



**Written Submission for the Department of Finance
Consultations in Advance of the 2021 Budget**

**Submitted By: The Canadian Produce Marketing
Association**

Date: February 19, 2021

List of Recommendations

Liquidity and Financial Protection for Produce Sellers

Recommendation #1: In Budget 2021, the Government of Canada should create a limited statutory deemed trust, similar to the U.S. *Perishable Agricultural Commodities Act*, to support needed liquidity and provide financial protection to produce sellers.

- *Trade Benefit* – A limited statutory deemed trust in Canada will allow for restored preferential access to the U.S. dispute resolution mechanism for fresh fruit and vegetables.

Operational Changes and Personal Protective Equipment (PPE)

Recommendation #2: The Government of Canada should provide a fit-for-purpose funding program to allow small- and medium-sized restaurant and hospitality businesses to address extended credit and accounts payable resulting from the pandemic and mandated lockdowns.

Recommendation #3: The Government of Canada should implement a PPE tax credit to support industry in procuring the equipment they need to keep workers and the public safe.

Recommendation #4: The Government should extend customs duty relief for PPE until the Public Health Agency of Canada has declared that the COVID-19 pandemic has ended, and should recognize the significant PPE costs incurred by industry at the outset of the pandemic by making customs duty relief retroactive prior to its announcement on May 6th, 2020.

Labour

Recommendation #5: The Government of Canada should work with agricultural employers to find workable solutions to protect public health while also supporting our capacity for domestic production and ensuring Canada's food security; implementation of public health measures for foreign agricultural workers should consider protocols already in place, the unique circumstances of worker arrival and subsequent movement within Canada, to assure compliance without negatively impacting worker movement and availability.

Recommendation #6: The Government of Canada should provide support for the development of public health resources for foreign agricultural workers and their employers, and should enhance supports for off-farm housing for the purpose of quarantining.

Recommendation #7: In both the short and longer term, the Government of Canada should work to improve service standards and processing times for applications under the Seasonal Agricultural Worker Program and the Agricultural Stream of the Temporary Foreign Worker Program, including by working with source countries and implementing measures to further streamline the collection of biometrics and visa and work permit application processes.

Employment Incentives

Recommendation #8: The Government of Canada should continue the Canada Emergency Wage Subsidy (CEWS) until the Public Health Agency of Canada has declared that the COVID-19 pandemic has ended, and should ensure the program parameters reflect the revenue flow impacts in diverse supply chains and recognize later income cycles.

Recommendation #9: The Canada Emergency Wage Subsidy (CEWS) should be adjusted to support businesses that have been impacted by a significant rise in operational costs due to COVID-19, such as those in the essential fresh produce supply chain, by providing an option to apply based on reductions in net income.

Sustainability

Recommendation #10: The Government should provide ongoing financial support to achieve the targets of the Food Policy for Canada to promote long-term social, environmental, and economic sustainability of the Canadian food system and increase Canadians' consumption of safe and nutritious food.

Recommendation #11: To effectively reduce the use of unnecessary and problematic plastics, the Government should work closely with industry to take a systems approach to find solutions that are evidence-based, and include a combination of education, innovation, and effective recycling collection within communities across Canada, while also considering the food safety and food security implications of reducing the use of plastics for fresh produce.

Recommendation #12: The Government of Canada should commit funds to address systems challenges across the country and correct the lack of harmonized collection, recycling and composting programs. A cohesive and common federal-provincial-territorial framework should be created.

Recommendation #13: As a partner in the National Index on Agri-Food Performance, CPMA is appreciative of the Government of Canada's support of this initiative, and urges the government to continue this critical engagement with stakeholders to achieve our common sustainability goals and secure Canada's position as a global leader in agri-food sustainability.

Recommendation #14: The Government of Canada should commit funds and resources to support the reduction of food waste across the supply chain, including and building upon the work of the previously announced Food Waste Reduction Challenge.

Innovation and Infrastructure

Recommendation #15: The Government of Canada should provide financial support for small- and medium-sized businesses making the shift to digital.

Recommendation #16: CPMA urges the Government to provide innovation funding specific for the fresh produce supply chain to bolster the industry and foster our ongoing competitiveness.

Recommendation #17: The Government should provide sufficient, dedicated funding to support the rapid expansion of high-speed internet infrastructure and cell phone service coverage to ensure that all Canadians and Canadian businesses have access to the digital infrastructure they need.

