



Farm Products Council
of Canada

Conseil des produits agricoles
du Canada

TOGETHER WE GROW

STRATEGIC PLAN 2023-2026



TRANSPARENCY

DIALOGUE

DELIVERY

Message from Council

As we begin to emerge from the many challenges that we could never have imagined when we launched our previous strategic plan in 2019, Farm Products Council of Canada (FPCC) finds itself reflecting on its past while we focus firmly on our future and our commitment for the next 3 years.

Marking the 50th anniversary of the *Farm Products Marketing Agencies Act* (FPMAA) that launched the establishment of FPCC back in 1972, we are mindful and proud of the many successes and good work the Council has accomplished since its inception. As we begin to think about FPCC's next fifty years, we are filled with optimism as we imagine what the future holds for the national agencies, our stakeholders, promotion and research agencies (PRAs), our staff, and Council.

As the guardians charged with overseeing the supply management system in Canada, FPCC has been mandated to protect a supply management system that is the envy of the world and a role model for ensuring the interests and needs of Canadians are met.

Building on the excellent work and lessons learned from the previous three years guided by our strategic plan entitled *Efficiency through Dialogue*, this next plan is focused on growing the supply management system together – with all our valued stakeholders – to ensure they see their role in paving a way for the future of stable and resilient supply management

in Canada. Entitled *Together We Grow*, this plan challenges us to ask, “where can we go from here?”.

This strategic plan is not simply about overseeing the system but more a challenge for us to find opportunities to protect and improve the system in ways that can bring benefits to all aspects of the value chain. As stewards of the system, FPCC not only provides the oversight required of it, but can also seek opportunities to shape the future of the system by convening stakeholders and providing leadership to a community that can harness its power by growing, assembling, learning, and safeguarding a thriving system.

We are excited about what the future holds, and we are invigorated by the opportunities ahead of us. We take comfort in the dedication of the farmers and stakeholders who work tirelessly to ensure the integrity and safety of the Canadian food supply is protected. We are proud of the expertise and commitment of the FPCC staff who support and champion supply management in Canada and, as Council, we are honoured to be charged with ensuring a strong future for supply management in Canada.

With Appreciation,

Brian Douglas, Council Chair

Ron Bonnett, Vice Chair

Maryse Dubé, Council Member

Morgan Moore, Council Member



Introduction

The Farm Products Council of Canada 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 and the Canadian Pork Promotion Research Agency.

This Strategic Plan for 2023–2026 is set upon a foundation that includes FPCC’s vision, mission, and mandate and is guided by its principles of transparency, dialogue and delivery, all of which are further 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, facilitating the resolution of disputes, and approving levies. 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.

In addition to its work overseeing the national marketing agencies, FPCC's duties also include advising the Minister on all matters related to the establishment and operation of PRAs under the Act. Council reviews the operations of these agencies ensuring that they meet their objectives as it works with agencies to advance more effective marketing, research and promotion of farm products which also includes facilitating the establishment of PRAs under the Act where there is producer support for such agencies.

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 2023-2026 were developed based on thoughtful discussions among Council and staff, while being mindful of feedback received from stakeholders about where FPCC needs to focus to successfully deliver its mandate considering current and emerging challenges.

Principles

For FPCC to continue to make strides in strengthening its role, 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 and promotion research agencies while delivering on its commitments.



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 in all aspects of its work.

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 that encourages the sharing of ideas with internal and external stakeholders will continue to strengthen FPCC as an organization by building trust, confidence and collaboration.

DELIVERY

By renewing its commitment to strengthen the supply management system as it seeks new and innovative ways to grow and support research and promotion opportunities, FPCC will continue to deliver real value that ensures the stability and resilience of a thriving system.

Making transparency, dialogue and delivery the 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 Directions

The Strategic Plan for 2023–2026 has 5 mutually reinforcing strategic directions that build on the good 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 continuing to engage and grow positive dialogue with the people and organizations that engage with FPCC.

As global trade in supply-managed commodities continues to evolve, FPCC needs to continue to better express its role in supply management and agricultural marketing. FPCC is committed to making further advancements through ongoing engagement to strengthen trust among stakeholders and ensure that it has strong people and processes to support its work.

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.

OBJECTIVES

- 1.1** Continue to remain agile and responsive while providing oversight of the national marketing agencies for poultry and eggs.
- 1.2** 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.
- 1.3** 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.

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.

OBJECTIVES

2.1 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.

2.2 Continue to bring clarity and awareness to FPCC's legislative and regulatory responsibilities while it finds efficiencies that will streamline and improve the complaint process.

2.3 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.

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.

OBJECTIVES

3.1 Find efficiencies and establish better communication of processes and timelines that will support the application process for PRAs.

3.2 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.

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.

OBJECTIVES

4.1 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.

4.2 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).

4.3 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.

Strategic Direction 5

Strengthen our organizational resilience

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

OBJECTIVES

5.1 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.

5.2 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.

5.3 Continue to find ways to embrace innovation and technology to support hybrid work and corporate excellence while seamlessly supporting FPCC's staff, Council members and stakeholders.

Conclusion

The ideas and feedback received and presented here represent a more holistic and supportive approach to the current role that FPCC plays. While some of the issues and themes may seem to be out of reach and not within the mandate of FPCC, these points are meant to inspire out of the box thinking and spark new or innovative approaches to ensuring that the supply management system remains a viable and sustainable Canadian asset.

With a concerted and whole of organization/Council approach to the work it does, FPCC can continue to build on the good work it has accomplished over the last three years. Canada has an opportunity to continue to safeguard a supply management system that brings benefits that are far reaching and necessary for a healthy and growing population. FPCC reaffirms its commitment by continuing to learn from the lessons it has experienced and lived over the last three unpredictable years and build on the successes it has achieved.

We remain inspired by our work and dedicated to making real and lasting impacts that will continue to support the farm sector and ignite opportunities to shape a future that tackles big issues that have broader impacts at home and around the world. With an engaged staff, Council and stakeholders, there is an opportunity to think about what is possible for the next fifty years.

