



Farm Products Council
of Canada

Conseil des produits agricoles
du Canada

**FARM
PRODUCTS
COUNCIL
OF CANADA**



2022-2023

ANNUAL REPORT

Canada

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Chairperson'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 2022–2023. This is my fifth year as Council Chairperson and I am honoured and grateful for the opportunity to continue in this role for four more years.

This was a special year for FPCC on two accounts as we celebrated our 50th anniversary and unveiled our new triennial strategic plan. Indeed, it was on April 1, 1972 that the National Farm Products Marketing Council, the Council's former name, was established.

Since its inception, FPCC has been at the center of supply-management policy and discussions for the egg, chicken, turkey and broiler hatching egg sectors. In 1993, the establishment and supervision of Promotion and Research Agencies (PRA) were added to the Council's responsibilities.

To celebrate FPCC's achievements of the last 50 years, we commissioned the production of a book retracing its history, produced a promotional video explaining our role and responsibilities, as well as organized a half day conference that saw panel discussions on the benefits of supply management and producer-led PRAs. On the latter, I was particularly pleased to see representatives from both supply-managed and non-supply managed sectors together discussing and learning about each other's marketing system, a rare occurrence in Canada.

We took the opportunity during an evening reception preceding the conference to announce our new Strategic Plan 2023-2026 – Together We Grow that includes key principles and strategic objectives for the next 3 years. The new plan will continue to center on transparency, dialogue and relationship-building. It will also focus on growing the supply management system and the PRAs, together with all our valued stakeholders and partners, to ensure they see their role in paving a way for the future.

FPCC was not the only organization that reached a milestone this year; the Egg Farmers of Canada (EFC) and the Canadian Beef Check-Off Agency both celebrated important anniversaries, fiftieth and twentieth respectively. EFC has provided Canadians a stable and safe supply of eggs for the past 50 years while the Canadian Beef Check-Off Agency's research and promotion activities have reaped benefits for the entire value-chain. I congratulate them both for a job well done.

While the market volatility brought on by the Covid pandemic has lessened, highly pathogenic Avian Influenza (AI) has compounded the challenges faced by the egg and poultry sectors. AI has unevenly impacted different regions of the country but the resilience and cooperation inherent to supply management has allowed these sectors to promptly address the most acute problems and lay the groundwork to more permanent solutions.

In 2022-2023, Council saw the departure of two esteemed members: Yvon Cyr and Ron Bonnett. Both are strong advocates of Canadian agriculture and stalwart supporters of FPCC's role and mission. They will be missed as they both provided invaluable guidance and wisdom during a tumultuous period bookended by the Covid pandemic and AI outbreaks.

This year also saw Council members and staff's gradual reintegration in our offices located on the Central Experimental Farm in Ottawa after three years of Covid-related

restrictions and building renovations. Having in-person Council meetings and the opportunity for staff to work together, and in some cases meet for the first time face to face, has solidified the strong sense of purpose of both Council members and staff.

I would be remiss not to mention the strong support I received from my fellow Council members throughout the year. The decisions Council took were greatly facilitated by their deep knowledge of Canadian agriculture, their commitment to the Council's mandate and their strong desire to reach consensus. Moreover, Council's deliberations and decisions benefited from the stellar work provided by staff that are fully engaged with stakeholders and government officials.

Council intends to stay at the forefront of the discussions involving the agencies it oversees and will continue advocating the PRA model for Canadian agricultural commodities.

Along with all Council members and staff, I look forward to continuing our partnership with all our stakeholders for the benefit of the agricultural industry and Canadians.



Brian Douglas
Chairperson

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, 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. His term as Chairperson and Deputy Head 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.



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

Ron 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. His term as FPCC Vice-Chairperson ended on December 4, 2022.



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. 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 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. 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 PruvIT 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. After serving a three-year term with Farm Products Council of Canada, his mandate as Council member was renewed on June 19, 2022, for another two years.



Yvon Cyr, Member

Yvon 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, having 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. His term ended on April 30, 2022.