Recommendation #18: The Government of Canada should provide sufficient, dedicated funding to invest in rural infrastructure, including roads, energy, and service infrastructure, such as waste management.

Agriculture and Agri-Food Data Strategy

Recommendation #19: CPMA urges the Government to establish a data working group between Agriculture and Agri-Food Canada, Innovation, Science and Economic Development Canada, and other relevant departments and agencies to prepare and implement a comprehensive, long-term, and fully-funded data strategy that will fuel our competitiveness and inform key strategic decisions for our members.

Regulatory Modernization

Recommendation #20: The Government of Canada should dedicate resources to CFIA to enable further expansion of mutual recognition efforts with other key trading countries.

Recommendation #21: The Government should undertake a comprehensive interagency review of all regulations that affect supply chains and the Canadian commercial border to help businesses more seamlessly access international markets and bolster Canada's global competitiveness.

A Strategic Approach to Recovery

Recommendation #22: CPMA urges the Government of Canada to commit funds to support a full analysis of impacts to the produce sector due to COVID-19 and the implementation and ongoing efforts of the Canadian Food Policy Advisory Council to support industry needs for recovery.

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February 19, 2021

Dear Ministers:

On behalf of the Canadian Produce Marketing Association, we welcome the opportunity to provide comments to the Government of Canada consultation in advance of Federal Budget 2021.

The Canadian Produce Marketing Association (CPMA) represents over 800 members across Canada and the world who are involved in the marketing and sales of fresh fruit and vegetables in Canada. Combined, CPMA members are responsible for 90% of fresh fruit and vegetables purchased by Canadians. As an industry association, CPMA represents the entire fresh fruit and vegetable supply chain, from farm gate to dinner plate. Our comments are reflective of a wide array of members across the supply chain who work daily to provide Canadians with the fresh and healthy fruit and vegetable options they demand.

Introduction

The COVID-19 global pandemic has created unprecedented public health, economic, and logistical challenges for communities and supply chains around the world. The Canadian fresh fruit and vegetable industry has been no exception.

The success of the agriculture and agri-food sector will be critical to Canada's economic recovery and our ability to "build back better" from the COVID-19 pandemic. In fact, a 2019 [Royal Bank of Canada \(RBC\) report](#) found that with the right combination of skills, capital and technology, agriculture could add \$11 billion to Canada's GDP by 2030. The fresh fruit and vegetable industry is a major contributor to Canada's GDP and to job creation from coast to coast to coast, and will continue in this role as we move forward. Economic recovery will be achieved by recognizing the economic potential of the agricultural sector and enabling and empowering our industry to succeed.

It is important to remember that the impact of COVID-19 on businesses in the fresh produce sector is not only happening today, but will continue for many months. Federal government supports are critical to help our industry cope and stabilize in the short-term, and to support economic recovery in the long term. In summer 2020, CPMA prepared our report, *Canadian Fresh Produce Industry Recovery from the COVID-19 Pandemic*. We have included this report as an Appendix to this submission for further reference about the challenges our sector has faced and the ways in which government action can support our economic recovery.

Liquidity and Financial Protection for Produce Sellers

The Canadian produce industry has been requesting the implementation of a financial protection tool for produce sellers for many years. The issue identified by government was the inability to demonstrate harm. Unfortunately, the pandemic has and will, over the next two years, drive businesses into bankruptcy, with impacts along the supply chain and ultimately to fruit and vegetable growers.

Growing, harvesting, packing, and marketing fruits and vegetables comes with a number of risks. Overhead and capital costs continue to rise, while returns are delayed until the product is sold and payment is collected down the supply chain – usually long after the farmer or other seller has passed on their product. Unfortunately, the COVID business environment has put farmers in an even more vulnerable position.

Particularly as we focus on Canada's economic recovery from the COVID-19 pandemic, it is crucial that we work to provide all possible safeguards for the food supply chain and protect one of our most essential sectors. The Government of Canada has an opportunity to address gaps in market stability, financial protection, trade and food security, with no cost to the government.

