



Farm Products Council
of Canada

Conseil des produits agricoles
du Canada



ANNUAL REPORT

Canada



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MESSAGE FROM THE CHAIRPERSON & DEPUTY HEAD

On behalf of the Farm Products Council of Canada (FPCC), I am pleased to present our Annual Report for fiscal year 2025-2026 and I am proud to report that we successfully achieved all aspects of our mandate to advise the Minister of Agriculture and Agri-Food and work with the marketing and promotion-research agencies on achieving their respective mandates. FPCC, as part of the Government of Canada, supported and helped advance federal priorities, including the strong defense of supply management.

The marketing and the promotion-research agencies (PRA) under FPCC's oversight successfully fulfilled their respective mandates in a year that saw significant supply challenges and trade uncertainty. Navigating this evolving landscape has been strengthened by the well-established relationship between FPCC and the agencies. Since being appointed as Chairperson and Deputy Head, I have strongly encouraged open communication with the agencies, both at the staff and executive levels – an initiative that has become a cornerstone of FPCC's approach



to our work. This collaborative model has proven effective over the last year, where marketing agencies have relied on FPCC's timely support to implement measures to minimize harmful impacts on supply chains.

From a supply perspective, ongoing animal diseases continued to create disruptions in supply chains, most notably for our poultry and egg sectors. In particular, persistent outbreaks of highly pathogenic avian influenza in both Canada and the United States decimated flocks raised for food production and reproductive purposes. In response, the agencies judiciously used the tools afforded by supply management to mitigate impacts, support sector continuity, and promote market stability.

Notably this year, PRAs had to contend with changing trade relationships. Given the importance of the United States market to the Canadian beef and pork sectors, the Canadian Beef Check-Off Agency and the Pork Promotion-Research Agency closely monitored developments in our relationship with our southern neighbour to guide funding decisions and support Canadian cattle and hog producers.

The three PRAs continued to bring value to their respective sectors. FPCC worked closely with Hemp Canada Chanvre, the newest PRA, to advance the development of its Levies Order. FPCC also worked with the Canadian Beef Check-Off Agency to streamline levy collection

across the country, resulting in a more efficient and nationally consistent approach that meets the needs of all parties involved. FPCC continued to support the Pork Promotion-Research Agency's activities to advance intended sector outcomes.

In recent years, FPCC, in its role as the secretariat of the National Association of Agri-Food Supervisory Agencies (NAASA), has undertaken sustained efforts to enhance the association's value to its membership. In collaboration with the NAASA Chair and Vice-Chair, we strategically select speakers and topics that are important to members. In 2025-2026, topics focused on emerging issues such as inflation, United States trade policy shifts, Canadian legislative initiatives and their impacts on the Canadian agriculture and agri-food sectors, Canadian Grocery Code of Conduct, economic interests of Indigenous peoples and biosecurity. We believe that continued engagement with our provincial counterparts strengthens Canadian agriculture opportunities and resilience.

Within the context of the Government of Canada's Red Tape Review, launched in July 2025, FPCC proposed changes to the *Farm Products Agencies Act* that would be very beneficial to the agencies. These proposed legislative changes fall within the objectives of the Red Tape Review as they aim to remove significant administrative burdens. They include Governor in Council appointment of auditors, Ministerial designation of inspectors and eliminating the age restrictive

eligibility requirement imposed on agencies.

In April 2025, Maryse Dubé left after 10 years of dedicated service as a FPCC member. I would like to recognize the valuable guidance and advice she provided me when I first started as well as her leadership in chairing the Complaint Committees. Another member, Morgan Moore, stepped down in June 2025 for personal reasons. I would like to thank him for his insights and the collegiality he demonstrated at all times. Following their departure, FPCC's three remaining members, myself included, held the fort for the remainder of the year. I would like to extend my sincere thanks to Bonnie den Haan and Samantha Haverkamp for their dedication and for assuming additional responsibilities during this period.

An organization is only as effective as the strength of its personnel. Once again, FPCC's staff supported more timely and informed decision-making by FPCC members and strengthened interactions with stakeholders, through their professionalism, expertise and continued dedication to our mandate.



BRIAN DOUGLAS
Chairperson & Deputy Head

MANDATE

FPCC, created by the *Farm Products Agencies Act* (FPAA), is a federal public interest oversight body mandated to:

- Advise the Minister of Agriculture and Agri-Food on matters relating to the establishment and operation of agencies under the FPAA with a view to maintaining and promoting an efficient and competitive agriculture industry.
- Review the operations of agencies with a view to ensuring their operations are in accordance with their legislated objectives.
- Work with agencies in promoting a strong, efficient, and competitive marketing of farm products under the supply management system for poultry and eggs.
- Work with promotion-research agencies in promoting the competitiveness of the targeted farm products.



