

AnimalHealthCanada
SantéAnimaleCanada

15 Years of Collaborative Evolution

Kim McConnell c.m.

September 23, 2025

It's a Changing World



It's a world where ...

- ✓ Perceptions are real ... & facts are negotiable
- ✓ The gap between 'science' and 'science fiction' is getting narrower
- ...
- ✓ Yet the gap between 'urban & rural', and 'north & south' is widening
- ✓ We need to build infrastructure ... but NIMBY



- ✓ Water, land, air, and food are interlinked
- ✓ 'Environmental stewardship/sustainability' are as important to consumers as 'nutrition and food safety'
- ✓ Green energy is the future ... but I need diesel fuel and heating oil now!
- ✓ Our food has never been safer ... yet consumers have never been more concerned
- ✓ The 'AAA's driving the global food system
 - *Availability*
 - *Accessibility*
 - *Affordability*



- ✓ Sustainability, supply chain and software are three important 'S-words' driving business
- ✓ "I need a job" is being replaced by "I can't find labour"
- ✓ Cashflow is king ... and tariffs are concerning
- ✓ 'Polarization' is growing ...
 - *We seem to know what we're against ... but what are we for!!*
 - *Anger is elevating*
- ✓ Everyone (and every country / province) focused on 'what's best for me'



- ✓ People love 'new and innovation' ... almost as much as they despise change
- ✓ There's no failure to innovate ... but there is a failure to communicate
- ✓ Lawyers, courtrooms and insurance influence/drive decision making
- ✓ Transparency is not only expected ... it's demanded
- ✓ 'Values' are as important as 'value'

Trust is diminishing
... in everything



It's a changing world!





Agenda

- Proud to be in Canadian Ag
- View from my lens
- Suggestions
- Discussion





Proud to be Canadian



**Proud to be in
Agriculture**

We grow food and feed people

3.5 days - 3,600,000 loaves of bread

"No time in history has so few fed so many ... and at so little cost



We create jobs





We are a solution to climate change

*Agriculture is an industry that can sequester more carbon than
what Mother Nature's already sequestering*

Farmers are Super Heroes

Who else can **feed the planet**
AND
save it at the same time?



A person is sitting on a dark wooden bench, looking out over a vast valley at sunset. The sky is filled with dramatic, golden clouds, and the sun is low on the horizon, casting a warm glow over the landscape. The person is silhouetted against the bright sky. The overall mood is contemplative and serene.

Contemplations

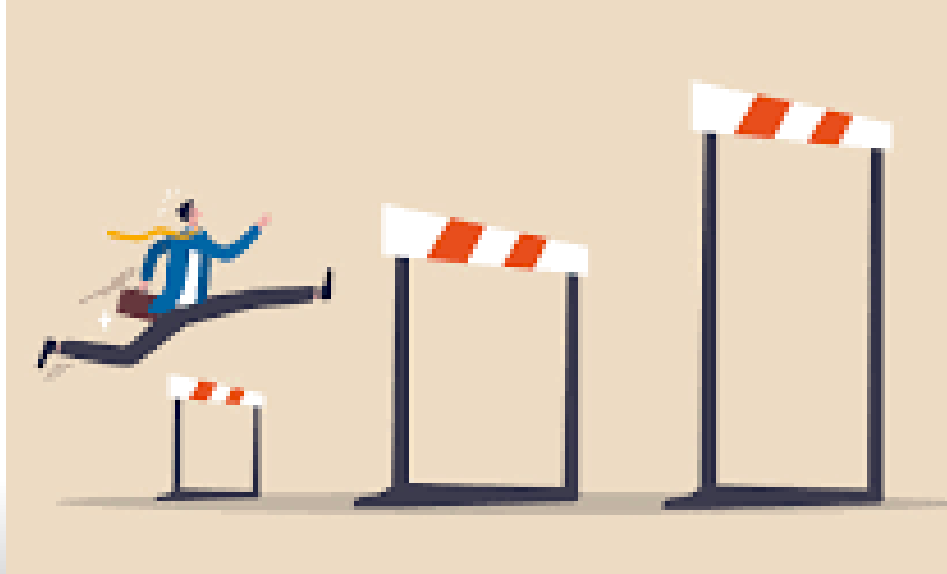
1.
How do we
get **people**
excited about
agriculture?





