



Farm Products Council
of Canada

Conseil des produits agricoles
du Canada

FARM PRODUCTS COUNCIL OF CANADA

Celebrating

50
YEARS
1972-2022



2021-2022

ANNUAL REPORT

Canada

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Chairman's Remarks



On behalf of Farm Products Council of Canada (FPCC) members and staff, I am pleased to present our Annual Report for fiscal year 2021–2022. This was a year of hope in the agri-food sector with signs that the worst of the pandemic is behind us. But this was also a year of uncertainty, with continued disruptions in supply chains as a result of the devastating floods in British Columbia, concerns over the repercussions of the situation in Ukraine, and the spread of Avian Influenza across the country, to name a few.

The agri-food sector has entered a new reality as it navigates into the future. Producers and processors will continue to face a unique and complex set of challenges as part of their daily business.

Fluctuating seasonality requirements, labour shortages, increased operational costs, not to mention severe weather events and increased disruption in supplies will continue to weigh on our producers and processors.

It is in these times of uncertainty that we can really appreciate the tools supply management leaves at our disposal to keep production in line with demand. With remarkable resilience, the supply management system allows the agri-food sector to seamlessly adapt to market demand fluctuations and provide Canadians access to a continuous supply of high quality foods even during the most challenging times.

We are also seeing the benefits of the promotion and research activities supported by the check-off system in the beef industry. It is a key part of Canadian beef's success in domestic and international markets. The new Canadian Pork Promotion and Research Agency is creating even greater cohesion within the red meat industry. Through a national levy system that underpins its activities, pork producers and importers are pooling resources and creating opportunities to invest in the growth of their sector.

On a more personal note, over the course of my four-year term as Chairperson, FPCC has established and reinforced its relationships with its stakeholders, as well as with other government departments. In many ways, the recent events have had the effect of bringing the players of the sector to unite in light of common challenges.

This new reality has brought cooperation to a level that has not been seen before. FPCC aims to continue collaborating with agencies and other stakeholders to ensure the agri-food sector remains flexible to allow it to adapt to our new reality.

I want to underscore the essential role of my current fellow Council members in FPCC's success. Ron Bonnett, Maryse Dubé, Yvon Cyr and Morgan Moore's guidance and insight have been crucial. I thank them for their exceptional teamwork and for their diligent work with the agencies we oversee.

This has been a year of important changes with FPCC's personnel. I want to express my deepest gratitude to those who have left, for their expertise, their commitment and their hard work, and to welcome the team members who have recently joined us. We welcome their new perspectives and approaches.

In addition, I thank those in government departments with whom we collaborate – notably Agriculture and Agri-Food Canada, Global Affairs Canada and Justice Canada.

And I acknowledge FPCC's fruitful relationship with our provincial colleagues and members of the National Association of Agri-Food Supervisory Board Agencies (NAASA). Our work with NAASA is important, particularly with the administration of the *Agricultural Products Marketing Act*.

Finally, this fiscal year concludes our three-year Strategic Plan where we focused on transparency, dialogue and strengthening relationships with industry stakeholders. Our plan ends on a very positive note as FPCC's role and responsibilities are better understood and our relationships with our partners are strong and based on trust. We will continue to build on this foundation as we develop our next Strategic Plan.

FPCC continues to be diligent in its role to safeguard the sustainability of the supply managed agricultural commodities, and provide ongoing support for promotion and research – always with the objective of ensuring that Canadians have access to a supply of high quality foods.

I look forward to continuing our essential work for the benefit of all Canadians.



Brian Douglas
Chairman

Members' Profiles



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

A graduate of the
University of Guelph,

Mr. 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, Mr. Douglas was the Clerk of the Executive and Secretary to the Cabinet for the Government of Prince Edward Island. Previously, he held other senior-level positions in the Prince Edward Island government including Deputy Minister, Transportation and Infrastructure Renewal and Deputy Minister, Agriculture.

Mr. Douglas 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 the Province of Prince Edward Island on various provincial and national level boards and committees related to agriculture and transportation and infrastructure renewal.

