

Farm Products Council of Canada

2023-2024 ANNUAL REPORT



Farm Products Council
of Canada

Conseil des produits agricoles
du Canada

Canada

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Chairperson's Remarks



On behalf of Farm Products Council of Canada's (FPCC) members and staff, I am pleased to present our Annual Report for fiscal year 2023-2024.

This past year, the Council welcomed two new members: Bonnie den Haan as Vice-Chair and Samantha Haverkamp, both hailing from Ontario. Bonnie and Samatha are accomplished individuals who have in a short time contributed greatly to the Council's activities. They have both seamlessly stepped into the Council's work environment and have already received accolades from peers at their assigned agencies.

I would like to thank Maryse Dubé and Morgan Moore, our veteran Council members, for their continued advice and support, as well as their collegiality in easing Bonnie and Samantha's integration. I believe that with the addition of these two new members, Council is strengthened,

both in terms of numbers and the skills each bring to the table, to fully support the work of the agencies under our purview for the benefit of Canadians and Canadian agriculture.

The FPCC's activities throughout this past year have been guided by the five strategic directions found in our [Strategic Plan 2023-2026](#), two of which are of particular note. The first is that of **Amplifying the supply management story**. FPCC commissioned, developed, and released a video, [The Benefits of Supply Management](#), which informs Canadians of all walks of life about this wonderful and uniquely Canadian marketing system. In addition to the production sector,

I am particularly proud that the processing sector's role in securing the success of supply management is made clear and recognized. The video has been viewed widely at industry meetings and has been well received.

The second strategic objective I would like to highlight is that of **Convening and mobilizing stakeholders and growing relationships**. I am a strong advocate of addressing challenges through dialogue and collaboration. I would like to recognize the concerted efforts by stakeholders to increase the number of interactions between themselves to advance certain files.

The Council has also done its part by continuing to meet extensively with producers, processors, further processors, and other downstream stakeholders. This has allowed FPCC members and staff to better understand the challenges facing the

sectors and for the Council to be more impactful in its work. I appreciate the fact that the Council has found willing partners in this regard.

The past year has been marked by rampant inflationary pressures, the lingering effects of Covid-19 on consumer habits, as well as continued production disruptions for poultry and egg production due to avian influenza. Despite these challenges, the agencies under the Council's supervision have been able to advance the interests of their respective sectors.

In regard to national marketing agencies, the Egg Farmers of Canada has achieved great strides in obtaining the signatures for the Federal-Provincial-Territorial Agreement on Guiding Principles for the Marketing of Eggs in Canada; the Turkey Farmers of Canada has agreed to a revised quota allocation policy; the Canadian Hatching Egg Producers has satisfied the demand for hatching eggs despite domestic and foreign supplies issues; and the Chicken Farmers of Canada has strengthened the producer-processor dialogue through increased engagement.

As for the national promotion and research agencies (PRA), the Canadian Beef Check-Off Agency has bolstered its education outreach and audits to ensure compliance, while the Canadian Pork Promotion-Research Agency has continued to record exceptional collection rates for such a new agency.

On the topic of PRAs, Ron Bonnett, the Council's PRA champion, has crisscrossed the country to meet agriculture commodity groups to discuss the benefits the establishment of this type of agency can bring to a sector.

All of the Council's work would be in vain if not for the dedicated staff that supports every aspect of the Council's activities. The FPCC's corporate and secretariat staff continued to provide excellent service to Council members despite the departure of their director. The regulatory and sectoral affairs unit has worked hard to advance the process to establish the Canadian Industrial Hemp Promotion-Research Agency while providing the Council with increased analytical insights, which have greatly facilitated the Council's discussions and decisions.

I believe that FPCC has all the elements in place to continue serving the Canadian poultry, egg, beef and pork sectors with the level of support they deserve.



Brian Douglas
Chairperson

Vision

A regulatory environment that effectively supports a strong supply management system and the marketing of agricultural products.

Mission

FPCC's mission is to oversee the regulatory system for agricultural products for the benefit of all Canadians.

The Council

Members' Profiles



***Brian Douglas,
Chairperson and
Deputy Head***

A graduate of the University of Guelph, Brian Douglas has enjoyed a public service career spanning over 41 years. His career has provided him with an appreciation and understanding of the opportunities and challenges facing Canadian producers. From 2015 to 2016, Brian was the Clerk of the Executive and Secretary to the Cabinet for the Government of Prince Edward Island (PEI). Previously, he held other senior-level positions in the PEI government, including Deputy Minister, Transportation and Infrastructure Renewal and Deputy Minister, Agriculture.

Brian spent most of his career in the PEI Department of Agriculture, where he served as Director of the Agriculture Resource Division and Manager of the Farm Extension Services. Throughout his career, he also served as a member and representative for PEI on various provincial and national level boards and committees related to agriculture and transportation and infrastructure renewal. His term as Chairperson and Deputy Head of FPCC was renewed on June 11, 2022, for another 4 years.