It is important to note that, in its February 2021 report, *Investing In Tomorrow: Canadian Priorities For Economic Growth And Recovery*, the House of Commons Standing Committee on Finance included a recommendation that the Government include the implementation of a deemed trust mechanism in Federal Budget 2021. The implementation of this financial protection tool was also included among the recommendations made by the House of Commons Standing Committee on Agriculture and Agri-Food in its November 2020 report, *Facing The Unexpected: Enhancing Business Risk Management Programs For Agriculture And Agri-Food Businesses*. The creation of a deemed trust for produce sellers has been endorsed by the Canadian Chamber of Commerce, the Canadian Federation of Independent Business, the Canadian Federation of Agriculture, the Association of Municipalities of Ontario, and the Food Processors of Canada.

The *Bankruptcy and Insolvency Act* was framed to provide farmers/produce sellers with priority status; however, this provision in 81.1 and 81.2 under the *Act* does not provide a workable mechanism for when buyers of fresh produce become insolvent. While the *Act* allows suppliers to recover their product following a bankruptcy, it provides no rights when the product has been resold or is no longer identifiable or in the same state. Given how quickly produce spoils, it would be very rare that fresh fruits and vegetables would be available for repossession. Furthermore, the existing "super priority" provision for farmers in the *Act* also fails to address the needs of fruits and vegetable suppliers, who regularly receive payment 30 days (or more) after product is delivered. The requirement under the *Act* that product must have been delivered within 15 days of the bankruptcy to be covered under the super priority means that most fresh produce sales are unprotected.

In addition to a lack of domestic protection, Canadian produce sellers are now at even more risk when selling to our major trading partner, the United States. At one time, our Canadian growers and shippers had preferential treatment in the U.S. under the *Perishable Agricultural Commodities Act (PACA)*, which provided much needed access to prompt payment tools in the case of disputes. The lack of comparable insolvency protection in Canada led to the loss of our preferential treatment for disputes, but the commitment exists from the U.S. to reinstate this treatment when Canada has similar insolvency protection in place. In the interim, Canadian sellers are now required to post a bond worth double the

value of the shipment just to initiate a formal dispute claim through *PACA* making this cost prohibitive and forcing Canadian exporters to walk away from these lost sales.

In recognition and support of the intent of the super priority for farmers under the current *Bankruptcy and Insolvency Act*, I urge the government to implement a Canadian limited statutory deemed trust, which would operate similar to the U.S. *PACA*, to effectively protect produce sellers during bankruptcy in Canada. This **no cost tool** would also remove complications in cross-border trade with the United States, eliminate an unnecessary risk for Canadian fruit and vegetable sellers, and reduce potential costs imposed on Canadian consumers.

Canadians expect the 2021 Budget to focus on economic recovery and stabilizing key sectors. It is therefore fitting that this important measure be included in the next *Budget Implementation Act*, supporting agriculture's vital role not only in our economy, but in the everyday lives of all Canadians. **In Budget 2021, the Government of Canada should create a limited statutory deemed trust, similar to the U.S. *Perishable Agricultural Commodities Act*, to support needed liquidity and provide financial protection to produce sellers.**

CPMA would also like to reiterate our support for the recommendations made by the Canadian Horticultural Council in relation to Canada's Business Risk Management programs, which are critical supports for the Canadian agricultural sector.

Operational Changes and Personal Protective Equipment (PPE)

The COVID-19 pandemic has posed significant operational challenges across the fresh produce supply chain. From growers, to packers, shippers, processors, wholesalers and retailers, the fresh fruit and vegetable industry has incurred unprecedented costs to develop COVID-related business plans and new procedures to address the spread of COVID-19, ensure business continuity across the supply chain, mitigate the impact of COVID-19 on their business and community, and prepare for an eventual return to work. As the first and second waves of the pandemic have rolled across the country, rotating lockdowns and business closures have dramatically impacted the restaurant and hospitality sector in Canada.

The Government of Canada should provide a fit-for-purpose funding program to allow small- and medium-sized restaurant and hospitality businesses to address extended credit and accounts payable resulting from the pandemic and mandated lockdowns.

We must emphasize that the added cost of purchasing PPE and other health screening tools and equipment cannot sustainably be absorbed by industry, but is difficult to pass on to Canadians without increasing the cost of fresh produce, thereby creating food security concerns. Government funding through the Agri-food Workplace Protection Program and the Emergency Processing Fund is appreciated, but will not be able to address the full scope of the economic burden facing our sector, particularly as the costs associated with PPE and necessary operational changes continue in the months ahead.