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.



***Ron Bonnett,
Vice-Chairperson***

Mr. Bonnett has had a long and varied career in agriculture. He was the

President of the Canadian Federation of Agriculture (CFA). In the mid-1980s, Mr. Bonnett became the founding president of the Algoma Federation of Agriculture, where he helped combat high interest rates. He also was engaged in municipal politics during this time. He served as councillor and reeve of the Township of Plummer where he advocated for rural economic development, inter-municipal cooperation and a strong agriculture sector. In 1997, Mr. Bonnett sat on the provincial board of directors for the Ontario Federation of Agriculture (OFA) and OFA executive. He was the OFA Vice-President for two years, and also served as the OFA President for four years. During his time with OFA, he sat on the CFA National Council and CFA executive, before becoming 2nd Vice-President in February 2007.

As an advocate of agriculture at the international level, Mr. Bonnett sat on the Board of Directors for the World Farmers' Organization as the North American representative and played a lead role in the development of the organization, acting as interim President. In addition to his work at CFA, he was also the President of Beef Improvement Ontario and planning committee chair for Ontario's Agricultural Management Institute. In 1975, he and his wife, Cathy, bought a dairy farm in Bruce Mines, located in Northern Ontario, which they operated until 1995. Since 1995, they have operated a cow/calf farm.



Maryse Dubé, Member

Ms. Dubé received a Bachelor of Law from Laval University 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. Ms. Dubé 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.

Ms. Dubé 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. Ms. Dubé was appointed by the Governor in Council to a three year term on the Farm Products Council of Canada in April 2015 and she was reappointed to another three year term in 2018. In April 2021, she was reappointed to 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.



Yvon Cyr, Member

Mr. Cyr, has a strong background in agriculture. A poultry producer from Saint-François-de-

Madawaska, New Brunswick, Mr. Cyr is a manager and founding shareholder with the Groupe Westco Inc., one of the largest poultry businesses in Atlantic Canada. He is very active in his community and the poultry industry, served on the boards of both the Chicken Farmers of New Brunswick and the Chicken Farmers of Canada. He is also a past chair of the local chamber of commerce.



Morgan Moore, Member

Mr. Moore farms with his wife, Amber, and their three children near Brandon, Manitoba in a

cow/calf and commercial sheep operation. Mr. Moore 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 Chairman of Manitoba Sheep as well as the Founding Chairman of a start-up called PrüfIT Technologies Inc. a company developing exciting technology to deliver full value in two-way traceability. Mr. Moore 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.

Organizational Profile

Minister:

The Honourable Marie-Claude Bibeau

Institutional head:

Brian Douglas, Chairperson and Deputy Head

Ministerial portfolio:

Agriculture and Agri-Food Canada

Enabling instrument:

