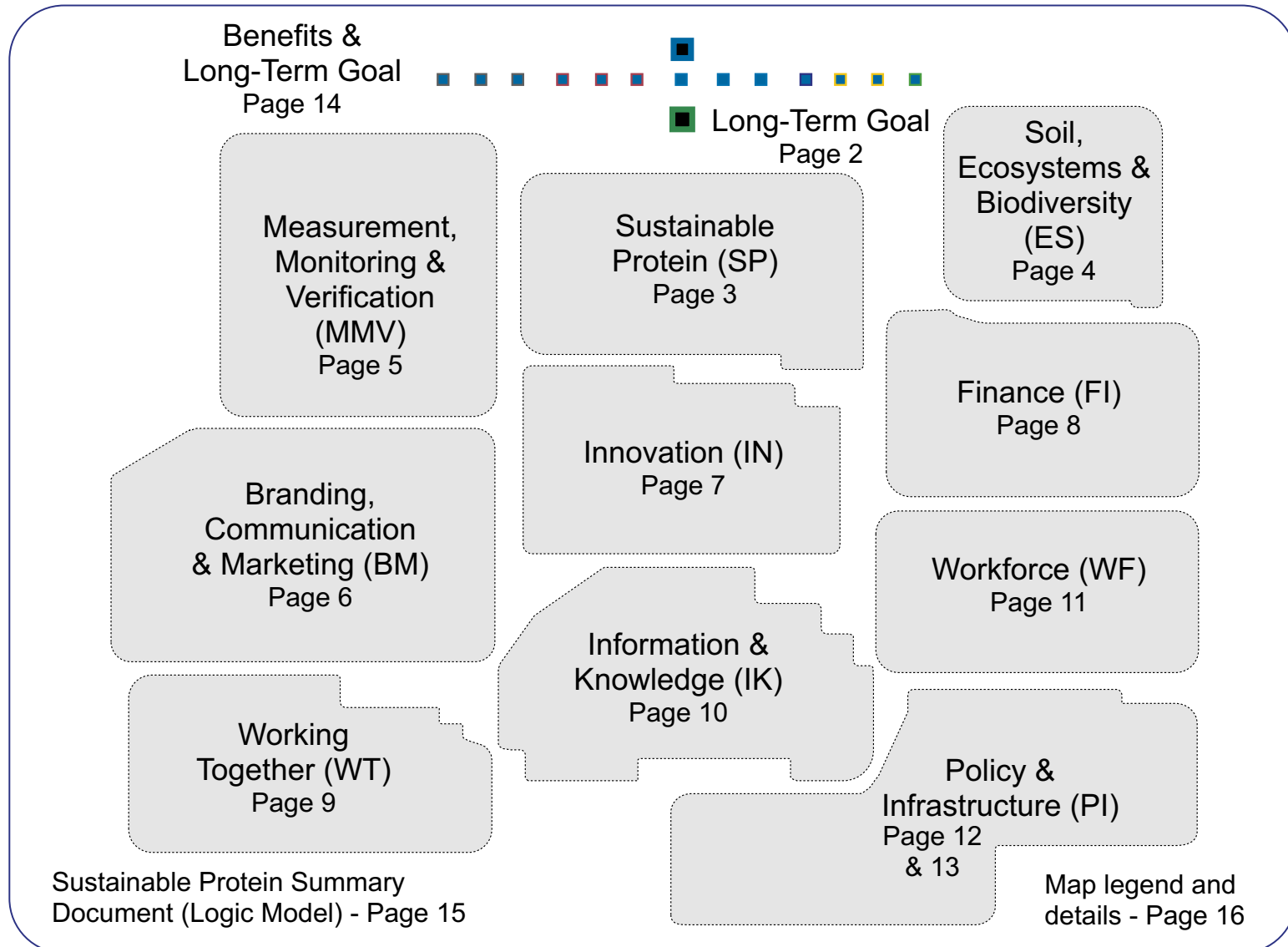


# Sustainable Protein Impact Map: A Collaborative Action Framework

*Accelerating Innovation to Realize Manitoba's Impact Potential*

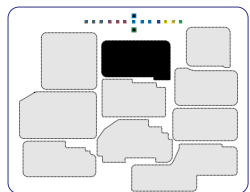
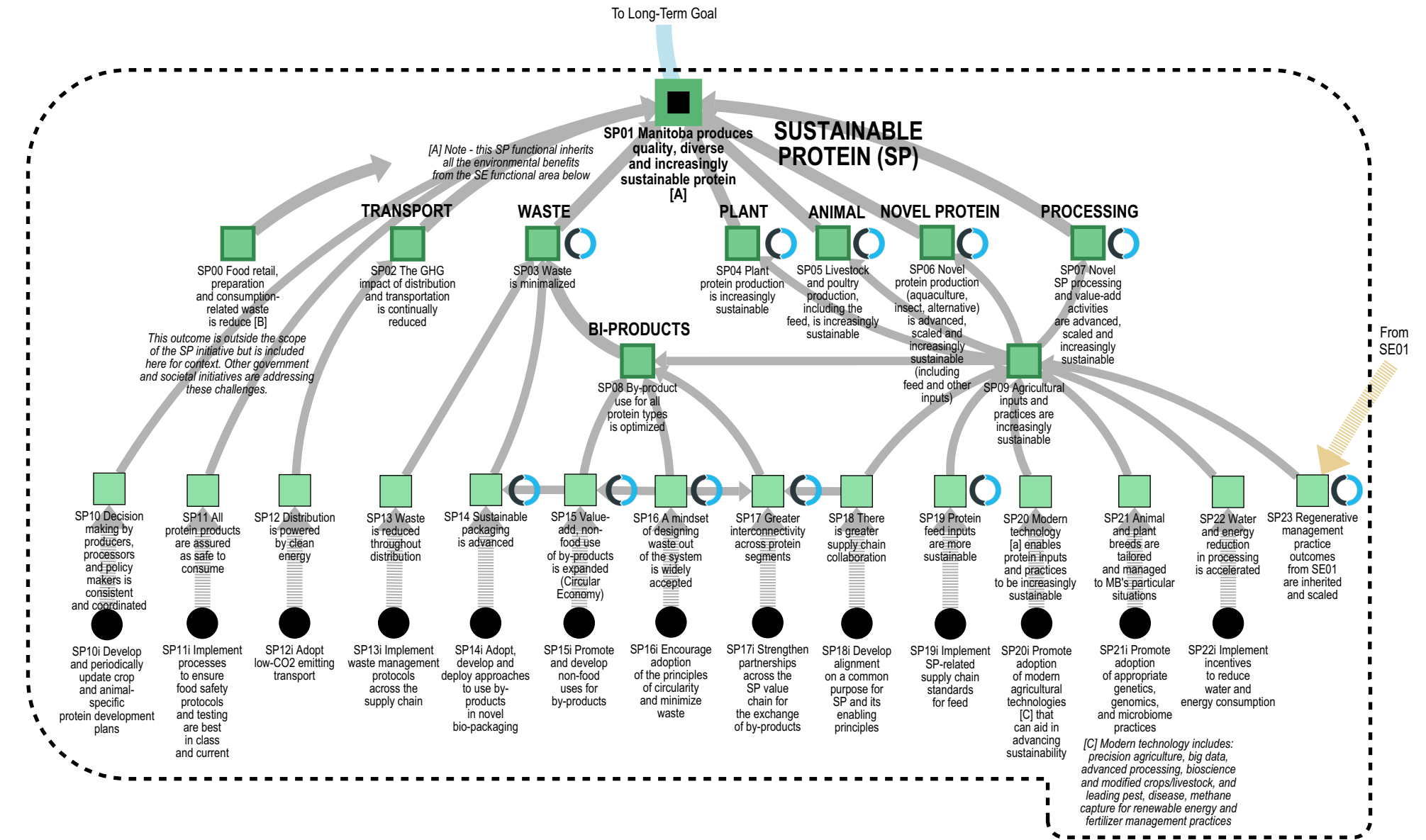
## Compendium of Functional Areas