The Council is made up of a Chairperson, a Vice-Chairperson and Council members who are appointed by the Governor in Council upon the recommendation of the Minister of Agriculture and Agri-Food Canada. The Chairperson also holds the responsibilities of Deputy Head and is appointed on a full time basis while the Vice-Chairperson and Council Members are appointed on a part time basis.



***Bonnie den Haan,
Vice-Chair***

Bonnie den Haan is a dairy producer/processor who, along with her husband John den Haan and two daughters, operate Haanview Holsteins and Sheldon Creek Dairy, while their two sons work in the dairy industry and farm with their families.

Bonnie received a Bachelor of Science in Agriculture from the University of Guelph in 1981 and is a graduate of the Advanced Agricultural Leadership Program. She has been a board member of both the Dairy Farmers of Ontario and Dairy Farmers of Canada and past Chairperson of the Farm and Food Care Ontario Board. Bonnie is very passionate about the agricultural industry and is focused on building public trust in our food and farming systems.



***Samantha Haverkamp,
Member***

Samantha Haverkamp farms outside of Vanessa, Ontario as a hatching egg producer. She is a graduate of the University of Guelph with a Diploma in Horticulture, a Bachelor of Science Degree in Honours Agriculture, and a Certificate in Business. Prior to joining the family farm in 2019, she worked for a financial institution lending to agriculture and commercial businesses. She also worked for an agriculture input company buying grain and selling fertilizer and other crop inputs after graduating. Samantha is currently on the Board of the Ontario Broiler Chicken Hatching Egg Producers Association and has been the Chair since 2022. Samantha also sits on the Board of Directors for the Poultry Industry Council.



***Maryse Dubé,
Member***

Maryse Dubé received a Bachelor of Law from Université Laval in 1996 and was called to the Quebec Bar in 1997. She has been a partner with Sylvestre & Associés since 2004. She works as a commercial lawyer specialized in agri-food law, representing a number of agricultural producers during business transfers and acquisitions, as well as providing advice to financial institutions. Maryse represents small and medium sized businesses in the fields of securities law, commercial transaction, merger and acquisition and corporate law (manufacturing and agricultural sectors). Very active in her social and economic milieu, she has often played the role of honorary chair and has served on a number of corporate and community boards. She has also spoken at various conferences.

Maryse sat on the Board of Directors of the Association des avocats et avocates de province, then served as President of the Richelieu Section in 2014. Until May 2016, she served on the Executive Committee of the Quebec Bar. She actively took part in the General Council's work, which led to new governance for the Quebec Bar, and was elected by acclamation to the Board of Directors as the representative for the Richelieu, Longueuil and Arthabasca sections. Maryse was appointed as a member of Council by the Governor in Council for a three year term in April 2015 and was reappointed for another three year term in 2018. In April 2021, she was reappointed again for a four-year term.

She is known for her dynamic personality and her passion for singing with her band Rock in Time, whose members come from the Maskoutain business community and volunteer their time to perform benefit shows for charities in the Maskoutain region.



***Morgan Moore,
Member***

Morgan Moore farms with his wife, Amber, and their three children near Brandon, Manitoba on a cow/calf and commercial sheep operation. Morgan holds a Professional Agrologist designation with the Manitoba Institute of Agrologists and is an alumnus of the University of Guelph where he received his Bachelor of Sciences in Agriculture.

He is presently the Chairperson of Manitoba Sheep as well as the Founding Chairperson of a start-up called PrüfIT Technologies Inc., a company developing exciting technology to deliver full value in two-way traceability. Morgan is also the President of the Canadian Co-operative Wool Growers, a century old wool marketing company and fast-growing livestock supply retailer. He is a lifelong agriculture industry promoter and advocate. After serving a five-year term with FPCC his mandate as Council member was renewed on June 21, 2024, for another two years.

Organizational Profile

Minister: The Honourable Lawrence MacAulay

Organizational head: Brian Douglas, Chairperson and Deputy Head

Ministerial portfolio: Agriculture and Agri-Food Canada (AAFC)

