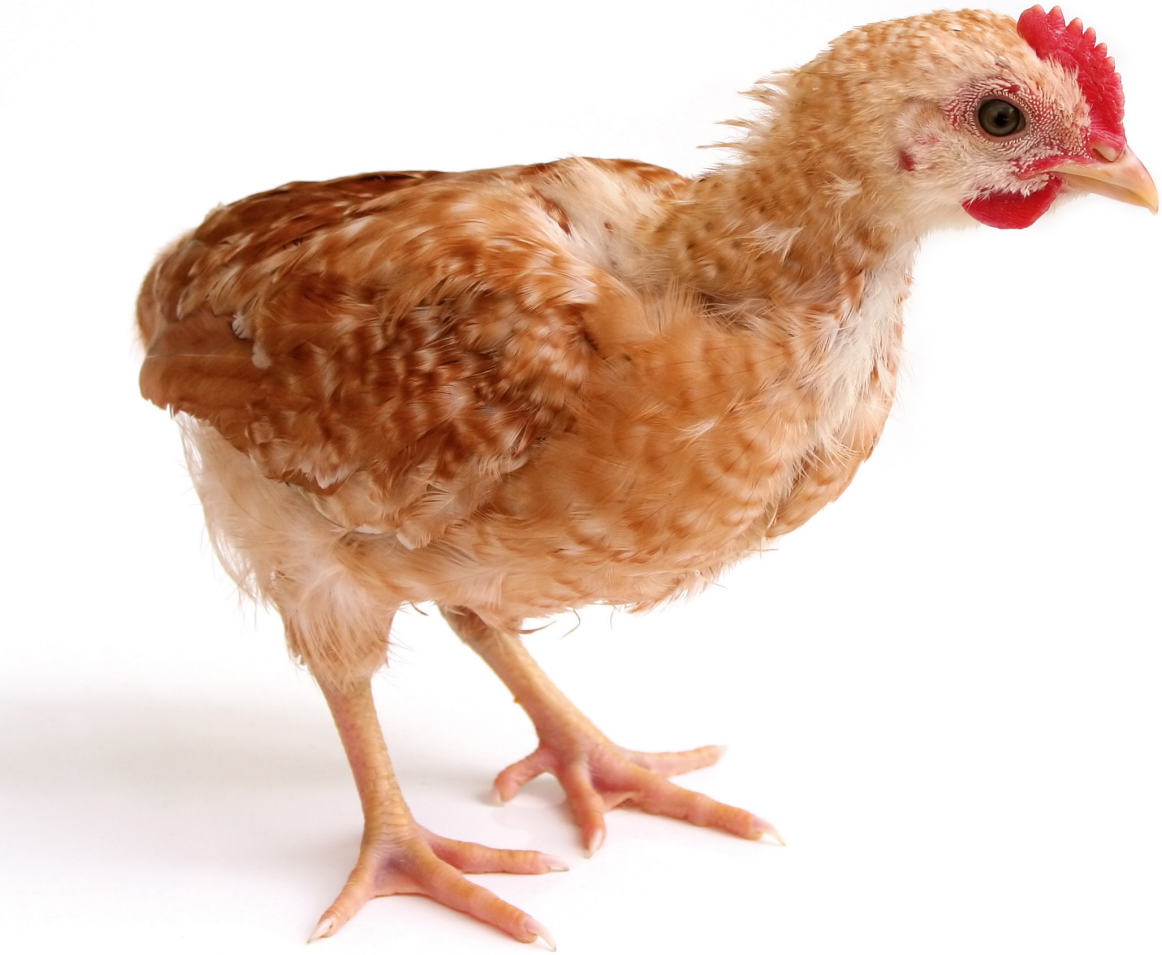
Farm Products Council of Canada | Conseil des produits agricoles du Canada

Efficiency *through* Dialogue

STRATEGIC PLAN 2019–2022 | FARM PRODUCTS COUNCIL OF CANADA

Canada



Message from Council

Council is excited to share this Strategic Plan for 2019–2022. The Farm Products Council of Canada accomplished a great deal during the last planning cycle and overcame many challenges. Looking ahead, we are eager to build on this positive momentum.

This strategy represents a concerted effort by Council to align our objectives with the way we want to do business. As Council members, we recognize that a healthy supply management system depends on our ability to collaborate with others. This is especially true as national and international market conditions become more complex.

