive innovation and ensure Alberta's food processing industry thrives, contributing to the growth and resilience of the national food sector.

**Bianca Parsons**  
Alberta Food  
Processors Association

## Become a Member

**Food and Beverage Canada (FBC-ABC) is the leading organization for Canada's domestic food and beverage manufacturing industry, representing more than 1,800 businesses across the country.**

As members of FBC-ABC, you:

- Gain access to a host of invaluable resources and opportunities to help enhance your company or association's efforts.
- Strengthen your position within the agri-food sector.
- Contribute to the collective voice of industry in Ottawa.