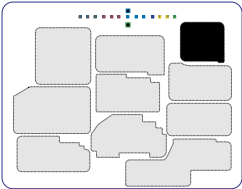
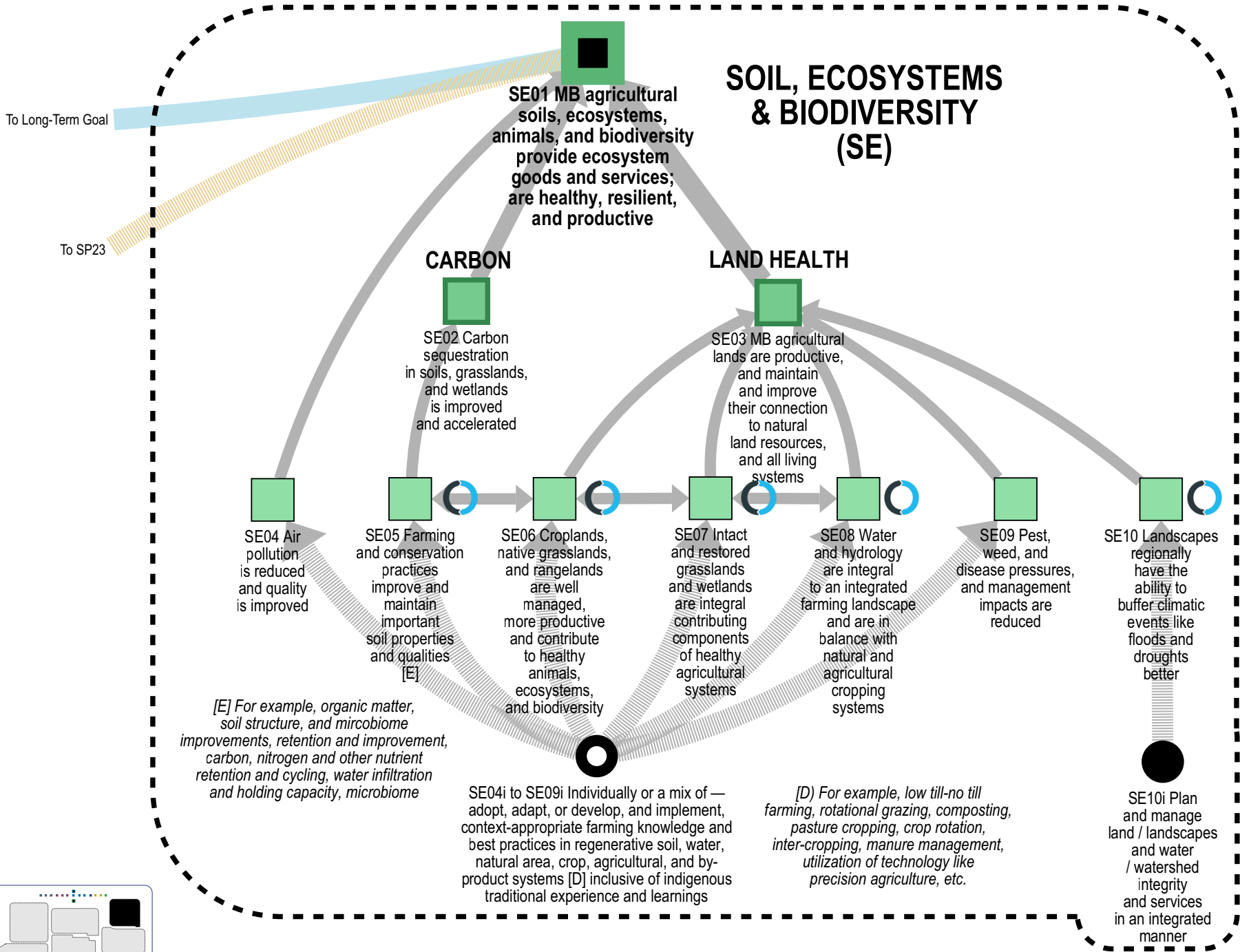


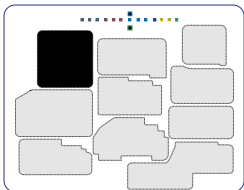
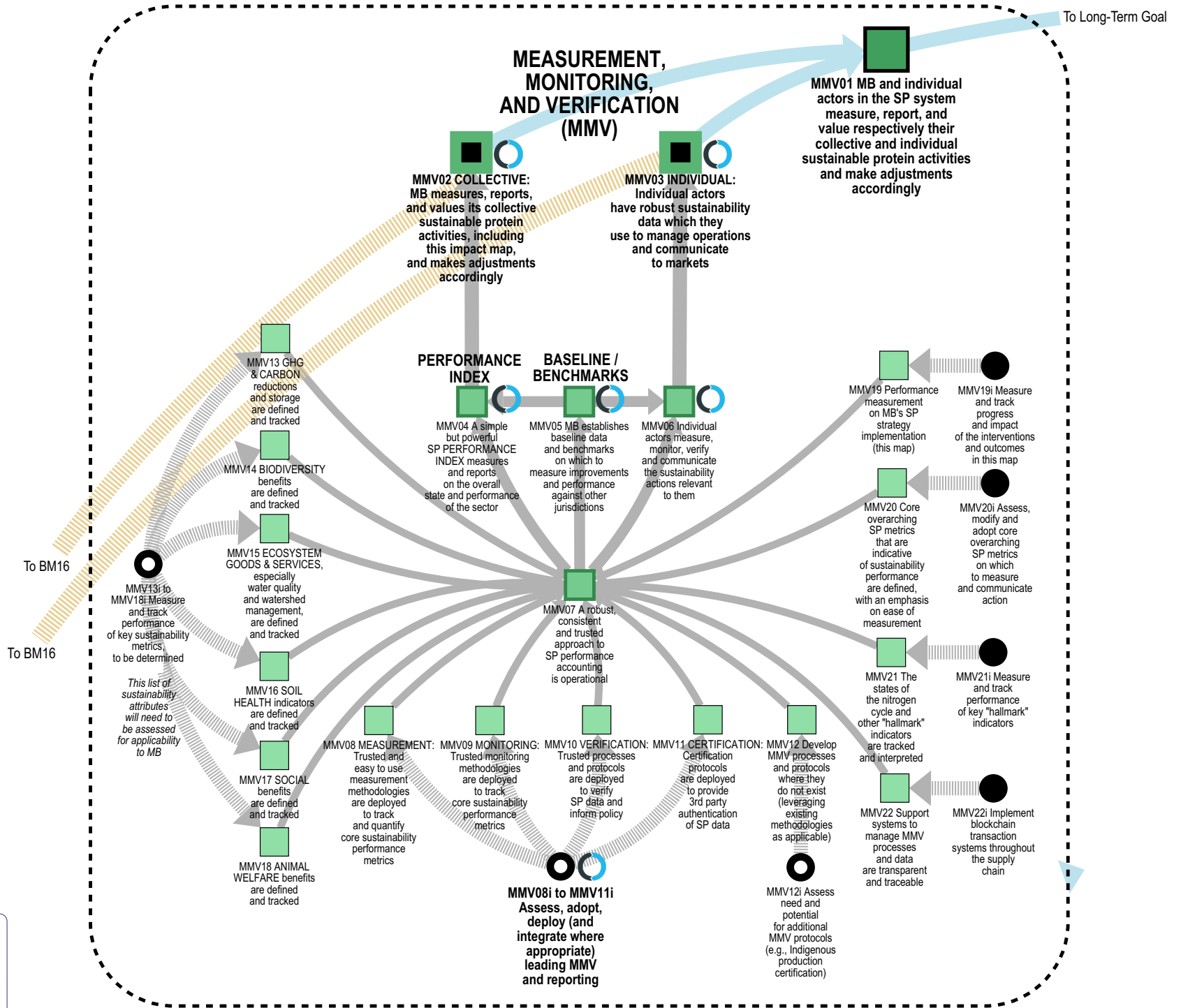
# **LONG-TERM GOAL**