2.

How do we get **politicians excited and supportive** of agriculture and food and its contribution to Canada?



3.

How do we improve **speed & reduce regulatory hurdles** while maintaining consumer confidence & a healthy planet?



4.

How do we enhance
Productivity?



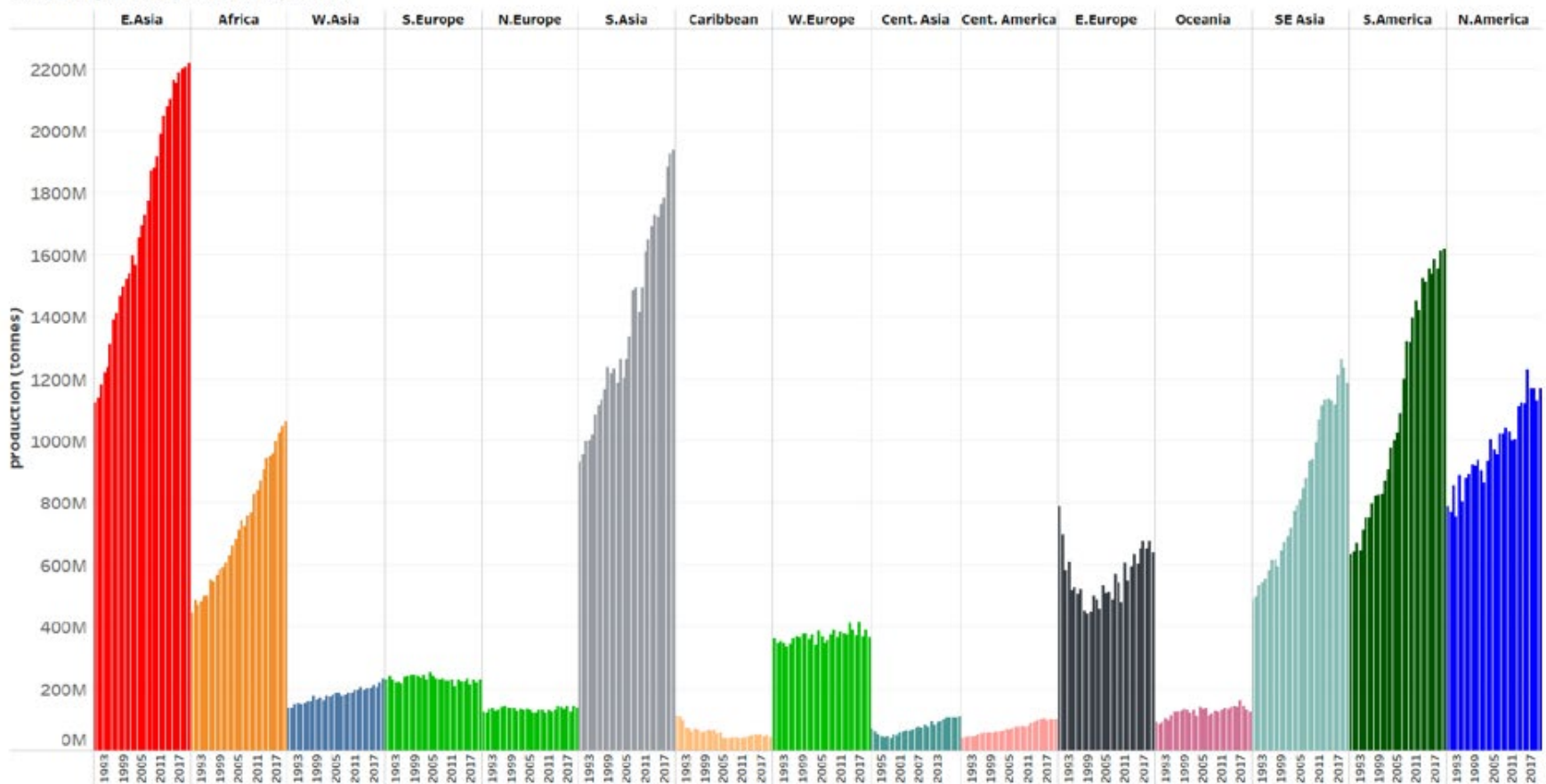
5.