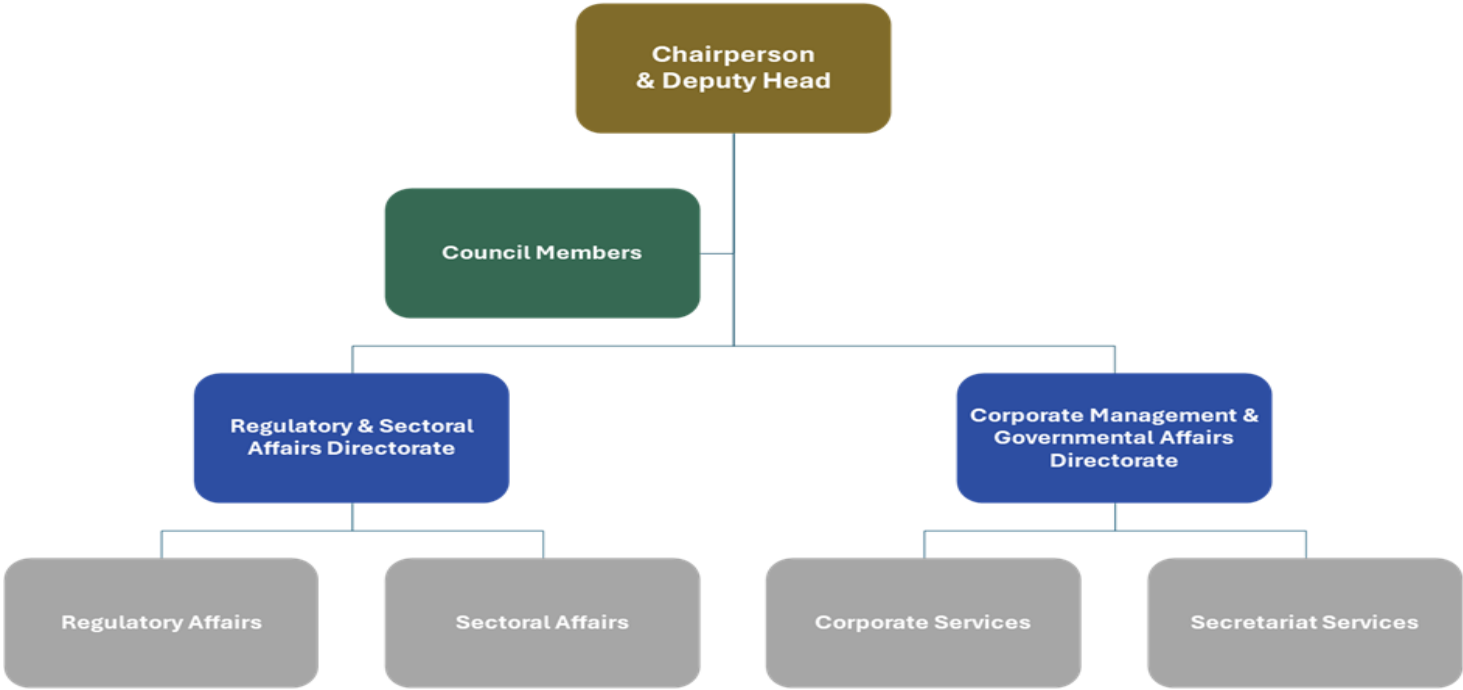
Enabling instrument: *Farm Products Agencies Act* (FPAA)

Year of establishment: 1972

Legal name: National Farm Products Council (NFPC)

Operating name: Farm Products Council of Canada (FPCC)

Organizational framework: Portfolio partner to AAFC under section IV of the *Financial Administration Act*



The FPCC’s internal governance is led by the Senior Management Committee, consisting of the Deputy Head, the Director, Regulatory and Sectoral Affairs, and the Director, Corporate Management and Governmental Affairs.

Administration of Federal Acts

The [*Farm Products Agencies Act*](#) (FPAA) provides for the creation of the FPCC, the national marketing agencies, and the promotion and research agencies.

Marketing Agencies

[Egg Farmers of Canada](#) (EFC)

[Chicken Farmers of Canada](#) (CFC)

[Turkey Farmers of Canada](#) (TFC)

[Canadian Hatching Egg Producers](#) (CHEP)