VISION

A regulatory environment that supports a strong [supply management system](#) for poultry and eggs and an effective marketing of agricultural products through promotion and research.

MISSION

Our mission is to oversee the regulatory system for the orderly marketing of poultry and eggs in Canada while working closely with [marketing agencies](#), and to promote a prosperous Canadian agricultural industry through [promotion-research agencies](#).

ADMINISTRATION OF FEDERAL ACTS

FPCC administers two federal acts:

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

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 Agriculture and Agri-Food Canada (AAFC).

FPCC MEMBERS



BRIAN DOUGLAS

Chairperson & Deputy Head

Brian was first appointed as Chairperson and Deputy Head on June 11, 2018, and renewed for another 4 years in 2022.

A graduate of the University of Guelph, Brian has enjoyed a public service career spanning over 46 years. Having spent most of his career with the Prince Edward Island (PEI) Department of Agriculture, he gained 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 PEI. Previously, he held other senior-level positions in the PEI government, including Deputy Minister, Transportation and Infrastructure Renewal and Deputy Minister, Agriculture.



BONNIE DEN HAAN

Vice-chairperson

Bonnie was appointed as Vice-chairperson on April 21, 2023, for a 4-year term.

Bonnie is a dairy producer/processor in Ontario, 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 was appointed as a member on April 21, 2023, for a 3-year term. In February 2026, the Honourable Heath MacDonald, Minister of Agriculture and Agri-Food, announced Samantha's reappointment for a term of 3 years, effective April 21, 2026.

Samantha is a broiler hatching egg producer from Ontario. 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. She is currently working on her Certificate in Law from Queen's University. 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. She also sits on the Board of Directors for the Poultry Industry Council. She has previous board experience with United Way Oxford, was the chair of the United Way Community Impact Committee and the chair of Future Oxford.

Member Departures



MARYSE DUBÉ

Maryse's term as a member ended in April 2025.

Maryse was first appointed by the Governor in Council in 2015 and served a total of three consecutive terms. Her experience in commercial, agrifood, and corporate law, including manufacturing and agricultural components, was an asset to FPCC. Her contributions and expertise were invaluable.

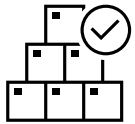


MORGAN MOORE

Morgan stepped down as a member in June 2025.

Morgan was first appointed by the Governor in Council in 2019 and served a total of three consecutive terms. His contribution to FPCC's work was key to its ongoing success.

YEAR IN REVIEW



20

Quota Regulations
Decisions



12

National Levies Orders
Decisions



8

Provincial Levies
Decisions*

*made by the Levy Committee



3

Other Regulations or
Directives Decisions



47

National Marketing and
Promotion-Research
Agency Meetings



27

Provincial Commodity
Board Meetings



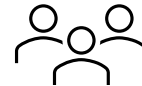
3

National Association of
Agri-Food Supervisory
Agencies Meetings



7

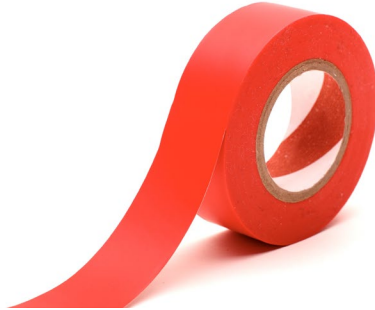
Provincial Supervisory Boards
and Government Officials
Meetings



12

Other Industry Stakeholder
Meetings

MODERNIZATION



Red Tape Review

In July 2025, the federal government launched a renewed initiative of the Red Tape Review to reduce administrative burden on stakeholders from the regulatory system. Departments and agencies were asked to review their regulations with the intention of eliminating unnecessary red tape and developing reports detailing their progress. Through this initiative, FPCC is pursuing legislative amendments to the FPAA and APMA as they fall within the objectives of the review.

Full details can be found in the [Reducing Red Tape – Agriculture and Agri-Food Canada: Progress Report](#).

Farm Products Council of Canada

Farm Products Council of Canada (FPCC) is a federal public interest oversight body that oversees the national supply management system for poultry and eggs, including the operations of the four marketing agencies. FPCC also oversees the three promotion-research agencies, organizations mandated to promote research activities and the marketing and production of agricultural products.

Most requested

- [Benefits of the supply management system](#)
- [FOCUS Newsletter](#)
- [What we do](#)

[Supply Management](#)

Overview of the Canadian supply management system, its benefits and FPCC's role.

[Marketing Agencies](#)

Profiles, objectives, key functions and benefits of the poultry and egg marketing agencies.

[Promotion-Research Agencies](#)

Profiles, objectives, key functions and benefits of promotion-research agencies, including the process for establishing an agency.