How do we capitalize on
Trade Opportunities?

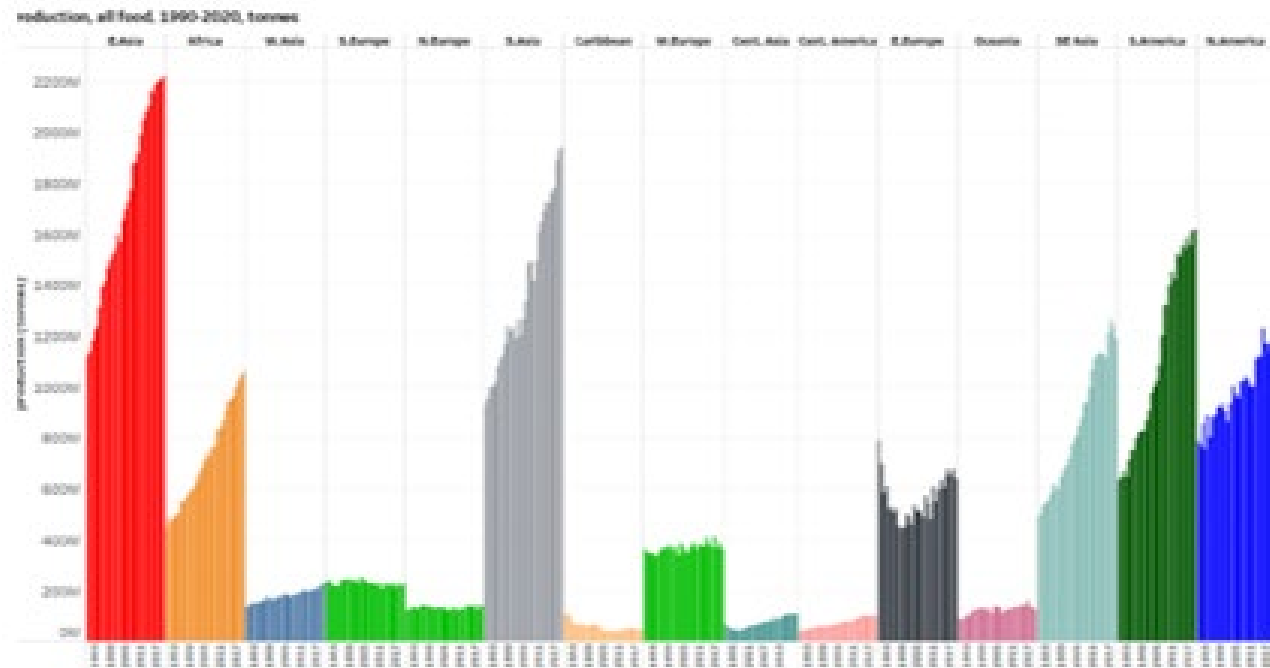
Where's the food produced?

Total Ag/Food production by region in tonnes

roduction, all food, 1990-2020, tonnes



Total Ag/Food production by region in tonnes



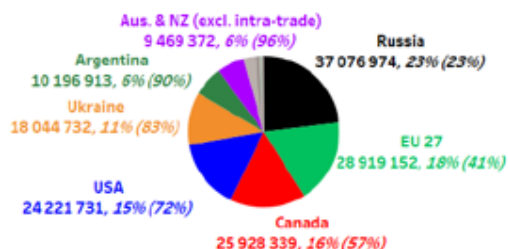
The biggest **NET** food importers in the world – Slide/page 30