The title we chose for this document, Efficiency Through Dialogue, reflects our sincere belief that we will work most efficiently if we maintain a constructive dialogue with everyone in the supply management community. We recognize the importance of maintaining strong relationships with our stakeholders and our staff, and we are committed to being open and transparent in our communications so that we can work together more effectively.

The goals and objectives in this plan are concise and focused. We see tremendous opportunity to learn more about the specific issues facing our stakeholders and discussing the ways FPCC can support them. We are keen to support FPCC's employees so that the team will continue to have the depth and breadth of skills that FPCC needs to successfully deliver on its mandate.

We believe the future is bright for the supply management system and FPCC's role in supporting it. We are honoured to serve on Council, and we are proud of the role we all play in maintaining a strong supply management system for the benefit of all Canadians. We hope you are as optimistic as we are about what we can accomplish together in the next three years.

With appreciation,

Brian Douglas, Council Chair
Mike Pickard, Vice Chair
Maryse Dubé, Council Member
Yvon Cyr, Council Member

Introduction

The 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 national marketing agencies:

- Egg Farmers of Canada
- Canadian Hatching Egg Producers
- Chicken Farmers of Canada
- Turkey Farmers of Canada

FPCC also oversees the creation and operation of promotion and research agencies, including the Canadian Beef Check-Off Agency.

This Strategic Plan for 2019–2022 establishes three goals to help FPCC effectively deliver its mandate during this planning cycle, as FPCC works to achieve its vision and carry out its mission. Each of these are elaborated in this Plan.

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.

Mandate

FPCC's main role is to oversee the operations of national marketing agencies and promotion and research agencies.

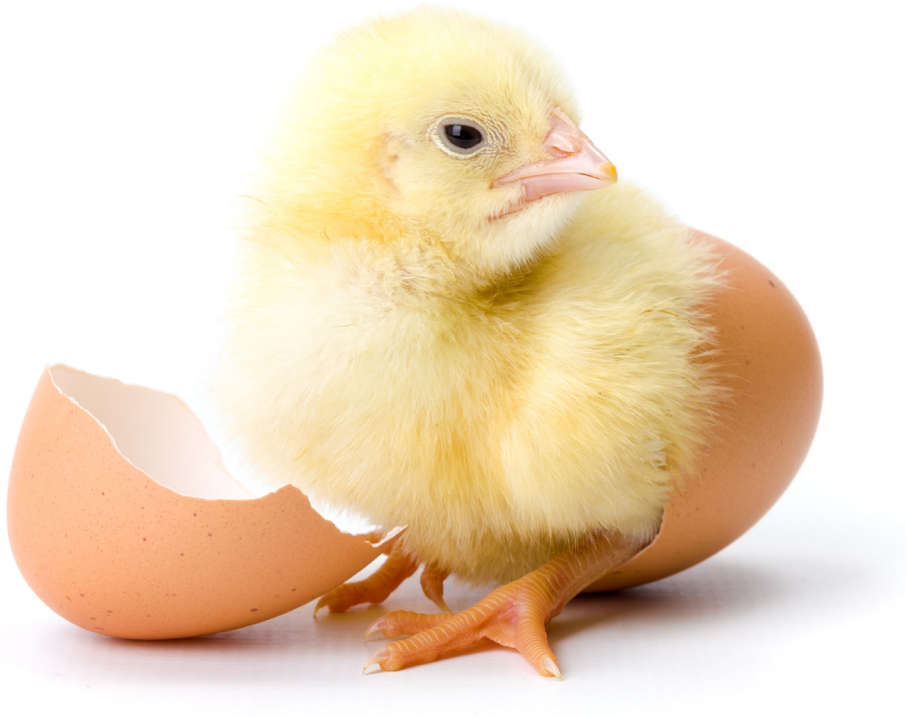
Under the supply management system, each national marketing agency establishes production quotas for each province. In turn, provincial marketing agencies allocate that quota among producers in their province.

Supply management is a marketing system that ensures farmers receive a fair price by controlling how much of a product is produced and imported for the commercial market. By controlling production through a system of quotas and import controls, the system prevents shortages and surpluses, which ensures that Canadians have consistent access to high-quality products. Farmers collectively establish minimum prices based on their cost of production and market conditions, which ensures they receive a fair price for what they produce.

