



CANADIAN MEAT COUNCIL
CONSEIL DES VIANDES DU CANADA



LABOUR SHORTAGES IN RURAL ABATTOIRS

(MEAT PROCESSING PLANTS)

*SOLUTIONS & OPPORTUNITIES FOR
CANADIAN RURAL IMMIGRATION*

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EXECUTIVE SUMMARY



The meat industry is the largest sector of Canada's food processing industry

Canada's meat processing industry includes 400 federally registered establishments, providing safe, high quality protein for Canadian consumers as well as adding jobs and contributing

to economic activity in both rural and urban communities across Canada. With annual sales of \$28 billion, exports of \$6.1 billion, and over 66,330 Canadian jobs, the Canadian meat industry is the largest component of this country's food processing sector.

Beef:

- Largest Markets: US, mainland China/Hong Kong, Japan, Mexico, South Korea and Southeast Asia (including Taiwan).
- Largest Trading Partners: 75 – 80 percent goes to the USA, in 2016 Canada shipped \$1.7 billion in the box and \$585 million live to the USA.

Canadian meat processors export Canadian domestic beef and pork products to over 100 foreign countries.

Pork:

- Largest Markets: US, Japan, Mexico and China.
- Largest Trading Partners: 33% goes to the US, 26 percent to China, 17 percent to Japan.

New Labour Market Information (LMI): Rural Abattoir Labour Shortage and Vacancies

In a study completed by Canadian Agricultural Human Resource Council (CAHRC) in January 2017 for the Canadian Meat Council (CMC), the vacancy rate for meat processing facilities that are rural abattoirs is approximately 9.3 percent (national average of other Canadian industries is 1.8%¹). This means 1,475 vacant meat cutter stations in the 15 rural abattoirs that participated in this survey. These vacancies are placing the meat processing value chain and its 66,330 Canadian jobs in jeopardy.

High Growth and High Demand

Meat processing industry is experiencing high growth in a number of areas including: exports, innovation and expansion investments, and job creation up and down the meat processing value chain. For this reason and because of the high level of vacancies, rural abattoirs are a high growth and high demand sector.



Conestoga Meat Packers Ltd is located in Breslau, Ontario. The plant provides 835 Canadian jobs.

Rural Location Challenge

Rural abattoir processing plants need to be located close to where livestock farms are located to reduce the distance live animals are transported. They are also located in rural areas due to municipal and city regulations which do not allow slaughter activities in large urban centres. Finding labour in rural locations is very difficult as most of our population lies in urban centres.

Municipal, Rural Community and Union Support

Labour unions such as the United Food & Commercial Workers Union (UFCW) are fully supportive of the meat processing sector's usage of the Temporary Foreign Worker Program (TFWP) as it helps fill vacancies, secure operational sustainability, secure Canadian jobs, and grow the skilled and valued workforce for the meat processing industry. Municipal mayors and associations from across Canada, 9 mayors from 6 participating provinces, have provided letters of support for the meat processors usage of the Temporary Foreign Worker Program and the development of a Canadian Agriculture and Agri-Food Workforce Program to support growth and vibrancy within rural Canada. (see Appendix).

TFWP Functions as a Settlement Agency Facilitating Recruitment and Placements in Rural Canada

For jobs in rural Canada, such as the meat cutter occupation, the Temporary Foreign Worker Program (TFWP) functions as a **settlement agency** helping employers connect with meat cutters who have the skills needed to get the job done. It allows employers to recruit employees who are *interested in meat cutting* and *interested in remaining in rural Canada*. This significantly contributes to retention in the rural abattoir plants where TFWs who are allowed to transition to permanency have an average retention rate of over 90 percent. The 15 plants participating in the study have **supported settlement for over 3,790 TFWs in rural areas** across Canada. They report that meat cutters who have transitioned to permanency through the TFWP stay at the rural abattoir on average 10 years. Many work at the plants for longer than 10 years. Evidence collected in worker profiles also indicates many of the workers who leave the plant continue to work and live in their rural community, with many former meat processing workers starting their own businesses (see Appendix).

Rural Abattoirs Are Seeking Employees Interested in the Butcher Profession

The most important skill rural abattoir employers are seeking in employees is the *desire* to work in the industry. As a Human Resource Manager at a rural abattoir explains, "Finding labour that wants to stay and work in meat packing/processing and who have the desire and capability to move up to our skilled positions - this is what we are looking for. The work is physical and unfortunately the environment is not ideal, but this is the nature of the work that is required." Companies are looking for people that want to be meat cutters and butchers. This is what is needed for a long-term successful retention strategy and a sustainable Agriculture and Food sector.

Rural Immigration Opportunities

Rural abattoir companies are facilitating settlement services which are helping settle Temporary Foreign



Originally from the Philippines, Narel Aurelio has made a home in Brooks, Alberta with his family. He arrived in Canada as a Temporary Foreign Worker in 2007. Today, he is now a superintendent at JBS Food Canada ULC.

Workers as new immigrants in rural Canada. In order to support the high growth objectives of the Federal Government for the Agriculture and Food sector to increase its contribution to the GDP by 2 percentⁱⁱ, more workers and immigrants are needed in rural communities in meat cutter positions. The evidence of success within this report shows that integration within these rural communities is ensured when immigrants have a job from day one through the Temporary Foreign Worker Program and they receive settlement support from their meat processing employers. This in turn will continue to revitalize rural Canada as clarified in letters of support from rural municipal leaders (see Appendix).

BACKGROUND

Canada's meat processing industry includes 400 federally registered establishments, providing safe, high quality protein for Canadian consumers as well as adding jobs and contributing to economic activity in both rural and urban communities across Canada. With annual sales of \$28 billion, exports of \$6.1 billion, and over 66,330 jobs, the Canadian meat industry is the largest component of this country's food processing sector. The Canadian Meat Council (CMC) has been representing Canada's federally inspected meat processing industry since 1919.



This report has been developed to provide insight into meat processing **rural abattoirs** located in communities outside of major urban centres across Canada. Rural abattoir meat cutter and butcher jobs offer quality of life advantages, competitive salaries, and excellent full benefit plans. These abattoirs are contributing significantly to the Canadian economy but are encountering a critical labour shortage.

The study examined 15 rural meat processing operations, focussing on 12 company case studies located in 6 provinces. The research also contains 8 worker profiles, 5 of which are profiles of individuals working for meat processing companies, and 3 of the profiles feature workers who have left their respective company and still remain working and living in rural Canada. Many of these workers began their meat processing careers as Temporary Foreign Workers (TFW) and now supervise their departments.

This report provides new evidence that clarifies the high growth facts about the industry; Canadian employment recruitment and retention strategies; multicultural meat processing workforce evidence of success; immigration settlement best management practices implemented by the rural abattoirs; obstacles to growth and rural immigration; and solutions for growth and immigration that make sense.

The research has been conducted by the Canadian Agricultural Human Resource Council (CAHRC) to better inform ongoing immigration and Temporary Foreign Worker Program discussions regarding solutions and opportunities for effective Canadian rural immigration. These solutions are based on rural abattoir experience and evidence providing examples of success.

NEW LABOUR MARKET INFORMATION (LMI): RURAL ABATTOIR LABOUR SHORTAGE AND VACANCIES

In a study completed by the Canadian Agricultural Human Resource Council in January 2017 for the Canadian Meat Council, the vacancy rate for meat processing facilities that are rural abattoirs is 9.3 percent (national average of other Canadian industries is 1.8%ⁱⁱⁱ). This means 1,475 vacant meat cutter stations in the 15 rural abattoirs that participated in this survey. These vacancies in the rural locations are putting 66,330 Canadian meat processing jobs throughout Canada in jeopardy and also placing 14,000 Canadian jobs in the 15 rural abattoirs at risk. Meat processing companies report that this is affecting sustainability of Canadian food processing, restricting ability of meat processors to fill current orders, affecting growth for the Agriculture and Food sector, increasing costs for Canadian consumers, driving value-added activities and jobs to the United States and other countries, and ultimately hollowing out rural Canada.

RURAL ABATTOIRS WORKFORCE CHALLENGES ARE UNIQUE

A recent Conference Board of Canada report released in November 2016 entitled, *Sowing the Seeds of Growth: Temporary Foreign Workers in Agriculture* states: “In ... other industries, business owners were able to move



*Hylife is located in Neepawa, Manitoba population 3,600.
The rural abattoir employs 1,250 Canadian employees.*

the machinery and plant needed to create these goods to where the workers were. Farm operators cannot do this; the land and water available for agricultural production are in Canada, not elsewhere, and cannot be moved.^{iv}”

The same is true for meat processing in rural abattoirs. Study participants indicate that the primary processing activities conducted in the abattoirs are tied to the rural location where the livestock production is; this is due to the transport needs of live animals. The same report indicates, “...agricultural

operations are located in rural areas, where populations are experiencing no growth and aging rapidly. People who live in urban areas are often not willing or able to travel to rural locations where agricultural work is located.” According to the Canadian Agricultural Human Resource Council’s Labour Market Information report *Agriculture 2025: How the Sector’s Labour Challenges will Shape its Future*, “One reason for the lack of population growth in rural areas is that immigrants have been a major source of population growth in Canada for many years, and few immigrants settle in rural areas.^{vi}”

Feedback from meat processors indicates that abattoirs also need to be located in rural areas due to municipal and city regulations that do not allow slaughter activities in large urban centres where there is more access to a pool of labour. One other factor that is detracting from recruitment and retention for the butcher occupation includes the physical and strenuous nature of the work that is required.

MUNICIPAL, RURAL COMMUNITY AND UNION SUPPORT

Municipal mayors and associations support the industry’s usage of the Temporary Foreign Worker Program and the development of a Canadian Agriculture and Agri-Food Workforce Program which would support rural growth, allowing immigration for meat processing and farm workers employed in permanent positions. Within the report **Appendix**, 9 mayors and municipal associations from 6 participating provinces, have provided letters of support for their local meat processing plant: 1) Mayor Langley, BC; 2) Mayor Trochu, AB; 3) Sask. Assoc. Rural Municipalities (SARM); 4) Former Mayor Neepawa, MB; 5) Economic Development office Brandon, MB; 6) Mayor of Woolwich Township, ON; 7) Mayor of High River, AB; 8) Mayor of Brooks, AB; 9) Mayor Saint-Alexandre-de-Kamouraska, QC. Labour unions such as the United Food & Commercial Workers Union (UFCW) are also fully supportive of the meat processing sector’s usage of TFWP as it helps fill vacancies, secure operational sustainability, secure Canadian jobs, and grow the skilled and valued workforce for the meat processing industry. In a letter dated May 13, 2016, UFCW President of Local 832, Jeff Traeger says meat processing companies have, “...complied with all requirements of the TFWP and the LMIA applications and treated employees who came to them through this program exceedingly well. They have also complied with the Collective Bargaining Agreement (CBA) requirements to transition these workers to permanent residency which has added significant value to both communities as a result there are many good Canada-building stories to be told.”

HIGH GROWTH FACTS



Canada is the fifth largest agri-food exporter, helping to feed people around the world. Canadians can be proud of Canadian farmers, processors and workers, their work is an important driver of Canadian economic growth, contributing \$100 billion to the economy or more than 6 per cent of Canada's Gross Domestic Product (GDP). The Agriculture and Food sector employs one out of every eight Canadians. Budget 2017 focussed on the Agriculture and Food sector's success and growth highlighting the sector's "strong performance," indicating "there is still room for further growth."^{vii}

Trade and Export Markets

Canadian meat processing demonstrates high growth, exporting Canadian domestic beef and pork products to over 100 foreign countries. The food we buy in the grocery store relies on people: farm and food businesses and workers who plant, grow, harvest, prepare and package Canada's delicious products.



Canadian farmers and processors, with the help of a skilled agricultural workforce, feed 37 million Canadians and people around the world. As stated previously, meat processing generates annual sales of \$28 billion, exports of \$6.1 billion, and provides over 66,330 Canadian jobs making the Canadian meat industry the largest component of this country's food processing sector.

Beef Export and Trade Facts:

- **Total Exports:** The Canadian beef industry exports 45 percent of production (including live cattle slaughter). In 2015, Canada exported 577,000 tonnes of beef and cattle valued at \$3.9 billion.
- **Largest Markets:** US, mainland China/Hong Kong, Japan, Mexico, South Korea and Southeast Asia (including Taiwan).
- **Largest Trading Partner:** 75 – 80 percent goes to the USA, in 2016 Canada shipped \$1.7 billion in the box and \$585 million live to the USA.
- **Cattle Herd Distribution:** Alberta has 70 percent of the cattle on feed and around 75 percent of the packing capacity. Cattle fed in Ontario are killed in Guelph and Toronto.
- **Canadian Jobs and Economy:** The cattle industry contributed \$18.7 billion to Canadian GDP in 2014. The 2011 Ag Census identified 68,500 farms in Canada that derive more than half their income from beef production.

Pork Export and Trade Facts:

- **Total Exports:** The Canadian Pork industry exports over 60 percent of production (including live weanlings, exported hogs for slaughter and pork). In 2015, Canada exported 890,370 tonnes of pork valued at \$3.4 billion and 5.3 million live hogs to US.
- **Largest Markets:** Largest markets are the US, Japan, Mexico and China.
- **Largest Trading Partners:** 33 percent goes to the US, 26 percent to China, 17 percent to Japan.
- **Hog Distribution:** In 2015, Canada's 7,000 pork producers raised 26.84 million pigs. Seventy-eight percent of this production occurred in three provinces: Ontario (23.5 percent), Quebec (32.2 percent) and Manitoba (22.5 percent).
- **Canadian Jobs and Economy:** Creates 31,000 farm jobs which, in turn, contribute to 103,000 direct, indirect and induced jobs across the country. Those jobs generate \$23.8 billion for the Canadian economy.

Innovation and Expansion Investments

Rural abattoirs that participated in this study have been making investments in labour saving innovation and technology. They also indicate both opportunity and desire to expand operations, but report they are being restricted by labour vacancies. Of the 8 abattoirs that provided information in this category, an investment of over \$380 million is being directed to innovation, technology, and expansion during 2016-17. This is boosting local economies across Canada with infrastructure and other investments.



Rural Abattoirs Create Jobs throughout the Agriculture and Food Value-Chain

When Canadian workers are unavailable, international workers who have the right skills to get the job done are required because they help to create permanent, full-time jobs for Canadians. According to the University of Saskatchewan report, *Economic Impacts of Livestock Production in Canada - A Regional Multiplier Analysis*, "... [for] every worker employed by the sub-sector 4.2 workers are employed in Canada (counting only direct and indirect impacts) and almost seven workers are employed, if all impacts are included.^{viii}" This explains the benefits of job creation within the value-chain for farmers, the rural community, and the entire Canadian economy. Alternatively, when the sector is unable to fill vacant positions this puts Canadian jobs and businesses at risk.



JBS Food Canada ULC employees participate in the Spring Splash. Rural abattoirs create Canadian jobs up and down the value-chain throughout Canada.

CANADIAN EMPLOYMENT RECRUITMENT AND RETENTION STRATEGIES

Rural Abattoirs Hire Canadians First

The 15 rural plants participating in the study provided clear evidence of the significant efforts that rural abattoirs are making to hire Canadians first. The meat cutter occupation offered by rural abattoirs is a full-time, permanent job which provides dependable employment in rural Canada. These are skilled jobs which include extensive on-the-job as well as formal training to achieve experience and expertise. Evidence is provided in this section which clarifies the extensive outreach and ongoing work that meat processors are doing to recruit and retain Canadian workers.

Competitive Salaries and Full Benefits

Meat processing jobs offer permanent, full-time work in a stable work environment with competitive wages and full benefit packages. Data collected indicates that rural abattoirs pay workers on average between \$15.00 for entry level to \$19.50 for experienced. Supervisory salary positions can pay between \$57,000 to \$74,000.

Broadening the Workforce with Robust Recruitment

The rural abattoir employers include outreach to under-represented groups as part of their ongoing human resource strategic plans. Companies participating in the study reported advertising and recruitment activities are ongoing and continuous, and provided evidence and examples of the recruitment activities that take place locally and nationally. **All numbers are approximate due to ongoing staff fluctuations.**

- **Female Population/Women:** The 9 companies participating in the study have 4,065 women employed. Several of the companies have one quarter or close to one third of their workforce comprised of women.

