

National Farm Products Council

2003 YEAR IN REVIEW



National Farm Products
Council

Conseil national des
produits agricoles

Canada

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Mission

To ensure that the national orderly marketing of farm products works in the balanced interests of all stakeholders, from producers to consumers.

Mandate

To advise the Minister of Agriculture and Agri-Food on all matters relating to the agencies established under the *Farm Products Agencies Act*, with a view to maintaining and promoting an efficient and competitive agriculture industry.

- To review the operations of the marketing agencies to ensure that they meet their objectives as set out in the legislation.
- To work with the agencies in promoting more effective marketing of farm products in interprovincial and export trade.
- To work with promotion-research agencies in connection with primary production research and the promotion of regulated farm products.

Created in 1972, the National Farm Products Council reports directly to Parliament through the Minister of Agriculture and Agri-Food and is an agency within the Agriculture and Agri-Food Canada portfolio.

The Agriculture and Agri-Food Portfolio

Agriculture and Agri-Food Canada (AAFC)
National Farm Products Council (NFPC)
Canadian Dairy Commission (CDC)
Canadian Food Inspection Agency (CFIA)
Canadian Grain Commission (CGC)
Farm Credit Canada (FCC)

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Chairperson's Message

2003 was a busy but eventful year and year one of our new strategic plan. We worked on a more streamlined way of doing our business, undertook projects associated with Modern Comptrollership, improved our communications with stakeholders and expanded our knowledge of global issues affecting agriculture.

We helped the beef industry operationalize its promotion and research agency, attended meetings of provincial poultry and egg commodity boards, met with our provincial-territorial counterparts and traveled to Brazil to learn more about that country's agricultural industry.

Throughout the year we monitored issues facing the poultry and egg agencies, and reflected on the impact that consolidation, mergers and new partnerships in the processing and further processing sector would have on the poultry industry. We also followed events unfolding in international trade negotiations and, at year's end, grappled with an unusually high number of complaints lodged against the marketing agencies we oversee.

The National Farm Products Council plays an important role in working with the supply-management agencies, stakeholders and governments to ensure that Canada's poultry and egg industry remains vibrant, supplying consumers with high quality products. Council members and staff have a wealth of knowledge and experience and I deeply appreciate the extent of their contributions and strength of their support.

These are challenging and exciting times. We have a new federal administration determined to make a difference in the way Canada functions and an industry-government partnership with over thirty years of experience. The value of cooperation is well understood by our stakeholders and I am confident that together we can deal with the challenges we face today and seize the opportunity that tomorrow holds.

Cynthia Currie





**The Council
in 2003
Members**

The National Farm Products Council is composed of at least three members, and may have up to nine. At least half of them must be primary producers at the time of their appointment, according to the legislation that created the Council. The Cabinet appoints them to terms of two to five years. The Chairperson is the only full-time Council member.

The Staff

Council Staff

The National Farm Products Council has a dedicated staff working to support the Council's work with the Canadian poultry, egg and beef industries. During Public Service Week in 2003 it was noted that Council staff had a combined service of 333 years. Many staff have been with Council for the majority of their public service careers. This has resulted in a staff with expertise in a number of fields supporting Council in its work with the Agencies operating under the Farm Products Agencies Act.

The Public Service Commission in its 2003 Report to Parliament noted that the National Farm Products Council provided a good example of a small agency linking human resources directions, learning needs, staffing and employment equity strategies with business lines and organizational performance.



Back row from left to right: Carole Hotte, Terry Hayward, Kevin McBain, Pierre Bigras, Chantal Lafontaine, Laura LeBoeuf, Reg Milne, Lise Leduc, Lisette Wathier. Front row from left to right: Jurgen Schiffer, Louise Séguin, Carola McWade, John Kirk, Keith Wilkinson. Inset: Patricia Lepage.

Student Photos



Shivalee Paliwal



Taf Mohammad

Thierry Saumure (photo not available)



National Farm Products Council—2003 in Review

One year into its 2003–2006 strategic plan, the NFPC has made excellent progress in meeting the goals set out in the three-year plan. The three strategic goals are to:

- Ensure that marketing and promotion–research agencies regulated by and operating under the Farm Products Agencies Act (FPAA) work in the balanced interest of all stakeholders.
- Improve the strength, competitiveness, market–responsiveness, and profitability of Canadian agriculture and the agri–food industry.
- Realize the efficient, transparent and responsible management of the Council’s operations.