Therefore, **the Government of Canada should implement a PPE tax credit to support industry in procuring the equipment they need to keep workers and the public safe.**

Furthermore, **the Government should extend customs duty relief for PPE until the Public Health Agency of Canada has declared that the COVID-19 pandemic has ended, and should recognize the significant**

PPE costs incurred by industry at the outset of the pandemic by making customs duty relief retroactive prior to its announcement on May 6th, 2020.

Labour

The fresh fruit and vegetable industry relies upon thousands of workers coming into Canada as part of the Temporary Foreign Worker Program (TFWP) and the Seasonal Agricultural Worker Program (SAWP) in order to plant, cultivate, process, harvest and pack our products.

The seasonal and labour-intensive nature of many growing operations means that Canadian horticulture relies more heavily on international workers than do other segments of agricultural production, with 43% of horticultural workers coming from outside Canada, (compared to 17% for the rest of agriculture), and 61% of horticultural farmers hiring foreign workers, (compared to 35% of the rest of agriculture). Our sector is therefore acutely impacted by any changes to the requirements of the TFW Program or additional protocols required in response to COVID-19.

Early in the pandemic, access to temporary foreign workers was the single most significant threat to food production, food security and the integrity of the food supply chain in Canada. As we look ahead to another growing season under COVID-19, **the Government of Canada should work with agricultural employers to find workable solutions to protecting public health while also supporting our capacity for domestic production and ensuring Canada's food security; implementation of public health measures for foreign agricultural workers should consider protocols already in place, the unique circumstances of worker arrival and subsequent movement within Canada, to assure compliance without negatively impacting worker movement and availability.**

While this has been far from a typical year, we recognize that governments at all levels must build on the lessons learned from the first wave of COVID-19 to further develop emergency preparedness protocols to be able to adapt to future pandemics or similar public health events. Improved sharing of best practices, more timely information on outbreaks, and sharing of culturally-appropriate information for workers in applicable languages, should all be considered in these efforts. CPMA is also supportive of the nation-wide rollout of the Hub app, created by the Ontario Greenhouse Vegetable Growers, as a resource to help connect workers in their new communities and to disseminate vital public health and safety, SAWP and TFW Program information. **The Government of Canada should provide support for public health resources for foreign agricultural workers and enhance supports for off-farm housing for the purpose of quarantining.**

It is also important to note that, even prior to the COVID-19 pandemic, the labour gap in horticulture was becoming a crisis, expected to increase to 46,500 jobs by 2025 – the largest labour gap in the agricultural sector. **In both the short and longer term, the Government of Canada should work to improve service standards and processing times for applications under the Seasonal Agricultural Worker Program and the Agricultural Stream of the Temporary Foreign Worker Program, including by working with source countries and implementing measures to further streamline the collection of biometrics and visa and work permit application processes.**

CPMA is also supportive of the House of Commons Standing Committee on Finance pre-budget recommendation that the Government work with industry to develop a labour action plan for Canada's agri-food sector.

Employment Incentives

CPMA recognizes and commends the speed at which the Government of Canada operated at the onset of the pandemic in Canada to create macro level programs to support industry; many of these programs have provided welcome support to segments of our supply chain. Moving forward, it will be important to provide a more focused approach to reduce unintended consequences and impacts to business.

In recognition of the ongoing economic hardship facing Canadian industry, **the Government of Canada should continue the Canada Emergency Wage Subsidy (CEWS) until the Public Health Agency of Canada has declared that the COVID-19 pandemic has ended, and should ensure the program parameters reflect the revenue flow impacts in diverse supply chains and recognize later income cycles.**

At the same time, **the Canada Emergency Wage Subsidy (CEWS) should be adjusted to support businesses that have been impacted by a significant rise in operational costs due to COVID-19, such as those in the essential fresh produce supply chain, by providing an option to apply based on reductions in net income.**

Sustainability

The fresh fruit and vegetable sector supports the Government's commitment to promoting long-term sustainability as we strive to increase Canadians' consumption of fruits and vegetables and ensure a healthy environment, now and in the post-COVID future.

The Government should provide ongoing financial support to achieve the targets of the Food Policy for Canada to promote long-term social, environmental and economic sustainability of the Canadian food system and increase Canadians' consumption of safe and nutritious food.

We recognize the Government's previous efforts to reduce the use of problematic plastics and to address the economic, social and environmental costs of food waste in Canada. These efforts should continue and be integrated into planning for the produce industry's long-term economic recovery, informed by the experience and lessons learned from the COVID-19 pandemic.