- **Indigenous Outreach:** Rural abattoirs that are located near reserves have undertaken significant recruitment and outreach with local Indigenous groups. Travel distance remains the greatest barrier with most reserves being a significant distance from the place of work and the ongoing long commute is difficult to sustain even when transportation is provided by the reserve or the meat processing plant. In spite of the transportation challenges, 290 Indigenous people work for 15 of the plants participating in the study. Some of the companies such as Maple Leaf Lethbridge have been recognized for contributions to the First Nation community, with an “Aboriginal Opportunities Award” presented to them in November 2016.



Hylife plant in Manitoba: Example of staff appreciation and team building activities that are part of a good HR management strategy.

- **People with Disabilities:** Meat cutting incurs occupational risk as it involves the handling of sharp knives and potentially dangerous equipment that requires a large amount of dexterity and repetitive motion. In spite of this, 6 of the rural meat processing plants that were surveyed employ people with disabilities.

- **Youth and Unemployed:** Rural abattoirs are undertaking significant outreach to Canadian youth. Companies often make presentations to junior and senior high schools promoting opportunities for employment and many have supported meat cutting training schools. An example is a meat cutting school that was developed and supported by one of the Alberta companies along with an agricultural secondary institution in Alberta. The project involved provincial funding and significant involvement and support by an Alberta meat processing company to provide a Butcher Certificate opportunity for students. The company targeted 50 participants hoping to retain 40 in its workforce. An extensive advertising campaign ensued, with partnership efforts by various government and non-government agencies. Unfortunately, there was only one response of interest to take the training. This person had been recently laid off from the oil industry. The company did outreach with this person communicating specifics of the training and the beneficial outcome of receiving the certification. The student, however, decided not to pursue meat cutting as a career and decided not to take the training. The company worked with Service Canada to promote the meat cutting school and continues to try to work with Service Canada promoting the industry to unemployed Canadians. Unfortunately there has been no more uptake or interest in this meat cutting program which was developed. A similar initiative was developed and supported by an Ontario meat processing company with a local agricultural college. This program was also discontinued because of lack of interest by prospective participants.



Cargill plant in Alberta: The Cargill cow mascot participating in staff appreciation day with meat processing employees.

Newcomers to Canada

Rural abattoirs are very active working with settlement agencies in their respective regions. In March 2017, both Hylife from Manitoba and JBS Food Canada from Alberta were recognized by Immigration, Refugees and Citizenship Minister Ahmed Hussen for their work with newcomers to Canada. Maple Leaf Foods has also been recognized for their work with refugees and immigrants by the Canadian Bhutanese Society.

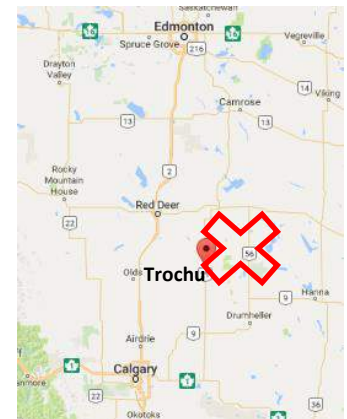
Urban Meat Processing Plants

Meat processing plants that process secondary or the finer cuts of meat such as bacon are often located closer to urban centres. In these areas the urban meat processing plants tend to have more success recruiting Canadian workers including Indigenous people, new immigrants, and people with disabilities. For these plants, transportation and travel distance are not a barrier for recruitment. The 4 urban meat processing plants that provided data for this study (Edmonton, Winnipeg, Hamilton and Saskatoon) have an average vacancy rate of 5.5 percent; this is a lower vacancy rate than the rural abattoir plants. These plants located in the urban centres are not identifying a need for Temporary Foreign Workers this year. This Labour Market Information is consistent with Canadian Meat Council respondents indicating it is their rural abattoir plants that need to supplement their Canadian workforce with Temporary Foreign Workers not the urban locations.

RURAL CANADA’S MULTICULTURAL MEAT PROCESSING WORKFORCE

TONY FROM TROCHU, ALBERTA

Tony works at Sunterra, located in Trochu, Alberta. Sunterra is a family owned and operated full value-chain business with hog farms, meat processing and retail locations. The rural abattoir is located in Trochu, Alberta, employing 116 Canadian workers. Sunterra is the largest employer in Trochu which has a population of 1,100. The Trochu plant is an hour and a half north-east of Calgary and one hour south-east of Red Deer. Although they constantly advertise on online job boards, local papers and recruit at job fairs across Canada, Sunterra cannot get enough meat cutters to move to Trochu, Alberta. Because they don’t have enough workers they have to throw meat out or have processing done in the export destination countries. This means less jobs for Canada.



Tony, originally from the Philippines, started working with Sunterra in 2007 through the Temporary Foreign Worker Program. Tony came as a TFW and transitioned to permanent residency before the 2014 TFWP changes. Tony has successfully worked his way up through Packaging and Shipping and now is the Sales Manager for the Sunterra plant. He owns a home with his family, who have all immigrated to Trochu where the family is active in the community. Tony has lived in the city and rural Canada so he can compare the two: he prefers living in Trochu as the people are friendlier and the cost of living is less. Tony’s son graduated from high school last year and works in the plant saving money to go to college. His second son graduates this year.

Supported by the mayor of Trochu, the council and the community, workers like Tony and his family are turning the rural community of Trochu around. The population of the schools, churches and municipal programs are now increasing rather than decreasing. Tony and his family are an asset to Trochu and workers like Tony are well supported on their pathway to permanency by Sunterra and the Trochu community.

PARALLEL WORLDS: CAREER SUCCESS OF TWO WOMEN IN THE CANADIAN BEEF INDUSTRY

Approximately 80 to 90 percent of our Canadian beef is processed in southern Alberta where cattle are fed in feedlots. Much of the meat processing work is done in rural Canadian towns such as Brooks and High River, Alberta due to urban centre rules restricting slaughter activities in the city.



Canadian beef's largest markets include: United States, mainland China/Hong Kong, Japan, Mexico, South Korea and Southeast Asia (including Taiwan). Canada's largest trading partner is the United States where 75 – 80 percent of Canadian beef is exported. Processed beef shipped to the US is worth \$1.7 billion and another \$585 million live cattle are also shipped to the US meat processing plants. Every live steer shipped to the US, means less food processing jobs in Canada. It also means more additional costs for Canadian grocery shelves and the Canadian consumer.

Two beef rural abattoirs, Cargill in High River and JBS Food Canada ULC in Brooks, provide 4,700 Canadian jobs in southern Alberta. More industrial and retail meat cutters are needed, jobs need to be filled in all skill levels, in order to help process Canadian beef for Canadian consumers and to ship to the world.

Aileen from High River and Lyudmyla Makarova from Brooks

Rural abattoirs employ many refugees and new immigrants. They also need skilled meat cutters, international talent which they recruit from other countries to help fill their labour shortages. Aileen originally from the **Philippines** and Lyudmyla originally from **Ukraine** came from very different countries, but in Canada they have had parallel stories of success. Both of their husbands came to Canada as meat cutters through the Temporary Foreign Worker Program. Aileen's husband, Leo, is a **Retail Shipping Supervisor for Cargill** and Lyudmyla husband, Alex, is **Journeyman Millwright for JBS**. Both of their families have now immigrated to Canada. With



their respective companies, both **Aileen and Lyudmyla** today assist workers and their families with settlement support.

Aileen worked for the United Nations in the Philippines before coming to Canada. She started at Cargill in the billing department and worked her way up to her current role as the **senior Human Resources Generalist of Cargill** in High River. Part of her job is handling the issues related to the TFWP. Aileen is a Certified Canadian Immigration Consultant and she helps teach English as a second language classes to her Filipino community.



Lyudmyla and her husband owned and operated a butcher shop in Ukraine before coming to Canada. She arrived in Canada unable to speak English and she started as a janitor for the Brooks' plant. She is now a **Recruiting Supervisor at JBS**. Her son also works for JBS as an **Electrician Apprentice**.

PATHWAY TO PERMANENCY: TALE OF TWO RURAL CANADIAN COMMUNITIES

Neepawa, Manitoba: In 1994 farmers in southeast Manitoba got together and said, "Let's build some hog barns." They built those hog barns and employed about 10 people. Fast-forward to today, HyLife is a vertically integrated food company that generating millions in annual revenue, and the "little" company based in La Broquerie, Manitoba exports to the world, employing over 1,900 people throughout Manitoba, Saskatchewan, and North Dakota. In 2008 the farmers purchased a meat processing plant in Neepawa, Manitoba. They recruited all the meat cutters and other workers they could find in Manitoba, and throughout Canada. The company turned to overseas recruitment when they had exhausted all options for Canadian workers, seeking skilled meat cutters through the Temporary Foreign Worker Program.



Today, Neepawa has a population of over 3,600. Much of its recent increase is due to successful transition of TFWs to permanency through Manitoba's Provincial Nominee Program. Former Neepawa Mayor Ken Wadell explains: "It has been a huge blessing to the economy, to the town and to the area...to the food industry and the province as well. No longer are 6,300 hogs a day being shipped to Alberta or the US....HyLife has brought in over 700 workers...The families are following. So, instead of Neepawa becoming a ghost town with a declining and aging population, the Town of Neepawa has grown."^{ix}



Brandon, Manitoba: The University of Brandon, the city, and Maple Leaf Foods have done extensive research related to TFWs and the supports that are needed for a pathway to permanency. By working with the community

and the local union, MLF Brandon provides settlement services to new immigrants and TFWs. Maple Leaf reports that their retention rates for TFWs that transition to permanency can be as high as 96 percent. Rural abattoirs across Canada report that TFWs who they support with their pathway to permanency end up staying on average 10 years with their respective plants. And many workers that leave the plant stay in the rural area. This includes Claudia who has left MLF but still works and lives in the Brandon community.

Claudia came from El Salvador as a meat cutter through the Temporary Foreign Worker Program. Once she became a citizen she worked in the Settlement Services office. Today she works for the United Food and Commercial Workers Union (UFCW). Claudia translates documents on a volunteer basis for the United Way of Brandon. She testified before the Canadian Parliamentary HUMA Committee June 1, 2016 regarding her positive experience as a TFW and her transition to permanency in Brandon, Manitoba^x.



Claudia's is a translator for United Way in Brandon. Her sign reads in Spanish: "We interpret your words!"

MORE FOOD PROCESSING NEEDED: ONTARIO AND QUEBEC

At this point in time, due to the provincial nominee restrictions in Ontario and Quebec, and no federal immigration options, meat cutters who are Temporary Foreign Workers are not able to immigrate in these two provinces. This contributes to a high turnover rate for Ontario and Quebec processing plants as Canadian trained TFWs are not allowed to stay at a job where there are vacancies. Some changes were made that allowed the usage of the Express Entry program for the retail butcher National Occupation Classification (NOC) code that provided a new federal immigration option for retail butchers. This has now been stymied, however, with the recent change decreasing the Express Entry “human capital” points from 600 to 50 for “arranged employment.” This decrease in points means retail butchers no longer have this federal immigration option. This is a new restriction and major barrier for Ontario and Quebec meat processors and their employees.

Ontario: In the town of **Breslau, Ontario**, population of 2,400, Conestoga, a farmer owned cooperative of 170



family farmers provides 800 jobs for Canadians at their rural abattoir. Similar to other meat processing plants across Canada, Conestoga has a robust recruitment and retention plan and participates in vigorous outreach for Canadian workers. Working with settlement agencies, evidence of

immigration success includes:

- **Williams** was hired as an hourly production worker. He trained and became certified within numerous roles in the plant (knife skills, skilled roles) before applying for and being awarded the Lead Hand role. Since then, Williams has worked as Lead Hand on both sides of the plant (kill floor and cut/packaging). His wife, brother, and sister all work for the company.
- **Juan** was originally from Colombia. He was hired for Quality Assurance as a Hazard Analysis and Critical Control Points based Inspection Program Technician. He worked his way up and became a Quality Assurance Supervisor in 2012.
- **Sheik** was hired as a Retail Butcher with experience. He worked hard and completed additional training. He was originally hired through an LMIA exempt program and then was extended via an LMIA for retail butchers. He applied through Express Entry prior to fall 2016 change and he has just received permanent residency. His wife is also employed with the company. Together he and his wife can earn a comfortable family income in rural Ontario. Sheik is now learning to become a Lead Hand.



Quebec: There are abattoirs in Quebec located in four towns with population under 3,000 and a fifth town with population under 6,000 in Quebec. These plants employ over 4,300 Canadians throughout rural Quebec.



The plants are a major source of employment for the towns of Saint-Alexandre-de-Kamouraska, St-Esprit, Vallée Jonction, Yam-achiche, and Princeville. All of the towns are between one to two hours from Quebec City and Montreal.

The combined vacancies for these five rural abattoir plants across the province of Quebec means that there is a combined total of over 730 empty meat cutting stations. This is putting the Quebec jobs in these plants in jeopardy.



The rural abattoirs are a major employer for the towns but similar to Ontario, meat cutters from these towns who are highly trained with Canadian meat processing skills, are not allowed to immigrate through Quebec’s provincial immigration stream. And with the Express Entry “arranged employment” decrease of points that took place in the fall 2016, they also no longer have any federal immigration options either. **Many other examples of immigration success can be found in the Worker Profiles in the Appendix.**

IMMIGRATION SETTLEMENT BEST MANAGEMENT PRACTICES AND ACTIVITIES

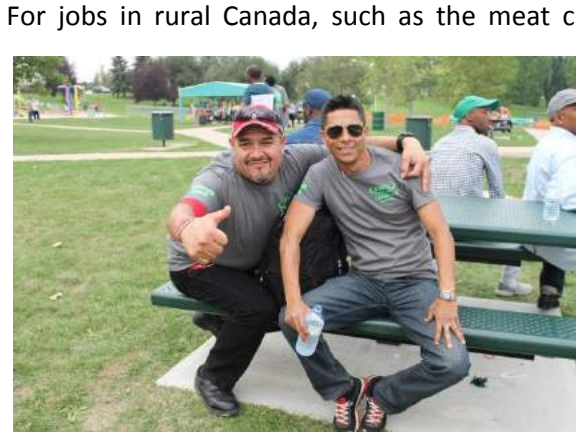
The most important skill rural abattoir employers are seeking in employees is the *desire* to work in the industry. As a Human Resource Manager at a rural abattoir explains, “Finding labour that wants to stay and work in meat packing/processing and who have the desire and capability to move up to our skilled positions - this is what we are looking for. The work is physical and unfortunately the environment is not ideal, but this is the nature of the work that is required.” Companies are looking for people that want to be meat cutters and butchers. This is what is needed for a long-term successful retention strategy.



L – R: Red Deer, Alberta, Olymel meat processing workers enjoying their jobs.

For this reason, if Canadians are not available, the Temporary Foreign Worker Program has been an excellent fit for the sector. The TFWP allows meat processing employers to recruit workers that are *interested* in the industry and to recruit butchers who have developed meat cutting skills which are needed in Canada. Because of the TFWP, these potential new immigrants are able **to move immediately to rural Canada**, rather than participate in the urban settlement process. The companies support the settlement process of their employees in rural Canada, where these new immigrants are **gainfully employed from the moment they arrive at the rural plant**. By working in Canadian meat processing plants these TFWs are increasing their meat cutting knowledge and skills through Canadian training provided by the meat processing companies.

The Meat Cutter Employee Perspective



JBS meat cutter along with spouse of JBS team member in Brooks, Alberta, enjoying staff appreciation day.

For jobs in rural Canada, such as the meat cutter occupation, the Temporary Foreign Worker Program is functioning essentially as a settlement agency allowing for recruitment and matching of employers looking for unique skills to employees which have the skills that are needed. Prior to the 2014 TFWP changes, the 2 year work permit option provided within the Labour Market Impact Assessment process allowed the worker more time and flexibility to experience rural Canada. If the job or the rural community didn't satisfy the worker they returned to their own country. If they decided to stay in Canada, the 2 year permit assisted the employee in their pathway to permanency, giving them enough time to complete all the requirements for provincial or federal immigration. If TFWs

like the work and their job, if they like rural Canada, they will be successful in their job and integrate into the rural community. It is the successful TFWs who are **interested in meat cutting** and **interested in remaining in rural Canada** who are transitioning to permanent residency in the provinces that allow it through Provincial Nominee Programs. Survey data shows that these TFWs that transition to permanent residents remain working for the rural abattoirs for on average 10 years and evidence provided indicates that if they leave their meat cutting job they are likely to remain in the rural communities employed in other fields or start their own businesses.