Cynthia Currie,
Chairperson
(1997–2005)

The Council’s only full-time member, Cynthia Currie has chaired the National Farm Products Council since 1997. Previously she was General Manager of the Chicken Farmers of Canada. She is a past member of the Canadian Agri-Food Marketing Council and the Agri-Food and Beverage Sectoral Advisory Group on International Trade. She resides in Ottawa.

Balancing Stakeholder Interests



One of the great accomplishments of the Canadian supply management system and its FPAA legislation is excellent cooperation between industry and government to meet the needs of all stakeholders—the federal, provincial and territorial governments, and the producers, processors and consumers.

The Council consists of an extremely knowledgeable, business-oriented group of members supported by a small but expert staff. As always, in 2003 the NFPC took a proactive approach to keeping industry healthy and garnered respect from the industries it serves. Council

intervened cautiously where necessary and acted consistently in the role of convener and unbiased third party.

Poultry Markets Information Working Group

The goal of supply management is to match domestic production and imports of farm products to the level of demand. It ensures a stable supply of high-quality, fairly priced food products and allows producers to manage their business risk by working with processors and others in the industry to meet the anticipated needs of consumers.

Reliable, accurate and timely market information is critical to the successful operation of the orderly marketing system. This information is drawn from various sources that use different methodologies which have led to some inconsistencies in the data analysis and use.



Out of step

Why the Federal-Provincial Agreements need to be renewed

Federal-Provincial-Territorial agreements are required to operate an effective, orderly marketing system. These agreements provide for the dovetailing of federal and provincial jurisdictions, which allows the agencies to regulate marketing in intra-provincial, inter-provincial and export trade. Over the course of the past 20 to 30 years, the agreements have not kept pace with changes in the industry and resolving the continuously evolving operations of national agencies with the prescribed requirements of the agreements has become increasingly more difficult with the passage of time.



In February 2003, the NPFC announced the formation of a Poultry Markets Information Working Group to address this important issue. The Group consists of industry representatives, Council staff, and staff from other government agencies and departments involved in collecting and interpreting data. Its goal is to ensure the capture of credible, timely information about the marketplace and distribute it through a common national database available to all industry participants.

The Council has taken the first steps in this process by convening round-table discussions to determine where the data gaps are, why they exist, and who can fill them and how. Some of the information can be drawn from producers, processors and marketing agencies. Significant data also resides with Agriculture and Agri-Food Canada (AAFC), the Canadian Food Inspection Agency (CFIA) and other agriculture portfolio agencies, Statistics Canada, International Trade Canada (ITCan), the Canada Revenue Agency (CRA) and others.



Developing the database involves bringing these diverse groups together and working toward a holistic solution that will serve the entire poultry and egg supply management system.

Federal-Provincial Agreements

NFPC cites the completion of the Federal-Provincial-Territorial Agreements with the egg, turkey and broiler hatching egg agencies as a high priority objective. Council staff's role is to monitor and contribute to the discussions before draft documents are circulated to all signatories. Though the agreements are moving forward, and there was progress in 2003, they have yet to be completed.

The existing egg and turkey agreements are over 30 years old and the broiler hatching egg agreement is 17 years old. Market conditions have changed and, while the systems have continued to function, the supporting legal instruments have not caught up with the way the agencies are doing business today (see sidebar).

The Council is eager to see the development process completed, but it is also concerned with developing new agreements that will be flexible and easier to amend. To that end, it has worked with the agencies and provincial supervisory boards to help change the structure of the agreements. The Chicken Farmers of Canada completed its Federal-Provincial Agreement in 2001 and the format it developed is being used as a template for the other three agencies.



The new template involves “de-coupling” certain aspects of the agreements, which were previously written as single documents. Changing any part of them required the unanimous consent of all signatory parties—35 parties in the case of the egg agency. The new template works with a relatively short main Federal-Provincial Agreement, which defines the general principles of the system. An appended operating agreement sets out the operational aspects of the agency. In certain instances, this operating agreement can be modified without ministerial involvement.

Council trusts this new approach will provide flexibility for the industry, allowing it to keep pace with the changing marketplace.

