

The
Canadian Journey
to
Social License / Public Trust



The Canadian Journey
is ...

the Canadian food
system's PROCESS
for advancing social
license / public trust.



The Canadian Journey ...



Phase 1: July '15 – May '16



Phase 2: June '16 -

Phase 2

'Stepping Forward' Recommendations





The Components

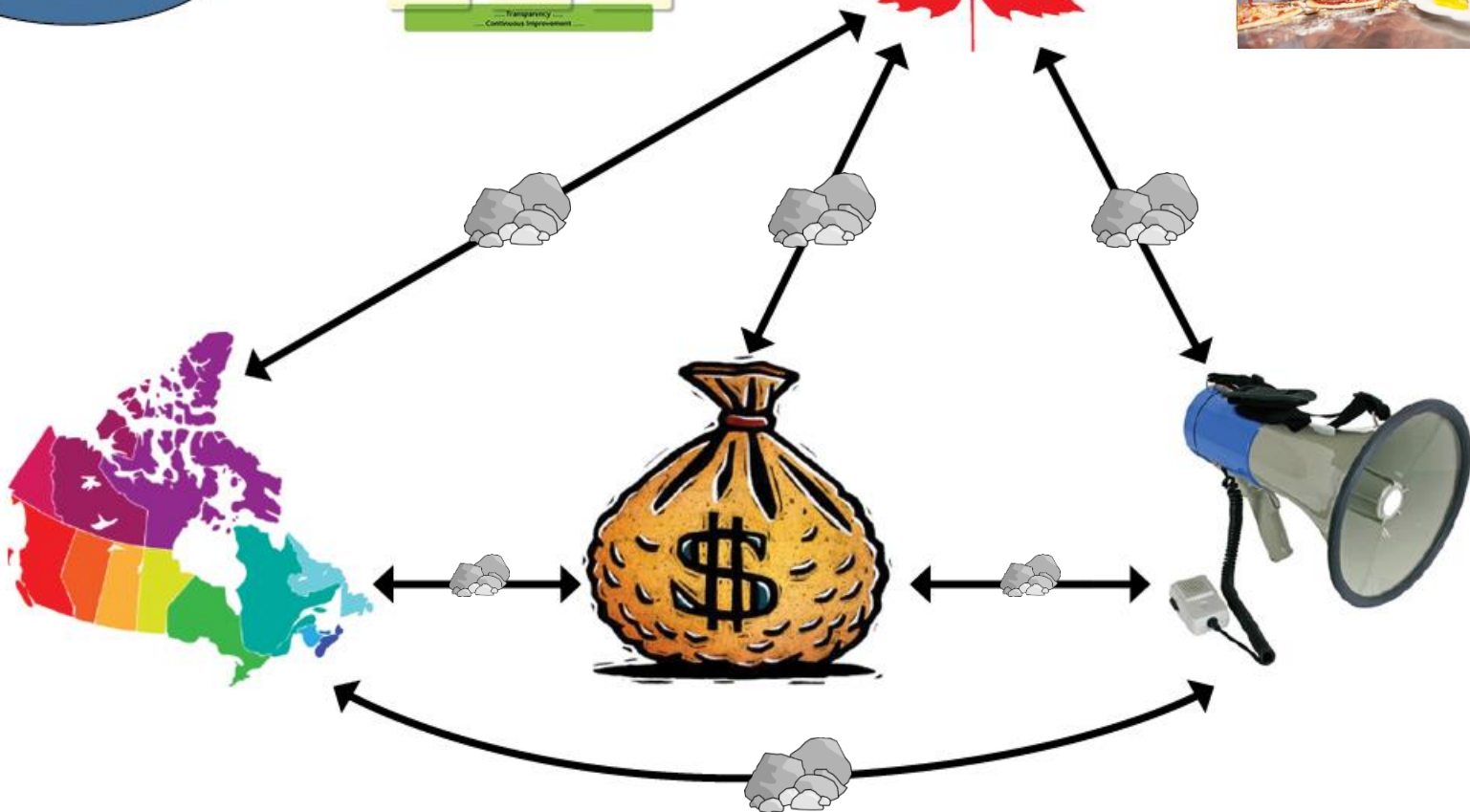
The Structure

Desired Outcome

Phase 2

The Starting Line ...