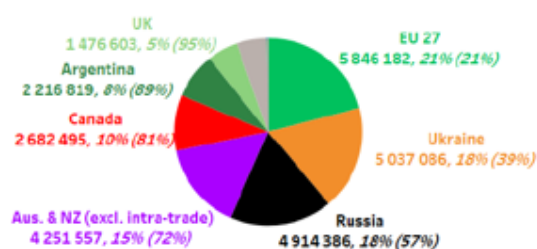
Net Food Exporters by Major Commodity

Net exporters: % of global net exports, 2020 (tonnes)

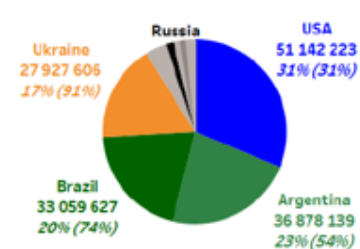
Wheat. 96% (excl. Russia = 73%)



Barley. 95% (excl. Russia = 77%)



Maize. 91%



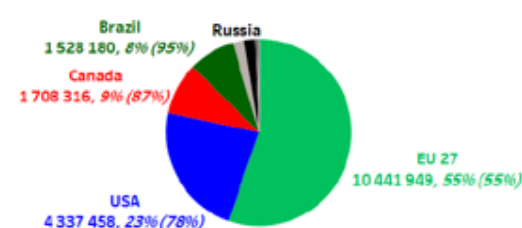
Rapeseed. 95%



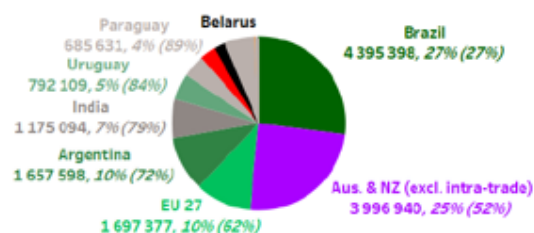
Soybeans. 90%



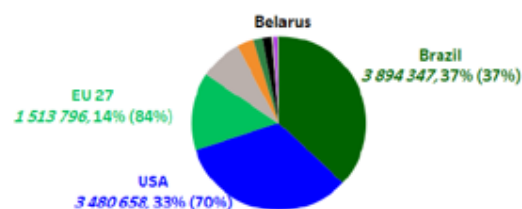
Fat, pigs, Meat, pig, Meat, pig sausages and 3 more. 95%



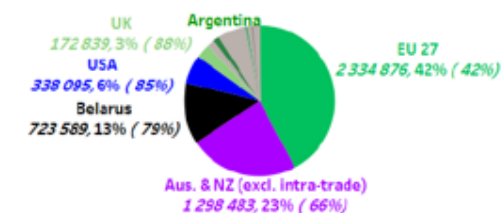
Beef. 84%



Meat, chicken. 84%



Dairy: Butter, cow milk, Buttermilk, curdled, acidified milk, Cheese, processed and 4 more. 88% (excl. Belarus = 72%)

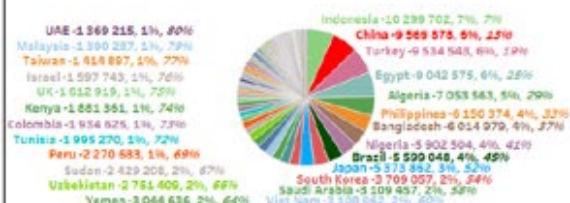


Net Food Importers by Major Commodity

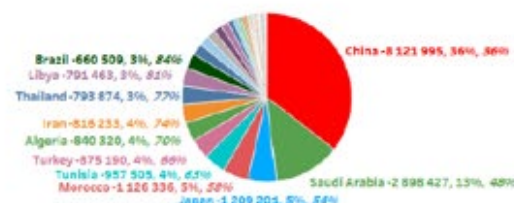
Net importers: tonnes, % of global net imports, *running total*



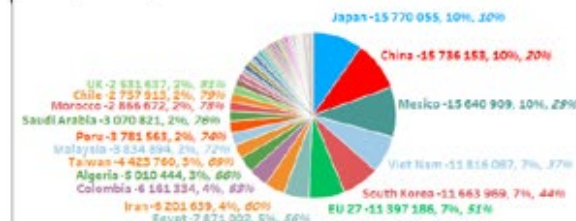
Wheat (30=80%)