Working with NAASA



Council is a member of the National Association of Agri-Food Supervisory Agencies (NAASA). This is an informal federal/provincial/territorial intergovernmental group that shares ideas and information on issues of common concern and works together in the development of governmental agreements. It consists of the NFPC and the supervisory agencies in each of the provinces and the Northwest Territories. The provincial and territorial agencies supervise the affairs of the provincial commodity boards. The NFPC supervises the operations of the four national egg and poultry marketing agencies and the Beef Cattle Research, Market Development and Promotion Agency.

In 2003 the Council participated in a number of meetings with NAASA both face-to-face and via teleconference calls. The major issue under discussion during the year continued to be the progress towards finalizing the Federal-Provincial Agreements.

Working with the Agriculture and Agri-Food Portfolio

In 2003, Council continued to cooperate closely with the other members of the Agriculture and Agri-Food Portfolio to ensure that the Minister of Agriculture and Agri-Food is served with the best advice and information possible. This cooperation ensures that when the Minister receives a recommendation it has been considered by all of the agencies in the agriculture portfolio.

The Chairperson and Council staff have been active participants in regular meetings between heads of portfolio agencies and supporting committees, which play an invaluable role in allowing government to work horizontally. It's a new way of doing business and one that Council supports strongly.



Ron O'Connor,
Vice-Chairperson
(1998–2007)

Ron O'Connor was appointed to the National Farm Products Council in 1998, and became Vice-Chairperson in 1999. A resident of Shelburne, Ontario, Mr. O'Connor owns and operates Irm-Ron Farms Limited. He is a former Chairman of the Chicken Farmers of Ontario, and has served on numerous egg and chicken industry committees in Ontario.





Lorraine Arnett,
Member
(1999–2003)

With her family partners, Lorraine Arnett owns and operates a 345-acre mixed farm near Durham, Ontario with a broiler and cow calf operation, as well as cash crops. She is the comptroller of Bert Fisher Farms Ltd., Fisher Feeds Ltd., and associated companies in Listowel, Ontario.



Improving Performance

In line with the third objective of its strategic plan, in 2003 Council moved to improve its performance by enhancing transparency and accountability and embracing modern comptrollership.

Developing the NFPC Governance Manual

Early in the year, NFPC conducted a governance session coupled with an internal policy review, which culminated in the publication of the *NFPC Governance Manual*. Council involved the agencies it reviews and other stakeholders in developing the Manual.

The document outlines Council's structure, processes, duties and responsibilities and describes how the NFPC works on behalf of Canadians. The manual is designed to help new Council Members and stakeholders understand the mandate, mission and structure of the NFPC as well as the processes, ordinances and procedures the Council uses. It also clarifies the quasi-judicial responsibilities of Council regarding quota, levy and complaint handling procedures. It will assist stakeholders in understanding the role of Council when Council considers agencies' requests or when a complaint hearing is held.

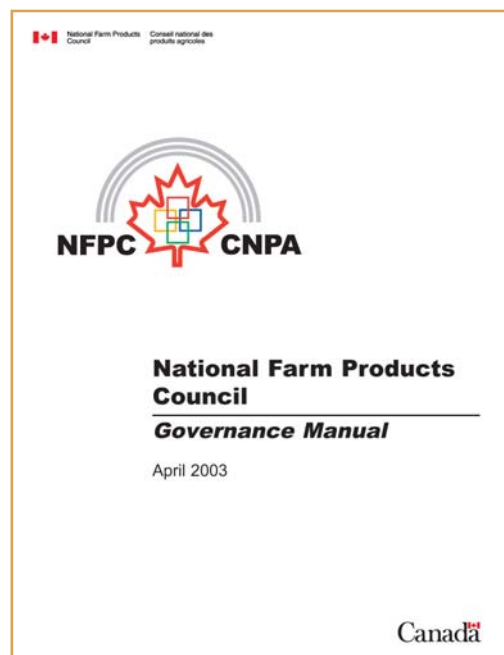
Implementing Modern Comptrollership

In 2003, Council also took its first steps toward implementing modern comptrollership, which basically means good management practices. It includes strategic leadership, sound business planning, risk management, shared ethics and values, motivated people, integrated performance information, clear accountability and rigorous stewardship.

Council began by conducting a capacity assessment of its operation. It then went through an analytical process and developed an action plan with recommended projects for improvement. These projects focus on Council's internal workings. They included a review of Human Resources planning, a risk assessment and a communications audit.