Since the quota system provides significant powers to producers, FPCC was established to oversee the supply management system and the operations of the national marketing agencies. FPCC is responsible for reviewing and approving the quota allocations established by the national agencies. Provincial supervisory boards oversee how the provincial agencies allocate their quota to individual producers. To deliver its mandate effectively, FPCC has developed deep expertise in each supply-managed commodity and established relationships with national and provincial stakeholders.

As an independent public oversight body, FPCC's core mandate doesn't change across planning cycles. What changes is how FPCC delivers its mandate given the environmental forces and trends affecting its work. The goals in this Strategic Plan for 2019–2022 were developed based on thoughtful discussions among Council and staff about where FPCC needs to focus to successfully deliver its mandate in light of current and emerging challenges.

As global trade in supply-managed commodities continues to evolve, FPCC needs to better express its role in supply management and agricultural marketing. FPCC also needs to strengthen trust among stakeholders and ensure that it has strong people and processes to support its work.



Principles

For FPCC to overcome these challenges, it must maintain public confidence in the regulatory system and be accountable to Parliament for its decisions. FPCC strives to do this by embracing transparency in every aspect of its work and maintaining an open dialogue within the supply management community.

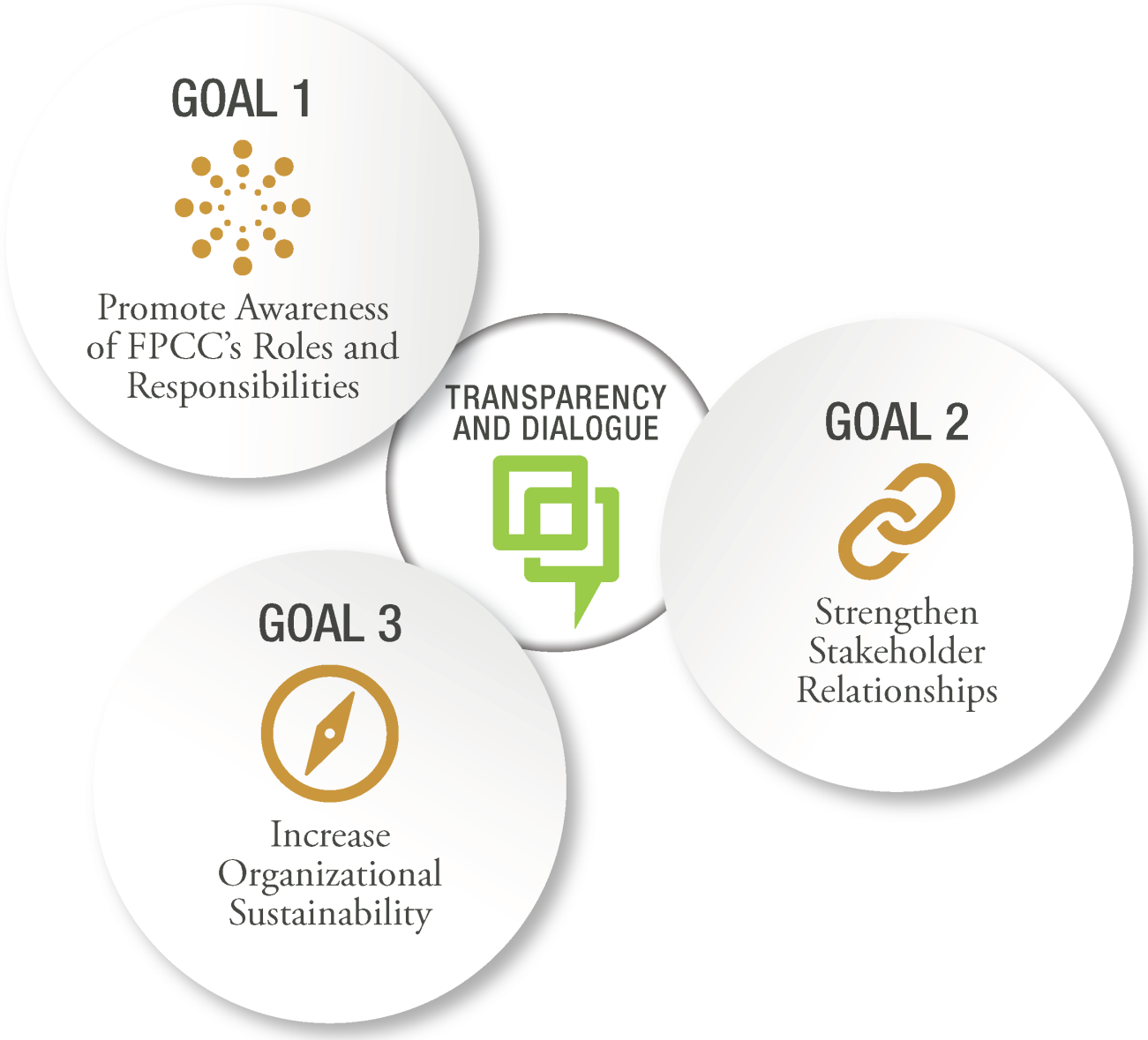
TRANSPARENCY: FPCC's success in the next three years depends on its ability to be clear and consistent in how it shares information through formal communications channels and in day-to-day interactions. FPCC is committed to transparency in its operations by proactively sharing information about the decisions it makes and how it operates.