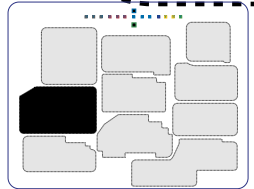
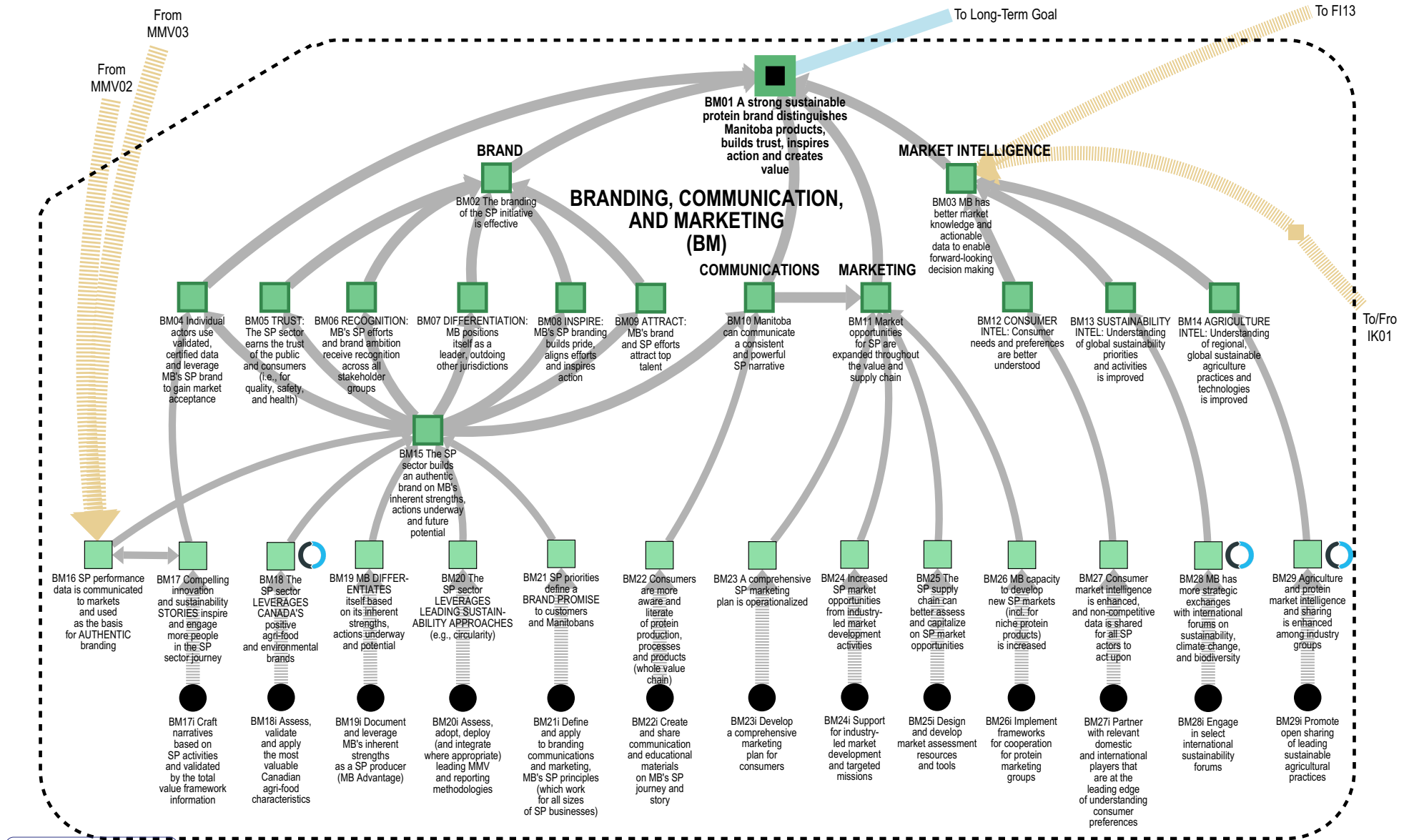


**LTG01 Through strengthened collaboration and accelerated innovation,  
Manitoba realizes its collective and equitable potential to produce  
protein that is diverse, high quality, healthy and increasingly  
sustainable**