Farm Products Agencies Act

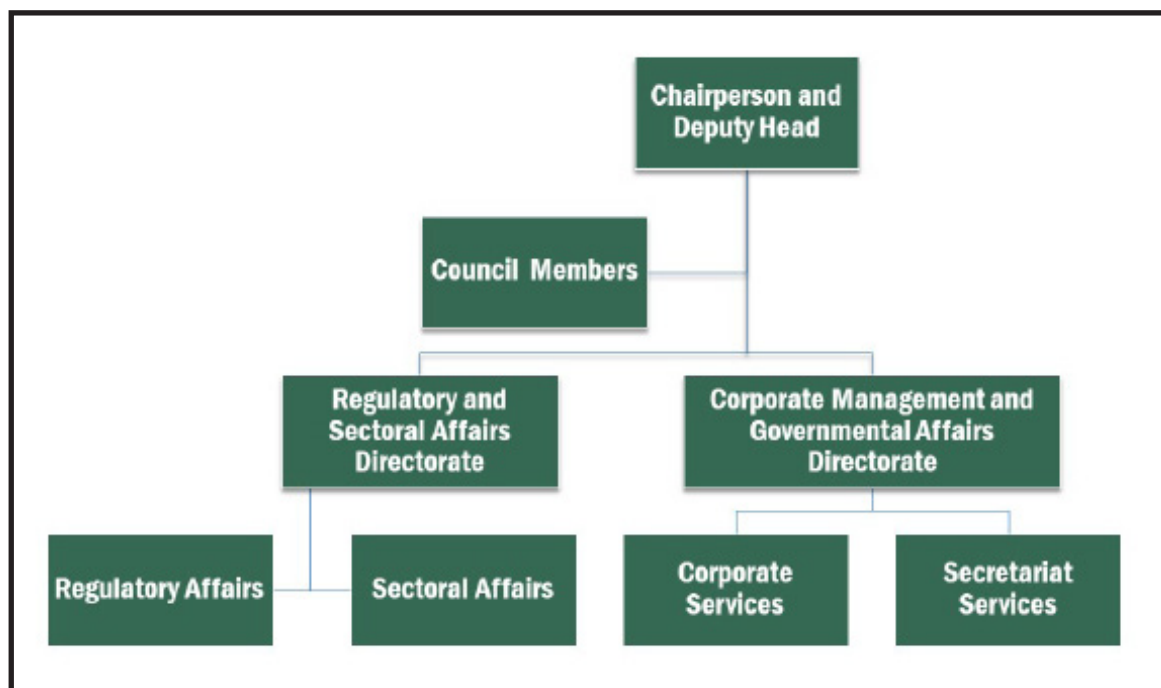
Year of commencement: 1972

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 Farm Products Council of Canada'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](#) provides for the creation of the Council and the creation and oversight of national marketing agencies and promotion and research agencies.

The [Agricultural Products Marketing Act](#) allows for the delegation of federal authority over interprovincial and export trade in the marketing of farm products to provincial commodity boards. The Council administers this legislation through an agreement with Agriculture and Agri-Food Canada (AAFC).

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

Council Activities and Staff Support

As was the case during the previous fiscal year, in 2021-2022, Council saw an increased number of meetings to review and approve allocation and levy requests from the six agencies it supervises. The lingering impacts of COVID-19 on consumer behaviour and processing capacity, coupled with the historic floods in British Columbia and the nascent avian flu epidemic, brought many challenges to agriculture and the food processing industry. Industry stakeholders had to adapt quickly to changing circumstances which resulted in increased collaboration with FPCC.

Throughout the year, Council members and staff attended all the open meetings of agency boards of directors, as well as those organized by the Canadian Poultry and Egg Processors Council (CPEPC) and the Further Poultry Processors Association of Canada (FPPAC). These meetings provided Council members and staff the occasion to speak directly with producers, primary processors, hatcheries, egg graders and further processors.

To support sound decision-making, Council members were provided with economic analysis, briefing notes and reference documents prepared by FPCC staff based on their strong collaboration with the six agencies, Agriculture and Agri-Food Canada, Global Affairs Canada and Justice Canada, among others. Council members were informed regularly of a wide range of issues including the international trade environment, impacts of epizootic outbreaks on animal production, and government regulations and processes.

Council Meetings

Council decisions are communicated to industry following each Council meeting and come into force when they are published in the Canada Gazette. The practice of communicating our decisions in a timely manner flows from our 2019-2022 strategic plan's central theme of transparency and dialogue.

Council met 14 times during the fiscal year and made the following decisions.