Settlement Services in Rural Canada

On their own initiative, meat processing companies operating rural abattoirs have been performing settlement services for new immigrants and helping Temporary Foreign Workers to transition to permanent residency. The pathway to permanency that was working well for meat cutters before the TFWP 2014 changes, included: the 2 year work visa, with immigration through Provincial Nominee Programs in provinces which allow it. Industry stakeholders report that there are very limited options currently for immigration. Several PNPs do not have any options for meat cutters and the TFWP restriction such as the 1 year work visa hinders meat processing workers on their pathway to permanency. These are some of the factors which are contributing to high turnover within the plants. The average retention rate for TFWs that transition to permanency through PNPs that allow immigration is over 90 percent. These same TFWs that are supported with settlement services provided by their respective meat processing plants consistently become star performers within their companies and long-term employees of the plants as well as major contributors to their rural communities.



The Hylife mascot with immigrant families in Neepawa, Manitoba.

The following is research clarifying the immigration settlement best management practices that rural abattoir employers are following that could become a model for a successful rural immigration strategy. The numbers speak for themselves (**all numbers are approximate due to ongoing staff fluctuations**):

Growth and Jobs

- **New Immigrants/Refugees:** The 15 rural abattoirs participating in the study have settled **454 refugees and new immigrants** in rural communities across Canada.
- **Temporary Foreign Workers:** In spite of TFWP and immigration restrictions, the 15 plants participating in the study have **supported settlement for over 3,790 TFWs in rural areas** across Canada.
- **Strong Rural Immigrant Retention:** Stakeholders consistently report that the vast majority of TFWs who move directly to the rural areas as meat cutters remain at the plant. **TFWs who transition to permanency work at the plant for an average of 10 years.** Many work at the plants for longer than 10 years. Evidence collected in worker profiles also indicates many of the workers who leave the plant continue to work and live in their rural community; many former meat processing workers start their own businesses (see Appendix).



Johnny Wu from Red Deer, Alberta, in front of his home. He started at Red Deer Olymel as a TFW meat cutter. He now owns his own restaurant business and regularly caters for Olymel staff events and business

Many rural abattoirs provide support in the following areas:

- | | |
|--|--|
| • Family Reunification | • Initial Housing for TFWs (first and last month rent) |
| • New Hire Orientation Program | • Job Security |
| • Translation and English/French Classes | • Safety Training |
| • Opportunities for Advancement | • Other Workplace and Life Skills Training |
| • Transportation | • Supervisory/ Leadership Development |

EXTRAORDINARY RURAL CANADA IMMIGRATION SUCCESS

Rural abattoir companies are facilitating settlement services which are helping transition Temporary Foreign Workers to become new Canadians that stay in rural Canada. These rural companies have supported 3,790 TFWs to become successful Canadian citizens. This is an extraordinary rural Canadian immigration success story. There are over 1,475 rural vacancies reported by the 15 plants participating in the research. To fill current vacancies and to meet high growth plans provided by new trade deals, the rural abattoirs would be able to settle over 1,000 Temporary Foreign Workers as new immigrants in rural communities across Canada in 2017. By so doing, these immigrants with the unique skills needed by the rural abattoirs would be filling a critical labour gap. This in turn will continue to revitalize rural Canada as clarified in letters of support from rural municipal leaders (see Appendix).

OBSTACLES TO GROWTH AND RURAL IMMIGRATION

The following is a summary of the regulatory restrictions identified through this research which rural abattoirs and their meat cutter employees are currently facing in Canada:

- **Temporary Foreign Worker Program (TFWP) Cap:** In 2014 the Government of Canada overhauled the Temporary Foreign Worker Program introducing a cap to limit the number of low-wage temporary foreign workers that a business can employ. The cap's purpose is to "significantly restrict access to the TFWP^{xi}," to reduce employer usage of the TFWP cutting "in half the number of low-wage temporary foreign workers once fully implemented.^{xii}" The TFWP cap is currently held at 20 percent as of December 2016 announcement. The cap calculation, however, is inaccurate and workers are being triple counted. Although freezing the cap at 20 percent is helpful for some establishments, it is not actually helpful for establishments that were under the 10 percent cap when the June 2014 changes were made. These plants are actually frozen at 10 percent. Because there is no flexibility based on labour shortages and vacancies; this is not helpful for plants seeking to expand operations in order to participate in new trade opportunities. Based on current Labour Market Information research and vacancy numbers provided in this research, stakeholders participating in the study recommended removal of the TFWP Cap for Agriculture and Food in rural areas where there is a demonstrable shortage of workers. They also recommended allowing increased access to foreign workers during the phase-in and expansion of total capacity or of value-added products production when incremental/new positions are created. This is needed because the cap is restricting rural growth and immigration as well as directly reducing current production and putting Canadian jobs at risk.
- **Labour Market Impact Assessments (LMIAs) and Visa Work Permit Processing Issues:** Stakeholders report that end to end processing of paperwork for LMIAs by Service Canada and Work Permits processed by Immigration, Refugees and Citizenship Canada (IRCC) can take over 6 months. Meat processing companies pay \$1,000 per LMIA application. Industry stakeholders recommend that normal benchmark service standards should apply along with a workable online tracking system. When LMIAs are denied, the company should be able to find out why and an appeal mechanism should be provided. In the two most recent cases of LMIA denials, Canadian farmers' income has been directly affected.
- **Work Permits:** In 2014 the work permit duration was changed from two years to one year. **One year is too short a duration for employees to achieve permanent residency** and is inconsistent with the overarching desire of workers, employers, and Canadian society to strengthen the pathway to permanency. This is a critical issue for the meat processing sector which is providing settlement services in rural communities across Canada. The one-year work permits are not long enough for these crucial and valued workers to transition and fully integrate, accessing options for permanent residency including required language training and other prerequisites. The short time frame does not allow workers the time they need to complete their Provincial Nominee Program application process. For example, for many of the PNPs, the international worker has to work for 6 months prior to applying for the PNP. The PNP process takes 6 months or longer so the worker runs out of time before the one year period. **This increases anxiety for workers and employers and it also increases visa and LMIA processing delays (see Worker Profiles in Appendix).** The pathway to permanency for meat cutters and butchers would be greatly enhanced and streamlined if the two year work permit was reinstated, increasing productivity, opportunities for transfer of knowledge; it will allow the increase of employee skills and also further benefit the economy.

- **National Occupation Classification Codes (NOCs):** The skill level that the Federal Government is currently attributing to the butcher and meat cutter occupations is not reflective of the skills and the work required. These are jobs that involve a high level of training, both on-the-job and formal, to help meet safety and biosafety protocols. The current classification of the meat cutter occupation is restricting federal and provincial immigration options for butchers and meat cutters. Some provinces, such as Alberta and Manitoba, allow a “semi-skilled” category for meat cutters within the Provincial Nominee Program. For other provinces, such as Ontario and Quebec, there are no immigration options for meat cutters. Alberta’s PNP often gets backlogged and applications are rebooted on a periodic basis. There is an extensive process to change the classification system that can take up to 10 years or longer because the NOCs are used by Statistics Canada. Industry reports that a helpful change for access to retail butchers was made, however, the labour shortage and vacancies are greatest for the industrial meat cutter designation.
- **Federal Express Entry Changes:** During the 2016 ongoing immigration review, the points for “arranged employment” were drastically decreased. While this may be helpful for students and people with university education who are seeking to immigrate to Canadian cities, stakeholders report that this was a huge setback for immigrants seeking to work at rural abattoirs and also in agricultural jobs in rural Canada. The small National Occupation Classification (NOC) change previously made for retail butchers, allowing new federal immigration access, is no longer of value since the recent Express Entry change that has decreased the value for “arranged employment” from 600 points to 50 points. This is especially true in provinces that don’t have any provincial immigration options for meat cutters, such as Ontario and Quebec, and also true in provinces where the PNP is backlogged, such as Alberta. Several companies and workers have federal immigration applications in process, within provinces that do not have access to a Provincial Nominee Program. This is causing anxiety for workers and employers alike. Feedback from stakeholders indicates that human capital points need to be awarded for competencies beyond university education, on-the job training should also be included. Both TFWs and new immigrant workers need to be recognized as providing “human capital” that is highly valuable to Canada, providing human capital and unique skills that are a priority. Meat cutter skills are particularly valuable as human capital to *rural* abattoirs where the labour shortage is the most critical. Stakeholders also report that recognizing and including the value of “arranged employment” as a human capital asset and priority for the meat cutter occupation in rural abattoirs is key to finding a solution to this issue.

CANADIAN SOLUTIONS FOR GROWTH AND IMMIGRATION THAT MAKE SENSE

Industry stakeholders agree that the solution to the rural Canada immigration challenge is to remove obstacles in both the Temporary Foreign Worker Program and in immigration policy to allow rural abattoirs to continue



to provide settlement services to their highly skilled, productive employees, who have become and want to continue to become fully integrated Canadian citizens in rural communities across Canada. The Canadian Meat Council and rural abattoir study participants support the Labour Task Force's (LTF) proposed

Canadian Agriculture and Agri-Food Workforce Program which would develop a new labour and/or immigration program for the Canadian Agriculture and Food sector. The new Agriculture and Agri-Food Workforce Program proposal is supported by over 85 agricultural associations, producers, rural companies, and municipal leaders from across Canada. The new Agri-Food Program could act as a stepping stone, supporting a pathway to permanency for year-round, permanent jobs that rural abattoirs offer. The pathway to permanency could be through available Provincial Nominee Programs, but when the PNP is **not available** for an Agri-Food worker who has received an "arranged employment" job offer for a year-round, permanent job, **immigration should be expedited through a federal immigration program.**

According to research participants, the development of a functional Agri-Food Workforce Program for rural abattoirs should include:

- Sector specific solutions based on regional Labour Market needs, evidence for which is now provided in these research findings and case studies:
 - Recognition of chronic skills shortages faced by rural abattoirs, enabling the meat cutter occupation to become a high growth and high demand priority for the TFWP and for federal immigration
 - Remove TFWP Cap for Agriculture and Agri-Food:
 - in rural areas where there is a demonstrable shortage of workers
 - to allow increased access to foreign workers during the phase-in expansion of total capacity or of value-added products production when incremental/new positions are created
 - Adjustment of \$1,000 fees per LMIA, and need for LMIA appeal mechanism
 - Adjustment to 2 year Work Permits
 - Modification within the Express Entry Program's point system to value "arranged employment" and meat cutter skills as a human capital asset and priority for rural abattoirs within the TFWP and immigration programming.

ⁱ Industry vacancy rate average of 1.8% is based on research and results of Canadian Agricultural Human Resource Council's Labour Market Information employer survey 2014

ⁱⁱ Unleashing the Growth Potential of Key Sectors, February 2017, page 11, <http://www.budget.gc.ca/aceg-ccce/pdf/key-sectors-secteurs-cles-eng.pdf>

ⁱⁱⁱ Industry vacancy rate average of 1.8% is based on research and results of Canadian Agricultural Human Resource Council's Labour Market Information employer survey 2014

^{iv} Sowing Seeds of Growth: Temporary Foreign Workers in Agriculture, Conference Board of Canada, December 2016, page 19, <http://www.conferenceboard.ca/e-library/abstract.aspx?did=8363>

^v *ibid*, page 10

^{vi} Agriculture 2025: How the Sector's Labour Challenges will Shape its Future, Canadian Agricultural Human Resource Council, page 10, http://www.cahrc-crha.ca/sites/default/files/files/Labour-Employment/NAT_reportE_final_0.pdf

^{vii} Budget 2017 released March 22, 2017 <http://www.budget.gc.ca/2017/docs/plan/budget-2017-en.pdf>

^{viii} Economic Impacts of Livestock Production in Canada - A Regional Multiplier Analysis, University of Saskatchewan, page 48, <http://www.beefresearch.ca/files/pdf/fact-sheets/Economic-Impacts-of-Livestock-Production-in-Canada-Sept-2012.pdf>

^{ix} Letter from former Neepawa Mayor, Appendix page 43

^x House of Commons HUMA Committee transcript, Appendix page 26

^{xi} ESDC: Overhauling Temporary Foreign Worker Program 2014 <https://www.canada.ca/en/employment-social-development/services/foreign-workers/reports/overhaul.html>

^{xii} *ibid*



CANADIAN MEAT COUNCIL
CONSEIL DES VIANDES DU CANADA



National Voice Of Cattle Producers



Canadian Pork Council
Conseil canadien du porc

High Growth Fact Sheet: Canadian Meat Processing and Farm Production

Canada's meat processing industry includes some 400 federally registered establishments, providing safe, high quality protein for Canadian consumers as well as adding jobs and contributing to economic activity in both rural and urban communities across Canada. With annual sales of \$28 billion, exports of \$6.1 billion, and 66,330 jobs, the Canadian meat industry is the largest component of this country's food processing sector. The Canadian Meat Council has been representing Canada's federally inspected meat processing industry since 1919.

EXPORT AND TRADE SNAPSHOT FOR CATTLE

- **TOTAL EXPORTS:** Canadian beef industry exports 45% of production (including live cattle slaughter). In 2015, Canada exported 577,000 tonnes of beef and cattle valued at \$3.9 billion.
- **LARGEST MARKETS:** Our largest markets are the US, mainland China/Hong Kong, Japan, Mexico, South Korea and Southeast Asia (including Taiwan).
- **LARGEST TRADING PARTNER:** 75 – 80 % goes to the USA, in 2016 Canada shipped \$1.7 billion in the box and \$585 million live to the USA.
- **CATTLE HERD DISTRIBUTION:** Alberta has 70% of the cattle on feed and around 75% of the packing capacity. Cattle fed in Ontario are killed in Guelph and Toronto.
- **CANADIAN JOBS AND ECONOMY:** The cattle industry contributed \$18.7 billion to Canadian GDP in 2014. The 2011 Ag Census identified 68,500 farms in Canada that derive more than half their income from beef production.

TOP CANADIAN DOMESTIC EXPORTS OF BEEF AND VEAL PRODUCTS TO ALL COUNTRIES

	Canadian Dollars				
	January - December 2011	January - December 2012	January - December 2013	January - December 2014	January - December 2015
United States	956,656,269	875,605,797	901,766,753	1,353,462,707	1,570,794,854
Hong Kong	91,917,883	78,191,615	162,021,543	201,244,540	88,039,319
Mexico	141,069,066	111,474,294	93,202,440	151,185,682	155,667,779
Japan	66,607,344	74,721,400	75,572,824	103,278,438	93,720,725
China	0	4,700,936	27,482,957	40,139,151	255,649,945
South Korea	95,669	10,034,809	7,813,286	25,830,616	4,072,833
Taiwan	5,570,960	1,421,327	3,200,404	12,158,601	1,465,830
Saudi Arabia	215,209	1,259,266	13,206,513	7,282,796	22,377,350
Netherlands	2,680,924	949,642	1,182,449	4,753,681	3,778,904

EXPORT AND TRADE SNAPSHOT FOR HOGS

- **TOTAL EXPORTS:** Canadian Pork industry exports over 60% of production (including live weanlings, exported hogs for slaughter and pork). In 2015, Canada exported 890,370 tonnes of pork valued at 3.4 billion and 5.3 million live hogs to US
- **LARGEST MARKETS:** Our largest markets are the US, Japan, Mexico and China.
- **LARGEST TRADING PARTNERS:** 33% goes to the US, 26% to China, 17% to Japan.
- **HOG DISTRIBUTION:** In 2015, Canada's 7,000 pork producers raised 26.84 million pigs. Seventy-eight percent of this production occurred in three provinces: Ontario (23.5%), Quebec (32.2%) and Manitoba (22.5%).
- **CANADIAN JOBS AND ECONOMY:** Creates 31,000 farm jobs which, in turn, contribute to 103,000 direct, indirect and induced jobs across the country. Those jobs generate \$23.8 billion for the Canadian economy.