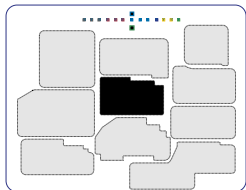
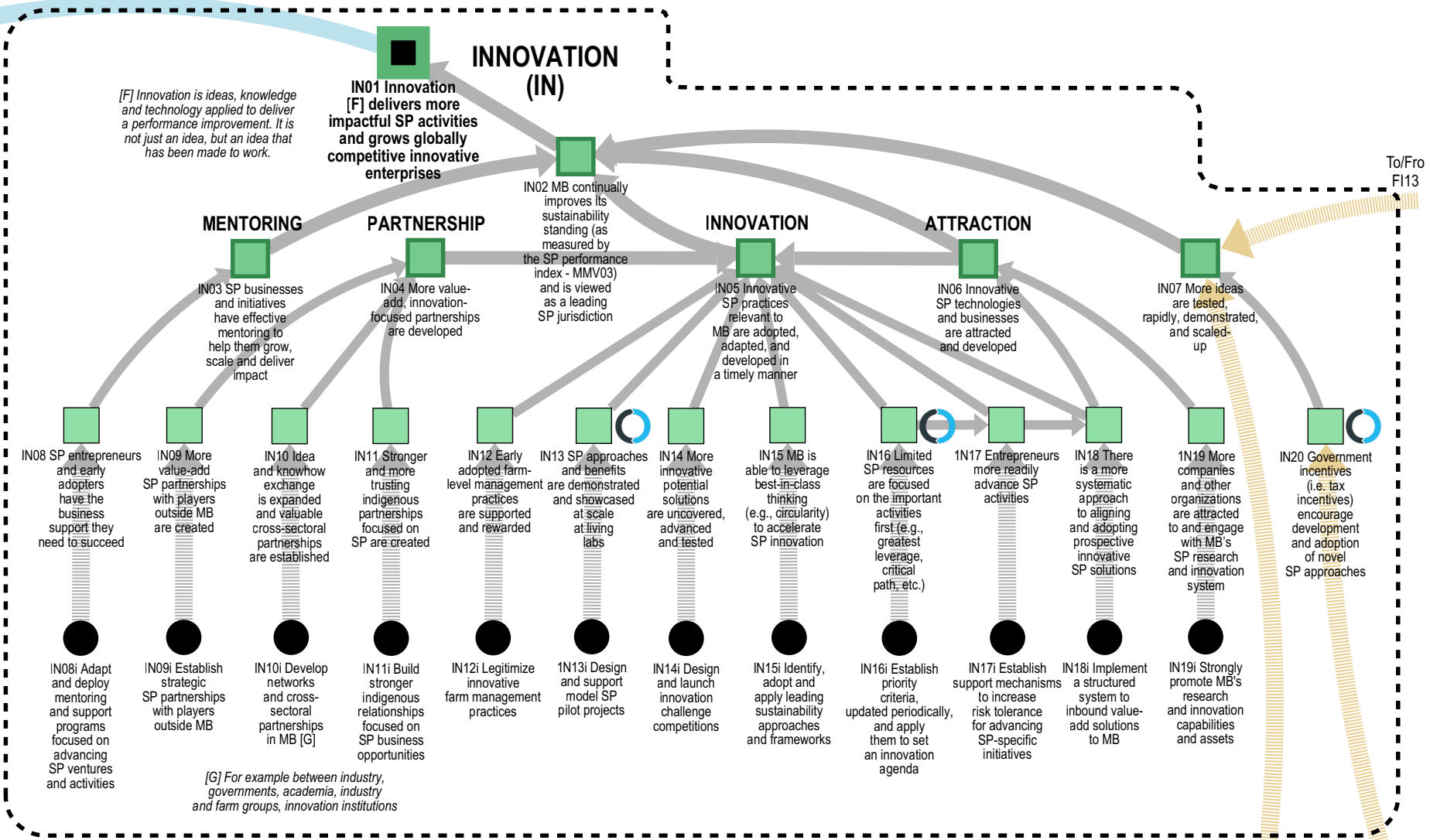


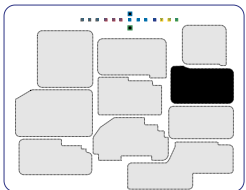
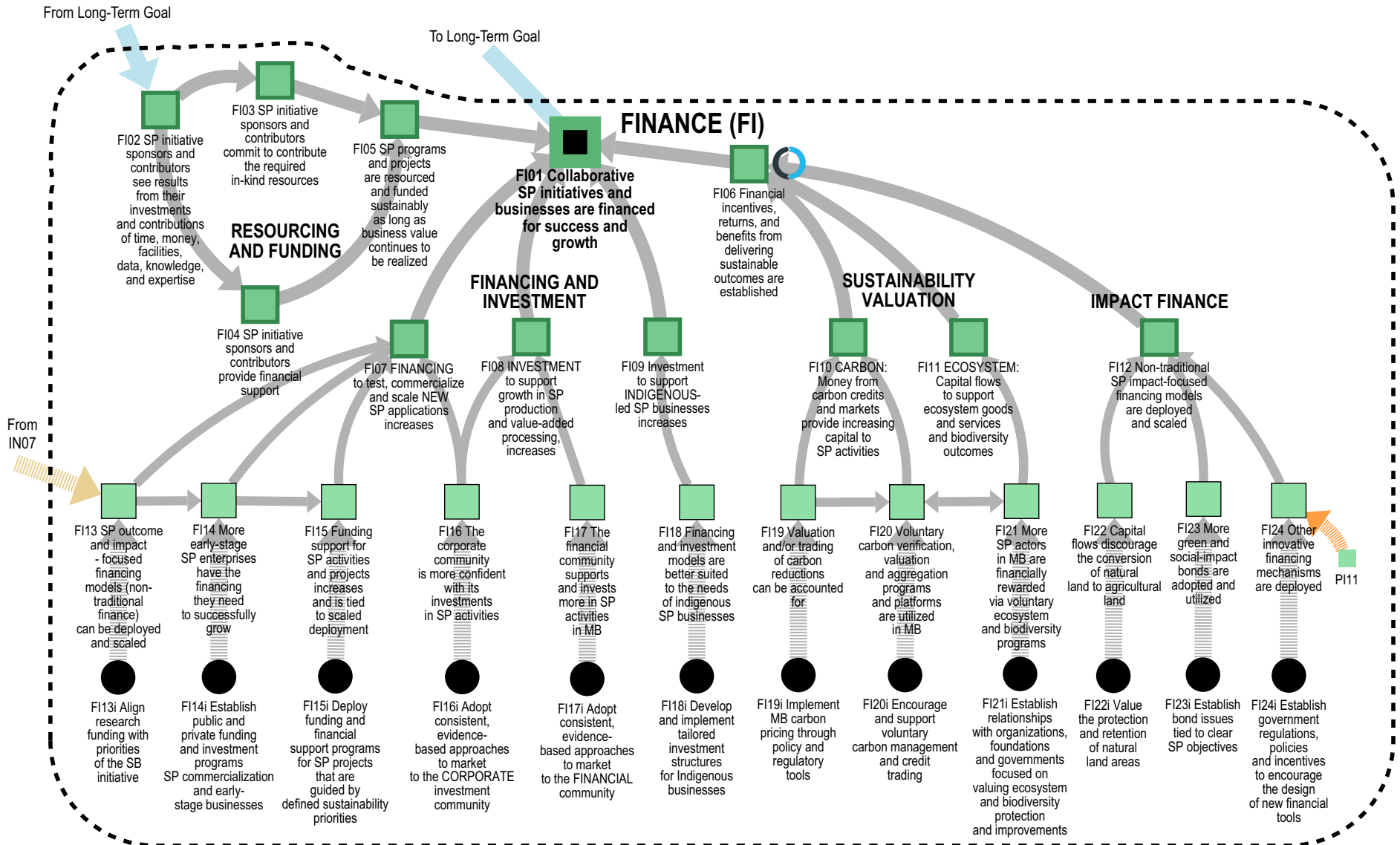