Human Resources Planning

At NFPC, staffing is recognized as an important function that is guided by senior management. Council's HR plans link learning needs, staffing and employment equity strategies with business lines and organizational performance. The Public Service Commission acknowledged the NFPC's excellence in this regard by citing it as a good example of HR planning in a small government agency in its 2002–03 annual report.



As part of its HR plan, the NFPC is taking a proactive approach to succession planning. Some officers have been with the agency for 25 years and are approaching retirement. Many have commodity-specific expertise, industry-wide experience and a thorough historic awareness of how Council operates. In 2003, the NFPC began recruiting staff to learn from its retiring officers and ensure that Council and industry will continue to be well served.

Risk Management

Risk management is also an important aspect of modern comptrollership and one that Council addressed in 2003. The Council conducted a risk assessment, which examined all aspects of how the NFPC does its business. The audit determined that Council's systems are well suited to manage risk and that it faces no serious risks related to its activities or decision-making processes.



Renewing Communications

In 2003, the NFPC conducted a communications audit to seek industry stakeholders views of its communications products, and to help define the issues that concern them and what direction the Council should pursue in its future communications activities.

More than 80 stakeholders from across Canada responded to a survey, providing insights into Council's newsletter, the Web site, Annual Review and the *Canada Poultry and Egg Industry Handbook*.

Stakeholders shared compliments and criticisms and both kinds of input were invaluable in assisting Council in improving its communications products.

Readers found the Focus newsletter useful and said they would appreciate receiving it more regularly. Based on these suggestions the Council redesigned Focus as of October and publicized a firm publication schedule for the newsletter.

Stakeholders suggested that the NFPC Web site could be easier to use and, as a result, Council reviewed and revised its Web site in 2003, making it more user friendly and more informative for visitors.

The *Poultry and Egg Industry Handbook* was also refined for the second edition, which was released in 2003. Each marketing agency puts out a data handbook for its own use. The Council took the information in these books, combined it and added information. The result is a single handy, all-in-one reference that provides a wealth of statistical information about the poultry and egg sectors. It's a very useful tool for people in industry, government and academia and for members of parliament and the public.



Anne Chong Hill,
Member
(1998–2004)

Anne Chong Hill is the co-founder and President of Global Gourmet Foods Inc. of British Columbia, a supplier of food products to multi-unit chain accounts and institutions. She is a member of the Canadian Agri-Food Marketing Council, and a member of the Advisory Council to the Minister of Agriculture, Food and Fisheries of British Columbia. She resides in Vancouver, British Columbia.





Félix Destrijker,
Member
(2001–2004)

Félix Destrijker is the former Chairperson of the Canadian Egg Marketing Agency, a former director of the Union des producteurs agricoles du Québec, and a former Vice-President of the Fédération des Producteurs d'œufs de consommation du Québec. A resident of St-Ludger, Quebec, Mr. Destrijker co-owns four enterprises: Avibeau Inc. and La Ferme Hellebecq, poultry farms in St-Ludger; Les Oeufs Blais & Breton Enr., an egg and egg product distribution company in St-Bernard; and Vitœuf Inc., an egg processing and further processing company in St-Hyacinthe.



Working to Strengthen the Industry

The Canadian supply management system has worked extremely well for the past three decades. Times are changing, however. The industries that the NFPC works with are stable and meeting the country's requirements for a reliable supply of high-quality, fairly priced food products.

In order to ensure their continued prosperity these industries must be aware of global trends, which may give rise to increased competition.

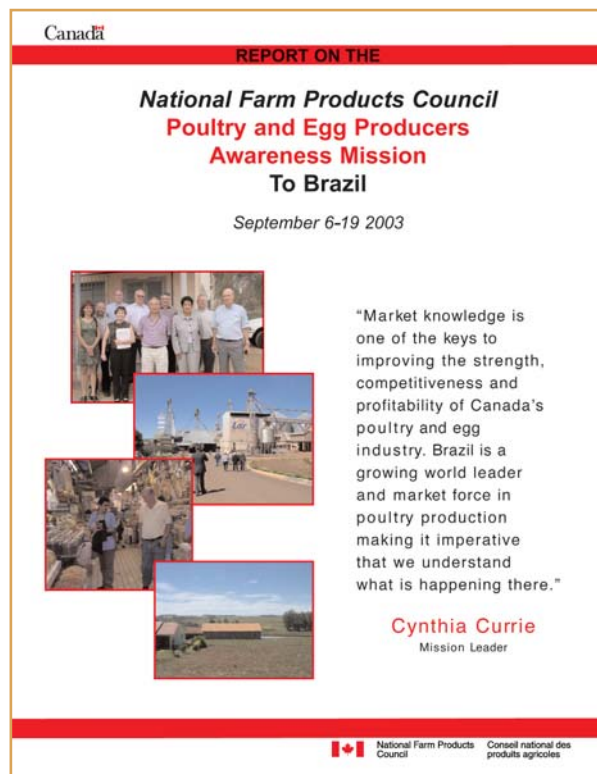
The NFPC has been working to keep the Canadian industries informed about trade opportunities and changing world market conditions for several years. In 2003 it sponsored a number of initiatives to provide industry representatives from every part of the supply chain with insights into export opportunities and the global market environment.