TOP CANADIAN DOMESTIC EXPORTS OF PORK PRODUCTS TO ALL COUNTRIES

	Canadian Dollars				
	January - December 2011	January - December 2012	January - December 2013	January - December 2014	January - December 2015
United States	997,455,750	980,672,185	1,143,462,101	1,447,901,453	1,491,931,013
Japan	893,750,980	878,241,841	813,224,303	951,397,328	943,818,288
Russian Federation	358,081,801	491,892,850	261,368,634	323,501,399	48,573
China	203,567,344	234,241,250	258,917,449	202,216,685	222,815,568
Mexico	69,353,392	82,402,496	124,876,950	189,234,361	188,634,323
South Korea	233,409,582	129,273,733	76,145,689	97,430,941	99,700,455
Australia	99,171,577	99,338,277	99,299,092	94,309,930	87,765,143
Taiwan	58,841,170	35,357,228	45,430,676	55,601,126	70,171,203
Philippines	57,995,533	54,592,337	71,081,816	48,148,437	57,838,834
Chile	9,037,616	9,897,127	29,096,453	40,256,045	29,805,933
Hong Kong	38,870,470	21,957,671	23,262,377	39,730,247	45,959,692

Source: Statistics Canada, Prepared by AAFC/MISB/AID/Redmeat Section

Rural Abattoir Worker Profile

OSMAN MUHAMUD FROM HIGH RIVER, ALBERTA (CARGILL)



OSMAN MUHAMUD PROFILE

Osman is from Somalia where he used to work in the army as part of a medical field team. He came to Canada in 1991 as a refugee, leaving his country due to civil war. Osman became a permanent resident six months after landing in Canada. He originally lived in Ottawa, but there weren't a lot of jobs available so he decided to move to the Calgary, Alberta area. He saw an advertisement that Cargill was looking for industrial butchers so he responded to the ad. He also applied to Office Depot which offered a part-time job. Cargill's job was full time and offered more stability so he took the job at **Cargill** located in **High River, Alberta**.

PROGRESSION

Osman started at Cargill in 1994 as a Paddle Bone Marker in the Fabrication Department. This year, he is celebrating his 23rd anniversary working for Cargill where he is now the

General Foreman of the Fabrication Department.

FAMILY & COMMUNITY

Osman's brother originally sponsored him as a refugee and he arrived in Canada without his family. His wife decided she was not interested in coming to Canada so they are no longer together. When Osman became a permanent resident, he sponsored his son to come to Canada. He is viewed as an elder in the Somali community and helps to resolve issues within the community.

COMMENTS

As a manager at Cargill, Osman reports that many Temporary Foreign Workers express an interest to stay in Canada. When TFWs are forced to go home and they want to stay and work at Cargill, it is devastating for all the employees. Osman comments, "It is in our best interest to keep these people permanently as they have the skills required to do the job." Osman compares his immigration experience 26 years ago when he arrived in Canada to the immigration process today and he feels that when he came it was not as stringent. For the people he supervises, the two year work permit that was previously in place was very helpful, allowing TFWs enough time to transition to permanent residency. He feels lucky to have received his permanent residency without causing worry and strain on himself and his family.

Rural Abattoir Worker Profile

AILEEN ASTUDILLO FROM HIGH RIVER, ALBERTA (CARGILL)



AILEEN ASTUDILLO PROFILE

Aileen is from the Philippines where she used to work for the United Nations. She was in charge of mobilizing the community during natural and man-made calamities. Aileen also worked in a hospital as the marketing officer, promoting partnerships and community outreach. Today, Aileen and her husband Leo both work for **Cargill located in High River, Alberta**.

FAMILY REUNIFICATION

Aileen's husband Leo was a meat cutter for ten years in the Philippines before he came to Canada as a Temporary Foreign Worker (TFW) in 2006. He was in charge of running a team of butchers in the Philippines for an outlet store. Advancement opportunities were not available for Aileen's husband in the Philippines so they looked at immigration options. They reviewed immigration options in Australia but did not see the opportunities they were looking for so they chose Canada.

Aileen and their daughter Hyacinth remained in the Philippines for three years while her husband came over with a two year work permit as a TFW. The two year work permits helped give him the time he needed to process his paper work and become a permanent resident through Alberta's Provincial Nominee Program. Aileen and her family now all live in High River where she was also able to get a quality job with Cargill.

PROGRESSION

Aileen's husband has worked for Cargill for a total of eight years. He started as a Temporary Foreign Worker as an industrial butcher working in the offal, specialty cut department. He has been promoted and is now the supervisor of retail shipping.

Aileen has worked for Cargill for five years. She started in the billing department. After eight months she applied to the Human Resources department as a payroll clerk. Aileen worked her way up to her current role as the senior Human Resources Generalist of Cargill in High River. Part of her job is handling the issues related to the Temporary Foreign Worker Program (TFWP). She is also a Certified Canadian Immigration Consultant. Aileen helps teach English as a Second Language classes for new immigrants from the Filipino community. She does pro bono work helping TFWs navigate the system. And she is also a member of the citizen crime watch in High River.

WORKING AND LIVING IN RURAL CANADA

Aileen and her family enjoy living in rural Canada. Even in the Philippines they always lived in a small town. They like the serenity of the rural lifestyle that is completely lost in the big city. Her husband now commutes to his new job where he has been promoted but they have chosen to remain in High River as they love High River and the feeling of belonging to a community they are proud to be a part of.

COMMENTS

Aileen works with TFWs on a regular basis today and she has knowledge how the system worked for her husband. Aileen reports that the two year work permit her husband received gave her husband a feeling of security, knowing that he had enough time to process his residency requirements without worrying about being sent home in the middle of the process. From the beginning, the ultimate goal was for the whole Astudillo family to immigrate and settle in High River. Now that the two year work permit is no longer available, it is causing stress and fear among the TFWs that Aileen knows and works with. The TFWs are constantly worried about the work permit running out and not having enough time or a chance to be included in the immigration process. Aileen comments, "Our TFWs are here to stay. As I am involved in recruitment, I know that Canada stands out because of its strong family reunification mandate. This is what is attracting most people." Aileen further comments, "Meat cutters are skilled individuals that are greatly needed in Canada. Most of the meat packing plants are located in rural Canada. We need a large workforce to run the plants and we have quality jobs to offer. If they are allowed to stay permanently then we could continue to build a permanent workforce. Most of our workers decide to live where the plant is located. We contribute a lot to the growth of our community and we are also productive members of the community."

Rural Abattoir Worker Profile

TONY MATRIZ FROM TROCHU, ALBERTA (Sunterra)



TONY MATRIZ PROFILE

Tony is from the Philippines where he was a meat cutter working in the meat processing industry for eleven years before coming to Canada. He found out about the meat cutter opportunities in Canada by searching online and talking to an agency in his local area in the Philippines. Tony came to Canada as a Temporary Foreign Worker (TFW) in October 2007 where he worked for Sunterra's rural abattoir, living in Trochu, Alberta. Tony is now a Canadian citizen. He was able to transition to permanency in February 2010 through Alberta's Provincial Nominee Program.

PROGRESSION

Tony began his job at Sunterra as a slaughter technician, working on the kill floor. He was promoted to become lead hand in the shipping department and in 2014 he moved up to become the supervisor of packaging. He left Sunterra for a year to live in Calgary and work for another meat processing company. Sunterra offered him a new opportunity to become the Sales Supervisor where he also supervises shipping as an additional duty. He welcomed the opportunity to return to Sunterra and Trochu as he missed the rural community and his colleagues at Sunterra.

WORKING AND LIVING IN RURAL CANADA

Tony has lived in Trochu for ten years where he has bought a home. He has also tried the urban lifestyle in the city of Calgary for one year so he can compare the two. Tony explains that he prefers rural living. Tony reported that when he moved to Trochu as a TFW the community welcomed him and offered to help. One of the things they did was give him all furniture and household goods he needed to get a house set up in Trochu (this was not a loan, it was a given to him by the community). The advantages he identifies for living in rural Canada include:

- It is more peaceful and quiet;
- Less expensive, living in the city costs a lot more to live;
- Sense of community, "in a small town you know everyone and the people are more friendly; you are a part of the community";
- Everyone greets him and his family when they walk down the street and go grocery shopping; and
- People are more helpful in Trochu.

FAMILY

Tony's family, his wife and four children live together in Trochu. His family is very involved in local school activities for his children. His son graduated from the Trochu Valley high school last year and his eldest son also works at Sunterra, saving up enough money to go to college. His second son is graduating from high school this year.



COMMENTS

Sunterra has given Tony equal opportunity and he is very appreciative for that. Tony also feels that the two year work permit enabled him enough time to do all the paperwork and meet the requirements to transition successfully to permanency. He commented that in Alberta the PNP often gets backlogged so this time is needed. The one year work permit is causing stress to his colleagues who do not have enough time to transition. He pointed out that it is an investment to come as a TFW and an immigrant and they need enough time to be allowed to stay and work in the country. Sunterra's Human Resource Manager helps the employees with the paperwork but there are a lot of forms to fill out and it is very difficult to track down the details the government requires; too much for one year to complete. Tony commented that he is seeing good workers who could become productive citizens being sent back because the TFW and immigration requirements are much more stringent and it is becoming increasingly difficult now to get approved and become a permanent resident.

Rural Abattoir Worker Profile

NHIEM DANG FROM RED DEER, ALBERTA (Olymel)

NHIEM DANG PROFILE

Nhiem is originally from Vietnam. He escaped to Thailand from communist Vietnam in 1982 where he lived for two years in a refugee camp. He arrived in **Alberta, Canada** in 1984. For many years, Nhiem struggled to work in the produce department in grocery stores located in Red Deer and Edmonton area. He worked during the day and he studied English in the evenings.



PROGRESSION

In 1990 Nhiem secured a full time job with the **Red Deer meat processing company**. He worked his way up within **Olymel**, starting as a general labourer and he was then promoted to Lead Hand, eventually he was promoted to Foreman.

FAMILY

Nhiem worked very hard to make a new life and maintain the financial aid for his family who he was forced to leave behind in Vietnam.

COMMENTS

“Working at Olymel allowed me the financial freedom I needed to chase my dreams for a better life. I gained a college education and I now also own several properties. Canada has given me the freedom to pursue my dreams and Olymel continues to be very important to me. The support and the steady and secure income I received from working at Olymel has played a huge part in allowing me the opportunity to pursue the lifestyle I have always dreamed of.”

Rural Abattoir Worker Profile

JOHNNY WU FROM RED DEER, ALBERTA (Olymel)



JOHNNY WU PROFILE

Johnny is originally from China. He came to Canada fourteen years ago without any job or money and could not speak English. He came to Canada on his own without his family. He could only find Canadian work for \$7.00 an hour and was working fourteen hour days at two jobs while he was studied English in the evenings which he knew was the key to his success.

PROGRESSION

Johnny was excited when he secured a job at Olymel Red Deer. He had ambition and determination to work hard and to learn everything he could at the plant. Johnny was promoted to Lead Hand, then he became a Trainer and he was then promoted to Foreman of the afternoon shift.

WORKING AND LIVING IN RURAL CANADA

Johnny continued to work full time at Olymel as a Foreman while he worked towards building his own business - a restaurant in Red Deer, Alberta. Johnny left Olymel in the fall of 2014 and he now owns and operates a large restaurant in Red Deer where he buys the pork for his restaurant from Olymel. Today, Johnny's restaurant does the catering provides special lunches for many of Olymel's various events.

COMMENTS

Johnny is excited to be a Canadian citizen and grateful to Olymel for the opportunities and support he received. He explains, "I was able to build the future of my dreams because of the confidence and support Olymel gave me." John will never forget where his opportunity first came from and he is not shy to tell anyone his fantastic story of success!





Claudia Colocho, originally from El Salvador, now a permanent resident of Manitoba testifying HUMA Committee June 1, 2016

• (1700)

Ms. Claudia Colocho (United Food and Commercial Workers Union Canada): Good afternoon, everyone. My name is Claudia Colocho. It's my pleasure to be here with you today to tell you my story with the temporary foreign worker program.

I am originally from El Salvador. I came to Canada in 2005 as a temporary worker with a food processing plant in Brandon, Manitoba. As with most migrant workers, our family situation back home was not financially ideal.

I lived with my mother, who took care of us as a single mother. I lived with my brother and my younger sister. My mother worked hard to take care of us. She worked as a secretary for many hours a day. My older brother worked as a customs agent in El Salvador, and my younger sister worked to pay for her education. I can tell you that for us to get an education is very difficult. We both worked and tried to go to school before I made my way to Canada.

We lived in one of the poorest areas of El Salvador. I was only able to make about \$5 in a day, and my school cost about \$60 per month. It was basically impossible for my sister and me to attend school. I had great aspirations of becoming a lawyer in El Salvador, but it was exceptionally difficult to make ends meet. That is when the opportunity to come to Canada and work for Maple Leaf Foods arose.

I came to Canada at the age of 23. I was single and I didn't have any children. I could focus on learning English and saving money to return to my country, but then I fell in love with the Canadian culture, with the Canadian people, and with Brandon. I didn't fall in love with the winter, though.

Working in a meat packing plant is not an easy job, but I worked for Maple Leaf Foods for four years, first as a meat cutter, then in sanitation, followed by quality control in the procurement department. Determined that I would make Canada my home, I studied English at night through the courses provided by my union. Once I became a permanent resident, I worked in a settlement services office. I have the privilege of helping others to make Canada their home.

I cannot imagine going through this process without the immense help of my union, UFCW Local 832, and my employer, Maple Leaf Foods. They provided me with the settlement services that are not available to the vast majority of migrant workers. I did not have gaps in my health care. I had decent wages and working conditions, and I was part of a bigger family. As a result of being fortunate enough to be hired into a unionized setting, I was able to go into the Manitoba provincial nominee program.

I feel I am an important part of the workplace in the community, as all people should be. I was treated with dignity and respect. Both my union and my employer invested in me, and I can now invest in Canada. Rather than being just a temporary visitor to this great country, I am now part of its fabric. I am a Canadian citizen now. I pay taxes, and more and more of my money stays in Canada so that I may build a life here and be part of the Canadian economy. Without the provincial nominee programs and the support of my union and employer working together, I would likely not be here speaking to you today. I wish for all workers coming to this country not to be visitors, not to be temporary workers, but to make this great country their country.

Thank you so much for the opportunity to speak to you today.

• (1705)

The Chair: Thank you.

You have about one minute, sir.

Mr. Naveen Mehta: Fantastic.

In closing, I'm going to ask you to review our written submissions, which detail what we see as a progressive immigration system.

I also want to thank the federal government for having the courage to take the step of reviewing this desperately broken program.

This submission is part of a web of submissions from industry, unionized employers such as Maple Leaf Foods and HyLife, grassroots organizations such as the Migrant Workers Alliance for Change, and UFCW Canada, which is a prominent voice for labour on migrant workers' issues. We've worked together towards what we see benefits Canadians, the Canadian economy, and workers.

For instance, what we did in 2014 was ingenious. UFCW Canada and our employers negotiated a memorandum of understanding that laid out the shared understanding of a sustainable immigration regime and what it should entail.

I'm just going to quote this one little piece:

The temporary foreign worker program has never been a coherent, strategic, or reasonable alternative to what the Canadian economy requires, an immigration regime allowing individuals with a variety of skill sets to become permanent residents and eventually citizens of Canada.

That's the union and the employer talking about those two facts together.

Thank you for your consideration and the opportunity to present today. Subject to any questions you might have, those are our comments.

The Chair: That was great. Thank you very much.

We go over to Mr. Deltell for the first questions.

Rural Abattoir Worker Profile

LYUDMYLA MAKAROVA FROM BROOKS, ALBERTA (JBS FOODS CANADA)



LYUDMYLA MAKAROVA PROFILE

When Lyudmyla's husband, Alex, first suggested that they immigrate to Canada in 2006 from the Ukraine, she thought it was a crazy idea. However, after Alex completed the interview process with, what was then called Tyson Foods, now JBS Food Canada ULC (JBS), Lyudmyla began to recognize that moving to Canada would provide a better life for the family, especially for her two young sons.

FAMILY REUNIFICATION

In 2008, Lyudmyla, and their two sons Maksym and Vitaliy arrived in Canada. In 2010, the whole family received their Permanent Residency. The Makarova family purchased their first home in Canada in 2011.

PROGRESSION

Prior to moving to Canada, the Makarova family owned and operated a meat shop. Lyudmyla has accountant skills and Alex is a meat cutter who managed their shop.