Web Renewal

FPCC revamped its web presence this fiscal year following internal and external consultations, as well as a review of content and user testing. FPCC's new and improved website was launched the fall of 2025 and provides improved usability, accessibility and overall, a more user-friendly experience for visitors.

Stop by our [new website!](#)

OVERSIGHT & ENGAGEMENT

The supply management system and the investment in promotion and research activities are viewed as a benefit to the Canadian agricultural sector serving farmers, the Canadian economy and consumers. Through comprehensive oversight and strategic initiatives, FPCC plays a part in maintaining a balanced and stable agricultural sector with due regard to the interests of producers and consumers.

FPCC works closely with stakeholders, including producers, industry groups, and government departments. FPCC supports the efforts of working together to achieve common goals through open, two-way communication. This dialogue builds trust and confidence, fosters collaboration and creates unity in supporting the common interests of each sector.

Established under the FPA, FPCC oversees the four marketing agencies that administer the supply management system for poultry and eggs. This system balances supply and demand while ensuring a predictable supply for consumers and a stable income for farmers.

FPCC also oversees the operations of three promotion-research agencies. These agencies promote a strong, efficient and competitive industry for the regulated products by promoting the marketing and production of the products and by conducting research activities.

FPCC Member Meetings & Decisions

During the 2025-2026 fiscal year, FPCC members met 14 times to review, consider and approve requests received from the marketing and promotion-research agencies on:

- National Levy Orders
- Quota Regulations
- Other regulations or directives necessary for agencies to carry out their marketing plan or promotion and research plan

These decisions are based on whether the request is necessary for the implementation of the agency's marketing plan or promotion and research plan; and are communicated to the respective agency and posted on FPCC's website. The practice of communicating our decisions in a timely manner stems from our [strategic plan's](#) central theme of transparency and dialogue.

Only decisions related to National Levy Orders and Quota Regulations are reported in this section. For more information on the agencies' rationales supporting regulatory amendments including the provincial levies and by-law (per diem) decisions, go to FPCC's [Decisions](#) web page.



Marketing Agencies

FPCC attended the Egg Farmers of Canada, Turkey Farmers of Canada, Chicken Farmers of Canada and Canadian Hatching Egg Producers Board of Directors meetings, as well as other agency committee meetings. Our presence at these events allows FPCC to fully understand the issues at hand and informs it's decision-making when reviewing requests.

Approved Regulatory Amendments

National levy

Sept. 2025: national levy decreased to \$0.3805, effective Nov. 2, 2025–Mar. 27, 2026.

Dec. 2025: national levy maintained at \$0.3805, effective Dec. 28, 2025–Mar. 26, 2027.

Mar. 2026: national levy increased from \$0.3805 to \$0.4405, effective until Mar. 26, 2027.

Federal quotas

Apr. 2025: federal quota increased to 956,004,453, effective Apr. 20, 2025–Dec. 27, 2025.

Apr. 2025: established the special temporary market requirement quota at 47,598,996, effective Apr. 20, 2025–Dec. 27, 2025.

Sept. 2025: federal quota increased to 965,608,715, effective Oct.5, 2025–Dec. 27, 2025.

Dec. 2025: established the special temporary market requirement quota at 30,582,705, effective Dec. 28, 2025–Dec. 26, 2026.

Dec. 2025: established 2026 total vaccine quota at 8,890,560, effective Dec. 28, 2025–Dec. 26, 2026.

Dec. 2025: federal quota maintained at 997,622,922, effective Dec. 28, 2025–Dec. 26, 2026.

National levy is expressed in \$/dozen

Quotas are expressed in dozens of eggs

Egg Farmers of Canada (EFC)

FPCC worked in collaboration with EFC on the implementation of the 2021 Cost of Production (COP) for conventional, enriched and free run production systems. This study marked the first time that free run production systems were surveyed as part of a COP study.

FPCC members considered a total of 14 requests submitted by EFC.

Turkey Farmers of Canada (TFC)

FPCC members welcomed TFC's second annual Turkey Summit, held early 2026, involving numerous value chain stakeholders. Forums such as these provide the turkey industry with an opportunity to plan for a prosperous future.