Promotion and Research Agencies

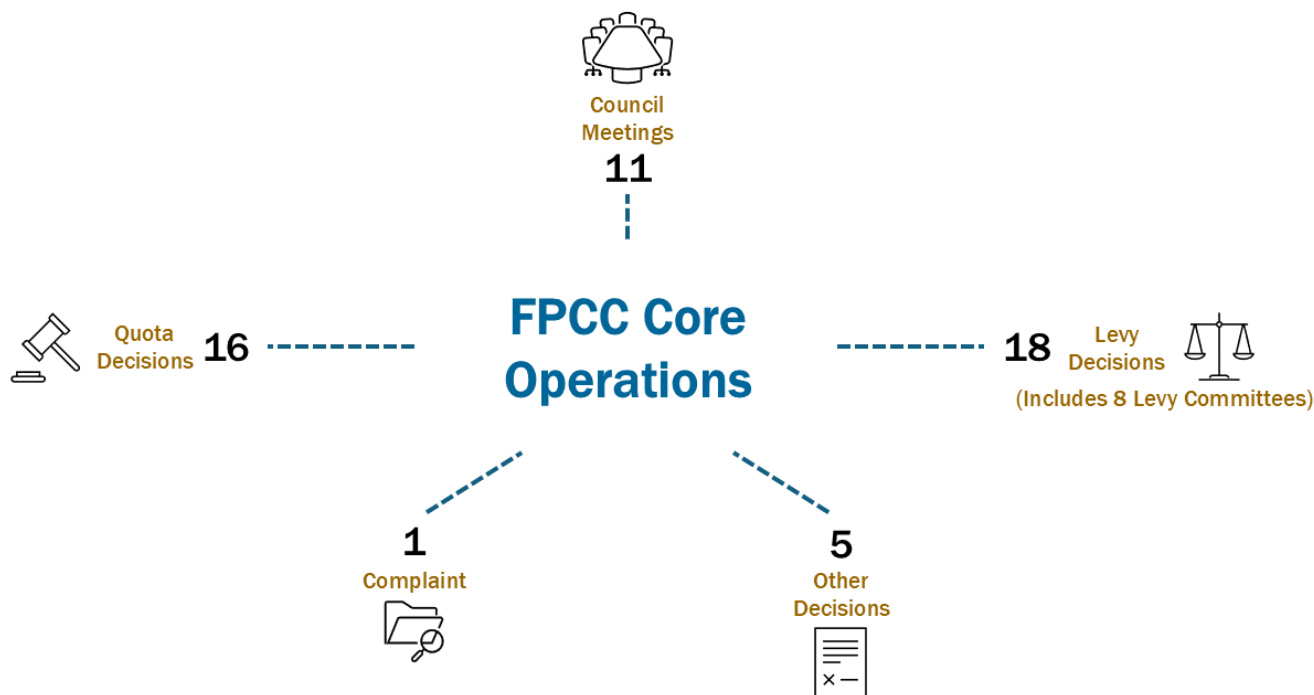
[Canadian Beef Check-Off Agency](#)
(Beef PRA)

[Canadian Pork Promotion-Research Agency](#)
(Pork PRA)

The [*Agricultural Products Marketing Act*](#) (APMA) allows for the delegation of federal authority over interprovincial and export trade in the marketing of farm products to provincial commodity boards. FPCC administers the APMA through an agreement with AAFC.



Council Decisions



Council Meetings

During meetings, Council members review for consideration the requests received from the agencies FPCC oversees. Following each meeting, all Council decisions are communicated to the respective agency and are posted on FPCC's website. The practice of communicating our decisions in a timely manner stems from our 2019-2022 strategic plan's central theme of transparency and dialogue. Council met 11 times during the 2023-2024 fiscal year. Council decisions are described in the tables below.

Council Decisions on Levy and Quota Amendments

Egg Farmers of Canada



Canadian Egg Marketing Levies Order					
Date of Decision	Status	Time Frame	Change in Levy Amount		National Levy Amount
Per dozen					
June 2023	Approved	Jul. 16 , 2023 to Mar. 30, 2024	\$0.10	↑	\$0.3595
October 2023	Approved	Nov. 5, 2023 to Mar. 30, 2024	\$0.12	↑	\$0.4795
December 2023	Approved	Dec. 31, 2023 to Mar. 28, 2025	\$0	NIL	\$0.4795
Canadian Egg Marketing Agency Quota Regulations					
Date of Decision	Status	Type of Quota	Time Frame		Quota Amount
					Dozen
December 2023	Approved	Vaccine quota	Dec. 31, 2023 to Dec. 28, 2024		13,335,840
	Approved	Special temporary market requirement quota			55,866,729
	Approved	Eggs for processing quota			40,273,176
	Approved	Federal quota			828,842,791

Chicken Farmers of Canada

Canadian Chicken Marketing Levies Order

Date of Decision	Status	Time Frame	Change in Levy Amount		National Levies Amount
Per kg, live weight					
May 2023	Approved	Date of registration to Mar. 31, 2024	\$0.0002	↑	\$0.0059
February 2024	Approved	Date of registration to Mar. 31, 2025	\$0	NIL	\$0.0059



Canadian Chicken Marketing Quota Regulations

Date of Decision	Status	Type of Quota	Time Frame	Quota Amount
kg, live weight				
April 2023	Approved	A-183 (total allocation)	Jun. 4, 2023 to Jul. 29, 2023	304,278,440
July 2023	Approved	A-184 (total allocation)	Jul. 30, 2023 to Sep. 23, 2023	299,796,449
	Approved	A-185 (total allocation)	Sep. 24, 2023 to Nov. 18, 2023	298,926,900
October 2023	Approved	A-186 (total allocation)	Nov. 19, 2023 to Jan. 13, 2024	281,926,721
November 2023	Approved	A-187 (total allocation)	Jan. 14, 2024 to Mar. 9, 2024	288,594,304
	Approved	A-188 (total allocation)	Mar. 10, 2024 to May 4, 2024	296,814,265
March 2024	Approved	A-189 (total allocation)	May 5, 2024 to Jun. 29, 2024	297,341,007