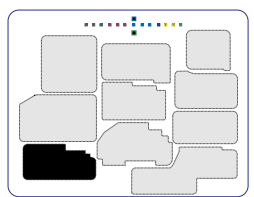
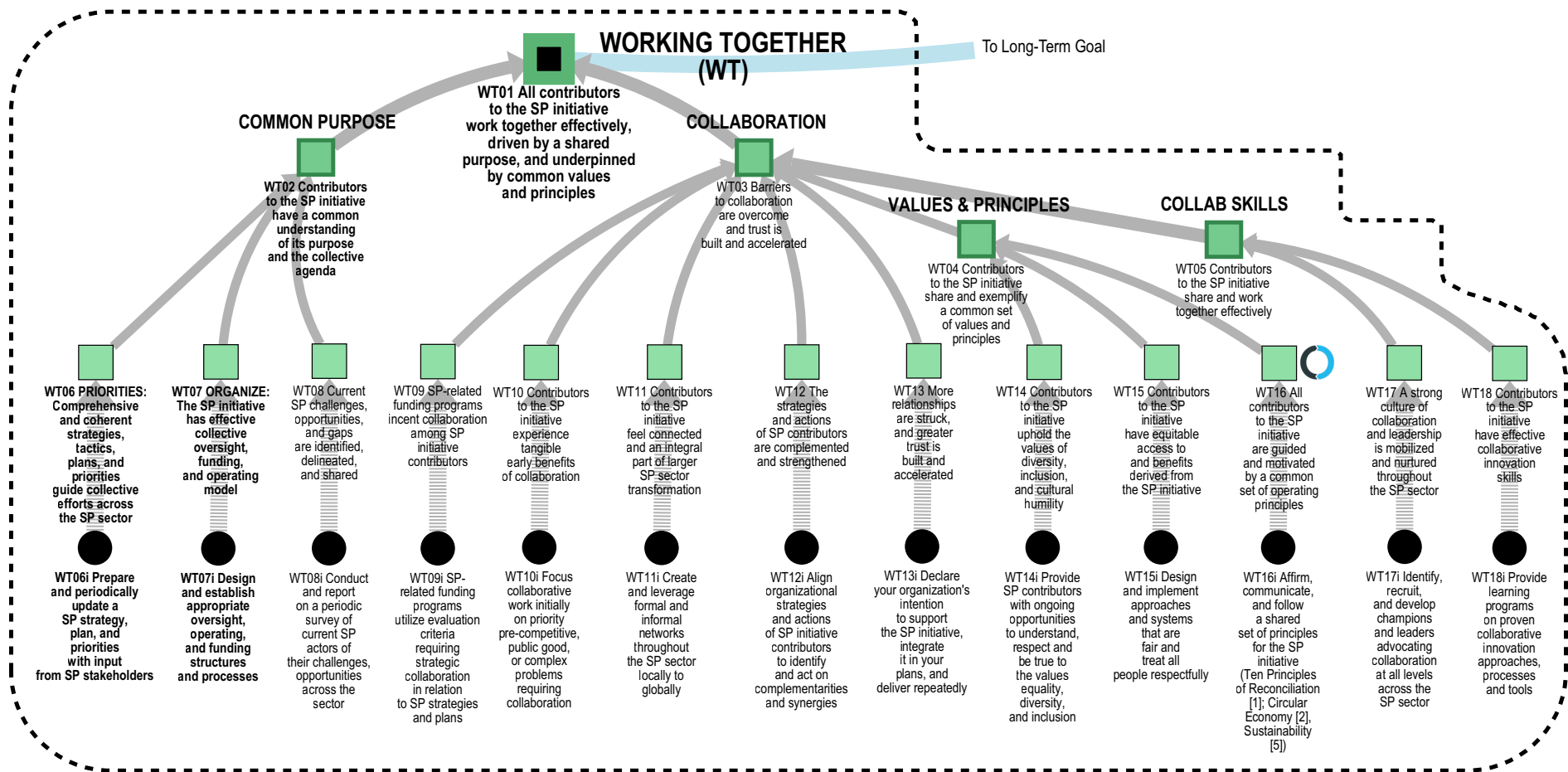


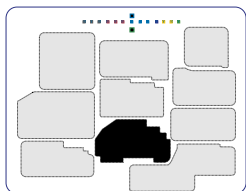
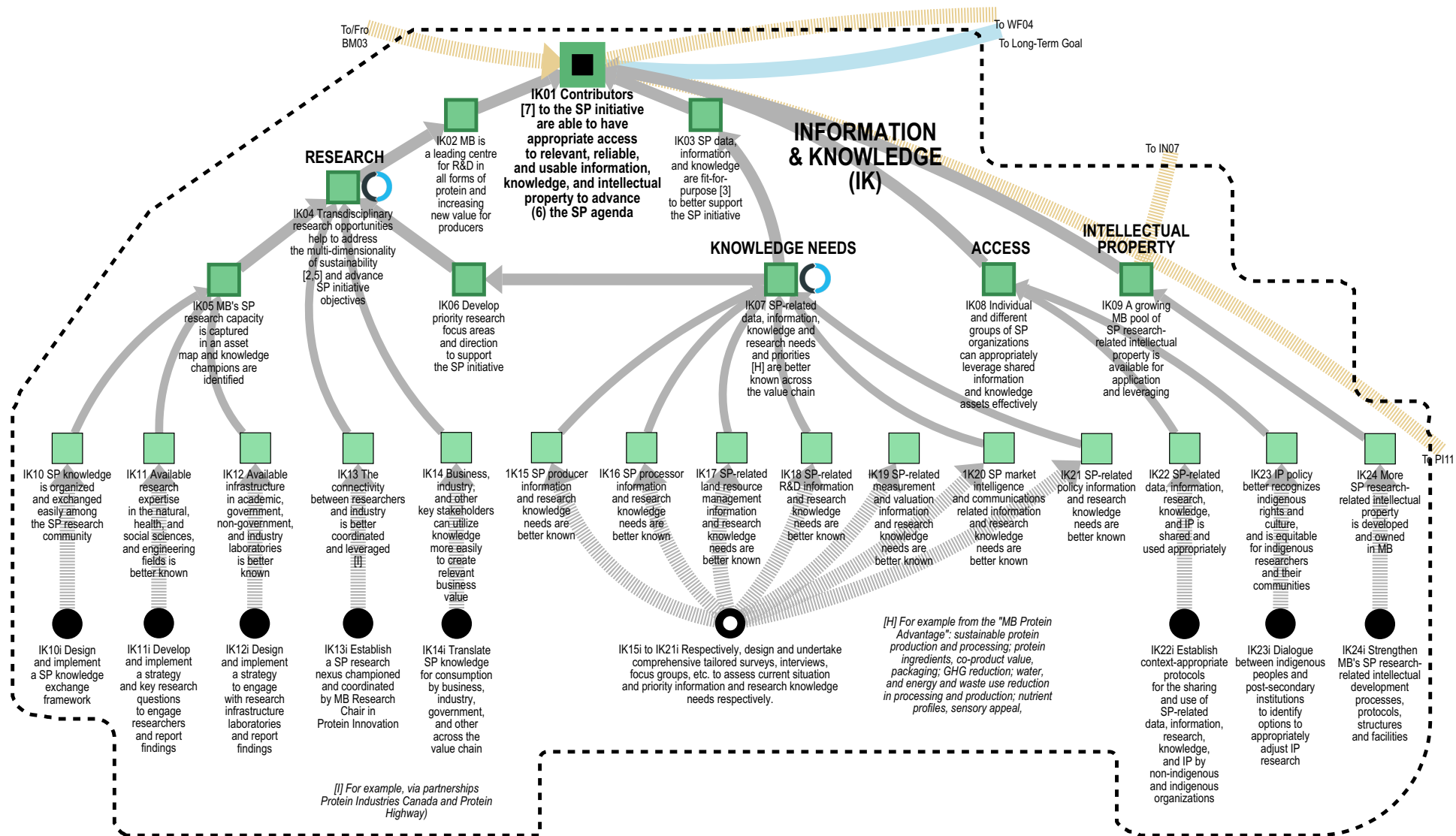
To Long-Term Goal