DIALOGUE: Open, two-way communication is the foundation for building trust in how FPCC serves Canadians. Being deliberate and thoughtful about developing an authentic dialogue with internal and external stakeholders will strengthen FPCC as an organization by building trust and confidence.

Making transparency and dialogue central themes of this plan reflects Council's commitment to improving the depth and quality of its relationships with each other, its employees, and its stakeholders.

Strategic Goals

The Strategic Plan for 2019–2022 has three mutually reinforcing goals that build on the work FPCC has done over the past several years. This plan is deeply informed by the approach FPCC intends to take to meet these goals by creating a positive dialogue with people and organizations that engage with FPCC.



Goal 1: Promote Awareness of FPCC's Roles and Responsibilities

FPCC plays a pivotal role in making the supply management system work for producers, processors, and consumers. However, the supply management system is complex, and FPCC's specific roles and responsibilities are still not well-understood. In the next three years, FPCC will communicate more effectively about its role, so that stakeholders have easier access to clear information about how FPCC can help them.

OBJECTIVE 1.1: Clarify and raise awareness about FPCC's legislative and regulatory responsibilities

FPCC will work with internal and external stakeholders to increase awareness of FPCC's mandate, its legislative and regulatory responsibilities, and the opportunities FPCC has to support the farm products industry.

Goal 2: Strengthen Stakeholder Relationships

As a public oversight body, FPCC has developed relationships with commodity groups, national marketing agencies, provincial marketing and supervisory boards, and others. FPCC aims to deepen those relationships by participating more actively in discussions with them.

OBJECTIVE 2.1: Actively engage with external stakeholders to improve our understanding of their needs

FPCC will actively engage with stakeholders, including national marketing agencies and PRAs, to better understand their business challenges and how FPCC can best support them.

Goal 3: Foster Organizational Sustainability

As FPCC's operating environment changes, we need to change with it. Fostering organizational sustainability means making sure that people have the right skills and tools to help FPCC achieve its goals and continue to strive for operational excellence.

OBJECTIVE 3.1: Support training and knowledge transfer

Carrying out FPCC's mandate requires specialized skills, knowledge, and experience that FPCC personnel has worked hard to acquire and maintain. FPCC will ensure that staff have the training they need to grow and thrive and will support knowledge transfer among its employees.

OBJECTIVE 3.2: Enhance organizational effectiveness

FPCC is a small organization with specialized personnel, which means that efficiency is critical. FPCC will streamline its operations to ensure that its processes are aligned with the vision, mission, and principles.

OBJECTIVE 3.3: Build a culture of collaboration

FPCC will promote a culture of collaboration where employees and Council have the tools and support they need to work effectively together.

Conclusion

FPCC exists to support stakeholders in the supply management and agricultural products marketing system. Without them, there is no need for FPCC's work. In taking stock of the operating environment, there are opportunities to work more collaboratively with internal and external stakeholders to strengthen the supply management system and the agricultural marketing systems for the benefit of all Canadians. FPCC looks forward to working with everyone to make that happen.