Assumptions



Assumptions

Phase 2 of the Journey path is based on a few assumptions:

- *Social license is important* ... and an issue that the Canadian food system supports addressing in a professional, collective & proactive manner
- *'The Canadian way'* ... the path aligns with the Canadian agriculture and food system; involves learning from other countries, industries and programs; and involves integrating social license into enterprise operations, roundtables, and industry / government initiatives
- *Values / Principles* ... the Values / Principles identified in Phase 1 are important and form the base foundation of the Canadian Journey
- *People want to participate* ... the desire of individuals throughout the entire Canadian food system to become involved is strong
- *New era* ... the social license challenge is representative of a new era in Canada's agriculture & food industries ... an era where interdependence trumps independence; and progressive, proactive collaboration delivers the greatest success

Assumptions

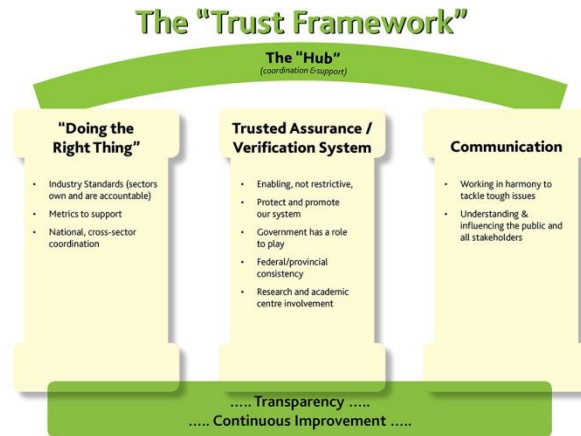
“Without trust at home, it’s likely difficult to expect trust with the general public.”

The importance of full value chain participation

*Production agriculture and the processing sectors place greater appreciation on **consumer expectations***

The *Food* sector places greater appreciation on **science-based/supported production practices**





- The 'Trust Framework' model contains the building blocks to advance social license/public trust.
- The Trust Framework involves three core pillars, a foundation of values & principles, and a structure that provides governance, coordination and support

Pillars

- *'Doing the Right Thing'*
- *Trusted Assurance / Verification System*
- *Communications*

“Doing the Right Thing”

- Industry Standards (sectors own and are accountable)
- Metrics to support
- National, cross-sector coordination

Pillar 1: ‘Doing the Right Thing’

- Responsibility rests with the ~18 value chains
- Each value chain has a **responsibility** to develop, articulate and implement collectively agreed upon ‘codes of practice’, sector guidelines, protocols, standards, etc. to all stakeholders of their value chain
- Each value chain has responsibility for completing a ‘**stress test**’ exercise that examines all stages and links in the value chain for vulnerabilities and weaknesses and to plot some anticipatory strategies

Trusted Assurance / Verification System

- Enabling, not restrictive,
- Protect and promote our system
- Government has a role to play
- Federal/provincial consistency
- Research and academic centre involvement

Pillar 2: Trusted Assurance /Verification

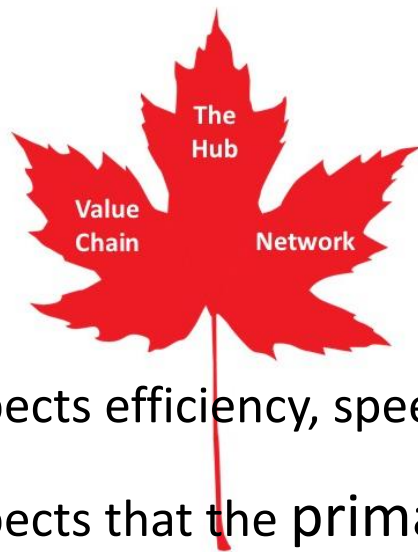
- Each value chain, *working with governments* will develop a baseline assurance system that is:
 - sector-specific
 - aligned with sector-leading domestic and international codes of practices,
 - aligned with competitive business practices, and
 - aligned with the expectations of Canadians and major export customers.
- Certification systems that declare other features and claims will be supported *providing* these certification systems meet the acceptance of the value chain and do not adversely affect other science-based endorsed practices

Communication

- Working in harmony to tackle tough issues
- Understanding & influencing the public and all stakeholders

Pillar 3: Communication

- Communications is the responsibility of all – the ~18 value chains, the Network (including national, cross-sector ‘amplifier’ communications activities) and everyone involved in the Canadian food system
- The ‘amplifiers’ play a valuable role in enhancing success – they can provide different avenues and credibility than independent value chains
- Audience recognition: communicate to where the public is, not where production is
- Coordination and message alignment is important. An annual ‘Canadian social license journey communications plan’ will be developed



Structure & Governance

A three-leaf structural model that ...