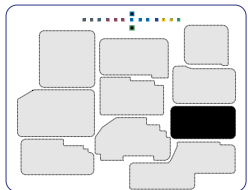
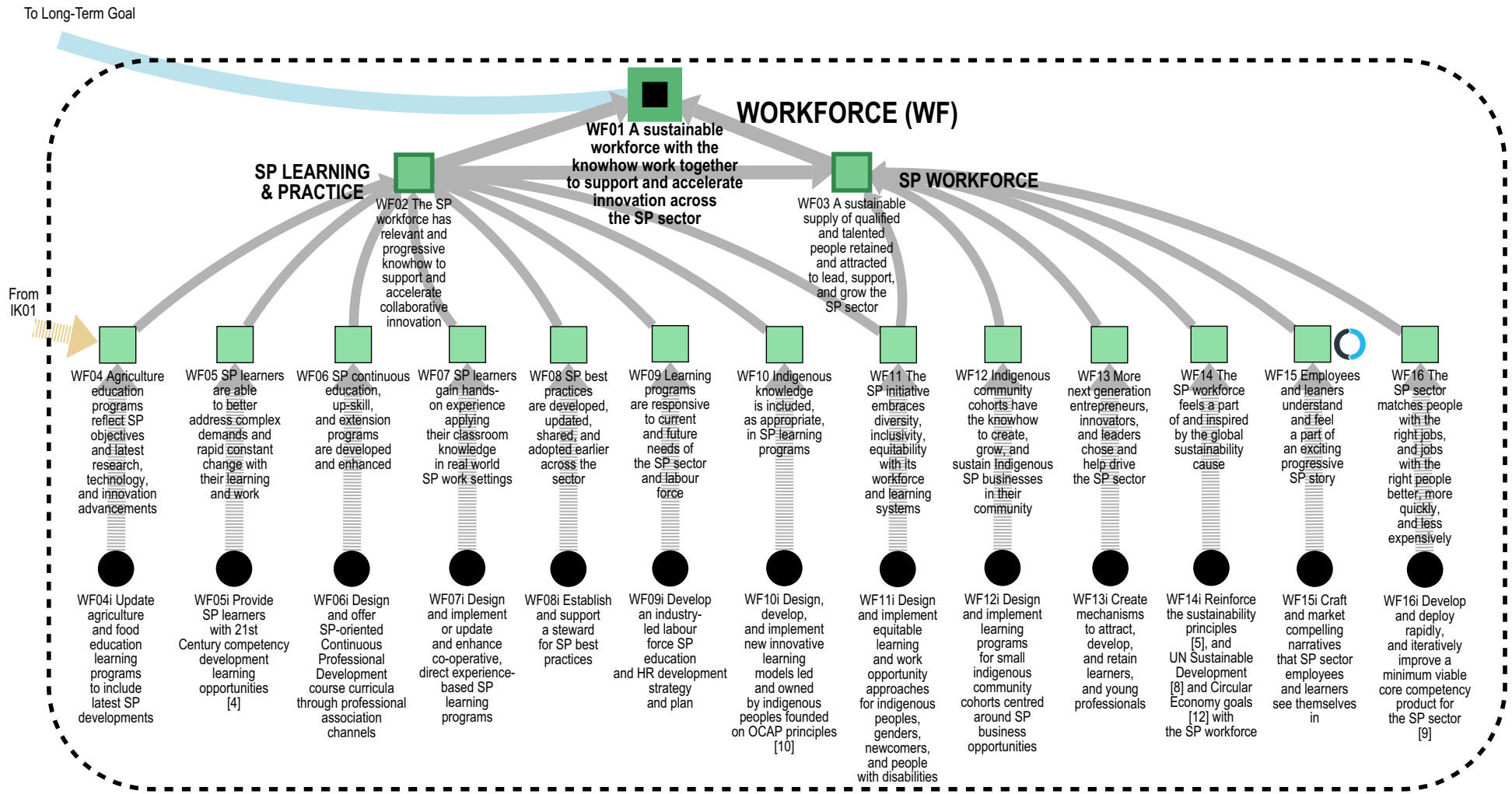