Organizational Profile

Minister: The Honourable Marie-Claude Bibeau

Institutional head: Brian Douglas, Chairperson and Deputy Head

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

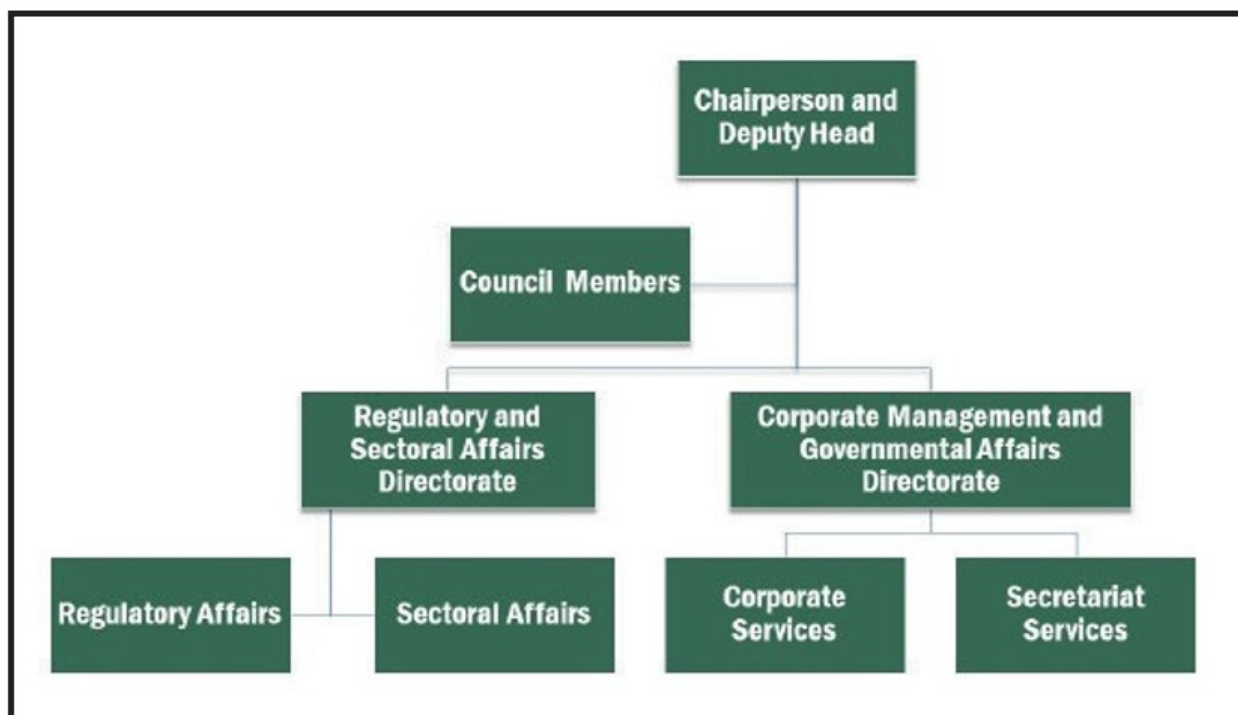
Enabling instrument: *Farm Products Agencies Act* (FPAA)

Year of commencement: 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 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*](#) (FPAA) provides for the creation of the FPCC, the national marketing agencies, and the promotion and 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 AAFC.

National Marketing Agencies

[Egg Farmers of Canada](#)

[Chicken Farmers of Canada](#)

[Turkey Farmers of Canada](#)

[Canadian Hatching Egg Producers](#)

Promotion and Research Agencies

[Canadian Beef Check-Off Agency](#)

[Canadian Pork Promotion-Research Agency](#)

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.

2022-2023 Highlights

50th Anniversary

On November 1 and 2, 2022, FPCC celebrated 50 years since the implementation of the *Farm Products Agencies Act*, which established the Farm Products Council of Canada. To commemorate this milestone, FPCC organized an evening reception to celebrate with industry stakeholders and a conference with interesting guest speakers and informative panel discussions.

The conference's first panel focused on the Importance of Producer-led Promotion and Research in Canada. The focus of the second panel was to identify the Benefits of Supply Management in Canada, to discuss the importance of an open dialogue, and find opportunities to strengthen and promote this system that has served the public interest well over the last 50 years.



Promotion and Research Agency Outreach Initiative

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

Ron Bonnett, former Vice-President and Council member, was hired to be FPCC's PRA Advisor. His mandate includes reaching out to agricultural commodity groups to seek their interest and gauge the feasibility of establishing a PRA for their agricultural product(s). In March 2023, Mr. Bonnett presented the details of this initiative at a NAASA meeting and had preliminary discussions with a number of specific commodity groups.