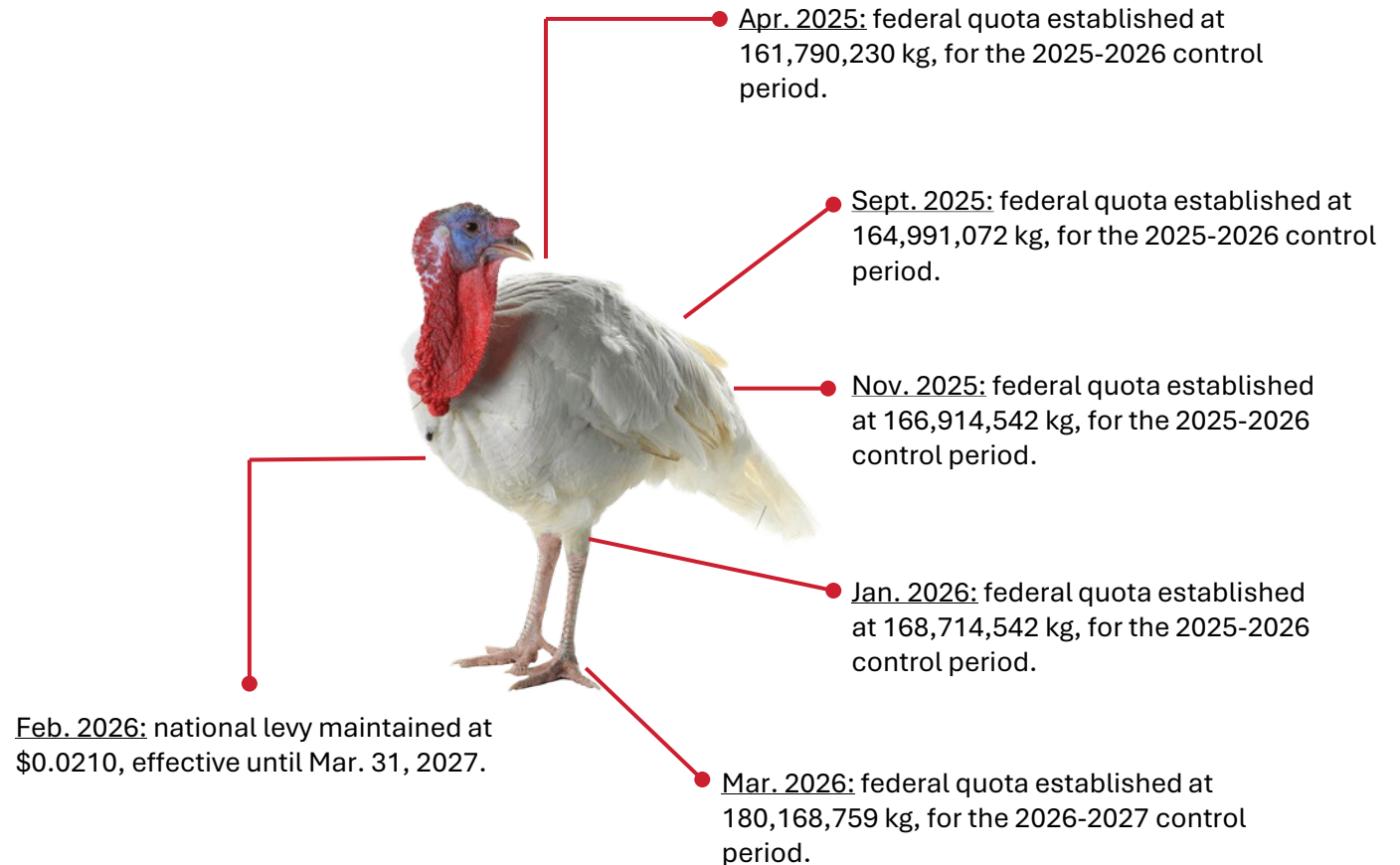
FPCC worked collaboratively with TFC to transition to an early July to end of June control period, starting in 2026-2027 which will allow for better production planning.

TFC submitted, for FPCC members' consideration, 6 requests.