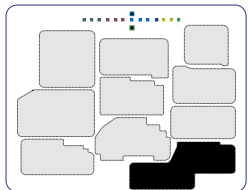
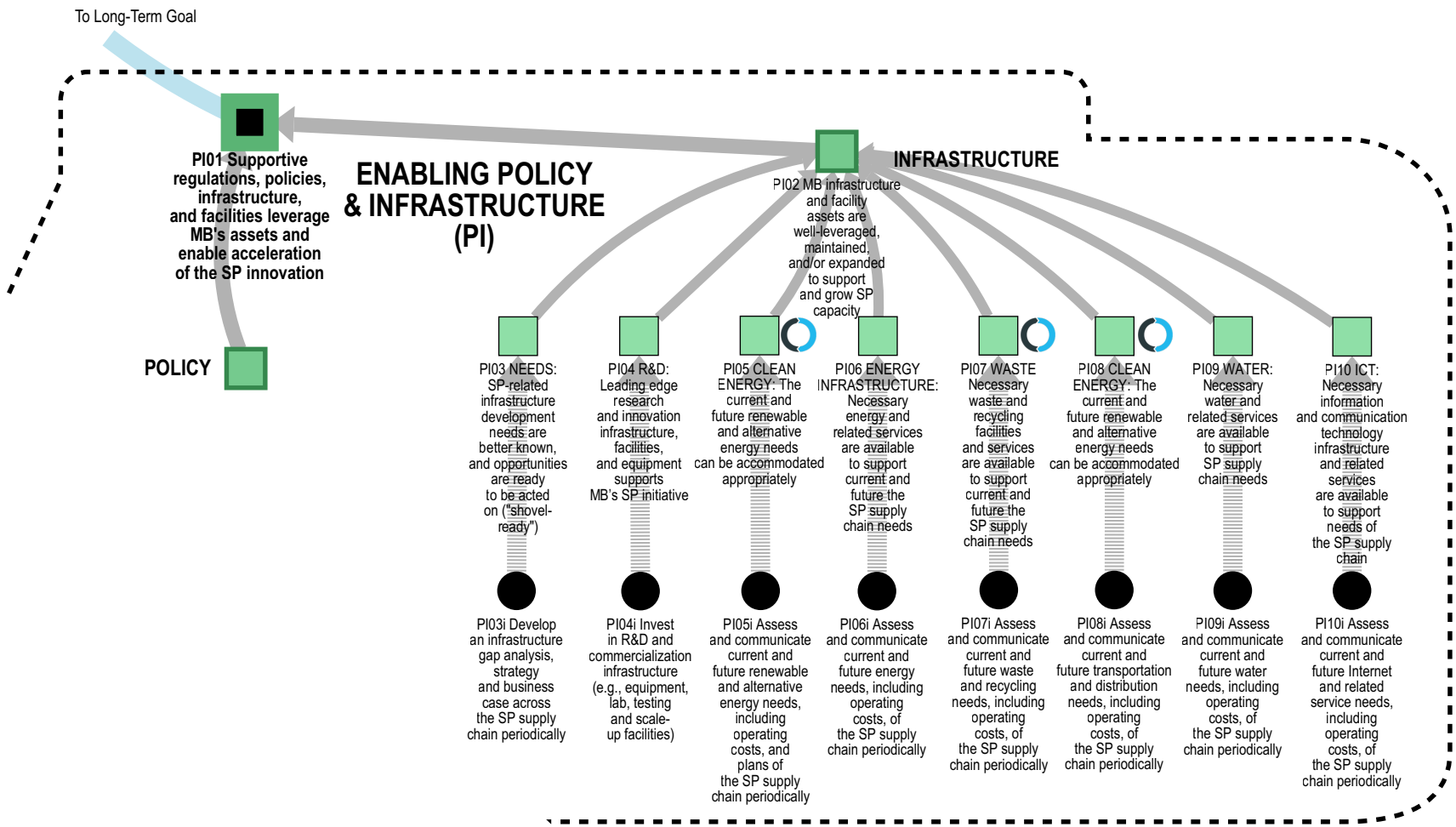


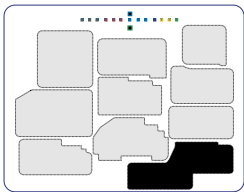




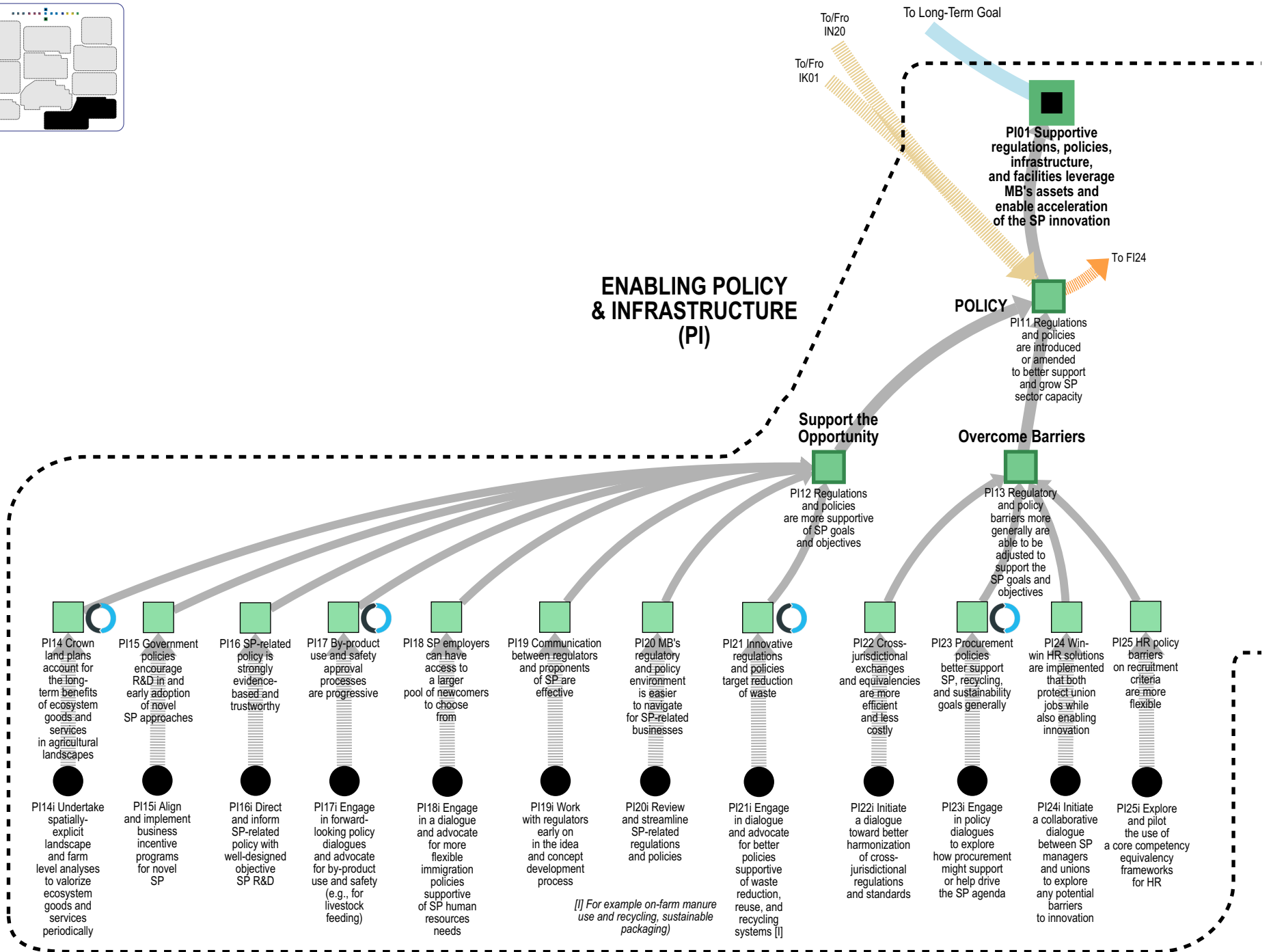








## ENABLING POLICY & INFRASTRUCTURE (PI)



# ULTIMATE BENEFIT



**BE01 Manitoba proudly leads Canada and the world as an innovative model for high-value sustainable protein that nurtures and benefits all people, the local environment, and the climate**

## Penultimate Benefits

### The Manitoba Brand



**BE02** MB is regarded as a sustainability leader – in Canada and globally - and is a sustainable protein supplier of choice



**BE03** Public knowledge of and trust in the agriculture and food sector is greater



**BE04** MB contributes to UN Sustainable Development Goals

### Economic



**BE05** MB is globally competitive and secures new customers and markets



**BE06** MB's economy grows with increased profitability, new business creation, and increased high-value direct and indirect jobs