Strategic Plan, 2023-2026—Together We Grow

In March 2022, FPCC staff and Council met with Larimar Consulting to begin the process of drafting a new strategic plan. Through regular meetings, Larimar gained insight into the evolution FPCC has undergone since composing the previous plan in 2019. Through meetings with stakeholders, they gained an appreciation of the depth of ongoing engagement and dialogue, while also identifying areas where we can continue to make strides in the delivery of our mandate. We are grateful to our stakeholders for taking the time to meet with Larimar and share their perspectives. The feedback received was invaluable to the exercise.

The resulting plan – Together We Grow – was finalized in the fall of 2022 and first presented at the 50th anniversary celebration. The strategic plan is our guide and will direct the implementation of our priorities over the next three years. We very much look forward to sharing our progress on an annual basis.

Council Activities and Outreach Initiatives

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 13 times during the fiscal year and made the following decisions.



Council Decisions on Levy Amendments

Agency	Date of Decision	Status	Applicable Time Frame	Change in Levy Amount	New National Levy Amount
EFC	August 2022	Approved	September 4, 2022, to March 31, 2023	\$0.04/dozen	\$0.4395/dozen
	December 2022	Approved	January 29, 2023, to March 30, 2024	\$0.18/dozen	\$0.2595/dozen
TFC	March 2023	Approved	Date of Registration to March 31, 2024	—	\$0.018/kg, live weight
CFC	January 2023	Approved	Date of Registration to to March 31, 2024	—	\$0.0057/kg, live weight
CHEP	June 2022	Approved	Date of Registration to June 23, 2023	—	\$0.003/broiler hatching egg
Beef PRA	June 2022	Approved	Date of Registration to June 30, 2023	—	—

Council Decisions on Quota Amendments

Agency	Date of Decision	Status	Type of Quota	Applicable Time Frame	New Quota Amount
EFC	April 2022	Approved	Special Temporary Market Requirement Quota	May 15, 2022, to December 31, 2022	18,852,962 (dozen)
	December 2022	Approved	Vaccine Quota	January 1, 2023, to December 30, 2023	13,335,840 (dozen)
		Approved	Special Temporary Market Requirement Quota	January 1, 2023, to December 30, 2023	-----
		Approved	Egg for Processing Quota	January 1, 2023, to December 30, 2023	40,273,176 (dozen)
		Approved	Federal Quota	January 1, 2023, to December 30, 2023	791,744,781 (dozen)
	March 2023	Approved	Special Temporary Market Requirement Quota	March 26, 2023, to December 30, 2023	39,912,077 (dozen)
TFC	April 2022	Postponed	Amendment to Federal Quota	2022-23 Control Period (May 1, 2022, to April 29, 2023)	176,696,089 (kg, evis. weight)
	June 2022	Postponed	Amendment to Federal Quota	2022-23 Control Period (May 1, 2022, to April 29, 2023)	176,696,089 (kg, evis. weight)
		Not Approved	Amendment to Federal Quota	2022-23 Control Period (May 1, 2022, to April 29, 2023)	176,696,089 (kg, evis. weight)
	November 2022	Postponed	Amendment to Federal Quota	2022-23 Control Period (May 1, 2022, to April 29, 2023)	181,410,931 (kg, evis. weight)
	March 2023	Approved	Amendment to Federal Quota	2022-23 Control Period (May 1, 2022, to April 29, 2023)	181,410,931 (kg, evis. weight)

Council Decisions on Quota Amendments (cont.)

Agency	Date of Decision	Status	Type of Quota	Applicable Time Frame	New Quota Amount
CFC	May 2022	Approved	A-177 (Total Allocation)	July 3, 2022, to August 27, 2022	293,587,092 (kg, live weight)
	June 2022	Approved	A-178 (Total Allocation)	August 28, 2022, to October 22, 2022	290,233,135 (kg, live weight)
	September 2022	Approved	A-179 (Total Allocation)	October 23, 2022, to December 17, 2022	292,740,963 (kg, live weight)
	November 2022	Approved	A-180 (Total Allocation)	December 18, 2022, to February 11, 2023	277,925,149 (kg, live weight)
	January 2023	Approved	A-181 (Total Allocation)	February 12, 2023, to April 8, 2023	288,240,116 (kg, live weight)
	March 2023	Approved	A-182 (Total Allocation)	April 9, 2023, to June 3, 2023	293,040,850 (kg, live weight)
CHEP	May 2022	Approved	2022 Revised Allocation	January 1, 2022, to December 31, 2022	837,853,938 (broiler hatching eggs)
		Approved	2023 Initial Allocation	January 1, 2023, to December 31, 2023	869,748,815 (broiler hatching eggs)
	September 2022	Approved	2022 Final Allocation	January 1, 2022, to December 31, 2022	836,621,846 (broiler hatching eggs)
		Approved	2023 Revised Allocation	January 1, 2023, to December 31, 2023	868,469,823 (broiler hatching eggs)