FPCC Decisions on Levy Amendments

Agency	Date of Decision	Status	Applicable Time Frame	Change in Levy Amount	New National Levy Amount	Comments/Details
EFC	December 2021	Approved	February 20, 2022, to March 31, 2023	\$0.02/dozen	\$0.4395/dozen	Increase in levy for Pooled Income Fund.
	March 2022	Approved	March 20, 2022, to March 31, 2023	\$0.04/dozen	\$0.4795/dozen	Increase in levy for Pooled Income Fund.
TFC	March 2022	Approved	Date of Registration to March 31, 2023	—	\$0.018/kg, live weight	Amendment to the expiry date.
CFC	January 2022	Approved	April 1, 2022, to March 31, 2023	—	\$0.0057/kg, live weight	Amendment to the expiry date.
CHEP	May 2021	Approved	June 19, 2021, to June 23, 2022	—	\$0.003/broiler hatching egg	Maintenance of the national levy and amendment to the expiry date.
Beef PRA	June 2021	Approved	Date of Registration to June 30, 2022	—	—	Amendment to the expiry date.
Pork PRA	September 2021	Approved	Date of Registration to June 30, 2022	—	—	Pork PRA's first levies order.
	March 2022	Approved	Date of Registration to June 30, 2023	—	—	Amendment to the expiry date.

Source: FPCC

FPCC Decisions on Quota Amendments

Agency	Date of Decision	Status	Type of Quota	Applicable Time Frame	New Quota Amount
EFC	September 2021	Approved	Federal Quota	December 27, 2020, to December 25, 2021	773,173,308 (dozen)
	November 2021	Approved	Vaccine Quota	December 26, 2021, to December 31, 2022	13,335,840 (dozen)
	December 2021	Approved	Special Temporary Market Requirement Quota	December 26, 2021, to December 31, 2022	-----
	December 2021	Approved	Egg for Processing Quota	December 26, 2021, to December 31, 2022	41,047,660 (dozen)
	December 2021	Approved	Federal Quota	December 26, 2021, to December 31, 2022	774,519,524 (dozen)
TFC	September 2021	Postponed	Amendment to Federal Quota	2021-22 Control Period (April 25, 2021, to April 30, 2022)	172,382,908 (kg, evis. weight)
	October 2021	Postponed	Amendment to Federal Quota	2021-22 Control Period (April 25, 2021, to April 30, 2022)	172,382,908 (kg, evis. weight)
	November 2021	Approved	Amendment to Federal Quota	2021-22 Control Period (April 25, 2021, to April 30, 2022)	172,382,908 (kg, evis. weight)
	January 2022	Approved	Amendment to Federal Quota	2021-22 Control Period (April 25, 2021, to April 30, 2022)	174,010,755 (kg, evis. weight)
CFC	May 2021	Approved	A-170 (Total Allocation)	June 6, 2021, to July 31, 2021	283,709,954 (kg, live weight)
	June 2021	Postponed	A-171 (Total Allocation)	August 1, 2021, to September 25, 2021	282,545,937 (kg, live weight)
	July 2021	Approved	A-171 (Total Allocation)	August 1, 2021, to September 25, 2021	282,545,937 (kg, live weight)
	September 2021	Approved	A-172 (Total Allocation)	September 26, 2021, to November 20, 2021	287,662,435 (kg, live weight)
	October 2021	Approved	A-173 (Total Allocation)	November 21, 2021, to January 15, 2022	271,410,308 (kg, live weight)
	November 2021	Approved	A-174 (Total Allocation)	January 16, 2022, to March 12, 2022	281,082,991 (kg, live weight)
	January 2022	Postponed	A-175 (Total Allocation)	March 13, 2022, to May 7, 2022	285,216,208 (kg, live weight)
	February 2022	Approved	A-175 (Total Allocation)	March 13, 2022, to May 7, 2022	285,216,208 (kg, live weight)
	March 2022	Approved	A-176 (Total Allocation)	May 8, 2022, to July 2, 2022	295,186,972 (kg, live weight)
CHEP	May 2021	Approved	2021 Revised Allocation	January 1, 2021, to December 31, 2021	804,573,875 (broiler hatching eggs)
		Approved	2022 Initial Allocation	January 1, 2022, to December 31, 2022	821,371,464 (broiler hatching eggs)
	October 2021	Approved	2021 Final Allocation	January 1, 2021, to December 31, 2021	813,635,128 (broiler hatching eggs)
		Approved	2022 Revised Allocation	January 1, 2022, to December 31, 2022	841,882,082 (broiler hatching eggs)
	January 2022	Approved	2022 Revised Allocation	January 1, 2022, to December 31, 2022	838,659,486 (broiler hatching eggs)

Source: FPCC

2021-2022 Highlights

In 2022, FPCC is celebrating it's 50th anniversary!