Turkey Farmers of Canada



Canadian Turkey Marketing Levies Order					
Date of Decision	Status	Time Frame	Change in Levy Amount		National Levy Amount
Per kg, live weight					
December 2023	Approved	Date of registration to Dec. 31, 2024	\$0	NIL	\$0.0125 (marketing)
February 2024	Approved	Date of registration to Dec. 31, 2025	\$0	NIL	\$0.018 (production)
Canadian Turkey Marketing Quota Regulations					
Date of Decision	Status	Type of Quota	Time Frame		Quota Amount
					kg, eviscerated weight
November 2023	Approved	Amendment to Federal Quota	2023-2024 Control Period		183,468,043
March 2024	Not Approved	Amendment to Federal Quota	2024-2025 Control Period		X (172,488,502)

Canadian Hatching Egg Producers

Canadian Broiler Hatching Egg Marketing Levies Order

Date of Decision	Status	Time Frame	Change in Levy Amount		National Levy Amount
Per broiler hatching egg					
May 2023	Approved	Date of registration to Jun. 23, 2024	\$0	NIL	\$0.003

Canadian Hatching Egg Producers Quota Regulations



Date of Decision	Status	Type of Quota	Time Frame	Quota Amount
				Broiler hatching eggs
May 2023	Approved	2023 Revised Allocation	Jan. 1, 2023 to Dec. 31, 2023	879,884,068
		2024 Initial Allocation	Jan. 1, 2024 to Dec. 31, 2024	910,909,598
September 2024	Approved	2023 Final Allocation	Jan. 1, 2023 to Dec. 31, 2023	879,334,505
		2024 Revised Allocation	Jan. 1, 2024 to Dec. 31, 2024	910,340,659
January 2024	Approved	2024 Revised Allocation	Jan. 1, 2024 to Dec. 31, 2024	897,343,439

Canadian Beef Check-Off Agency



Beef Cattle Research, Marketing Development and Promotion Levies order

Date of Decision	Status	Time Frame	Change in Levy Amount		Levy Amount
Per head					
June 2023	Approved	Date of registration to Jun. 30, 2024	\$0	NIL	\$1.00 - \$2.50

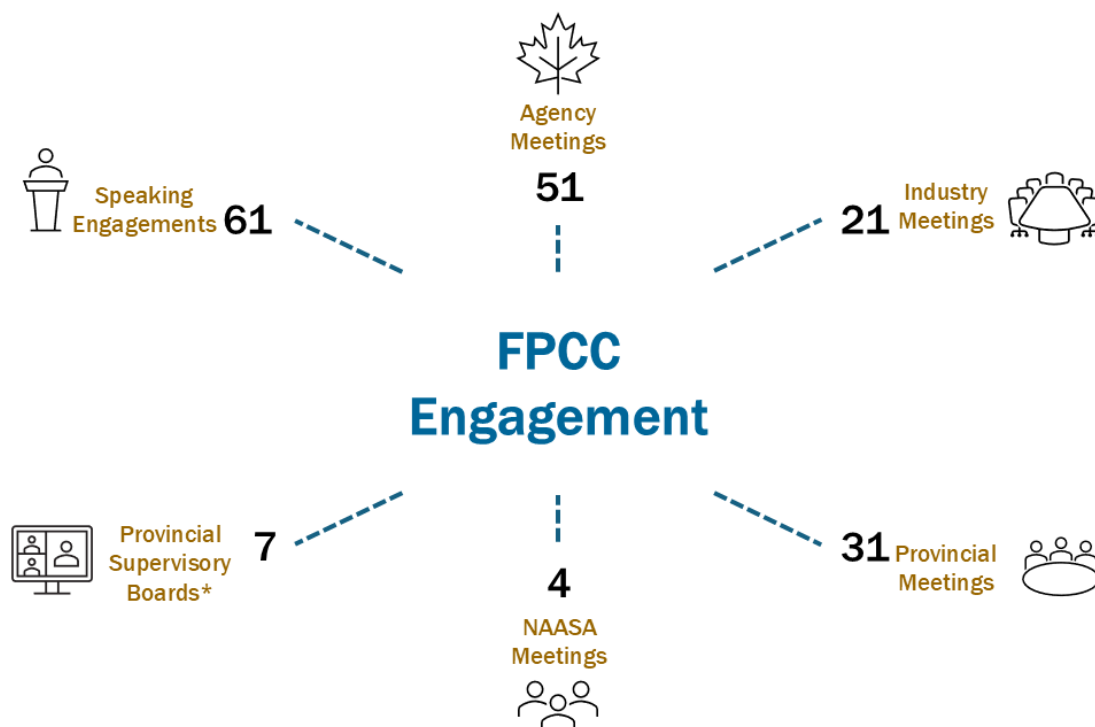
Canadian Pork Promotion-Research Agency



Canadian Pork Promotion-Research Levies Order

Date of Decision	Status	Time Frame	Change in Levy Amount		Levy Amount
Per head					
June 2023	Approved	Date of registration to Jun. 30, 2024	\$0	NIL	\$0.80

2023-2024 Highlights



Egg Farmers of Canada (EFC)

Council supported EFC's continued work on the development and renewal of the Federal-Provincial-Territorial Agreement (FPTA) on Guiding Principles for the Marketing of Eggs in Canada and believes that modernizing this agreement will help guide the egg industry into the future.