- **Alex Makarova:** Alex moved to Brooks, Alberta, in December 2006 as a Temporary Foreign Worker. He began working as an **industrial butcher** on the slaughter floor, he spoke no English. In 2009 Alex was promoted to **Lead Hand in Slaughter**. Then, in 2011 Alex began working in the Maintenance department to pursue his **Millwright apprenticeship**; In 2016 Alex **received his Red Seal certificate becoming a Journeyman Millwright**. After one-and-one-half years he had reached the CLB4 level in English and could then apply to the Alberta Immigrant Nominee Program.
- **Lyudmyla Makarova:** She began working at JBS in February 2009 in the **Janitorial department**. For three years Lyudmyla worked throughout the night and studied English during the day, while her sons attended school full-time. By 2012, Lyudmyla improved her English from level 0 to level 6 and applied for a role as **Recruiting Clerk**. Lyudmyla is now a **Recruiting Supervisor for JBS Foods Canada**.
- **Vitaliy Makarova:** Alex and Lyudmyla's son recently joined JBS as an **Apprentice Electrician**.

WORKING AND LIVING IN RURAL CANADA

When Lyudmyla first arrived in Canada she was surprised at how much open space there is. She loves living in a small, rural community because she believes it is great for her family. It is quiet and safe. Her sons can walk to school which is only 5 minutes. The family enjoys many of the amenities found in Brooks including the leisure centre, gym, tae-kwon-do and basketball.

COMMENTS

When Alex came to Canada as a TFW, he was issued a work permit for one year, which he found very stressful for him because he was learning English and working very hard at his job as well. Lyudmyla believes that a two-year work visa would have been more helpful to allow her husband the time to learn, adapt and complete the immigration process requirements. From her own personal experience, but also because Lyudmyla works as a Recruiting Supervisor for JBS, she believes that shortening the process to receive Permanent Residency would be very beneficial for the TFWs. In some instances it has taken 4 to 5 years to receive Permanent Residency; reducing the processing time would allow families to be reunited sooner.

Rural Abattoir Worker Profile

NAREL AURELIO FROM BROOKS, ALBERTA (JBS FOODS CANADA)



NAREL AURELIO PROFILE

In May 2017, Narel will celebrate his tenth year in Canada. He was an employee of the Philippine Government before reading about the opportunity to work at, what was then called Lakeside Packers, now JBS Food Canada ULC (JBS), in the newspaper. Narel arrived in Canada as a Temporary Foreign Worker (TFW) on Victoria Day 2007 and began his career at the facility in Brooks, Alberta as a Meat Cutter.

PROGRESSION

After beginning his career as a **Meat Cutter on the Fabrication floor** ten years ago, Narel is now a **Shift Superintendent on the Slaughter floor** at JBS. Even after 10 years, he says he has never seriously

thought of leaving JBS or Brooks because he feels grateful for the opportunity to work and earn a good living.

FAMILY REUNIFICATION

Narel's wife and his three daughters joined him in Brooks to live in Canada five years ago. In 2016, Narel became a Canadian Citizen, an achievement that he is very proud of.

WORKING AND LIVING IN RURAL CANADA

Narel and his family enjoy living in rural Alberta. Brooks has everything that they need and the cost of living is much more affordable than living in a larger centre. Narel bought a house close to his daughters' school; all three girls enjoy playing sports, especially basketball; and the family regularly attends church together.

Beginning in 2010 Narel organized a basketball league for the Philippine community in Brooks. People from other immigrant groups and even neighboring cities now belong to the league.

COMMENTS

Narel feels that coming to Canada is a huge achievement. However, he says leaving his family behind was the hardest part. He believes the two year work permits are very helpful for the worker because it allows enough time to complete the paperwork required for permanent residency. He has observed that going to the one year visa has been very stressful for his colleagues because it increases the pressures on his co-workers who are already challenged in their transition period: working and living away from their family and trying to learn and succeed in a new, unfamiliar job.

Narel feels it would be helpful to his co-workers if the paperwork was sped up to help them obtain their permanent residency more quickly; this would allow family reunification more quickly. He has witnessed the effect of the stress of the paperwork taking so long, where some individuals lost their families, and others became dependent on drugs. In the two to three years that it can take for permanent residency to be approved he believes there are many challenges faced by foreign workers and without the support from your family, problems can develop. His question is: "Why not find a system that would allow the paperwork to be sped up and to allow family members to come live in rural Canada?"

Narel often provides leadership to his community by reminding his TFW co-workers that they came to Canada to work for their family, not to waste the opportunity they have been given. Many potential new immigrants would like to come to Canada, but they are the ones who have been chosen and have been given the chance. He also encourages his co-workers to maintain a good attitude in their job, and he is hopeful that more people and families from their country will be given this opportunity to work and live in rural Canada.





Est. 1873

January 13, 2017

OFFICE OF THE MAYOR JACK FROESE



Hon. Ahmed Hussen, Minister
Immigration, Refugee, and
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Hon. Lawrence MacAulay, Minister
Agriculture and Agri-Food
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Re: Rural Immigration: Britco (Donald's Fine Foods), Langley, British Columbia

Dear Ministers Hussen, Hajd, and MacAulay:

From: The Township of Langley

Rural options for rural immigration are extremely important to allow our Canadian rural communities and business to grow and revitalize. The Agriculture and Agri-Food is a High Growth industry and is a key industry supporting the rural and the broader Canadian economy.

Canadian farmers and our processors, with the help of a skilled agricultural workforce, are feeding 37 million Canadians. We are the 5th largest agri-food exporter helping to feed a multitude of people around the world. Canadians can be proud of our Canadian farmers, processors and workers who are contributing \$100 billion and close to 7 per cent toward Canada's Gross Domestic Product (GDP). The agriculture and agri-food industry needs workers to remain **globally competitive**, to take advantage of **export opportunities** and to ensure the **security, safety and sustainability of food** for all Canadians.

Canada's Agriculture & Agri-Food industry employs 2.3 million Canadians and is full of high quality career options with competitive wages and benefits. In spite of employers expending extensive efforts on recruitment and retention for Canadian workers, critical labour shortages are critical and pervasive throughout the agriculture value-chain.

Research conducted by the Canadian Agricultural Human Resource Council (CAHRC) shows a critical gap between the demand for workers and the supply of available workers. This gap has doubled in the last 10 years to approximately 60,000 workers. By 2025, the labour gap is expected to grow to 114,000 workers. The job vacancy rate for the industry is higher than any other industry in Canada, 7 per cent. This is resulting in \$1.5 billion in lost sales. The worker shortage increases the need for food imports and makes our grocery bills more costly.

Both farmers and processors are struggling to find workers. International farm and food employees, who work in permanent jobs, need a clear Pathway to Permanency as these skills are very valuable to our economy.

There is a critical shortage of butchers and meat cutters in meat processing plants. Britco located in Langley, BC is an example of a meat processing plant that provides many jobs and contributes to our town and province's economy. When meat processing establishments are unable to access sufficient workers, impacts include a reduction in the purchase of livestock, diminished demand for feed grains, curtailed meat production, less value-added, and relinquished exports as well as forfeited job opportunities for Canadians, economic growth, municipal taxes, and services in rural Canada. Recent changes to Immigration, Refugees and Citizenship Canada's Express Entry, reducing the arranged employment points and ongoing continued restrictions to Employment and Social Development Canada's Temporary Foreign Worker Program are working against the needs of rural businesses and rural abattoirs which are a major employer in our community.

Canadian farmers and meat processors have unique workforce needs which include: rural location, handling of live plants and animals, and for many farmers a high degree of seasonality. If Canadians are not available, we support the Agriculture and Agri-Food Labour Task Force (LTF) recommendation for an *Agriculture and Agri-Food Workforce Program*. Ongoing access to seasonal employees is needed, also an immigration pathway to permanency for farm and food workers, along with common sense fixes to the Temporary Foreign Worker Program that make sense for farmers, agricultural workers, and primary processors.

The Federal Government needs to recognize the immigration settlement work that companies like Britco are doing to help integrate Temporary Foreign Workers, refugees and immigrants into rural Canadian communities. The plant's immigration integration settlement efforts help immigrants and TFWs learn about our community. The work that they are doing supports and is a benefit to our community. Britco's workers, when allowed to immigrate, are helping us grow our town. The Federal Government should work with Britco to allow more TFWs to transition to permanency and to help immigrants to live and work in rural Canada. The important meat cutting jobs filled by TFWs support more Canadian jobs in our town and region. This is the approach that is needed to support immigrants with the special and unique skills that are needed in rural Canada which we need to grow our own local community.

Langley supports the *Agriculture and Agri-Food Program* and the *Canadian Agriculture and Agri-Food Workforce Action Plan*, a comprehensive Canadian employment strategy and a road map forward for rural Canada and the agriculture industry. We join with the growing group of over 77 organizations and companies, and call on the Federal Government to implement both, which we feel will help to support rural growth and provide new immigration opportunities for farm and food workers in our Canadian rural communities.

Sincerely,



Jack Froese
MAYOR

Cc Rt. Hon. Trudeau, Prime Minister (justin.trudeau@parl.gc.ca)

Hon. Ralph Goodale, Minister of Public Safety and Emergency Preparedness (ralph.goodale@parl.gc.ca)

Rodger Cuzner, Parliamentary Secretary Employment and Social Development Canada (rodger.cuzner@parl.gc.ca)

Borys Wrzesnewskyj, Chair Immigration Committee (Borys.Wrzesnewskyji@parl.gc.ca)

Bryan May, Chair HUMA Committee (Bryan.May@parl.gc.ca)

Pat Finnigan, Chair Agriculture and Agri-Food Committee (Pat.Finnigan@parl.gc.ca)

Mike Bossio, Chair Rural Caucus (Mike.Bossio@parl.gc.ca)



TROCHU
ALBERTA

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The Town of Trochu

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January 13, 2017

Hon. Ahmed Hussen, Minister
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Hon. Lawrence MacAulay, Minister
Agriculture and Agri-Food
Agriculture and Agri-Food Canada
1341 Baseline Road
Ottawa, ON, K1A 0C5
(lawrence.macaulay@parl.gc.ca)

Re: Rural Immigration: Sunterra meat processing plant, Trochu, Alberta

Dear Ministers Hussen, Hajd, and MacAulay:

I'm writing this letter on behalf of The Town of Trochu to express our support of the ***Agriculture and Agri-Food Program*** and the ***Canadian Agriculture and Agri-Food Workforce Action Plan***, a comprehensive Canadian employment strategy and a road map forward for rural Canada and the agriculture industry. We join with the growing group of over 77 organizations and companies, and call on the Federal Government to implement both, which we feel will help to support rural growth and provide new immigration opportunities for farm and food workers in our Canadian rural communities.

Sunterra Meat Processing Plant is extremely important to The Town of Trochu; this business has brought numerous benefits that continues to significantly contribute to the sustainability of our rural community. The foreign workers have become a part of Trochu, contributing and participating in all aspects of what makes Trochu great.

Our school, community organizations and community events are stronger because of rural immigration. Rural options for rural immigration are extremely important to allow our Canadian rural communities and business to grow and revitalize. The Agriculture and Agri-Food is a High Growth industry and is a key industry supporting the rural and the broader Canadian economy.

The agriculture and agri-food industry needs workers to remain globally competitive, to take advantage of export opportunities and to ensure the security, safety and sustainability of food for all Canadians. Canadian farmers and our processors, with the help of a skilled agricultural workforce, are feeding 37 million Canadians. We are the 5th largest agri-food exporter helping to feed a multitude of people around the world. Canadians can be proud of our Canadian farmers, processors and workers who are contributing \$100 billion and close to 7 per cent toward Canada's Gross Domestic Product (GDP). Canada's Agriculture & Agri-Food industry employs 2.3 million Canadians and is full of high quality career options with competitive wages and benefits. In spite of employers expending extensive efforts on recruitment and retention for Canadian workers, critical labour shortages are critical and pervasive throughout the agriculture value-chain.

Research conducted by the Canadian Agricultural Human Resource Council (CAHRC) shows a critical gap between the demand for workers and the supply of available workers. This gap has doubled in the last 10 years to approximately 60,000 workers. By 2025, the labour gap is expected to grow to 114,000 workers. The job vacancy rate for the industry is higher than any other industry in Canada, 7 per cent. This is resulting in \$1.5 billion in lost sales. The worker shortage increases the need for food imports and makes our grocery bills more costly.

Both farmers and processors are struggling to find workers. International farm and food employees, who work in permanent jobs, need a clear Pathway to Permanency as these skills are very valuable to our economy.

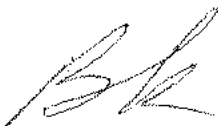
There is a critical shortage of butchers and meat cutters in meat processing plants. Sunterra's plant located in Trochu, Alberta is an example of a meat processing plant that provides many jobs and contributes to our town and our province's economy. When meat processing establishments are unable to access sufficient workers, impacts include a reduction in the purchase of livestock, diminished demand for feed grains, curtailed meat production, less value-added, and relinquished exports as well as forfeited job opportunities for Canadians, economic growth, municipal taxes, and services in rural Canada. Recent changes to Immigration, Refugees and Citizenship Canada's Express Entry, reducing the arranged employment points and ongoing continued restrictions to Employment and Social Development Canada's Temporary Foreign Worker Program are working against the needs of rural businesses and rural abattoirs which are a major employer in our community.

Canadian farmers and meat processors have unique workforce needs which include: rural location, handling of live plants and animals, and for many farmers a high degree of seasonality. If Canadians are not available, we support the Agriculture and Agri-Food Labour Task Force (LTF) recommendation for an *Agriculture and Agri-Food Workforce Program*. Ongoing access to seasonal employees is needed, also an immigration pathway to permanency for farm and food workers, along with common sense fixes to the Temporary Foreign Worker Program that make sense for farmers, agricultural workers, and primary processors.

The Federal Government needs to recognize the immigration settlement work that companies like Sunterra are doing to help integrate Temporary Foreign Workers, refugees and immigrants into rural Canadian communities. The plant's immigration integration settlement efforts help immigrants and TFWs learn about our community. The work that they are doing supports and is a benefit to our community. Sunterra workers are helping us grow our town. The Federal Government should work with Sunterra to allow more TFWs to transition to permanency and to help immigrants to live and work in rural Canada. The important meat cutting jobs filled by TFWs support more Canadian jobs in our town and region. This is the approach that is needed to support immigrants with the special and unique skills that are needed in rural Canada which we need to grow our own local community.

The support offered through the plant's immigration integration settlement efforts is why we have seen such success in Trochu. The plant's efforts bridged the gap between a group of foreign workers and a rural community. The help they offered the immigrants and the partnerships with various community groups brought two very different groups of people together to share in one common vision – living and working together, united as residents of Trochu, Alberta.

Sincerely,
THE TOWN OF TROCHU



Barry Kletke
MAYOR

Cc Rt. Hon. Trudeau, Prime Minister (justin.trudeau@parl.gc.ca)

Hon. Ralph Goodale, Minister of Public Safety and Emergency Preparedness (ralph.goodale@parl.gc.ca)

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OFFICE OF THE MAYOR

January 17, 2017

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Re: Rural Immigration - Cargill, High River, Alberta

Dear Ministers Hussen, Hajd, and MacAulay:

On behalf of the Town of High River, I am writing in support of Cargill's call for government to move forward with the Canadian Agriculture and Agri-Food Workforce Action Plan.

Rural options for rural immigration are extremely important to allow our Canadian rural communities and business to grow and revitalize. Agriculture and Agri-Food is a High Growth industry and is a key industry supporting the rural and the broader Canadian economy.

Canadian farmers and our processors, with the help of a skilled agricultural workforce, are feeding 37 million Canadians. We are the 5th largest agri-food exporter helping to feed a multitude of people around the world. Canadians can be proud of our Canadian farmers, processors and workers who are contributing \$100 billion and close to 7 per cent toward Canada's Gross Domestic Product (GDP). The agriculture and agri-food industry needs workers to remain globally competitive, to take advantage of export opportunities and to ensure the security, safety and sustainability of food for all Canadians.

Canada's Agriculture & Agri-Food industry employs 2.3 million Canadians and is full of high quality career options with competitive wages and benefits. In spite of employers expending extensive efforts on recruitment and retention for Canadian workers, critical labour shortages are critical and pervasive throughout the agriculture value-chain.

Research conducted by the Canadian Agricultural Human Resource Council (CAHRC) shows a critical gap between the demand for workers and the supply of available workers. This gap has doubled in the last 10 years to approximately 60,000 workers. By 2025, the labour gap is expected to grow to 114,000 workers. The job vacancy rate for the industry is higher than any other industry in Canada, 7 per cent. This is resulting in \$1.5 billion in lost sales. The worker shortage increases the need for food imports and makes our grocery bills more costly.