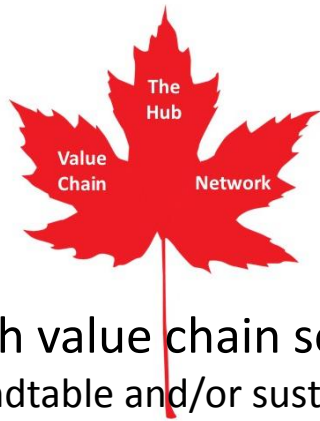
- Respects efficiency, speed and proper governance
- Respects that the primary authority and responsibility belongs with the ‘Value Chains’ – the players in the Canadian food system with the most to gain and lose from social license
- Includes a ‘Hub’ which serves as the coordination and governance arm providing objective guidance and support to the Canadian social license journey
- Includes a ‘Network’ of supporters that provides a home for all members of the Canadian food system, and is:
 - a forum for idea exchange
 - for advancing collectively agreed upon messages, and
 - an advisory service for collectively advancing the social license journey



Structure & Governance

'Steps forward' suggestions ...

1. Value Chains
2. The Hub
3. The Hub Convener
4. The Network



1. Value Chains

- Each value chain sector, through one of its existing entities (i.e. value-chain roundtable and/or sustainability roundtable, etc. that includes meaningful participation from all components of the value chain) will hold responsibility to advancing social license within that value chain sector
- Each value chain sector will develop ‘terms of expectations’ that define what is expected by and will be adhered to by members within the value chain, and for defining appropriate ‘codes of practice’ and guidelines
- Each value chain sector will identify a social license ‘champion’. This champion will be the lead coordinator with responsibility for driving social license progress, and for being the value chain sector’s representative at the ‘Network’ table
- The Hub Convener will be available to provide support to each Value Chain and guide its formation and efficient progress



2. *The Hub*

- A Hub Steering Committee involving leaders from a cross-sector of the Canadian food system will have responsibility for guiding and governing the Canadian social license journey
- The inaugural steering committee will be leaders with a strong appreciation for social license, and will include:
 - 5 value chain leaders – beef, crops, chicken or eggs, dairy & seafood
 - 4 ‘food system component’ leaders
 - Producer – CFA
 - Processor – CPEPC
 - Retail – Retail Council of Canada
 - Food Service – Restaurants Canada
 - 3 Government – AAFC and 2 provincial DMs
 - 1 Academic
 - Up to 3 ‘directors at large’ selected by the Hub Steering Committee



2. The Hub - continued

- The Hub Steering Committee will elect a **Chair** (and possibly an executive team) by August 15th
- The **primary responsibilities** of the Hub Steering Committee:
 1. to advance the Canadian social license strategic plan
 2. hire/retain a Hub Convener
 3. develop and endorse the annual business plan, and
 4. address potential boulders that could impede success and progress



3. *The Hub Convener*

- The Hub Steering Committee will hire/retain a ‘Hub Convener’ by September 15th and assign this person specific inaugural duties
- Responsibilities of the Hub Convener include:
 - Developing a Year1-3 business plan designed to deliver social license progress
 - Finalizing the ‘Network’ structure complete with composition, guiding principles, and areas of focus/priority
 - Provide the Value Chains with a suggested list of Year 1-3 expectations
 - Suggest and complete at least one meaningful project per year that will be supported by the Canadian food system – i.e. ‘Agri-food 101’ – a training program for all members of the Canadian food system
 - Develop a funding model that attracts financial support from the majority of sectors and participants in Canada’s food system (*see Funding recommendations*)



4. *The Network*

While the Network is a larger group and open to all, composition should include:

- the ~18 sector champions,
- 2 provincial deputy ministers – East & West
- a representative from each of the Regional/Provincial groups,
- a senior executive appointed from the academic community,
- A senior representative from a consumer association,
- A representative from an eNGO
- A senior representative from each of the ‘amplifiers’:
 - Agriculture in the Classroom Canada
 - Agriculture More Than Ever
 - Canadian Centre for Food Integrity
 - Farm & Food Care Canada.
- The Hub chairman and Hub convener will chair and coordinate the initial Network meetings



4. *The Network - continued*

- Year 1 priorities will be:
 1. Provide the Hub Steering Committee with specific recommendations and projects that will advance the *collective* efforts of Canada's social license journey and enabling the Canada's food system to maximize its full potential; and
 2. Develop a national 'communications plan' that will directionally address and advance key collective messages, priority areas and activities that should be addressed collectively
- The Network is likely to meet a couple of times a year to review collective opportunities, challenges and activities requiring collective action