Approved Regulatory Amendments

National levy

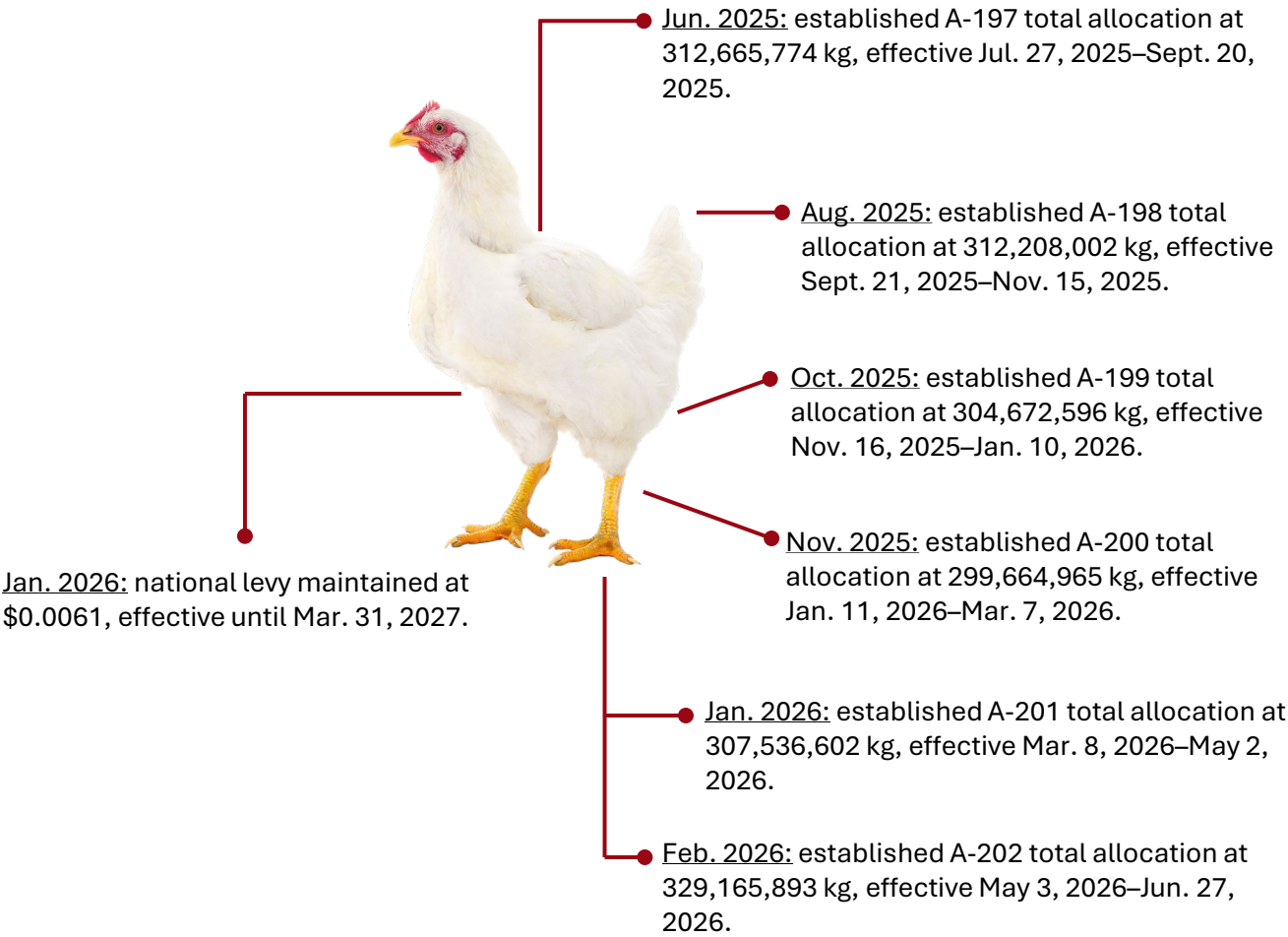
Federal quota



Approved Regulatory Amendments

National levy

Federal quota



National levy is expressed in \$/kg, live weight

Federal quota is expressed in kg, live weight

Chicken Farmers of Canada (CFC)

FPCC recognizes the work CFC undertook throughout the year to meet Canadian demand for chicken under difficult circumstances brought on by continuing pressures on the entire supply-chain. CFC continued to promote chicken consumption in Canada through its efforts using a broad range of media.

FPCC members considered a total of 11 requests submitted by CFC.

Canadian Hatching Egg Producers (CHEP)

FPCC supported CHEP's direction to refine the allocation system, providing enhanced planning certainty while introducing measured flexibility to account for sustained operational constraints.

FPCC helped CHEP's efforts in engaging with stakeholders to ensure that the Canadian market is adequately supplied with chicks to satisfy demand for broiler chickens.

CHEP submitted, for FPCC members' consideration, 6 requests.

Approved Regulatory Amendments

National levy

May 2025: national levy maintained at \$0.0034, effective until Jun. 23, 2026.

Jan. 2026: national levy increased from \$0.0034 to \$0.0038, effective until Jun. 23, 2026.

Federal quota

May 2025: established 2025 revised allocation of 817,718,370, effective Jan. 1, 2025–Dec. 31, 2025.

May 2025: established 2026 initial allocation of 832,457,674, effective Jan. 1, 2026–Dec. 31, 2026.

Sept. 2025: established 2025 revised allocation of 824,454,259, effective Jan. 1, 2025–Dec. 31, 2025.

Sept. 2025: established 2026 revised allocation of 844,926,233, effective Jan. 1, 2026–Dec. 31, 2026.

Jan. 2026: established 2026 revised allocation of 853,910,588, effective Jan. 1, 2026–Dec. 31, 2026.

Promotion-Research Agencies (PRAs)

FPCC members and staff regularly engage with PRAs by attending their Board and committee meetings and collaborating on various issues. This sustained engagement enables FPCC to proactively address sector opportunities and challenges.