In 1972, the *Farm Products Marketing Agencies Act* (the Act) established the National Farm Products Marketing Council, which in 2009 became the Farm Products Council of Canada (FPCC). FPCC began operations on April 1, 1972, and authorized the establishment of national marketing agencies for farm products. An amendment to the Act in 1993 also allowed for the establishment of promotion and research agencies (PRAs).

FPCC, as an oversight body, has developed collaborative relationships with a variety of stakeholders. Its strong stakeholder engagement reflects the value of the supply management system for the Canadian poultry and egg industries and the significant role of the PRAs in the agricultural sector.

Egg Farmers of Canada

Council supports the ongoing commitment and effort of the Egg Farmers of Canada (EFC) in renewing the Federal-Provincial-Territorial (FPT) agreement. Throughout the year, Council member Yvon Cyr attended four meetings of the FPT Committee as an observer and, in September 2021, Brian Douglas, FPCC Chairperson, addressed the Committee in person, highlighting the importance and value of this initiative.



Mr. Cyr also participated in eight Cost of Production Committee meetings. The Committee was established to update the cost of production for various types of farms throughout the country.

Chicken Farmers of Canada

Council members worked closely with the Chicken Farmers of Canada (CFC) executive board to create the Market Information Working Group formally established in December 2021. The Working Group supports CFC's strategic plan mandate to improve the effectiveness of the allocation system by providing an additional opportunity to discuss and analyse the setting of periodic allocations on an agreed set of fact-based indicators. Council views the establishment of the Working Group as an opportunity for building industry trust and strengthening collaboration for the setting of allocations.



Turkey Farmers of Canada

After responding to market conditions and the COVID-19 pandemic's impact on the turkey industry by making two significant allocation reductions in 2020, the turkey industry began its recovery in 2021-2022.



TURKEY FARMERSTM
OF CANADA
LES ÉLEVEURS DE DINDON
DU CANADA

Canadian Hatching Egg Producers

In 2021-2022, Canadian Hatching Egg Producers (CHEP) adjusted its quota allocation multiple times to adapt to the market instability caused by the COVID-19 pandemic.

Canadian
Hatching Egg
Producers



Canadian Pork promotion-Research Agency

Council continued to provide advice and support to the Canadian Pork Promotion-Research Agency (PPRA) in view of starting the collection of the levy to finance their activities. Council approved an import levy of \$0.80 per hog in March 2022. Established in December 2020, the PPRA completed its first full complete year of existence and had its first Annual General Meeting on March 2022.



Canadian Beef Check-Off Agency

In regard to the Canadian Beef Check-off Agency, Council approved the existing Federal levy rate (\$2.50 per head of beef cattle for all provinces but Ontario and \$1.00 import levy per head of beef cattle) until June 30, 2022.



Judicial Review

In December 2020, a Notice of Application for Judicial Review with the Federal Court of Canada (Federal Court File No. T-1549-20) was filed by the CPEPC, the associations representing Quebec and Ontario primary processors and 15 chicken processors. CPEPC's Notice of application pertained to FPCC's decision to approve the CFC quota allocation for period A-167, covering the period from December 20, 2020 to February 13, 2021.

The judicial review continued into fiscal year 2021-2022 and the cross examinations of the parties took place in October 2021. On November 8, 2021, at the request of the CPEPC, FPCC agreed to settle the matter out of court. As per the terms of the settlement, on the request of a stakeholder directly affected by a quota allocation decision, FPCC will provide additional reasons in respect of that decision.

2021-2022 Highlights

Complaints

In July 2021, FPCC received a complaint from the CPEPC against Turkey Farmers of Canada (TFC) regarding its decision to increase the commercial quota allocation for the 2021-2022 control period.

Following a hearing held on November 3, 2021, Council approved the Complaint Committee's recommendation to dismiss the complaint.