Both farmers and processors are struggling to find workers. International farm and food employees, who work in permanent jobs, need a clear Pathway to Permanency as these skills are very valuable to our economy.

There is a critical shortage of butchers and meat cutters in meat processing plants. **Cargill** located near **High River, Alberta** is an example of a meat processing plant that provides many jobs and contributes to our town and our province's economy. 30% of Cargill's 2200 employees live in High River which translates into 660 people and their families contributing to the economy of the community. When meat processing establishments are unable to access sufficient workers, impacts include a reduction in the purchase of livestock, diminished demand for feed grains, curtailed meat production, less value-added, and relinquished exports as well as forfeited job opportunities for Canadians, economic growth, municipal taxes, and services in rural Canada. Recent changes to Immigration, Refugees and Citizenship Canada's Express Entry, reducing the arranged employment points and ongoing continued restrictions to Employment and Social Development Canada's Temporary Foreign Worker Program are working against the needs of rural businesses and rural abattoirs which are a major employer in our community.

Canadian farmers and meat processors have unique workforce needs which include: rural location, handling of live plants and animals, and for many farmers a high degree of seasonality. If Canadians are not available, we support the Agriculture and Agri-Food Labour Task Force (LTF) recommendation for an *Agriculture and Agri-Food Workforce Program*. Ongoing access to seasonal employees is needed, also an immigration pathway to permanency for farm and food workers, along with common sense fixes to the Temporary Foreign Worker Program that make sense for farmers, agricultural workers, and primary processors.

The Federal Government needs to recognize the immigration settlement work that companies like Cargill is doing to help integrate Temporary Foreign Workers, refugees and immigrants into rural Canadian communities. The plant's immigration integration settlement efforts help immigrants and TFWs learn about our community. The work that they are doing supports and is a benefit to our community. Cargill's workers are helping us grow our town. The Federal Government should work with Cargill to support clear Pathways to Permanency and to allow more TFWs to transition to permanency helping immigrants to live and work in rural Canada. The important meat cutting jobs filled by TFWs support more Canadian jobs in our town and region. This is the approach that is needed to support immigrants with the special and unique skills that are needed in rural Canada which we need to grow our own local community.

High River supports the *Agriculture and Agri-Food Program* and the *Canadian Agriculture and Agri-Food Workforce Action Plan*, a comprehensive Canadian employment strategy and a road map forward for rural Canada and the agriculture industry. We join with the growing group of over 77 organizations and companies, and call on the Federal Government to implement both, which we feel will help to support rural growth and provide new immigration opportunities for farm and food workers in our Canadian rural communities.

Sincerely,



Craig Snodgrass
Mayor

cc: Rt. Hon. Trudeau, Prime Minister (Via email: Justin.Trudeau@parl.gc.ca)
Hon. Ralph Goodale, Minister of Public Safety and Emergency Preparedness
(Via email: Ralph.Goodale@parl.gc.ca)
Rodger Cuzner, Parliamentary Secretary Employment and Social Development Canada
(Via email: Rodger.Cuzner@parl.gc.ca)
Borys Wrzesnewskyj, Chair Immigration Committee (Via email: Borys.Wrzesnewskyj@parl.gc.ca)
Bryan May, Chair HUMA Committee (Via email: Bryan.May@parl.gc.ca)
Pat Finnigan, Chair Agriculture and Agri-Food Committee (Via email: Pat.Finnigan@parl.gc.ca)
Mike Bossio, Chair Rural Caucus (Via email: Mike.Bossio@parl.gc.ca)



City of Brooks

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February 2, 2017

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Dear Ministers Hussien, Hajd, and MacAulay:

Re: Rural Immigration: JBS Meat Processing Plant, Brooks, Alberta

Options for rural immigration are extremely important to allow our Canadian rural communities and business to grow and revitalize. Agriculture and Agri-Food is a High Growth and key industry in support of the rural and the broader Canadian economy.

Canadian farmers and our processors, with the help of a skilled agricultural workforce, are feeding 37 million Canadians. We are the fifth largest agri-food exporter helping to feed a multitude of people around the world. Canadians can be proud of our Canadian farmers, processors and workers who are contributing \$100 billion and close to 7 percent toward Canada's Gross Domestic Product (GDP). The agriculture and agri-food industry needs workers to remain globally competitive, to take advantage of export opportunities and to ensure the security, safety and sustainability of food for all Canadians.

Canada's agriculture and agri-food industry employs 2.3 million Canadians offering high quality career options, competitive wages and benefits. Despite employers focusing extensive efforts on recruitment and retention for Canadian workers, labour shortages are critical and pervasive throughout the value added agricultural industry.



City of Brooks

201-1st Avenue West • Box 879, Brooks, Alberta T1R 1B7 • ph. 403.362.3333 fax. 403.362.4787 • www.brooks.ca

Research conducted by the Canadian Agricultural Human Resource Council (CAHRC) shows a critical gap between the demand for workers and the supply of available workers. This gap has doubled in the last 10 years to approximately 60,000 workers. By 2025, the labour gap is expected to grow to 114,000 workers. The industry's job vacancy rate is higher than any other industry in Canada at 7 percent, resulting in \$1.5 billion in lost sales. This worker shortage increases the reliance on food imports adversely impacting grocery bills. International farm and food employees, who work in permanent jobs, need a clear pathway to permanency, as these skills are critical to our region's economic wellbeing.

There is a critical shortage of butchers and meat cutters in meat processing plants. JBS Canada Inc. located in Brooks, Alberta is an example of a meat processing plant that provides many jobs and contributes significantly to our local and provincial economy. When meat-processing establishments are unable to access sufficient workers, impacts include a reduction in the purchase of livestock, diminished demand for feed grains, reduced meat production, less value-added production, and relinquished exports, as well as lost job opportunities for Canadians, economic growth, municipal taxes and services in rural Canada. Recent changes to Immigration, Refugees and Citizenship Canada's Express Entry have reduced the arranged employment points while ongoing continued restrictions to Employment and Social Development Canada's Temporary Foreign Worker Program are working against the needs of rural businesses and abattoirs, which are a major employer in our community.

Canadian farmers and meat processors have unique workforce needs, which include: rural location, handling of live plants and animals, and for many farmers a high degree of seasonality. If Canadians are not available, we support the Agriculture and Agri-Food Labour Task Force (LTF) recommendation for an *Agriculture and Agri-Food Workforce Program*. Ongoing access to seasonal employees and an immigration pathway to permanency for farm and food workers is required, along with corrections to the Temporary Foreign Worker Program that make sense for farmers, agricultural workers and primary processors.

We urge the Federal Government to recognize the significance of the immigration settlement work that companies like JBS contribute to the Canadian economy to help integrate Temporary Foreign Workers, refugees and immigrants into rural Canadian communities. The plant's immigration and integration settlement efforts help immigrants and TFWs learn about our community while the work that they perform supports our local economy and contributes to the growth of our region. We respectfully request that the Federal Government consider working with JBS to support clear pathways to permanency and to allow more TFWs to transition to permanency helping immigrants to live and work in rural Canada. The essential meat cutting jobs filled by TFWs support Canadian jobs in our region. This approach supports immigrants with the unique skills required in rural Canadian Agriculture and Agri-Food industries to grow our local communities.



City of Brooks

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The City of Brooks supports the *Agriculture and Agri-Food Program* and the *Canadian Agriculture and Agri-Food Workforce Action Plan*, a comprehensive Canadian employment strategy and road map forward for rural Canada and the agriculture industry. We join with the growing group of over 77 organizations and companies calling on the Federal Government to implement both, to help support rural growth and provide new immigration opportunities for farm and food workers in our Canadian rural communities.

Sincerely,

Barry Morishita,
Mayor

Cc Rt. Hon. Trudeau, Prime Minister (justin.trudeau@parl.gc.ca)

Hon. Ralph Goodale, Minister of Public Safety and Emergency Preparedness (ralph.goodale@parl.gc.ca)

Rodger Cuzner, Parliamentary Secretary Employment and Social Development Canada
(rodger.cuzner@parl.gc.ca)

Borys Wrzesnewskyj, Chair Immigration Committee (Borys.Wrzesnewskyj@parl.gc.ca)

Bryan May, Chair HUMA Committee (Bryan.May@parl.gc.ca)

Pat Finnigan, Chair Agriculture and Agri-Food Committee (Pat.Finnigan@parl.gc.ca)

Mike Bossio, Chair Rural Caucus (Mike.Bossio@parl.gc.ca)



December 13, 2016

The Honourable Lawrence MacAulay
Minister of Agriculture and Agri-Food Canada
1341 Baseline Road
Ottawa, ON K1A 0C5

The Honourable John McCallum
Minister of Immigration, Refugees and Citizenship
Jean Edmonds building
South Tower, 20th Floor
365 Laurier Ave. West
Ottawa, ON K1A 1L1

The Honourable MaryAnn Mihychuck
Minister of Employment, Workforce Development and Labour
140 Promenade du Portage IV
Gatineau, QC K1A 0J9

Dear Ministers MacAulay, McCallum and Mihychuck:

The Saskatchewan Association of Rural Municipalities (SARM) is writing you to express our support for *The Agriculture and Agri-Food Program* and *The Canadian Agriculture and Agri-Food Workforce Action Plan*. SARM represents all 296 rural municipalities in Saskatchewan which is home to just under 40% of the total farm area in Canada (2011 Census). The vast farmland and related agriculture sector in Saskatchewan, and all across Canada, require a sustainable labour force to continue the production and processing of agriculture goods.

This means that rural options for rural immigration are extremely important to allow Saskatchewan's rural communities and businesses to grow and revitalize. The agriculture sector is a key industry that supports rural economies and the broader Canadian economy.

Canadian farmers and our processors, with the help of a skilled agricultural workforce, are feeding 37 million Canadians. We are the 5th largest agri-food exporter helping to feed a multitude of people around the world. Canadians can be proud of our Canadian farmers, processors and workers who are contributing \$100 billion and close to 7 per cent toward Canada's Gross Domestic Product (GDP). The agriculture and agri-food industry needs workers to remain globally competitive, to take advantage of export opportunities and to ensure the security, safety and sustainability of food for all Canadians.

Canada's Agriculture & Agri-Food industry employs 2.3 million Canadians and is full of high quality career options with competitive wages and benefits. In spite of employers expending extensive efforts on recruitment and retention for Canadian workers, critical labour shortages are visible and pervasive throughout the agriculture value-chain.

Both farmers and processors are struggling to find workers. In the cattle industry in Saskatchewan, unless new ways are found allowing rural immigration and streamlined agricultural programming, the cattle herds will not be able to increase and Canada will not be able to maintain its position in the global livestock market. This also means more expensive food for Canadians. International farm employees, who work in permanent jobs, need a clear Pathway to Permanency as these skills are very valuable to our economy.

The same is true for the critical shortage of butchers and meat cutters in meat processing plants. Thunder Creek Pork (David's Fine Foods) in Moose Jaw and Maple Leaf Foods in Saskatoon are examples of meat processing plants that provide many jobs and contribute to Saskatchewan's economy. When meat processing establishments are unable to access sufficient workers, impacts include a reduction in the purchase of livestock, diminished demand for feed grains, curtailed meat production, less value-added, and relinquished exports as well as forfeited job opportunities for Canadians, economic growth, municipal taxes, and services in rural Saskatchewan.

Seasonal access to workers when Canadians are not available is also important as grain farming is a major part of the western economy. When there are not enough workers, farmers cannot get their crops off before the season changes and the snow begins to fall. This was the course of events that took place this year in Saskatchewan and many farmers have been working 24/7 every day to get their crop off after it snowed with a lot of added work drying the crops in the bins. This fall and winter Saskatchewan farmers had to work without breaks, without any relief workers, which is a safety concern. The weather and also the shortage of workers have also contributed to this year's huge financial loss to farmers and the economy.

Research conducted by the Canadian Agricultural Human Resource Council (CAHRC) shows a critical gap between the demand for workers and the supply of available workers. This gap has doubled in the last 10 years to approximately 60,000 workers. By 2025, the labour gap is expected to grow to 114,000 workers. The job vacancy rate for the industry is higher than any other industry in Canada, 7 per cent. This is resulting in \$1.5 billion in lost sales. The worker shortage increases the need for food imports and makes our grocery bills more costly.



Canadian farmers and meat processors have unique workforce needs which include: rural location, handling of live plants and animals and for grain farmers a high degree of seasonality. If Canadians are not available, we support the Agriculture and Agri-Food Labour Task Force (LTF) recommendation for an Agriculture and Agri-Food Workforce Program. Ongoing access to seasonal employees is needed, also an immigration pathway to permanency for farm and food workers, along with common sense fixes to the Temporary Foreign Worker Program that make sense for farmers, agricultural workers, and primary processors.

SARM supports the Agriculture and Agri-Food Program and the Canadian Agriculture and Agri-Food Workforce Action Plan, a comprehensive Canadian employment strategy and a road map forward for rural Canada and the agriculture industry. We join with the growing group of over 77 organizations and companies, and call on the Federal Government to implement both, which we feel will help to support rural growth and provide new immigration opportunities for farm and food workers in our rural communities in Saskatchewan and across Canada.

Thank you for your consideration.

Sincerely,

A handwritten signature in black ink that reads "Ray Orb". The signature is written in a cursive style with a large "R" and "O".

Ray Orb
SARM President

CC:

Jean-Claude Poissant, Parliamentary Secretary to the Minister of Agriculture and Agri-Food (Jean-Claude.Poissant@parl.gc.ca)

Arif Virani, Parliamentary Secretary to the Minister of Immigration, Refugees and Citizenship (arif.virani@parl.gc.ca)

Rodger Cuzner, Parliamentary Secretary to the Minister of Employment, Workforce Development and Labour (rodger.cuzner@parl.gc.ca)

Borys Wrzesnewskyj, Chair Immigration Committee (borys.wrzesnewskyj@parl.gc.ca)



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KEN J. WADDELL
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May 9, 2014

The Neepawa story
By Ken Waddell, Mayor of Neepawa

In Neepawa and area – which in its most basic form is the Town of Neepawa and the Rural Municipalities of Langford, Lansdowne and Rosedale – has undergone huge changes in the past 50 years. Neepawa has always been considered a regional centre, a growth centre, but that's not really the case. In actual fact, the area has shrunk in population, drastically shrunk until recently.

In 1956, the total population for those four municipalities was 8,688. Fifty years later, in 2006, it was 6,533. The actual population of the Town of Neepawa went up by only 189 in 50 years, but the Neepawa and area population went down by 2,344 residents.

Neepawa is called the "Land of Plenty" and for good reason. Ideally located in the centre of some very good crop land and some excellent ranching land, we can produce no end of food. Located far from large markets and major ports, it has been an expensive place to export food from.

Our grain isn't processed locally, our beef isn't processed locally either. In 1988, a hog plant started at Neepawa and by 2008 it had developed into a plant with 350 employees and it processed about 350,000 hogs a year. One could call that a good start on a value-added industry.

The plant was purchased by Hytek (currently known as HyLife Foods) in 2008, a family owned Manitoba company with lots of high quality hogs but no processing capacity. They expanded the plant using the local work force to train more and more workers. They hired more Canadians, having people commute many long miles to come to work. However, to fill their markets, they needed to process 1.6 million hogs per year and have a work force of over 1,000 people. That has been accomplished but in spite of ongoing, repeated efforts to hire Canadian, they simply can't fill the ranks. Hylife has successfully turned to the Temporary Foreign Worker program. It's been a huge blessing to the economy, to the Town and to the area. Its been a huge blessing to the food industry and the province as well. No longer are 6,300 hogs a day being shipped to Alberta or to the United States. The United States, by the way, with their Country of Origin Labeling (COOL), really isn't welcoming our hogs but that's another story.

Hylife Foods has brought in over 700 workers and guess what?, the families are following. So instead of Neepawa becoming a ghost town with a declining and aging population, the Town of Neepawa has grown to 4,200 people. And that's great news, but understand that's still 1,200 people less than we had 58 years ago.