Approved Regulatory Amendments

May 2025: import and national levy maintained at \$1.00/head and \$2.50/head, respectively, effective until Jun. 30, 2026.



Canadian Beef Check-Off Agency (Beef Agency)

The Beef Agency continued to serve the sector well through its promotion and research activities.

The Beef Agency submitted, for FPCC members' consideration, 4 requests to amend their Levies Order. One to extend the effective levy amount and three to revise definitions providing a harmonized approach to levy collection across the country.

Canadian Pork Promotion- Research Agency (PPRA)

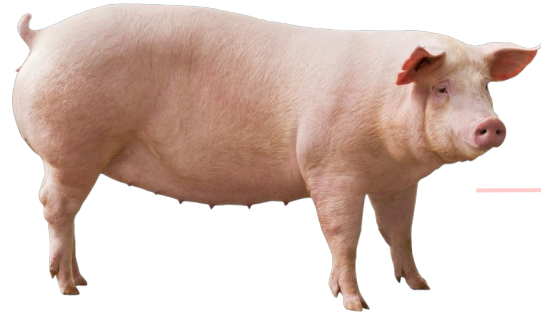
FPCC continued to support and engage with the pork industry by working with the PPRA in implementing best practices to fulfill its mandate and advance industry interests.

The PPRA, submitted for FPCC member consideration, one amendment to its levies order to extend the effective date and maintain the levy amount.

Hemp Canada Chanvre (HCC)

FPCC continued to support the hemp sector by working closely with the newly created Canadian Industrial Hemp Promotion-Research Agency, known as Hemp Canada Chanvre, as it becomes operational. Significant progress was made on the development of their levies order and other related governance documents.

Approved Regulatory Amendments



May 2025: import levy maintained at \$0.80/hog, effective until Jun. 30, 2026.



There was no levy in place as of Mar. 31, 2026.

OUTREACH

FPCC is committed to understanding the practical realities faced by stakeholders who operate within the egg, turkey, chicken, broiler hatching egg, beef, pork, and hemp sectors and one way to achieve this is through site visits. Over the course of the year, FPCC members received several invitations to visit facilities across the sectors.



NOVA SCOTIA

Wallace

Members visited a mixed livestock operation providing insight into the practical realities faced by producers.

Nappan

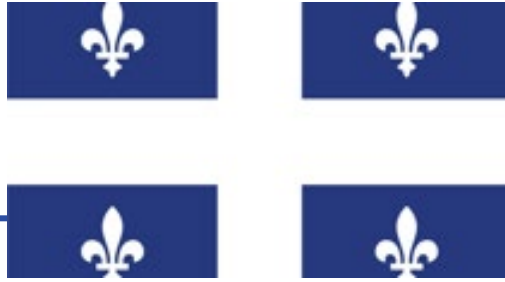
Members visited AAFC's research farm and learned about various agricultural projects happening at AAFC.



NEW BRUNSWICK

Sackville

FPCC members experienced the operations of a cattle feedlot where ultrasonic technology is used to grade feeder cows ready for slaughter.



QUEBEC

Drummondville and Saint-Hyacinthe Regions

Canadian Poultry and Egg Processors (CPEP) organized a 3-day tour of the entire chicken production value-chain that included a visit to a broiler hatching egg facility, a bird catching operation, a primary processing plant, and a further processing plant. FPCC members also saw chickens being caught and loaded for transport.

To finish off the tour, FPCC members also visited two egg facilities, first a sorting and grading facility followed by an egg processing plant.



ONTARIO

Brockville

FPCC members and staff toured an egg processing plant, a grading plant, and attended a presentation on the farm's overall operations.

Cobden

FPCC members and staff participated in an in-field walkthrough of a large hemp crop, and research plots and then toured the farm's seed and fiber processing facility, gaining valuable insight into the hemp sector.

London

FPCC members toured a major poultry processing facility to see state-of-the-art automation, processing capabilities, modern safety standards, the utilization of leading-edge food safety protocols, and innovative animal care technologies.



MANITOBA

Blumenort

FPCC members visited an egg farming operation where they toured the barns, focusing on housing, biosecurity, and animal welfare. FPCC also gained insight into the facility's production process efficiencies and food safety compliance.

Sainte-Agathe

FPCC members and staff visited a hemp heart processing plant to gain firsthand knowledge of hemp processing and toured a hemp research facility to learn about hemp varieties and ongoing research.

COLLABORATION

FPCC continued to build momentum with all its stakeholders by creating opportunities to collaborate and share information impacting the Canadian agricultural sector.

Recognizing the increase of common issues impacting the sector, FPCC met with various levels of government and led consultative meetings with provincial supervisory governments.