Brazil Mission

The NFPC's 2001–02 Global Awareness Forum made it clear that Brazil has become one of the major world players in the poultry industry. Since Canada has recently signed a veterinary protocol with that country, our markets are now open to its poultry products. Canada has traditionally viewed the U.S. as its primary competitor in the poultry sector, but Brazil has demonstrated that it can be just as competitive. Its industry is young, it has a low cost production system and it's very heavily oriented towards exports. It also has tremendous potential to expand its production.

To help the Canadian industry take stock of Brazil's agriculture development and competitive potential, the NFPC led a mission to that country in September 2003. Chicken Farmers of Canada and the Canadian Turkey Marketing Agency accepted Council's invitation and joined the highly successful two-week mission. Participants visited farms, processing production facilities, met industry and government representatives and attended the SIAL Mercosul/ABRAS show, the largest food show in Latin America.

The Council has published a report on the mission, which provides an overview of the Brazilian industry and the observations Canadians made while touring the country and its poultry facilities. (For copies of the report go to www.nfpc-cnpa.gc.ca.)



National Agencies—2003 in Review

The Canadian Beef Cattle Research, Market Development and Promotion Agency

The Canadian Beef Cattle Research, Market Development and Promotion Agency is the first national promotion and research agency operating under Part III of the Farm Products Agency Act. Unlike the poultry and egg marketing agencies, the beef agency does not set production (quota) levels. It has the authority to collect levies on domestic cattle marketing as well as on imported beef cattle and beef products.

During 2002, and for the first four months of 2003, the Agency went through the process of drafting levy and service agreements that reflect existing legislation in each province and the way the provincial cattle associations operate.

The Agency was close to finalizing the levy and service agreements when the single case of BSE was discovered in Canada. This dramatic disruption put a temporary hold on all of the Agency's work and created a funding crisis. The Agency had been collecting voluntary levies and, in the months following the discovery of BSE, its funding dropped by approximately 75%.

In recognition of this situation and to help the Beef Agency continue its work, the NFPC has implemented an administrative arrangement with the Agency's Executive Director through the federal government's Interchange Canada program. This arrangement will provide the necessary funding to allow the Agency to finalize the levy and service agreements and make it fully operational.

The Agency anticipates submitting its first levies order on domestic production in early 2004 and on imports later in the year.

Canadian Egg Marketing Agency (CEMA)

Council congratulated the Agency as it celebrated its 30th anniversary. In order to recognize this special occasion with egg producers, the Agency held the anniversary celebration during their summer 2003 meeting in Halifax. The Honorable Eugene Whelan, who was the Minister of Agriculture when the Agency was formed, as well as the Honorable John Wise, attended this celebration along with a number of egg producers who were directly involved with the creation of CEMA.



Maurice Giguère,
Member
(2001–2007)

Maurice Giguère, a resident of Otterburn-Park, Quebec, is the former Director General of the Centre de recherche, développement et de transfert technologique en acériculture. A member of the Association des MBAs du Québec, he is a former president of the Association des abattoirs avicoles du Québec, and a former board member of the Canadian Turkey Marketing Agency, the Canadian Poultry & Egg Processors Council, and the Association des manufacturiers de produits alimentaires du Québec.





**John A. (Sandy)
McCurrach,
Member
(1998–2004)**

Sandy McCurrach is the former owner and operator of Purity Feed Co. Ltd. and Jamieson Creek Ranch, in Kamloops, British Columbia. He is a past executive member of the Canadian Turkey Marketing Agency, the B.C. Turkey Marketing Board, and the B.C. Feed Industry Association.