**BE07** MB attracts and secures new talent

### Social



**BE08** MB communities are more resilient and vibrant



**BE09** MB's agriculture and food workplace is safe and healthier for employees



**BE10** Reconciliation with Indigenous Peoples is advanced

### Consumers



**BE11** Consumers benefit from having a trusted and healthy food producer

### Climate Change Mitigation / Adaptation



**BE12** GHG emissions are reduced and carbon sequestration is maximized



**BE13** MB is better able to withstand water-related climate change impacts

### Local Environment

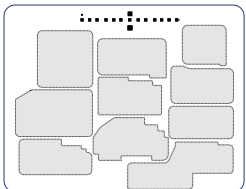


**BE14** The local environment is strengthened with enhanced ecosystem services, improved biodiversity, improved water quality, and reduced waste

# LONG-TERM GOAL



**LTG01 Through strengthened collaboration and accelerated innovation, Manitoba realizes its collective and equitable potential to produce protein that is diverse, high quality, healthy and increasingly sustainable**



# SUSTAINABLE PROTEIN SUMMARY DOCUMENT

## A COLLABORATIVE ACTION FRAMEWORK

**INVEST.  
BUILD.  
GROW.**  
MANITOBA



Functional Area (FA)	FA Target Outcome
Sustainable Protein Industry (SP)	Manitoba produces quality, diverse and increasingly sustainable protein (SP01)
Measurement, Monitoring & Verification (MMV)	Manitoba and individual actors in the SP system measure, report, and value respectively their collective and individual sustainable protein activities and make adjustments accordingly (MMV01)
Soil, Ecosystems & Biodiversity (SE)	Manitoba's agriculture's soils, ecosystems, animals, and biodiversity provide ecosystem goods and services; are healthy, resilient and productive (SE01)
Innovation (IN)	Innovation delivers more impactful SP activities and grows globally competitive innovative enterprises (IN01)
Finance (FI)	Collaborative SP initiatives and businesses are financed for success and growth (FI01)
Branding, Communication & Marketing (BM)	A strong, sustainable protein brand distinguishes Manitoba products, builds trust, inspires action and creates value (BM01)
Working Together (WT)	All contributors to the SP initiative work together effectively, driven by a shared purpose, and underpinned by common values and principles (WT01)
Information & Knowledge (IK)	Contributors to the SP initiative are able to have appropriate access to relevant, reliable, and usable information, knowledge, and intellectual property to advance (b) the SP agenda (IK01)
Workforce (WK)	A sustainable workforce with the knowhow work together to support and accelerate innovation across the SP sector (WK01)
Enabling Policy & Infrastructure (PI)	Supportive regulations, policies, infrastructure, and facilities leverage MB's assets and enable acceleration of the SP innovation (PI01)

### Accelerating Innovation to Realize Manitoba's Impact Potential



# IMPACT MAP\*

Developed as part of Manitoba's Sustainable Protein Advantage Strategy, under the guidance of Manitoba Agriculture and Resource Development and the Manitoba Protein Consortium.

Jan 14, 2021 ver. (35.75 x 29")

## Members of the Design Team

This Impact Map was co-created through the generous contributions and guidance of a diverse Design Team:

Chris Anderson - *Protein Industries Canada*

Dominique Baumann - *Roquette*

Sav Bellissimo - *Federated Co-op Ltd.*

Carson Callum - *Manitoba Beef Producers*

Tim Faveri - *Maple Leaf Foods*

Bruce Hardy - *Myera Group*

Wayne Hiltz - *Manitoba Chicken Producers*

Jim House - *University of Manitoba*

Marcel Joaquin - *IQdigitec Inc.*

Egbert Frank Knol - *Topigs Norsvin*

Susie Miller - *Canadian Roundtable for Sustainable Crops*

Duncan Morrison - *Manitoba Forage & Grasslands Association*

Lee Anne Murphy - *Protein Highway*

Henry Rowlands - *Detox Project*

Denis Tremorin - *Pulse Canada*

David Weins - *Dairy Farmers of Manitoba*

Robin Young - *Food Development Centre*

This Sustainable Protein Impact Map\* has been developed as part of Manitoba's Sustainable Protein Strategy.

Consulting led by

**Sustainable Growth Co.**

Outcome Mapping led by

**R. Keith Jones & Associates**

**Challenge Dialogue System® (CDS)**

\*Collaborative Outcome Change Framework using *Theory of Change* methodology and *Kumu* online system mapping software

## Legend



Ultimate benefit



Penultimate benefit



Penultimate benefit category - e.g., Climate Change



Long-Term Goal



Longer-term outcome



Functional area outcome



Intermediate outcome



Early outcome



Intervention (activity, action, policy, program, initiative, etc.)



Group of related types of interventions



Causal connection intervention to outcome or between Functional Areas (orange)



Causal connection outcome to outcome, and to Long-Term Goal (blue)



Functional Areas



Accountability ceiling: limit of attribution and measurement



Outcome / outcome pathways aligned with Circular Economy principles

Preconditions

## Important Definitional Notes

**SP** - Sustainable Protein (as in Initiative/ Sector / System including often the closely associated agriculture and food system / sector)

[1] Principles of Reconciliation as described in "What We Have Learned - Principles of Truth and Reconciliation (pp3-4), 2015. Truth and Reconciliation Commission of Canada.

[2] Circular Economy principles: A circular economy is based on the principles of designing out waste and pollution, keeping products and materials in use, and regenerating natural systems.

[3] Fit-for-purpose means tabular, spatial, meta and are forms of information and knowledge that are relevant, authoritative, complete, accurate, integratable, inoperable, and affordable.

[4] 21st Century competencies involve the ability to meet complex demands, thrive in a world where change is constant and continuous learning draws on many different complementary of skills such as: learning - critical thinking, creativity, collaboration, innovation, self-direction, accountability, and communication; literacy - digital information, media, technology; and life skills - flexibility and adaptability, leadership, initiative, productivity, and social skills and cross-cultural interaction.

[5] Sustainability strives to attain balance across four dimensions: (a) place minimal pressure and impact on the environment; (b) promote all aspects of an individual's health and well being; (c) be accessible and culturally acceptable; (d) be economically viable and affordable (source FAO, WHO).

[6] For example, to inform, advance, and communicate policies, practices, research, innovative enterprise, industry, marketing, measurement and valuation, consumers, and the public.

[7] For example, indigenous people with traditional knowledge, scientists and researchers, analysts, marketers, practitioners, policy-makers, communicators, management-planners, etc.

[8] UN SDG goals, and in particular #4 - Quality Education; #5 - Gender Equality; #8 - Decent Work and Economic Growth; #10 - Reduced Inequalities; and #16 - Peace, Justice, and Strong Institutions.

[9] This intervention and outcome draw on the Conclusions - Other Considerations section of a 2017 report titled "Matchup: A Case for Pan-Canadian Competency Frameworks" by the Canada West Foundation.

[10] OCAP™ principles are complied with regarding the right of First Nations to own, control, access, and possess information about their peoples.