The Canadian produce industry has been deeply engaged across all segments of the supply chain to reduce and mitigate the use of plastics. CPMA has deliberately taken a leadership role in this space through our Plastics Packaging Working Group and partnership in the Canada Plastics Pact, to assist the produce industry in navigating the highly complex goal of utilizing plastic packaging in the most economically and environmentally responsible means possible over the short, medium and long term.

To effectively reduce the use of unnecessary and problematic plastics, the Government should work closely with industry to take a systems approach to find solutions that are evidence-based, and include a combination of education, innovation, and effective recycling collection within communities across Canada, while also considering the food safety and food security implications of reducing the use of plastics for fresh produce.

CPMA would particularly like to emphasize that the development of harmonized, efficient and cost-effective recycling collection within communities across Canada is of utmost importance in supporting a circular

economy. Without this critical infrastructure in place, industry transitions to recyclable or compostable packaging materials will be rendered futile.

To support the goal of eliminating unnecessary and problematic plastics from our systems, **the Government of Canada should commit funds to address systems challenges across the country and correct the lack of harmonized collection, recycling and composting programs. A cohesive and common federal-provincial-territorial framework should be created.**

CPMA is supportive of the Government's stated commitment to supporting the agricultural sector as key partners in tackling climate change and promoting environmental sustainability. Growers and others along the supply chain have led the way on adopting environmentally sustainable practices to ensure the economic viability of our sector and the wellbeing of the people and the planet that support it. Across the agri-food sector ambitious targets are being set to reduce the environmental footprint of producing and supplying food. Metrics and benchmarks are being increasingly deployed to operate, compete, and contribute to economic viability in this rapidly changing agri-food world. Multiple private and public partners in Canada are involved in an effort to create a national sustainability index for the agri-food sector with a strong link to, and consideration of, the substantive work occurring in other jurisdictions around the globe. **As a partner in the National Index on Agri-Food Performance, CPMA is appreciative of the Government of Canada's support of this initiative, and urges the government to continue this critical engagement with stakeholders to achieve our common sustainability goals and secure Canada's position as a global leader in agri-food sustainability.**

Finally, CPMA has worked with partners to develop an online Waste Efficiency Tool to address food waste and other efficiency challenges in the produce supply chain. **The Government of Canada should commit funds and resources to support the reduction of food waste across the supply chain, including and building upon the work of the previously announced Food Waste Reduction Challenge.**

Innovation and Infrastructure

The full scope of the impact of COVID-19 on the fresh produce industry will likely not be known for months to come, but planning for recovery must include looking at how the business environment may change permanently. A strong and growing Canadian produce industry will depend on our ability to leverage innovation. One example is the marked shift to online purchasing. Depending on how consumer behaviour shifts towards e-commerce continue to develop post-COVID, some restaurants and other store front businesses may remain online. CPMA would like to reiterate the House of Commons Finance Committee recommendation that **the Government of Canada should provide financial support for small- and medium-sized businesses making the shift to digital.**

Agriculture, including the fresh produce industry, has potential to act as the backbone of Canada's economic recovery from the COVID-19 pandemic, but more investment is needed to support our sector's growth. The [2019 RBC report](#) found that Canada's share of global AgTech investment is only 3.4%, falling behind countries such as Brazil and India. We are supportive of the Standing Committee on Finance recommendation that the Government should lead a national innovation agenda with significant new investments in research and knowledge mobilization, with an emphasis on helping domestic companies grow and compete globally. In particular, **CPMA urges the Government to provide innovation funding specific for the fresh produce supply chain, to bolster the industry and foster our ongoing competitiveness.**

The growth of e-commerce could also have significant implications for growers and suppliers across the country, making access to broadband internet and cell phone coverage even more important. As noted by the [Agri-Food Economic Strategy Table](#), the lack of digital infrastructure remains a major roadblock to innovation for many growers and other businesses in the fresh produce industry. The critical need for broadband infrastructure has also been highlighted by a number of Parliamentary bodies, most recently in the Standing Committee on Finance's pre-budget recommendations for 2021.