Egg Farmers of Canada

Egg Farmers of Canada (EFC) Federal-Provincial Agreement (FPA) Committee continued to work on the development of the Federal-Provincial-Territorial Agreement (FPTA). Council supports EFC's ongoing commitment and effort in renewing the FPTA and believes that modernizing this agreement will help guide the egg industry into the future. Council member, Morgan Moore, attended a number of FPA meetings. Mr. Moore also participated in six Cost of Production (COP) Committee meetings throughout the year as EFC made progress in updating the COP study.



Chicken Farmers of Canada

Council members worked closely with Chicken Farmers of Canada (CFC) to face the instabilities and uncertainties of the market throughout the year. In December 2022, CFC presented its 2023-2025 strategic plan to FPCC's Council members, focusing on four Key Result Areas: Sustainability, Growth, Telling our Story, and Risk Management. The first year of the Market Information Working Group allowed for additional opportunity to discuss and analyze 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

Turkey Farmers of Canada (TFC) continued to work on the development of a new commercial allocation policy while navigating through the many challenges presented by highly pathogenic Avian Influenza (AI).



Canadian Hatching Egg Producers

In 2022-2023, Canadian Hatching Egg Producers (CHEP) met Canadian requirements for hatching eggs despite trying circumstances. Indeed, AI 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. The Agency's resilience was tested and through collaboration, successfully met this challenge.



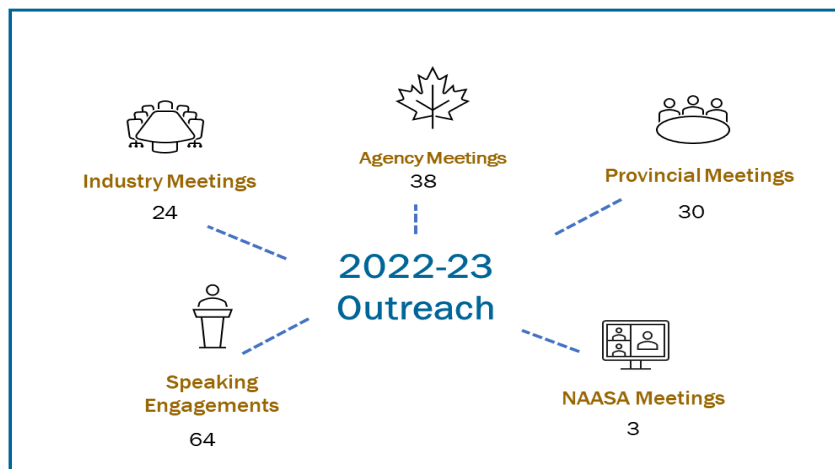
Canadian Beef Check-Off Agency

The Canadian Beef Check-Off Agency continued to bring value to the beef value-chain through its research and promotion activities. The Agency's latest 5-year performance evaluation showed a benefit to cost ratio of 33:1, a net increase since the last evaluation. Council recognizes the continued efforts on the part of the Agency to maximize the benefits of levy dollars and its commitment to transparency.



Canadian Pork Promotion-Research Agency

The Pork Promotion-Research Agency (Pork PRA) began collecting a levy on imported hogs and pork products on May 1, 2022. As a new promotion and research agency, the Pork PRA met throughout the year to discuss how best to allocate the funds collected through the import levy towards generic promotion and research initiatives. A healthy partnership continued to evolve between the Pork PRA and the Canadian Beef Check-Off Agency as the latter was contracted to collect the import levy.



Establishment of a Promotion and Research Agency for Industrial Hemp

In 2022-2023, FPCC continued its close collaboration with industrial hemp producers and other stakeholders on the establishment of a PRA. 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* and in December 2021, the Panel Report was published on our website. FPCC continued to work closely with Agriculture and Agri-Food Canada, Health Canada and Justice Canada officials on the preparation of the required regulatory documents.