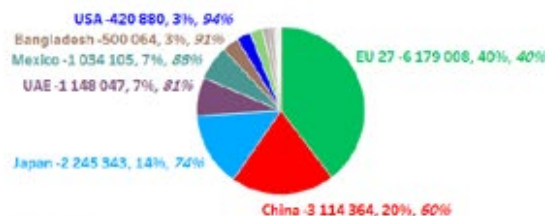
Barley (10=81%)



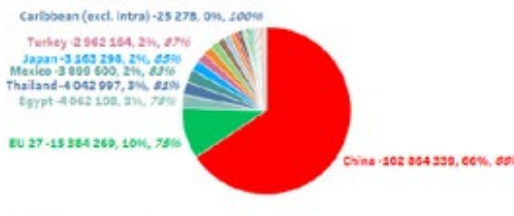
Maize (16=81%)



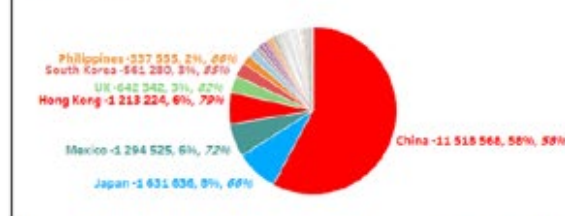
Rapeseed (4=81%)



Soybeans (4=81%)



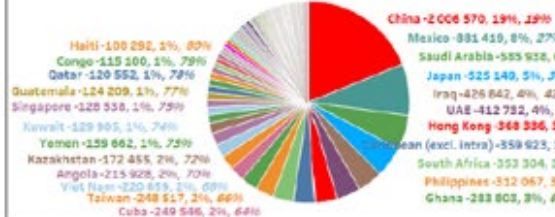
Pork (5=82%)



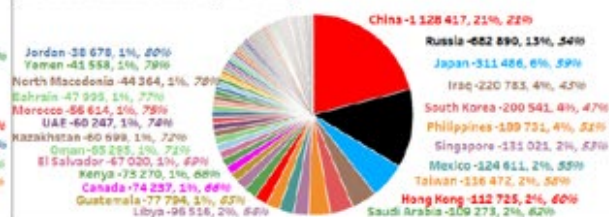
Beef (11=80%)



Meat, chicken (23=80%)



Dairy: Butter, cow milk, Buttermilk, curdled, acidified milk, Cheese, processed and 4 more (27=80%)



CONCLUSION

Only a handful of
countries can feed a
hungry world

CONCLUSION

Only a handful of countries can feed a hungry world

Canada has opportunity to leverage its position



6.

How do we attract greater
Investment in our industry?



7.

How do we attract & enhance
industry **leadership**?



Engage with the future leaders





New Generation Leaders



A person is sitting on a wooden bench, looking out over a vast valley at sunset. The sky is filled with dramatic, golden clouds, and the sun is low on the horizon, casting a warm glow over the landscape. The person is silhouetted against the bright sky. The overall mood is peaceful and contemplative.

Suggestions



1. We need an Industry Plan



My Stampede strategic planning
experience

Five Good Strategic Questions



5 Questions

1. What **ISN'T** going to change in the next 25 years?
2. What **IS** going to change in the next 25 years?
3. What could or couldn't change in the next 25 years?
4. If you could make '**1 move**' that would dramatically improve your future in the next 25 years, what is it?
5. If you could '**eliminate 1 hurdle**' that would substantially enhance your future, what it is?

What's the Plan

- ✓ Think strategic
- ✓ Think beyond local / farm
- ✓ Think short- and long-term
- ✓ Think BIG
 - ✓ 10X is easier than 2X
- ✓ Be bold



INSTEAD OF RISKING ANYTHING NEW,
LET'S PLAY IT SAFE BY CONTINUING OUR
SLOW DECLINE INTO OBSOLESCENCE.