Particularly in light of the significant market shifts resulting from the COVID-19 pandemic, **the Government should provide sufficient, dedicated funding to support the rapid expansion of high-speed internet infrastructure and cell phone service coverage to ensure that all Canadians and Canadian businesses have access to the digital infrastructure they need.**

At the same time, it is essential that rural communities across Canada see investments in critical infrastructure to support their economic development now and into the future. **The Government of Canada should provide sufficient, dedicated funding to invest in rural infrastructure, including roads, energy, and service infrastructure, such as waste management.**

Agriculture and Agri-Food Data Strategy

Data is a key input for ensuring global competitiveness. CPMA was pleased to see that the House of Commons Standing Committee on Finance included the creation of a national data strategy among its pre-budget recommendations. We must note that there are specific data challenges in agriculture and agri-food that must be addressed for such a strategy to effectively support our sector. Unfortunately, Canadian data, particularly in agriculture, is difficult to find, incomplete or onerously expensive for associations and businesses to purchase. More granular Statistics Canada data on consumption, trends, trade, and consumer preferences would act as a catalyst for growth and greater competitiveness and allow industry to be better positioned to navigate post-COVID economic recovery.

CPMA urges the Government to establish a data working group between Agriculture and Agri-Food Canada, Innovation, Science and Economic Development Canada, and other relevant departments and agencies to prepare and implement a comprehensive, long-term, and fully-funded data strategy that will fuel our competitiveness and inform key strategic decisions for our members. CPMA is eager to work with government on such a strategy and discuss potential industry-government cost-sharing scenarios.

Regulatory Modernization

CPMA supports the Government of Canada's ongoing efforts towards regulatory modernization, which is necessary to maintain and bolster the fresh produce industry's global competitiveness. Regulatory reform that supports future innovations, while avoiding uniquely Canadian regulatory requirements, would bolster the fresh produce industry, strengthen our ability to meet the challenges of moving to a low carbon economy, and contribute to our competitiveness, now and into the future.

International standardization between government bodies is critical to the success of Canadian industry, particularly to the fresh produce sector, which is one of the most global supply chains in the world. This includes the harmonization of food safety standards and systems that support the mutual recognition of food safety systems, such as that which occurs between Canada and the U.S. This recognition removes

unnecessary and costly duplication within both the international supply chain and government, and supports competitiveness of Canadian products in the international marketplace. **The Government of Canada should dedicate resources to CFIA to enable further expansion of mutual recognition efforts with other key trading countries.**

CPMA also wishes to draw attention to the joint pre-budget submission made in partnership with the Canadian Association of Importers and Exporters, the Canadian International Freight Forwarders Association, the Canadian Chamber of Commerce and others, and its recommendation that **the Government should undertake a comprehensive interagency review of all regulations that affect supply chains and the Canadian commercial border to help businesses more seamlessly access international markets and bolster Canada's global competitiveness.**

A Strategic Approach to Recovery

To ensure the ongoing viability of the food system, we need a strong domestic and global strategy. The success of the agriculture and agri-food sector, including the fresh fruit and vegetable industry, will be critical to Canada's economic recovery from the COVID-19 pandemic, but a strategic, whole-of-government approach is required to enable this success. The [Agri-Food Economic Strategy Table](#) and the new Industry Strategy Council can provide important resources for this strategic direction.

At the same time, particularly in light of the lessons of the COVID-19 pandemic, the previously announced Canadian Food Policy Advisory Council has the potential to be a unique forum to break down government silos and bring multiple government departments to the table to discuss pressing issues facing the food system in Canada.

CPMA urges the Government of Canada to commit funds to support a full analysis of impacts to the produce sector due to COVID-19 and the implementation and ongoing efforts of the Canadian Food Policy Advisory Council to support industry needs for recovery.

Conclusion

CPMA appreciates the opportunity to submit comments to the Department of Finance regarding Budget 2021 and to provide recommendations on how the Government can support the Canadian fresh produce industry in its recovery from the COVID-19 pandemic.

CPMA and our members have been deeply appreciative of the high level of engagement and collaboration the federal government has shown in working with industry during these challenging times. The continuation of this strong working relationship in the months ahead will be critical to the success of Canada's economic recovery and preparation for future events. We are committed to working with government to help find solutions to mitigate the impact of the outbreak on Canadians and to ensure that Canadian families will be able to continue to put our safe, healthy and nutritious products on their tables throughout this crisis and afterwards.

Thank you for your consideration of our submission. We would be pleased to answer any questions you may have.

Sincerely,

A handwritten signature in black ink, consisting of a stylized 'R' followed by a horizontal line.

Ron Lemaire
CPMA President