Global Affairs Canada – Trade Control Division

FPCC members and staff engaged in open discussion on Tariff Rate Quota administration, the Canada-United States trade relationship and the [Canada-United States-Mexico Agreement](#) review, with officials from Global Affairs Canada.



Embassy of Canada to the United States

FPCC hosted Carlos Vanderloo, Minister-Counsellor for Economic and Trade Policy and Sonja Frohberg, Counsellor for Agriculture and Fisheries. Discussions focused on the market challenges and opportunities for Canadian agriculture with the United States.



Other Government Departments

FPCC staff continued its regular meetings with AAFC and other relevant government departments to discuss the Canadian agriculture and agri-food sectors as it relates to the supply management sectors.

National Association of Agri-food Supervisory Agencies (NAASA)

NAASA consists of 11 provincial and territorial supervisory agencies in partnership with the Canadian Dairy Commission and FPCC, who also acts as the secretariat. The association provides a forum for supervisory agencies to discuss issues of common interest affecting agriculture and agri-food, and determine collective action, as appropriate.

Gunta Vitins, Chair of the British Columbia Farm Industry Review Board, was elected as Chair of NAASA in September 2025. Kerrie Hallet of the New Brunswick Farm Products Commission remained Vice-Chair. Bonnie den Haan, represented FPCC.

In 2025-2026, the unprecedented United States trade policy shifts continued exacerbating trepidation in the Canadian agriculture and agri-food sectors. In response to this, NAASA welcomed officials from AAFC Strategic Trade Policy Division in September 2025 to discuss Canada-United States trade relations. At the same meeting, NAASA also heard a detailed presentation on the impacts and benefits of the *Free Trade and Labour Mobility in Canada Act*, a federal government initiative aimed at reducing interprovincial barriers in an effort to

build a stronger, united Canada. At the January 2026 meeting, Karen Proud, President and Adjudicator, at the Canada Grocery Code, presented the Canada Grocery Code of Conduct. NAASA members appreciated this timely presentation as the Code came into effect on January 1, 2026. The year concluded with a March meeting featuring a thoughtful discussion on the economic interests of Indigenous peoples and communities in agriculture, led by the Vice-President of Indigenous Relations, Farm Credit Canada, followed by an important presentation on biosecurity by the Senior Veterinary Epidemiologist of the Canadian Food Inspection Agency.





Provincial Supervisory Boards and Government Officials

FPCC meets with provincial supervisory agencies and other key provincial government representatives annually. The purpose of these meetings is to collaborate with provinces and discuss various topics related to the agriculture sectors both in their own province and in the Canadian agri-food context.

Some key topics discussed in 2025-2026 were effects of Canada-United States trade relations and tariffs, and production and consumption trends.

Industry Stakeholders

Canadian Poultry and Egg Processors (CPEP)

CPEP hosted Summer and Fall 2025 sector meetings in Whistler, British Columbia and Calgary, Alberta, respectively, followed by the Winter meetings in February 2026 in Ottawa, Ontario. FPCC members and staff attended all three events and participated in a series of meetings including the Joint Egg Sector, Canadian Hatchery Federation and the Poultry Sector meetings.



Further Poultry Processors Association of Canada (FPPAC)

FPCC members attended three FPPAC meetings in 2025-2026 to provide updates on FPCC's activities and exchange information on the issues impacting further processors.

Canada's Agriculture Day - The Future of Food

February 2026 marked the 10th anniversary of Canada's Agriculture Day, with FPCC members joining stakeholders to recognize the essential contributions of Canadian farmers. Under the theme *Future of Food*, the day highlighted the role of innovation and climate resilience in shaping a sustainable agri-food sector. FPCC members participated in sessions and discussions with partners across agriculture, agri-food, and agribusiness, reinforcing the importance of collaboration across the value chain to support a secure food supply in the decade ahead.





Banff Pork Seminar

The Banff Pork Seminar held in January 2026 was attended by FPCC members and staff. The program addressed key industry priorities, including succession planning, sow and piglet management, animal welfare, disease prevention, and innovation. The seminar gave members an opportunity to engage in these topics and connect with representatives from all aspects of the pork supply chain.



Canadian Pork Council (CPC)

FPCC members attended Porkfest 2025, an event organized by the CPC, promoting Canadian pork and connecting producers, partners, and officials. This gave members a valuable opportunity to network with representatives from the pork sector, including the Canadian Pork Promotion-Research Agency.



Canadian Hemp Trade Alliance Conference

FPCC members and staff continued to learn about the Canadian hemp industry while attending the Hemp Canada Conference & Expo 2025, which brought together producers, processors, retailers, academia, consumers, and governments to share the advancements and challenges faced by the Canadian hemp industry.