Council participated in many Cost of Production (COP) Committee meetings throughout the year as EFC progressed in updating its COP study.

Additionally, Council participated in the first meetings of the Natural Overrun Review Team, which is reviewing the National Policy on the Natural Overrun Fee Program.

Chicken Farmers of Canada (CFC)

Council worked more closely than ever with CFC to support efforts regarding avian influenza, uncertainties over import levels, inflationary context, and changing eating habits of Canadian consumers.

Council worked to promote transparency and dialogue between the various stakeholders to facilitate understanding of the market in the interests of the sector as a whole aligning with both CFC's and FPCC's strategic plans.

Turkey Farmers of Canada (TFC)

Council supported TFC in developing its new commercial allocation policy that was formally approved. TFC continued to creatively promote the consumption of turkey through its national marketing campaign.

Canadian Hatching Egg Producers (CHEP)

Council supported CHEP in bringing administrative adjustments to its policies in the interest of the entire value chain. CHEP met Canadian requirements for hatching eggs despite trying circumstances. Indeed, avian influenza outbreaks in Canada and the United States impacted breeder flocks on both sides of the border, and some provinces were more severely affected than others. CHEP's resilience was tested and through collaboration, successfully met this challenge. Adjustments to administrative tools and policies demonstrate CHEP's ability to mobilize all industry players in the interests of the sector as a whole.

Canadian Beef Check-Off Agency (Beef PRA)

Council continued to engage with beef industry stakeholders through meetings and on-site visits to address sector opportunities and challenges. The Beef PRA continued to serve the sector well through its investments. It undertook a review of its governance by-laws and increased audits to ensure compliance.

Canadian Pork Promotion-Research Agency (Pork PRA)

Council supported the Pork PRA's efforts to implement best practices to fulfill its mandate and advance industry interests. The Pork PRA continued to evolve and positively impact the pork industry. The Pork PRA published its first annual report and continued to allocate funds collected through the import levy towards generic promotion and research activities.

Establishment of the Canadian Industrial Hemp Promotion-Research Agency

FPCC continued its close collaboration with Canadian industrial hemp producers and other stakeholders on the establishment of a promotion and research agency under Part III of the *Farm Products Agencies Act*. In February 2024, the Minister of Agriculture and Agri-Food approved FPCC's submission to publish the *Canadian Industrial Hemp Promotion-Research Agency Proclamation* and Regulatory Impact Analysis Statement in Canada Gazette, Part 1 for a 30-day public consultation period.

National Association of Agri-food Supervisory Agencies (NAASA)

NAASA met four times, either virtual or in hybrid formats, between June 2023 and March 2024. The meetings covered a variety of topics, including strategic planning for supervisory boards, issues and opportunities for new entrants, adapting to emerging climate events, inflation, and governance.

Established in 1997, the NAASA provides a forum for supervisory agencies to discuss issues of common interest and determine collective action, as appropriate. NAASA consists of all provincial supervisory boards in partnership with the Canadian Dairy Commission and FPCC, as the secretariat.

In 2023-2024, Peter Donkers, Chairperson of the British Columbia Farm Industry Review Board continued as Chairperson of NAASA. Ginette Bureau, President and CEO of the *Régie des marchés agricoles et alimentaires du Québec* continued as Vice-Chairperson. Maryse Dubé was the Council member representative for NAASA.

Meetings with Provincial Supervisory Boards and Government Officials

Council members meet annually with provincial supervisory boards and other key provincial government representatives as a way to foster collaboration and to discuss various topics in the Canadian agri-food context.

During these meetings, both the provincial representatives and Council members provide their perspectives on the supply management sector for poultry and eggs, as well as on the promotion and research agencies, either established or under development. It also provides another forum to discuss issues related to the *Agricultural Products Marketing Act*. FPCC is very pleased with the positive feedback and discussions obtained from its provincial colleagues at these meetings.



Agricultural Products Marketing Act (APMA)

FPCC regularly reported on its activities related to the APMA at the NAASA meetings. As members from all provinces attended NAASA meetings, this forum enabled FPCC to keep provinces informed of APMA-related issues as they arose.

The moratorium placed on processing requests for new delegation orders and amendments to existing levy orders continued. This freeze responds to the tabling of Bill S-6, *An Act respecting regulatory modernization* in the Senate on March 31, 2022, which proposes amendments to the administration process of delegation orders in the APMA. On March 31, 2024, the Bill was in Second Reading in the House of Commons. Going forward, FPCC, in collaboration with AAFC, will update the provinces on the progress of Bill S-6.