Regional/Provincial Alignment

- To effectively and efficiently advance the Canadian social license journey requires regional/provincial support and guidance
- Each region/province is encouraged to set up a provincial/regional ‘hub’ that aligns with the Canadian social license journey
- These regional/provincial groups would have responsibility for:
 - Connecting provincial/regional Value Chain initiatives and national ‘amplifier’ initiatives
 - Coordinating agreed upon provincial/regional social license projects
 - Communicating social license messages and examples that will resonate with local/regional/provincial audiences and stakeholders
 - Represent the region/province at the national Network
 - Work in tandem with the Hub Convener to ensure alignment and efficiency



'Amplifiers'

- There are a number of exceptional 'amplifiers' that play a valuable role in enhancing the Journey's success, specifically:
 - Canadian Centre for Food Integrity
 - Farm & Food Care
 - Agriculture in the Classroom
 - Agriculture More Than Ever
- These initiatives are currently refining their focus *and* gaining traction with their stakeholders
- Year 1 recommendations for each of these 'amplifier' initiatives include:
 1. Working with the Hub, develop a series of guidelines that clarify areas of responsibilities, codes of practice, etc. that align with the 'amplifier' initiative and the national value chains



'Amplifiers' ... continued

2. Working with the Hub, develop a fund development model that coordinates fund attraction for research and communications activities
3. Working with the Hub, agree on an appropriate model to enhance and leverage regional/provincial activities
4. Working with the Hub, identify key messages to be communicated to key audiences in the upcoming year



Governments

Governments are an important and valuable part of Canada's social license journey.

- Working with the Hub Steering Committee, clarify the role AAFC, CFIA, PMRA and other valuable agencies play
- Related to the *'Doing the Right Thing'* pillar:
 - Consider how national sustainability initiatives (protocols, 'codes of practice', etc.) are funded and supported. National efforts need to be coordinated across value chains and those with resources should be willing to share best practices. Eg, social factors on sustainability should be similar across all farms.
 - Assist the industry in conducting a 'stress test' and checking it across sectors
 - Recognizing that food spans all provincial borders, align practices
 - Encourage and financially support research – both practice improvement and social behaviour – to change and improve practices



Governments - continued

- Related to the '*Trusted Assurance/Verification System*' pillar:
 - Recognizing that food does not have provincial borders and the science does not change, federal and provincial authorities need to respect each other and align
 - Develop an accepted standard/process for building protocols – and ensure these stand up to public scrutiny
 - Certification systems that declare other features and claims will be supported providing these certification systems meet the acceptance of the value chain and do not adversely affect other science-based endorsed practices. Consider how to endorse/validate claims ... and who owns this, what does it look like, who pays for it, etc. Positive promotion and fair disclosure should be key criteria in claims
- Align *Growing Forward III* funding that supports and advances all three pillars (*Doing the Right Thing*, *Trusted Assurance*, and *Communications*) and the Hub coordination structure nationally and provincially
- Provincial governments: work with your regional/provincial social license groups and regional/provincial 'amplifier' initiatives to determine appropriate areas of activity and support



Funding

1. *Funding ‘The Hub’*

- *Growing Forward III* provide:
 - Secretariat services that support the Hub initiative
 - Value Chains fund the Hub Convener/staff requirements on a pro rata basis

2. *Value Chain Support*

- Working with the All-Chairs Committee and SM5, determine the amounts and areas of support for the Value Chains to be funded by *Growing Forward III* related to ‘Doing the Right Thing’ and Value Chain communications initiatives

3. *‘Trusted Assurance’ Support*

- Working with the All-Chairs Committee and SM5, determine the areas of Trusted Assurance that will be funded and supported by Governments (Federal and provincial)



Funding

4. Research and Communications

- Working with the Hub Steering Committee, determine the level of *Growing Forward III* funding devoted to support:
 - *Research* – public/social behaviour
 - *Programs* - similar to CAAP program

5. Crowd-source Funding Model

- A crowd-source funding model will be developed for review and endorsement by the Hub Steering Committee
- This model will strive to attract and secure sizeable funding from individuals, industry and organizations ... and do so in a manner that provides simplicity and consistency



Potential Boulders

There are a number of potential 'boulders' on the road to Journey success. Some of these include:

- *Clarity of roles* – between value chains, the Network, the Hub, governments, etc.
- *Bickering and politics*
- *Communications* – up, down and within the Canadian food system
- *Funding* – freeloaders and allocation
- *Red tape / speed*

Identifying boulders and addressing them proactively is believed to be the best avenue to mitigation. This is an on-going priority for the Hub Steering Committee.

The
Canadian Journey
to
Social License / Public Trust