Furthermore, there were three recommendations:

1. FPCC encouraged TFC and CPEPC turkey primary processors to continue working cooperatively to find a viable solution to the disagreement on the appropriate stock level for breast meat and a metric to measure and forecast the consumption and market growth in the turkey market;
2. FPCC encouraged TFC and CPEPC turkey primary processors to explore options to better assess how increases in the turkey live price are transmitted to the wholesale and retail prices and the impact of retail prices on consumption; and,
3. FPCC advised TFC to inform the provincial boards that production increases cannot be allotted to producers until the regulatory process is completed.

This process was the first to be completed using the new Complaint By-Law that was revised in the previous fiscal year.

In March 2022, FPCC received a complaint from Turkey Farmers of Ontario (TFO) against TFC regarding its quota allocation decision for the 2022-2023 control period. This complaint remained in progress at the end of the fiscal year.

Agricultural Products Marketing Act

FPCC and AAFC share responsibility for the *Agricultural Products Marketing Act* (APMA) which empowers the Governor in Council to delegate to provincial boards and agencies the federal authority allowing them to regulate the marketing of agricultural products in interprovincial and export trade similar to the way they do within the boundaries of the province in which they operate. The APMA also delegates the authority to set, collect and use levies relating to interprovincial and export trade. Levies collected by a provincial board or agency are mainly used for promotion and research activities.

In 2021-2022, the Council continued to work closely with provincial supervisory boards, agencies and marketing boards to process new delegation orders and amendments to existing orders. The British Columbia Vegetable Levies Order was repealed following the amendment to remove the "by order" provision in the associated delegation order in 2020.

The Council regularly reports on its APMA related activities at the meetings of the National Association of Agri-food Supervisory Agencies which includes members from all provinces. Through this forum, FPCC is able to keep provinces informed of APMA related issues as they arise. On March 31, 2022, Bill S-6, *An Act respecting regulatory modernization*, was tabled in the Senate. Going forward, FPCC, in collaboration with AAFC, will provide more information to the provinces based on the progress of Bill S-6.

National Association of Agri-food Supervisory Agencies

Established in 1997, the National Association of Agri-food Supervisory Agencies (NAASA) provides a forum for supervisory agencies to discuss issues of common interest and determine collective action as appropriate. NAASA is composed of all provincial supervisory boards as well as their national counterparts, the Canadian Dairy Commission and FPCC, who is the secretariat. In 2021-2022, NAASA held 3 virtual meetings in October 2021, December 2021 and March 2022.

The meetings covered a variety of topics such as, the grocery code of conduct; Egg Farmers of Canada's Federal-Provincial-Territorial agreement; animal welfare and activism in Canada; strategic planning for supervisory boards; and, Bill S-6, *An Act respecting regulatory modernization* which introduces proposed amendments to the *Agricultural Products Marketing Act*.

Peter Donkers, Chairperson of the British Columbia Farm Industry Review Board continued as Chairperson of NAASA and Ginette Bureau, President and CEO of the Régie des marchés agricoles et alimentaires du Québec continued as Vice-Chairperson. Ron Bonnett, FPCC Vice-Chairperson, is the Council member representative for NAASA.

Establishment of a new Promotion and Research Agency

In 2021-2022, FPCC continued its close collaboration with industrial hemp producers and other stakeholders on the establishment of a promotion and research agency. In August 2021, the Minister approved FPCC's recommendation to establish a Canadian Industrial Hemp PRA under Part III of the *Farm Products Agencies Act*. In December 2021, the Panel Report was published on our website. FPCC is working closely with Agriculture and Agri-Food Canada, Health Canada and Justice Canada officials on the preparation of the required regulatory documents.

Meetings with Provincial Supervisory Boards and Government Officials

Every year, Council members meet with provincial supervisory boards and other key provincial governmental 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.