Complaints

In March 2022, the Turkey Farmers of Ontario (TFO) had filed a complaint against Turkey Farmers of Canada (TFC) regarding its quota allocation decision for the 2022-2023 control period. In June 2022, Council followed the Complaint Committee's recommendation to not approve TFC's commercial allocation for the 2022-2023 control period.

In September 2022, FPCC received two complaints against TFC, one from Canadian Poultry and Egg Processors Council and the other from TFO, regarding TFC's decision to increase the commercial allocation for the 2022-2023 control period. Following hearings held respectively on December 20, 2022, and February 6, 2023, Council followed both Complaint Committees' recommendations to dismiss the complaints.

The Complaint Committees made several recommendations that were applicable to both complaints:

1. That TFC commit to completing and implementing a new commercial allocation policy by a given date;
2. That TFC establish the commercial allocation in advance of the beginning of a control period;
3. That TFC record the votes at its meetings more clearly;
4. That the TFC Board of Directors carefully review TFC's meeting minutes before formally approving them in the future; and
5. That TFC take a more rigorous approach to recording the discussions and decisions that occur during the TFC meetings.

Furthermore, with respect to the CPEPC complaint against TFC, the Complaint Committee recommended that TFC invite all members to meetings where allocation may be discussed, regardless of whether or not the meetings are decision-making in nature.

Finally, with respect to the TFO complaint against TFC, the Complaint Committee recommended that TFC engage in a more comprehensive discussion in the future when deciding on the weighting of the indices used in commercial allocation formulas.

Agricultural Products Marketing Act

In 2022-2023, Council regularly reported on its *Agricultural Products Marketing Act* (APMA) related activities at the meetings of the National Association of Agri-food Supervisory Agencies (NAASA). As members from all provinces sit at NAASA, this forum enabled FPCC to keep provinces informed of APMA related issues as they arose.

The APMA allows for the delegation of federal authority to regulate the marketing of agricultural products in interprovincial and export trade to provincial boards and agencies 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 under the APMA are used for the purpose of the board or agency, including the creation of reserves, the payment of expenses and losses from the sale or disposal of agricultural products and the equalization or adjustment among producers of moneys from sales of agricultural products during a period determined by the board or agency.

In 2022-2023, a moratorium was placed on processing requests for new delegation orders and amendments to existing levy orders. This freeze was in response to the tabling of Bill S-6, *An Act respecting regulatory modernization* in the Senate on March 31, 2022. This Bill introduced amendments to the administration process of delegation orders in the APMA. On March 31, 2023, the Bill was waiting for 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.

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.

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, was the Council member representative for NAASA until December 4, 2022, at which time, Maryse Dubé, Council member, replaced him.

During the year, NAASA held virtual meetings in May and September 2022 and a hybrid meeting in March 2023. The meetings covered a variety of topics such as: strategic planning for supervisory boards; food security (turning threats into opportunities); inflation in the agri-food supply chain, quota management practices in Canadian supply management commodities, analysis of quota systems and quota markets; and, Bill S-6, *An Act respecting regulatory modernization* which introduces proposed amendments to the *Agricultural Products Marketing Act*.

Meetings with Provincial Supervisory Boards and Government Officials

Every year, Council members meet 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*. Council members are very pleased with the positive feedback and discussions obtained from its provincial colleagues at these meetings.

FPCC at a Glance

As of March 31, 2023

2 Part time Council members
17 staff, including the Deputy Head
Hybrid working model
17% staff turnover in fiscal 2022-2023
28% position vacancy rate in Corporate Management and Governmental Affairs

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
Salary¹	2,090,068	2,028,618	61,450
Operations²	755,376	867,967	-112,591

¹ actual spending was lower than planned spending due to vacant Council member and staff positions during the year.

² actual spending was higher than planned spending due to significant legal services expenditures. AAFC provided additional funding to cover these extraordinary operational costs.

Future Operating Environment

In fiscal year 2023-2024, FPCC will be looking to implement our new strategic plan and mandate letter, and to re-integrate fully into hybrid operations in Building 59 on the Central Experimental Farm in Ottawa.

Central Experimental Farm - 960 Carling Avenue, Building 59 Ottawa, Ontario K1A 0C6

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

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