Complaints

On December 4, 2023, Council received a complaint from Simple Path Farms against a decision taken by CFC. The complaint process will be completed in the next fiscal year.

Outreach Initiatives

Promotion and Research Agency Outreach Initiative

In 2023-2024, FPCC continued its work on the PRA Outreach Initiative. The objectives of this initiative are to inform producers of the benefits of a PRA; clarify the elements involved in establishing a PRA; define realistic expectations on the requirements, processes and timelines involved in establishing a PRA; make information readily accessible to producers; and continue providing support to producers interested in establishing a PRA.



Ron Bonnett, FPCC's PRA Champion and former Vice-Chairperson, carried out the PRA Outreach Initiative by contacting agricultural commodity groups to gauge their interest in establishing a PRA for their agricultural product(s). Throughout 2023-2024, Mr. Bonnett presented the details of this initiative at several meetings and held preliminary discussions with a number of specific commodity groups.

Strategic Plan 2023-2026: Performance Report

The strategic plan 2023-2026 guides FPCC on the implementation of its priorities over the coming years.

STRATEGIC DIRECTION 1

Support the integrity of the supply management system

For the last fifty years, FPCC has been charged with overseeing the national supply management system for poultry and eggs in Canada. Ensuring the integrity and sustainability of this complex system while navigating an equally complex operating environment with stakeholders who have diverse interests, FPCC needs to not only be reactive to the issues of the day, but also proactive and timely in addressing the needs of its stakeholders. By continuing to support and safeguard a healthy supply management system that benefits all stakeholders, including Canadians, FPCC can continue to be a model.

Objective	2023-2024 Target	Achievement	% Complete
Continue to remain agile and responsive while providing oversight of the national marketing agencies for poultry and eggs.	10 Council meetings held	Council members met 11 times and the Levy Committee met 8 times.	100%
Solidify FPCC as Canadian supply management specialists by continuing to build a knowledge base and generate expertise that supports a greater understanding of supply management and FPCC's role.	2 reports provided by FPCC at NAASA meetings	FPCC provided a report at 4 NAASA meetings.	100%
	40 meetings of the agencies attended by Council members and staff	Council members and staff attended 51 agency meetings: • 17 meetings of EFC • 12 meetings of CFC • 11 meetings of TFC • 3 meetings of CHEP • 5 meetings of Beef PRA • 3 meetings of Pork PRA	100%
Develop and evolve tools that support the integrity of a healthy and stable supply management system in Canada, including identifying administrative changes in the FPAA to ensure the legislation reflects the current operating environment.	2 FPAA amendments included in the Miscellaneous Statute Law Amendment (MSLA) Program	2 amendments to the FPAA were included in the MSLA Program: • removal of paragraphs 3 (4) and 18(3) • correction of the wording discrepancy between paragraph (f) in section 2 and paragraph 22(1)(g) These changes were tabled in the House of Commons on June 16, 2023.	100%

STRATEGIC DIRECTION 2

Amplify the supply management story

Identified as a success by many, the supply management system in Canada is viewed as a beneficial system that serves farmers, the Canadian economy, and consumers. While being grounded and bound by its legislative and regulatory responsibilities, FPCC has an opportunity to shine a light on the benefits that supply management brings and the role it plays in sustaining a strong Canadian economy. By amplifying our story and elevating the conversation, we can bring voice to the role supply management can play and the ways in which it strengthens food security both at home and globally. Exploring ways in which relevant stakeholders can work together to address issues and bringing a greater sense of harmony to the system will set a foundation on which to build efficiencies that could otherwise be limited by regulation.

Objective	2023-2024 Target	Achievement	% Complete
Continue to bring awareness to the important role that supply management plays in supporting a strong Canadian economy and its role in strengthening domestic and global food security, while protecting consumers' interests.	1 video developed	FPCC completed the development of an educational video on supply management and presented it at all national and provincial Annual General Meetings.	100%
Continue to bring clarity and awareness to FPCC's legislative and regulatory responsibilities while it finds efficiencies that will streamline and improve the complaint process.	2 guidelines updated	FPCC updated the Levy Order Amendment Guideline and the Quota Regulations Amendment Guideline.	100%
	2 regulatory processes automated	FPCC automated the regulatory processes for amendments to quota regulations and levy orders.	100%
	1 efficiency brought to the complaint process	No changes were made to the complaint process.	0%
Continue to expand FPCC's role in their decision-making process to include providing recommendations and options for addressing issues when there are opportunities to find alternate solutions outside of a typical yes or no response.	100% of FPCC's decisions posted online	FPCC made 39 decisions that were reflected in Letters of Decisions, which were posted online: 31 Council decisions (quota, levy, other) 8 Levy Committee decisions	100%

STRATEGIC DIRECTION 3

Support Promotion and Research Agencies (PRAs)

FPCC has had a continued role in supporting promotion and research agencies for farm products under the FPAA since an amendment to the Act in 1993 permitted the creation of PRAs. The amendment to the Act ensured that all those who benefit from the research and promotion of a commodity pay their fair share to support this important work.