*The Great
Philosopher*

Mike Tyson



2. The Power of Collaboration



In a quiet mountain village surrounded by jagged peaks, two groups of farmers had lived side by side for generations — but not always in peace.

Every summer, the narrow river that ran between them would run dry, and tensions would rise.

Accusations about stolen water and broken boundaries became routine. The only thing they shared was suspicion.

One year, the drought was worse than ever. Crops wilted, animals grew thin, and the future looked bleak.

As the village council argued, an elderly woman named Ama — who had lived through many seasons — quietly stood up.

She suggested something radical: build a dam together. A shared reservoir could hold water from the spring rains.

At first, both sides resisted. “We don’t trust them,” one man said. “They’ll take more than their share,” another added.

But slowly, necessity softened hearts. The building began with heavy lifting and heavier silence.

But day after day, the two groups worked side by side. They broke bread together.

They laughed when things went wrong and celebrated each small success.

By summer, the dam was complete. Water was stored, fields flourished, and more importantly, trust had been built — not just in stone and wood, but in one another.

Teamwork had turned rivals into neighbors.

Moral: Trust grows where teamwork flows.

Animal health/welfare are complicated

- Differing demands from Canadian stakeholders and those in export markets
- Shared roles, responsibilities
- Differing regulatory authorities
- Different production systems
- Different capacities in the federal and provincial governments
- Different capacities across the supply chain



Why are we celebrating 15 years of progress?



- ✓ Working together is hard. It is so much easier to do it yourself.
- ✓ It takes time to build trust.

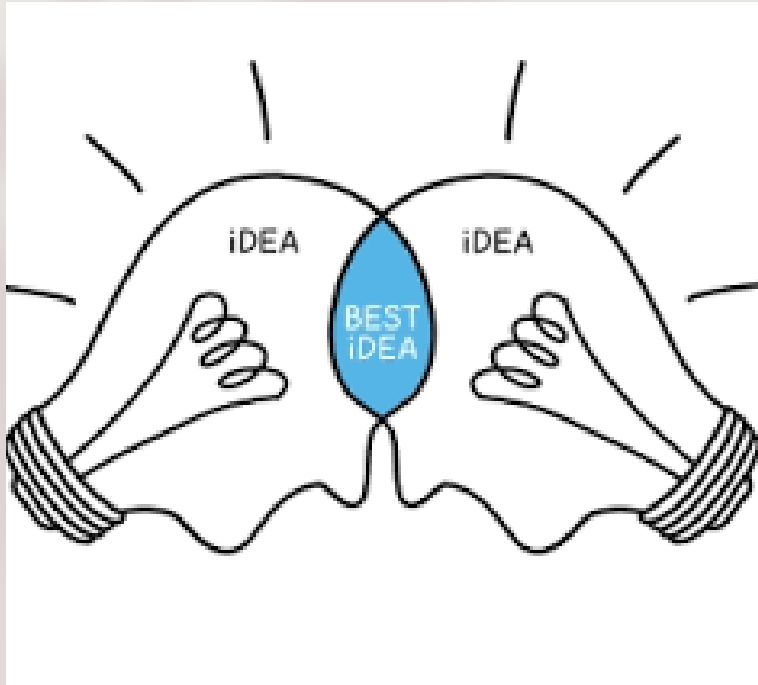
Teamwork often turns rivals into neighbors.

Moral: Trust grows where teamwork flows.
- ✓ It also takes success to build trust.
- ✓ Animal Health Canada has succeeded in a very complicated space.

Canada has very good animal health and welfare systems.

Why would we need to further collaboration?