In late 2003, CEMA's Federal-Provincial-Territorial Agreement Working Committee circulated a final draft of the renewed Federal-Provincial-Territorial Agreement. The draft has been shared with Council and the provincial and territorial supervisory councils for review and comment.

The Agency also made great strides in its on-farm food safety program. CEMA has had a HACCP based on-farm food safety program since the early 1990's. In late 2002 the Agency began work to have the Canadian Food Inspection Agency review their HACCP (Hazard Analysis Critical Control Points) manual. The Agency received CFIA approval at their February 2004 meeting.

Marketplace conditions favoured CEMA in 2003. The Agency's pooled income fund, which is used to operate its industrial product program, began 2003 with a deficit of \$88 thousand and ended the year with a positive balance of \$24.4 million. The significant improvement in the fund balance was due to increased egg prices in the U.S. The U.S. prices increased for several reasons.

The popularity of protein-based diets drove up demand, there were a number of disease issues which resulted in flock reductions, and the industry adopted and implemented animal welfare guidelines, which resulted in fewer layers per cage and an overall reduction in the number of layers in the U.S.

The combination of an increase in demand and a decrease in supply resulted in higher U.S. egg prices in 2003 than in previous years.



The Agency ended 2003 with two complaints being lodged against their quota and levy orders—one from the Saskatchewan signatories and the other from the B.C. signatories. Both of these complaints will be heard by the NFPC in mid-March 2004. As a result of these complaints the Agency started the new year (2004) without either quota or levy orders in place.

The Canadian Broiler Hatching Egg Marketing Agency (CBHEMA)

Between 2002 and 2003, broiler hatching egg production dropped by 1.2%, primarily because of market changes that effect the meat/egg ratio. Processors have been using larger birds than in the past, which means fewer birds in production and a reduced demand for broiler-hatching eggs. Adjusting to reduced demand is an ongoing challenge for this segment of the industry.

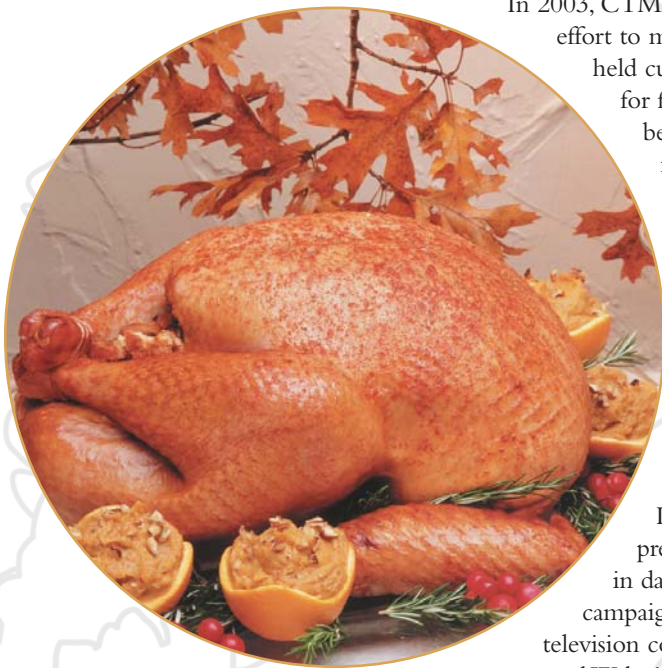


CBHEMA made good progress on revising its Federal Provincial agreement in 2003 and hopes to have consensus on a final draft in 2004. The Agency has five participating provinces and is working to expand its base. It has advised Council it hopes to have Saskatchewan become a member in 2004.

CBHEMA also made huge strides in developing its on-farm food safety program in 2003 and is close to having its manual approved by CFIA.

Canadian Turkey Marketing Agency (CTMA)

The CTMA continued to face two main issues in 2003—consumption and allocation.