Strategic Plan 2019-2022

Reporting, as of March 31, 2022

Item #	Opportunity	Final Status
1.1.1	Communications Strategy	Open: Communications to be moved back to Corporate Affairs. Immediate priorities include an updated style guide, website transition and review, and revision of the annual report. A long term communications strategy is an ongoing item, always in need of ensuring products are relevant, information is current, and audiences are engaged. This will include ensuring items from 1.1.2 and 1.1.3 remain current and accessible.
1.1.2	Presentations and Speaking Notes	Closed: Merged with 1.1.1
1.1.3	Highlight and Share Expertise	Incorporated: Many publications are now available to members and to stakeholders including Sector profiles and the By-Law and Guidelines governing the administration of the Complaints.
1.1.4	FPCC 50th Anniversary 2022	Open: This item will remain open throughout FPCC's anniversary year, and will be a focus until the reception and conference in early November.
2.1.1	Individual Stakeholders Attending Council Meetings	Incorporated: Council and staff use a variety of opportunities to engage with stakeholders on an ongoing basis. Most notably, Council members regularly attend and formally address participants through speaking engagements at stakeholder meetings.
2.1.2	Individual Stakeholders Attending Council Meetings	Incorporated: Diverse stakeholders are now invited to Council Meetings on a regular basis.
2.1.3	Staff Level Working Relationship and Capacity Building Strategy	Incorporated: The Corporate and Sectoral Directorates communicate regularly and work together collaboratively in order to achieve organizational goals.
2.1.4	FPCC Conferences and Events	Closed: This item has been consolidated into 1.1.4.

3.1.1	Staff Orientation and Training Strategy	Incorporated: Corporate Services is responsible to ensure organizational onboarding is provided to each new employee. Onboarding packages were developed and will be maintained. Position specific onboarding is the responsibility of the hiring manager. Organizational mandatory training has been developed and implemented.
3.1.2	Council Orientation	Incorporated: Sectoral Affairs is responsible to ensure Council Orientation is provided to new Council members and those changing portfolios. Orientation packages were developed and will be maintained.
3.1.3	Process Documentation	Incorporated: Individual staff are responsible for documenting their own work, procedures and resources to support colleagues and the organization.
3.1.4	Internal and External Knowledge Transfer	Incorporated: Knowledge transfer has been incorporated into regular working processes including the Communications Strategy, Process Documentation, Staff and Council Orientation, and Expertise Sharing.
3.2.1	IM/IT	Incorporated: IM/IT projects are regular and ongoing including: transition to Sharepoint, boardroom technological update, hybrid meeting and working tools, etc.
3.3.1	Annual Meeting for Staff and Members	Open: This has been postponed until it is feasible to do so from a health perspective and when building 59 reopens.
3.3.2	Regular Meetings and Information Sharing	Incorporated: Corporate Affairs has taken ownership of the All Staff meetings, including developing a standard agenda that ensures these are information sharing occasions and opportunities to discuss topics relevant to team members.

The existing Strategic Plan cycle concludes in 2022 and offers the opportunity to refresh FPCC's strategic objectives. As of March 31, 2022, early steps were being taken to do so. As part of maintaining a strong organization, FPCC looks forward to incorporating stakeholder and employee feedback into its planning cycle.

FPCC at a Glance

As of March 31, 2022

4 Part time Council members
18 staff, including the Deputy Head
All staff teleworking
40% staff turnover in fiscal 2021-2022; with retirements accounting for the majority of turnover

Financial Operations

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	2,008,249	1,960,616	47,633
Operations	664,549	416,825	247,724

Note: Actual spending was less than planned spending due to higher than usual staff turnover, delays in a significant renovation project and the postponement of FPCC's 50th anniversary events due to COVID-19 health restrictions.

Future Operating Environment

In fiscal year 2022-2023, FPCC will be looking to continue to adjust operations towards a new hybrid work environment, including a return to hosting some Council meetings in Building 59 on the Central Experimental Farm in Ottawa. FPCC also looks forward to finalizing a new three year Strategic Plan and supporting staff by continuing to create a healthy and fulfilling organization.

Central Experimental Farm
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Website: [Farm Products Council of Canada](https://www.farmproducts.ca)

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