In establishing and supporting PRAs, FPCC continues to advance more effective marketing, research, and promotion of farm products. There is still much opportunity and work to do to streamline processes and better envision the future for PRAs in Canada.

Objective	2023-2024 Target	Achievement	% Complete
Find efficiencies and establish better communication of processes and timelines that will support the PRA application process.	1 guideline updated	FPCC began updating the Guideline on Establishing a Promotion and Research Agency.	50%
Elevate communication to better facilitate and support the establishment of PRAs and work with national agencies to advance more effective marketing, research, and promotion of farm products.	1 outreach initiative launched	FPCC launched the PRA Outreach Initiative in April 2023 and met with several agricultural commodity groups.	100%

STRATEGIC DIRECTION 4

Convene and mobilize stakeholders and grow relationships

The last 3 years have brought shifts to the way we operate and has brought greater complexities to supply, allocations, the economy, and the marketplace. We have also seen how these shifts can provide opportunities to build more frequent interactions that enhance our stakeholder relationships by accessing technology and harnessing the desire to build greater connection during times of uncertainty. FPCC will continue to grow and build momentum with all its stakeholders by creating better opportunities to facilitate a mutually positive journey towards building a stronger more unified and resilient community of stakeholders.

Objective	2023-2024 Target	Achievement	% Complete
Continue to develop relationships and engage with national agencies, PRAs, and key stakeholders to improve FPCC's understanding of their needs and their unique perspectives.	50 agency and industry meetings attended by Council members	Council members attended 74 meetings: • 5 Beef PRA meetings • 3 Pork PRA meetings • 17 EFC meetings • 12 CFC meetings • 11 TFC meetings • 3 CHEP meetings • 3 FPPAC meetings • 20 CPEP meetings	100%
Actively collaborate with our government partners and provincial supervisory boards through engagement opportunities and relationship building to find ways to work together to strengthen the supply management system in Canada and elevate issues of national importance (e.g., National Association of Agri-Food Supervisory Agencies).	3 NAASA meetings organized	FPCC organized 4 NAASA meetings: • June 28, 2023 • September 19, 2023 • January 16, 2024 • March 18, 2024	100%
	1 meeting organized with each provincial supervisory board	FPCC hosted 1 meeting with each provincial supervisory board.	100%
Actively grow stakeholder/industry engagement by seeking more opportunities to convene and build community within the supply management and promotion and research agency sectors that will allow for greater collaboration and communication between all stakeholders and cultivate opportunities for greater understanding of diverse perspectives.	20 provincial industry meetings attended by Council members	Council members attended 31 provincial industry meetings.	100%

STRATEGIC DIRECTION 5

Strengthen our organizational resilience

FPCC recognizes that its strength resides with the knowledge, expertise, and experience of its staff, leadership, and Council members. Ensuring there is a concerted effort in supporting its human resources and by continuing to create a healthy and fulfilling organizational culture that recognizes the importance of all contributions will ensure a sustainable, effective, and efficient system that is foundational to the stability of the organization.

Objective	2023-2024 Target	Achievement	% Complete
Create a corporate culture that supports and values the diversity and inclusion of all its people and promotes opportunities for training, professional advancement, and job satisfaction that leads to a healthy and satisfied working environment.	3 activities organized	FPCC organized 5 activities: • 3 all-staff meetings, • 1 holiday celebration, and; • 1 summer picnic	100%
Improve organizational effectiveness by regularly finding more efficient and effective ways to improve processes and policies that serve stakeholders and safeguard the corporate knowledge, tools, and systems to ensure that FPCC remains resilient.	1 improvement to remote work	FPCC upgraded its technology equipment in its main boardroom to support hybrid meetings.	100%
Continue to find ways to embrace innovation and technology to support hybrid work and corporate excellence while seamlessly supporting FPCC's staff, Council members and stakeholders.	2 policies updated	FPCC updated the Travel Policy for Council members.	50%

FPCC at a Glance

As of March 31, 2024

4 Part time Council members
17 staff, including the Deputy Head
Common hybrid work model

Financial Operations

The Farm Products Council of Canada’s financial results presented within this Annual Report are intended to serve as a general overview of the organization’s operations. For financial reporting purposes, FPCC is consolidated within the Financial Statements of Agriculture and Agri-Food Canada.

	Planned Spending	Actual Spending	Difference
Salary	2,276,480	2,262,412	14,068
Operations	734,488	587,991	129,587

Central Experimental Farm - 960 Carling Avenue, Building 59 Ottawa, Ontario K1A 0C6
Website: [Farm Products Council of Canada](#)
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