And please understand that TFW may mean temporary in some towns, as in people who hoe the market garden crops and then go back to their homeland in the fall. It doesn't mean that here. Here at Neepawa, it means that the TFW folks apply for the provincial nominee program (PNP) and then the Permanent Resident Program (PR) and that they plan to stay, to raise their families, to buy houses and to fill our schools. We have 140 new housing starts in Neepawa with room for more. These good immigrant spouses also help staff our restaurants, our care homes, our hospitals and many other work places. Even then, we are only at 80 per cent staffing in our health care industry. We need more people, not less.

Manitoba has done a wonderful job with the PN and PR programs and they have done it over a period of 20 years and with two different political party regimes.

If the TFW program is severely restricted, much of this progress will be restricted or even lost.

This area of Manitoba is being increasingly called upon to feed the world and we are happy to do so. But, in order to do so, we have to not just grow the food but process the food and there's no other way to do it than to have the TFW program carry part of that load.



Sandy Trudel
Director of Economic Development
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January 18th, 2017

Hon. Ahmed Hussen, Minister
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Hon. Lawrence MacAulay,
Minister Agriculture and Agri-
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Re: Rural Immigration: Maple Leaf Foods, Brandon, Manitoba Success Story

Dear Ministers Hussen, Hajd, and MacAulay:

Recent changes to Employment and Social Development Canada's Temporary Foreign Worker Program are working against the needs of rural businesses, negatively impacting growth potential in cities like Brandon, Manitoba. Meat processors such as Maple Leaf Foods have demonstrated they have unique workforce challenges as a result of rural location, small labour pools to draw from and physically demanding work that many Canadians are unwilling to do. If Canadians are not available to work in the regions where meat processing facilities are located, we support the Agriculture and Agri-Food Labour Task Force (LTF) recommendation for an *Agriculture and Agri-Food Workforce Program*. Common sense fixes to the Temporary Foreign Worker Program that make sense for farmers, agricultural workers, and primary processors are needed.

Brandon, Manitoba, the 2nd largest city in Manitoba, with a population of just under 50,000 is located in the southwest portion of the province with two thirds of the province's agricultural land located within a 100 km radius of the city. Agriculture has always been and will continue to be the backbone of our economy. Brandon's role as a service centre for an additional 130,000 rural residents has created a symbiotic relationship with the rest of southwest MB whereby our economic prosperity is largely dependent upon their economic well-being. If southwest Manitoba's economy is strong, so to is Brandon's economy, and of course the reverse is also true. The hog industry matters greatly to our region.

Like many small rural centres, Brandon's economic and population growth typically lags behind urban centres. Population growth was stagnant for many years and not unlike other rural communities, the City experienced population decline for a period of time. Maple Leaf Foods is Brandon's largest private employer and has been a catalyst for growth in Brandon and the surrounding area. Between the 2006 and 2011 Census, Brandon's population increased three times more than the previous census.

With a national labour shortage and a highly mobile and selective workforce, Brandon faces significant hurdles in trying to attract labour to the city and surrounding area when competing with larger urban centres. The southwest MB labour force, of which Brandon is the hub, is comprised of approximately 60,000 people. On a daily basis approximately 25% of Brandon's labour force commutes from the surrounding region.

With a small labour force to draw from, historically low unemployment rates in the region, and stiff competition from larger centres for labour, physically demanding operations such as the hog industry are faced with chronic and uphill challenges when it comes to meeting their labour needs. For the first five years of operation, the plant was able to secure sufficient labour from within the regional labour market. When the plant moved to a second shift (necessary for plant viability) it quickly became evident that there was insufficient labour in the region, and foreign recruitment became a necessity. In large centres such as Winnipeg, Toronto, etc., the labour pool is able to provide sufficient employees to support plant growth and fill attrition. In small centres such as Brandon, the regional labour pool is not large enough nor does it experience sufficient growth to keep pace with plant labour needs, despite the facility maintaining attrition rates well below the industry standard.

Maple Leaf Foods' decision to turn foreign recruitment to meet their labours needs was not made lightly and involved indepth consultation with the City of Brandon and local service organizations that would be involved in helping the newcomers settle. We collectively took the approach that settling newcomers was a community responsibility, which generated creative and collaborative settlement solutions. One of the solutions we are extremely proud of is a volunteer grass roots group's decision to establish professional interpretive services in the City. We worked with the Province of Manitoba to develop an interpreter curriculum and recognized testing for our interpreters. This grass roots solution has evolved to the point where we have interpreters for 18 languages other than English. Westman Immigrant Services now manages the Westman Immigrant Services Language Centre. The philosophies remain the same and we continue to deliver the training at regular intervals. In addition to meeting the language needs of the community, this initiative provides interpreters an opportunity to earn income.

Brandon School Division's declining enrollment was reversed thanks to newcomer children. Prior to the arrival of temporary foreign workers and their families, Brandon School Division had approximately 1,000 vacant classroom seats. Today we have had to expand space at several schools and a request has been submitted to construct a new school in Brandon. Public school growth was greatly supported by the establishment of a Brandon School Division Welcome Centre. The Centre offers initial registration, assessment, orientation and information services to support the educational needs of newcomer students and families in Brandon School Division. Likewise Maple Leaf Foods and the community came together to offer indepth orientation with the aid of interpreters when necessary so that newcomers gained insight into not only the job but also the community and its resources.

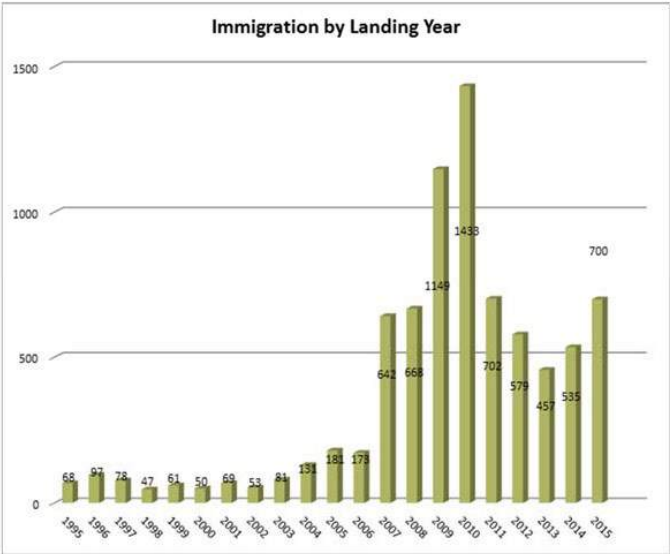
I have worked very closely with Maple Leaf Foods since it opened in Brandon in 1999 and can attest to fact that despite very creative and extensive efforts on recruitment and retention, the

Maple Leaf Foods's Brandon facility remains chronically understaffed. Insufficient labour results in less processing at the plant (negatively impacting jobs and employee earnings) and less value added work occurring, which in turn causes a downward ripple effect through the entire value chain. Brandon's economy feels the negative impacts twice, first hand through a downturn in economic activity in the city and a second time by virtue of our role as a service centre for southwest Manitoba. Less earnings in southwest Manitoba translates to less disposable income, which is felt throughout the local economy.

Brandon, southwest Manitoba and Maple Leaf Foods benefited significantly in the past from being able to bring temporary foreign workers to Brandon. The newcomers enabled Maple Leaf Foods to operate at full staffing levels strengthening plant viability. The benefits to Brandon of welcoming over 7,200 newcomers over a span of ten years are much more far-reaching. Listed below are but a few proofs of the positive impact experienced in Brandon.

- population growth which was historically slow and predictable reached levels not seen since the mid 1980s. (1992 census population growth 0.40%, 2011 census population growth was 11%)
- Brandon's median age decreased 1.4% between 2006 and 2011 census, bucking the national trend
- birth rates reached unprecedented levels (birthrate in 2004/2005 was 565, in 2014/2015 it was 749)
- Brandon School Division's declining enrollment was reversed, with approximately 1,000 vacant class room seats filled
- building permit values increased significantly and over an extended period of time (historical average was 615 / year, 2000 onward that increased to 800)
- new housing starts reached historical highs (historical norm was 100 units per year, last 10 years, the average number of new units constructed was 357)
- commercial growth ballooned
- critical mass of newcomers enabled us to grow immigrant service delivery from a primarily volunteer based approach to a full service newcomer settlement, language and employment organization.
- the labour force grew and new languages and skills were added to strengthen it. Today you find newcomers who were once temporary foreign workers or their family members employed in virtually every segment of the economy. Assiniboine Community College designed a Financial Services bridging program that provided Canadian oriented training for newcomers with previous financial backgrounds. The program was very successful with the majority of participants hired by the local banks.
- language capacity in Brandon has grown significantly (Spanish is the next highest used language after English)
- newcomers continue to start up businesses in Brandon and have also purchased existing businesses

In addition to the positive economic impacts listed above, the community has benefited significantly from the cultural diversification resulting from welcoming temporary foreign workers and their families to the City. In 2011, Brandon welcomed 1438 immigrants, 22 times the historical average that existed pre Maple Leaf Foods. Despite this unprecedented growth in immigration, a statistically represented survey indicated 89% of residents felt immigration had not negatively impacted Brandon's quality of life (a graph has been included at the end of this letter showing the survey responses for the past nine years), 2016 results are not yet available. Those surveyed who felt immigration had a negative impact on the community has hovered around 10%. Data showed that those who voiced negative impacts, referred to growth related pressures such as low rental vacancy rates, not the immigrants themselves. The cultural and social fabric of the community is the strongest it has ever been. In 2001, visible minorities made up only 2.5% of Brandon's population significantly below the national average. Thanks to the newcomer population growth, this figure climbed to 11% in the 2011 Census.



The successful settlement of significant numbers of newcomers did not happen by itself. Maple Leaf, the City of Brandon and the community have worked collaboratively, creatively and proactively to make this a reality. We created a temporary foreign worker settlement model of success that in my estimation is indisputable, a belief reinforced by feedback from across Canada. I have taken the liberty of including a few more key strategies that contributed to Maple Leaf Foods and Brandon's success in welcoming newcomers.

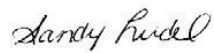
- Vital to our success was Brandon, Maple Leaf Foods, the foreign workers and the Province's collective goal of having the temporary foreign workers settle permanently in Brandon and the surrounding area.

- The community did not refer to newcomers as Temporary Foreign Workers, rather we referred to them as transitional. This wording change was very important as the foreign workers were viewed as part of the community, which justified organizations investing in service delivery supports. Settlement of the newcomers was and continues today to be viewed as a collective responsibility.
- Maple Leaf Foods and Brandon approached the plant's labour needs as a community challenge and opportunity. This meant that strategies had to benefit both the community and the plant.
- We agreed we wanted a fully integrated community, so refused to take the easy path and fill buildings with foreign workers. A concerted effort was made to ensure that newcomers were able to access housing throughout the entire city.
- Maple Leaf Foods agreed to limit foreign recruitment to four language groupings to provide the community with an opportunity to grow language capacity in Brandon.
- We wanted to ensure newcomers were able to maintain a strong cultural community, so sufficient numbers of people from the same cultural backgrounds were brought to Brandon to achieve critical mass
- Maple Leaf was very forthcoming with labour plans, demographics of whom would be arriving and timelines for arrival to aid in a proactive community response to the newcomers needs
- The Director of Economic Development for the City of Brandon was invited to participate in Maple Leaf plant Management meetings to understand recruitment plans and newcomer needs
- We committed to regular and frequent communication with the service organizations in Brandon. We organized lunch n learn meetings, formal presentations, frequent email updates, one on one meetings and maintained a chronological accounting of the Maple Leaf plant and labour plans, including foreign recruitment on the Economic Development Brandon website
- We formed an advisory committee comprised of organizations that were responding to the immigrants needs. This committee identified service delivery successes and gaps and developed plans to respond to the gaps. The interpretive services program mentioned earlier was developed and operated by the advisory committee until eventually Westman Immigrant Services took over management of the program
- Newcomer needs analysis and focus groups were organized
- Maple Leaf dedicated staff resources to settlement and community outreach
- Brandon undertook several socio economic impact and housing supply and demand analysis and shared the findings broadly
- Daycare was a pressure point within the community so Maple Leaf Foods contributed financially to the development of the YMCA daycare. They also assisted with the translation of medical forms at the hospital in the early stages of foreign recruitment.

I hope this information will support our request of the Federal Government to recognize the immigration settlement work that companies like Maple Leaf Foods are doing to help integrate Temporary Foreign Workers, refugees and immigrants into rural Canadian communities. We

strongly encourage the Federal Government to work with Maple Leaf Foods to better support them and their workers with a Pathway to Permanency in rural Canada. Doing so strengthens rural Canada and the Canadian economy.

Sincerely

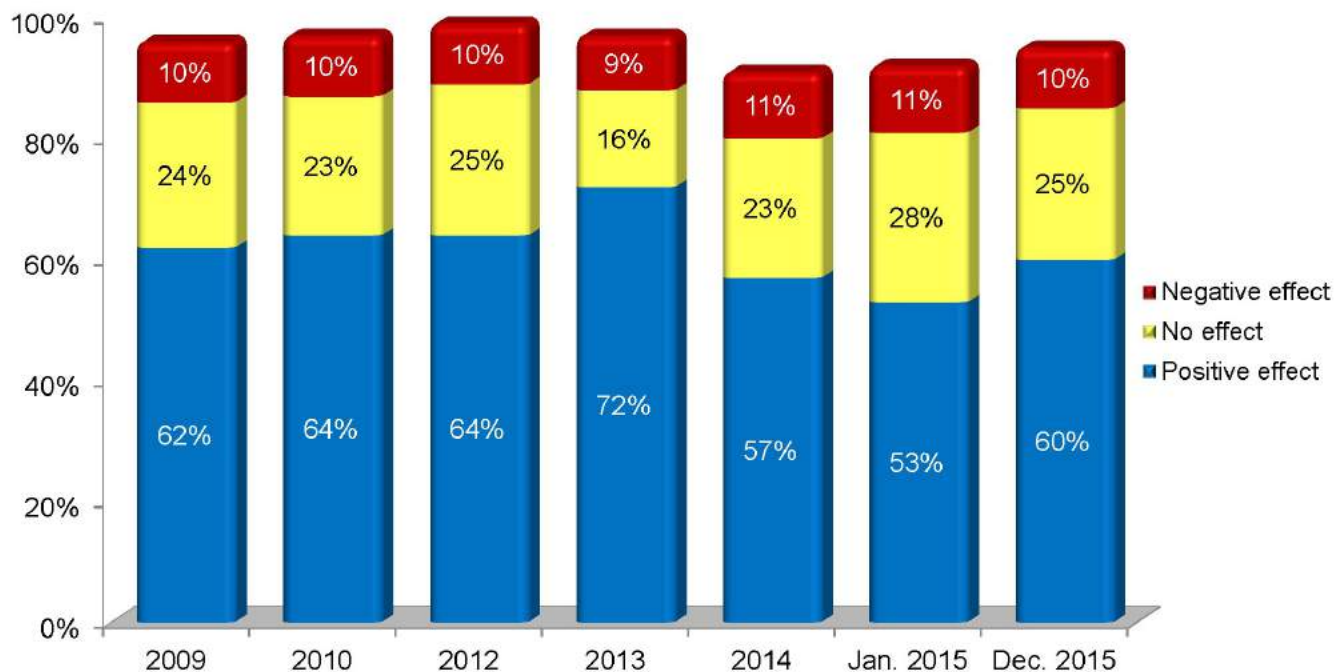


Sandy Trudel
Director of Economic Development
City of Brandon

Cc Rt. Hon. Trudeau, Prime Minister (justin.trudeau@parl.gc.ca)
Hon. Ralph Goodale, Minister of Public Safety and Emergency Preparedness
(ralph.goodale@parl.gc.ca)
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Pat Finnigan, Chair Agriculture and Agri-Food Committee (Pat.Finnigan@parl.gc.ca)
Mike Bossio, Chair Rural Caucus (Mike.Bossio@parl.gc.ca)

Perceptions of Recent Immigrants

"In recent years there has been increased immigration to Brandon with people coming here from different countries. Which of the following three statements most closely reflects your opinion about the arrival of new Canadians to Brandon? Do you feel that new international immigrants have had a ...?" (n=400)



Base: Brandon adults



THE TOWNSHIP OF
WOOLWICH

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January 17, 2017

Hon. Ahmed Hussen, Minister
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Re: Rural Immigration: Conestoga Meat Packers, Breslau, Ontario

Dear Ministers Hussen, Hajd, and MacAulay:

As you are aware, rural options for rural immigration are extremely important to allow our Canadian rural communities and businesses to grow and revitalize. Agriculture and Agri-Food is a High Growth industry and is a key industry supporting the rural and the broader Canadian economy.