Ontario Fruit and Vegetable Growers' Association (OFVGA)

OFVGA held their annual meeting and industry convention in Niagara Falls, Ontario, in early 2026. The convention focused on innovation and industry networking. FPCC members and staff took this opportunity to informally discuss with various producer groups the benefits of promotion-research agencies, a unique tool for promoting agricultural products and research.



COMPLAINTS AGAINST AN AGENCY



In its quasi-judicial role and responsibilities, FPCC hears complaints from individuals or entities directly affected by an agency's operations. These complaints can relate to various issues, such as the administration of marketing plans, quota allocation, levies, or other matters.

There were no complaints processed in 2025-2026.

For more information on the complaints process, please visit FPCC's [Complaints Against an Agency](#) webpage.

FPCC AT A GLANCE

Organizational Profile

Ministers: The Honourable Kody Blois (March 2025 until mid-May 2025) and the Honourable Heath MacDonald (appointed on May 13, 2025)

Organizational head: Brian Douglas, Deputy Head and Chairperson

Ministerial portfolio: Department of Agriculture and Agri-Food

Enabling instrument: *Farm Products Agencies Act*

Year of establishment: 1972

Legal name: National Farm Products Council

Operating name: Farm Products Council of Canada

Organizational framework: Portfolio partner of the Department of Agriculture and Agri-Food under section IV of the *Financial Administration Act*

Financial Operations

FPCC'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 the Department of Agriculture and Agri-Food and received 2.8 million in overall funding.

	Actual Spending
Salary	2,250,174
Operations	582,491

As of March 31, 2026

2 Part time FPCC members
18 staff, including the Deputy Head
Hybrid work model

STRATEGIC PLAN 2023-2026: PERFORMANCE REPORT

The [strategic plan 2023-2026](#) guides FPCC on the implementation of its priorities.

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	2025-2026	Achievement	% Complete
Continue to remain agile and responsive while providing oversight of the national marketing agencies for poultry and eggs.	10 FPCC meetings held	FPCC members met 14 times and the Levy Committee met 8 times to consider changes to provincial levies.	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.	All open meetings of the marketing agencies attended by FPCC members and staff	FPCC members and staff attended 35 marketing agency meetings: • 14 meetings of EFC • 10 meetings of CFC • 6 meetings of TFC • 5 meetings of CHEP	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.	4 amendments to the FPAA were made	4 significant amendments to the FPAA were recommended: the removal of Governor in Council appointments of agencies' auditors, ministerial designations of inspectors, tabling of agencies' annual reports in Parliament, and the age limit of 70 for board members of the agencies and FPCC members. A number of additional administrative changes were also put forward.	0% (work is ongoing on a legislative vehicle to include these amendments)

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	2025-2026	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 visual tool developed	FPCC developed a visual tool summarizing FPCC’s work in 2025-2026 for presentation at the 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.	1 efficiency to the complaint process implemented	FPCC completed a review of the Complaint By-laws to bring more efficiencies to the complaint process.	100%
	1 awareness strategy implemented	FPCC completed the updating of its new website to incorporate information on its legislative and regulatory responsibilities and on the complaint process.	100%
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 on quotas, national levies and other regulations or directives posted online	FPCC made 34 decisions (quota, national levy, others) that were reflected in Letters of Decisions and posted online.	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	2025-2026	Achievement	% Complete
Find efficiencies and establish better communication of processes and timelines that will support the application process for PRAs.	3 follow-up actions were accomplished	FPCC attended 1 conference (OFVGA) and reached out to 2 producer associations who previously showed interest in establishing a PRA.	100%
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 implemented	FPCC completed the updating of its new website to incorporate information and links on the benefits and establishment of PRAs.	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	2025-2026	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 FPCC members	FPCC members attended 53 meetings: • 7 Beef PRA meetings • 3 Pork PRA meetings • 2 Hemp PRA meetings • 14 EFC meetings • 6 TFC meetings • 10 CFC meetings • 5 CHEP meetings • 3 FPPAC meetings • 3 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 3 NAASA meetings: • September 16, 2025 • January 20, 2026 • March 23, 2026	100%
	1 meeting organized with each provincial supervisory board	FPCC organized 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 FPCC members	FPCC members attended 27 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 FPCC 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	2025-2026	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 • 1 egg processing plant tour	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.	2 positions assigned specific priorities	Specific agencies have been assigned to 2 policy analysts under the Regulatory and Policy Analysis Section for increased efficiency and corporate knowledge.	100%
Continue to find ways to embrace innovation and technology to support hybrid work and corporate excellence while seamlessly supporting FPCC's staff, FPCC members and stakeholders.	2 software solutions implemented	FPCC implemented M365 tools for its employees including Planner and SharePoint and the new Neo travel and expense management tool.	100%



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