- Existing model got AHC this far
- Limited/declining resources
 - Efficiency
 - Effectiveness
 - Sharing of best practices
- Challenges are more complex
 - Demands of international trade
 - Emerging disease threats







African Proverb

If you want to go fast, go alone.
If you want to go far, **Go Together.**

Key Principles of Successful Collaboration



- **Shared Vision and Goals**
- **Clear Roles and Responsibilities**
- **Open and Transparent Communication**
- **Mutual Trust and Respect**
- **Flexibility and Adaptability:**
 - Collaboration is a dynamic process that evolves over time. Partners must be willing to be flexible and adaptable in the face of changing circumstances.
- **Strong leadership**



AnimalHealthCanada
SantéAnimaleCanada

the next 15



Its' a Changing World
**If you're not moving forward, then
you're going backwards**





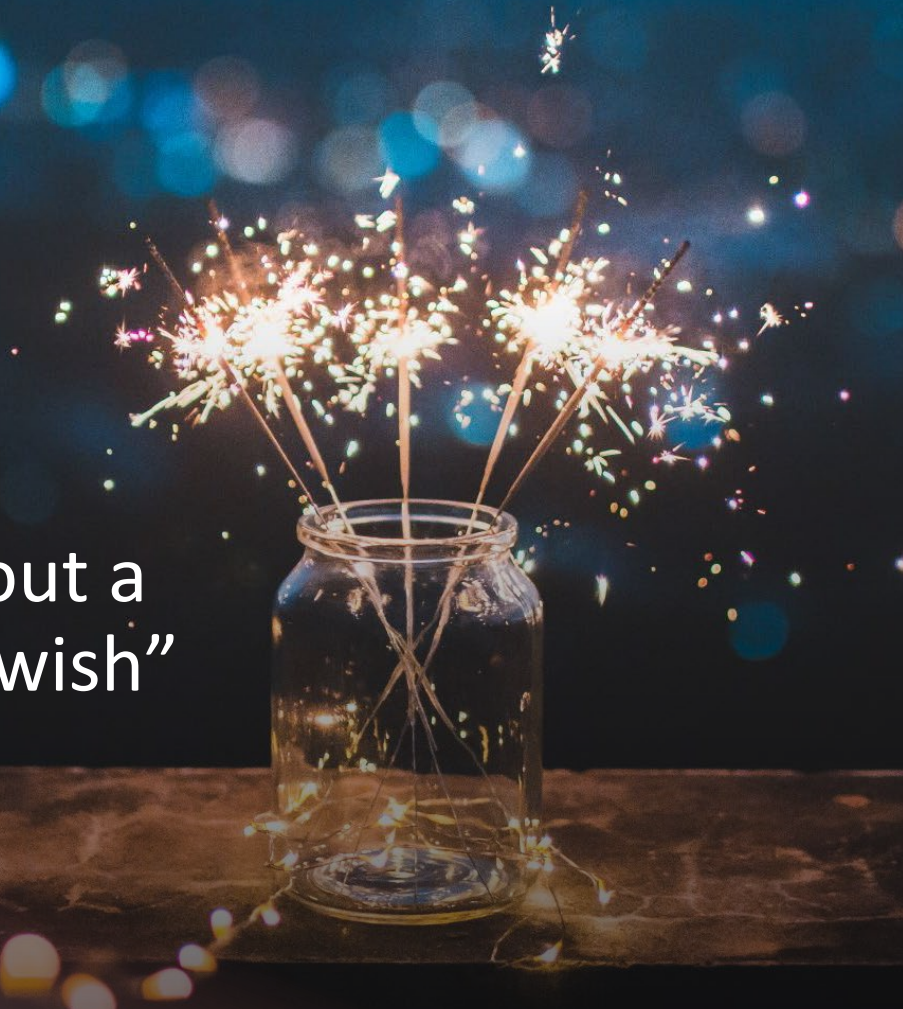
A 'Generational Opportunity'

Canada: an Agri-Food Super-Power

A close-up, black and white photograph of two hands shaking in a firm grip. The hands are positioned in the center-left of the frame, with fingers interlaced. The person on the left is wearing a dark suit jacket and a white shirt cuff is visible. The person on the right is also wearing a dark suit jacket. The background is dark and out of focus. The text "Collaboration & Partnership" is overlaid in white on the right side of the image.

Collaboration &
Partnership

“A Goal without a
Plan is just a wish”



IDEA
PLAN

~~EXECUTION~~

REALITY



Wisest Man that
ever lived



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