Canadian farmers and our processors, with the help of a skilled agricultural workforce, are feeding 37 million Canadians and are the 5th largest agri-food exporter helping to feed a multitude of people around the world. Canada's Agriculture & Agri-Food industry employs 2.3 million Canadians. In spite of employers expending extensive efforts on recruitment and retention for Canadian workers, critical labour shortages are pervasive throughout the agriculture value-chain.

There is a critical gap between the demand for workers and the supply of available workers. By 2025, the labour gap is expected to grow to 114,000 workers. The job vacancy rate for the industry is higher than any other industry in Canada, 7 per cent. This is resulting in \$1.5 billion in lost sales. The worker shortage increases the need for food imports and makes our grocery bills more costly. Both farmers and processors are struggling to find workers. International farm and food employees, who work in permanent jobs, need a clear Pathway to Permanency as these skills are very valuable to our economy.

There is a critical shortage of butchers and meat cutters in meat processing plants. **Conestoga Meat Packers located in Breslau, Ontario** is an example of a meat processing plant that provides many jobs and contributes to our township's and province's economy. Currently, they are short 40-60 skilled industrial or retail butchers. Conestoga works diligently to hire and train individuals locally, however they have not been successful in finding enough people with both the desire and capability to perform the skilled jobs required in the plant. They are currently experiencing a turnover rate of approximately 30%. Probationary turnover is 65% and makes it



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extremely difficult to manage their labour and ensure they have enough skilled workers to operate.

When meat processing establishments are unable to access sufficient workers, impacts include a reduction in the purchase of livestock, diminished demand for feed grains, curtailed meat production, less value-added, and relinquished exports as well as forfeited job opportunities for Canadians, economic growth, municipal taxes, and services in rural Canada.

Recent changes to Immigration, Refugees and Citizenship Canada's Express Entry, reducing the arranged employment points and ongoing continued restrictions to Employment and Social Development Canada's Temporary Foreign Worker Program are working against the needs of rural businesses and rural abattoirs which are a major employer in our community.

Canadian farmers and meat processors have unique workforce needs which include: rural location, handling of live plants and animals, and for many farmers a high degree of seasonality. If Canadians are not available, we support the Agriculture and Agri-Food Labour Task Force (LTF) recommendation for an *Agriculture and Agri-Food Workforce Program*. Ongoing access to seasonal employees is needed, along with an immigration pathway to permanency for farm and food workers, and common sense fixes to the Temporary Foreign Worker Program that make sense for farmers, agricultural workers, and primary processors.

Given the inability to find Canadian workers for their plant, Conestoga Meat Packers supplements their workforce with stable and skilled labour from other countries. They employ temporary foreign workers and other new immigrants with the skills and desire to work at their plant. Conestoga currently employs 835 Canadians of which 270 are Women, 20 are people with disabilities, 7 are First Nations/Indigenous and 35 are Temporary Foreign Workers. The temporary foreign workers they hire all desire to remain with Conestoga permanently. However, with the changes to the Express entry rules, they have a very limited opportunity to achieve permanent residency particularly in Ontario as there is no avenue for low or semi-skilled workers to apply.

The Federal Government needs to recognize the immigration settlement work that companies like Conestoga Meat Packers is doing to help integrate Temporary Foreign Workers, refugees and immigrants into rural Canadian communities. The plant's immigration integration settlement efforts help immigrants, refugees and TFWs learn about our community. The work that they are doing supports and is a benefit to our community. Conestoga's workers, when allowed to immigrate, are helping us to grow our community. To date, Conestoga Meat Packers:

- Works closely with community resources to provide ESL language classes and other requirements
- Assists with finding housing and initial furnishings for newcomers
- Assists with completing forms for the government and permanent residency and providing appropriate connections
- Assists in finding initial transportation (car pooling)
- Considers employment for relatives on opposite shifts to minimize child care costs



THE TOWNSHIP OF
WOOLWICH

BOX 158, 24 CHURCH ST. W.
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Conestoga Meat Packers has a solid history of providing a welcoming environment to a very diverse population and providing opportunities for growth for those who have the desire to learn work in their environment. We have attached two success stories to this letter for your review.

Woolwich Township believes that the Federal Government should work with Conestoga Meat Packers to allow more TFWs to transition to permanency and to help immigrants to live and work in rural Canada. The important meat cutting jobs filled by TFWs support more Canadian jobs in our town and region. This is the approach that is needed to support immigrants with the special and unique skills that are needed in rural Canada and which we need to grow our own local community.

Woolwich Township supports the *Agriculture and Agri-Food Program* and the *Canadian Agriculture and Agri-Food Workforce Action Plan*, a comprehensive Canadian employment strategy and a road map forward for rural Canada and the agriculture industry. We join with the growing group of over 77 organizations and companies, and call on the Federal Government to implement both, which we feel will help to support rural growth and provide new immigration opportunities for farm and food workers in our Canadian rural communities.

Sincerely,

Sandy Shantz,
Mayor of Woolwich Township

Cc Rt. Hon. Trudeau, Prime Minister (justin.trudeau@parl.gc.ca)

Hon. Ralph Goodale, Minister of Public Safety and Emergency Preparedness
(ralph.goodale@parl.gc.ca)

Rodger Cuzner, Parliamentary Secretary Employment and Social Development Canada
(rodger.cuzner@parl.gc.ca)

Borys Wrzesnewskyj, Chair Immigration Committee (Borys.Wrzesnewskyj@parl.gc.ca)

Bryan May, Chair HUMA Committee (Bryan.May@parl.gc.ca)

Pat Finnigan, Chair Agriculture and Agri-Food Committee (Pat.Finnigan@parl.gc.ca)

Mike Bossio, Chair Rural Caucus (Mike.Bossio@parl.gc.ca)



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CONESTOGA DIVERSIFIED WORKFORCE

Williams Ayala: Williams originally immigrated to Canada from El Salvador. Williams was hired as an hourly production worker in September 2006. He trained and became certified on numerous roles in plant (knife skills, skilled roles) before applying for and being awarded the Lead Hand role in November 2011. Since then, Williams has worked as Lead Hand on both sides of the plant (kill floor and cut/packaging) which requires a knowledge of both sides of the production process. There are not very many people in the company that have this skill set.

His wife, brother, and sister all work for the company.

Sheik Oodally: Originally from Mauritius, Sheik was hired in December 2013 as a Retail Butcher. Sheik had completed training in Mauritius and had previous experience as a butcher. Sheik was originally hired through an LMIA exempt program and then was extended via an LMIA for retail butchers. He applied through express entry and just received permanent residency. His wife is also employed with the company.

Together he and his wife can earn \$80-90,000/year which is a comfortable family income in our area. Sheik is now learning to become a back-up lead hand and has a bright future at CMP.



Municipalité de
Saint-Alexandre-de-Kamouraska

Saint-Alexandre-de-Kamouraska, le 27 février 2017

L'honorable Ahmed D. Hussen
Ministre de l'Immigration, des
Réfugiés et de la Citoyenneté
Édifice Jean Edmonds
Tour Sud, 20^e étage
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(Minister@cic.gc.ca;
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L'honorable Patricia A. Hajdu
Ministre de l'Emploi, du
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d'œuvre et du Travail
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L'honorable Lawrence MacAulay
Ministre de l'Agriculture et de
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Objet : Immigration rurale : ALIMENTS ASTA/MUNICIPALITÉ DE SAINT-ALEXANDRE-DE-KAMOURASKA

Madame la Ministre,
Messieurs les Ministres,

Les membres du conseil municipal de Saint-Alexandre-de-Kamouraska se joignent à moi afin de vous sensibiliser aux difficultés que vivent les entreprises de l'industrie agro-alimentaire dans leur recherche de main-d'œuvre dont l'entreprise **ALIMENTS ASTA INC.** établie dans notre municipalité. À cet effet, nous leur apportons tout notre appui dans leurs démarches effectuées auprès de vos ministères respectifs dans les dossiers se rapportant à la rareté de la main-d'œuvre et à la modification du Programme des travailleurs étrangers temporaires.

Il est primordial pour les immigrants en zone rurale d'avoir accès à des débouchés pour permettre aux collectivités et aux entreprises rurales canadiennes de croître et de se revitaliser. L'industrie agricole et agroalimentaire est en forte croissance et figure comme une industrie clé de l'économie rurale et de l'ensemble de l'économie canadienne.

Les exploitants agricoles et les transformateurs canadiens, avec l'aide d'une main-d'œuvre agricole qualifiée, alimentent 37 millions de Canadiens. Le Canada est le cinquième plus grand exportateur agricole du monde et contribue à nourrir une multitude de gens dans le monde entier. Les Canadiens peuvent être fiers des exploitants, des transformateurs et des travailleurs agricoles canadiens, dont la contribution annuelle au produit intérieur brut (PIB) du pays s'élève à plus de 100 milliards de dollars, soit près de 7 % du PIB. L'industrie agricole et agroalimentaire a besoin que ses travailleurs demeurent **concurrentiels mondialement** pour tirer profit des **occasions que lui offre le marché de l'exportation** et assurer la **sécurité, la salubrité et la viabilité de la production alimentaire** pour tous les Canadiens.

L'industrie canadienne de l'agriculture et de l'agroalimentaire emploie 2,3 millions de Canadiens et présente un large éventail de carrières de grande qualité assorties de salaires et d'avantages concurrentiels. Or, malgré tous les efforts que déploient les employeurs pour recruter et maintenir en poste des travailleurs canadiens, les pénuries de main-d'œuvre restent critiques et omniprésentes dans la chaîne de valeur agricole.

Les résultats de la recherche menée par le Conseil canadien pour les ressources humaines en agriculture (CCRHA) montrent un écart important entre la demande et l'offre de travailleurs. Cet écart a doublé au cours des 10 dernières années pour atteindre environ 60 000 travailleurs. D'ici 2025, l'écart entre l'offre et la demande de main-d'œuvre devrait atteindre 114 000 travailleurs. Actuellement, le taux de postes vacants de l'industrie agricole, qui s'élève à 7 %, est le plus élevé de toutes les industries au Canada. Il en découle une perte commerciale de 1,5 milliard de dollars. La pénurie de travailleurs accroît le besoin d'importer des aliments et fait augmenter la facture d'épicerie des Canadiens.

Tant les exploitants agricoles que les transformateurs ont du mal à trouver des travailleurs. Les travailleurs étrangers du secteur agricole et agroalimentaire, qui cumulent des emplois permanents, ont besoin de voies d'accès à la résidence permanente bien définies, car leurs compétences sont extrêmement utiles à l'économie canadienne.

Les usines de transformation souffrent d'un manque criant de bouchers et de dépeceurs-découpeurs de viande. **ALIMENTS ASTA INC.** au Québec, entreprise établie dans notre municipalité, Saint-Alexandre-de-Kamouraska, est un exemple d'usine de transformation de la viande qui fournit un grand nombre d'emplois et contribue à l'économie provinciale. L'incapacité de ce type d'usine de trouver un nombre suffisant de travailleurs a plusieurs répercussions, comme une diminution de l'achat de bétail, une baisse de la demande en céréales fourragères, une production réduite de la viande, une valeur ajoutée moindre et un abandon de l'exportation, ainsi que des pertes de possibilités d'emploi pour les Canadiens, la croissance économique, les taxes municipales et les services offerts au Canada rural. Les récents changements apportés au programme Entrée express de Citoyenneté et Immigration Canada, le fait de réduire le nombre de points des emplois réservés et les restrictions constantes apportées au Programme des travailleurs étrangers temporaires d'Emploi et Développement social Canada vont à l'encontre des besoins des entreprises et des abattoirs ruraux, lesquels sont des employeurs de premier plan dans notre milieu.

Les exploitants agricoles et les transformateurs de viande canadiens ont des besoins spéciaux en matière d'effectif en raison notamment des facteurs suivants : emplois en milieux ruraux; manipulation de végétaux et d'animaux vivants; caractère hautement saisonnier du travail pour beaucoup d'exploitants agricoles. S'il n'y a pas de Canadiens disponibles pour occuper ces emplois, nous appuyons la recommandation de l'Équipe spéciale sur la main-d'œuvre (ESMO) du secteur agricole et agroalimentaire à l'effet de créer le *Programme canadien sur la main-d'œuvre du secteur agricole et agroalimentaire*. Il est nécessaire d'avoir accès à des employés saisonniers de façon continue. Il faut aussi faciliter aux travailleurs agricoles et agroalimentaires immigrants l'accès à la résidence permanente et apporter des solutions sensées au Programme des travailleurs étrangers temporaires au profit des employeurs et travailleurs agricoles et des transformateurs primaires.

Le gouvernement fédéral doit reconnaître le travail d'établissement des immigrants effectué par les entreprises comme **ALIMENTS ASTA INC.** afin de favoriser l'intégration des travailleurs étrangers temporaires, des réfugiés et des immigrants dans les collectivités rurales canadiennes. Les efforts d'établissement et d'intégration des immigrants investis par l'usine aident les immigrants et les travailleurs étrangers temporaires à mieux connaître

notre milieu. Le travail qu'ils accomplissent aide notre collectivité et lui est profitable. Les travailleurs d'**ALIMENTS ASTA INC.** lorsqu'on leur permet d'immigrer, favorisent la croissance de notre milieu. Le gouvernement fédéral devrait collaborer avec **ALIMENTS ASTA INC.** pour permettre à un nombre accru de travailleurs étrangers temporaires d'effectuer leur transition vers la résidence permanente et aider les immigrants à vivre et à travailler dans le Canada rural. Les importants emplois de dépeceurs-découpeurs de viande comblés par les travailleurs étrangers temporaires appuient davantage d'emplois occupés par des Canadiens dans notre ville et région. Voilà l'approche privilégiée pour appuyer les immigrants qui possèdent les compétences spéciales et uniques en leur genre dont a besoin le Canada rural ainsi que notre collectivité pour en assurer la croissance.

La Municipalité de Saint-Alexandre-de-Kamouraska appuie donc le *Programme canadien sur la main-d'œuvre du secteur agricole et agroalimentaire* et le *Plan d'action canadien sur la main-d'œuvre du secteur agricole et agroalimentaire*, une stratégie d'emploi canadienne exhaustive qui indique la voie à suivre au Canada rural et à l'industrie agricole. Nous tenons à nous joindre au groupe sans cesse croissant de 77 organismes et entreprises qui appuient ce programme et ce plan, et nous demandons au gouvernement fédéral de les mettre tous deux en œuvre, car nous croyons qu'ils appuieront la croissance des zones rurales et feront profiter les travailleurs du milieu agricole et agroalimentaire de nouveaux débouchés en matière d'immigration dans nos collectivités rurales canadiennes.

Veillez agréer, Madame la Ministre et Messieurs les Ministres, nos salutations les plus sincères.

La mairesse,


Anita O. Castonguay
AOC/bc

c.c. : Le très honorable Justin Trudeau, Premier Ministre (justin.trudeau@parl.gc.ca)
L'honorable William Francis Morneau, ministre des Finances (Bill.Morneau@parl.gc.ca; fin.financepublic-financepublique.fin@canada.ca)
L'honorable Jean-Yves Duclos, ministre de la Famille, des Enfants et du Développement social (Jean-Yves.Duclos@parl.gc.ca)
L'honorable Ralph Goodale, ministre de la Sécurité publique et de la Protection civile (ralph.goodale@parl.gc.ca)
M. Rodger Cuzner, secrétaire parlementaire de la ministre de l'Emploi, du Développement de la main-d'œuvre et du Travail (rodger.cuzner@parl.gc.ca)
Borys Wrzesnewskyj, président du Comité permanent de la citoyenneté et de l'immigration (Borys.Wrzesnewskyj@parl.gc.ca)
M. Bryan May, président du Comité permanent des ressources humaines, du développement des compétences, du développement social et de la condition des personnes handicapées (Bryan.May@parl.gc.ca)
M. Pat Finnigan, président du Comité permanent de l'agriculture et de l'agroalimentaire (Pat.Finnigan@parl.gc.ca)
M. Mike Bossio, président du Caucus rural (Mike.Bossio@parl.gc.ca)
M. Dominic Barton, McKinsey & Company (dominic_barton@mckinsey.com; katharine_bowerman@mckinsey.com)