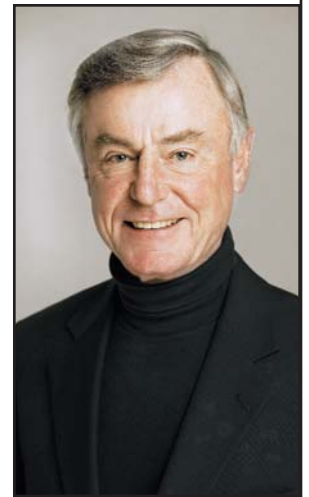


In 2003, CTMA embarked on a concerted effort to move consumers beyond the long held custom that turkey is only served for festive occasions, the agency will be launching a revamped generic marketing program in the winter of 2004 that encourages consumers to think of turkey as a year round meal choice. The campaign will build on the success of the familiar “Turkey Tuesday” campaign and aims to increase per capita consumption of turkey by concentrating on the sale of breast meat and ground meat. It will also focus on the ease of preparing turkey and its versatility in daily meals. The multi-media campaign will consist of animated television commercials, print ads and a revamped Web site: www.turkeyfordinner.ca.

The industry has made gains in consumption with the launch of new deli and consumer ready products such as pre-stuffed and cooked roasts and CTMA recognizes that further processing initiatives that develop new innovative products holds the key to the expansion of the industry.

However, the allocation of production quotas is an ongoing challenge for the Agency which, with its industry partners, has been studying ways to better forecast demand and allocate production for the correct volume and right size of birds to meet the various requirements of the retail and further processing sectors.

In December a complaint was filed against the Agency by the B.C. signatories. The complaint concerned the allocation process and, at Council’s suggestion, it is currently being addressed through meetings and discussions between the Agency and B.C signatories.



Michel Veillette,
Member
(1997–2008)

Michel Veillette, a resident of Cap-de-la-Madeleine, Quebec, is the former President of Froma-Dar Inc. and André Frappier Inc., manufacturers and distributors of specialty cheeses. He was also Vice-President of Les Produits Laitiers J. A. Baribeau Ltée. A former President of the Conseil de l’Industrie Laitière du Québec, Mr. Veillette is a former Member of Parliament and was Parliamentary Secretary to the Minister of Consumer and Corporate Affairs from 1981 to 1984.



Chicken Farmers of Canada (CFC)

The Chicken Farmers of Canada celebrated its twenty-fifth anniversary in 2003 with special events around the Canada day festivities. Council congratulates the Agency on this anniversary and on its work in 2003 to develop and approve an aggressive multi-faceted strategic plan for 2004–2008. In developing the plan, the Agency consulted with industry experts on a wide range of issues from food safety and market expansion to consumer satisfaction. The process underscores the need for all stakeholders to work together to ensure the continued success of the chicken industry.



In late 2003, a number of conflicts between producers and processors emerged. The system came under pressure as producers and processors encountered difficulty in agreeing on market requirements. This challenge highlights the importance of achieving a balance that benefits all stakeholders and spreads risk equitably.



The CFC's new Federal-Provincial Agreement came into force in July 2001. The Agreement should allow the poultry industry the necessary flexibility to adapt quickly to changing market conditions and trends. While consumer demand for further-processed chicken continues to rise, the protein market is becoming increasingly more competitive and producers/stakeholders will have to become more innovative to retain their market share. For chicken, this means the continued development of new innovative products, especially dark-meat products.

In 2003, the Agency circulated amendments to its Operating Agreement and requested industry and government comments. Amendments to the CFC Operating Agreement require the approval of provincial commodity and Supervisory Boards and the Agency.

When all of the necessary approvals of the proposed amendments are received, they will be submitted to Council to review. Council will determine whether or not the amendments require Governor-in-Council approval prior to implementation.

The Agencies at a Glance

Canadian Egg Marketing Agency (CEMA)

CEMA, created in 1972, manages Canada's supply of eggs. Each year, it sets a national production level that meets domestic demand for the table and processing markets. CEMA allocates this quota between the provincial and territorial boards, which then allot quotas to a total of 1,107 registered producers. Visit CEMA at www.canadaegg.ca.

Canadian Turkey Marketing Agency (CTMA)

CTMA, established in 1974, annually estimates the demand for turkey and allocates this volume among the marketing boards in its eight member provinces (all except Newfoundland and Prince Edward Island). The marketing boards then allot quotas to 550 registered producers. Visit CTMA at www.canadianturkey.ca.

Chicken Farmers of Canada (CFC)

CFC, set up in 1978 as the Canadian Chicken Marketing Agency, sets a national production level every eight weeks based on demand estimates provided by provincial commodity boards, processors and stakeholders. Its allocation decision provides each board with quotas for allotment to the 2,869 registered producers in Canada. Visit CFC at www.chicken.ca.

Canadian Broiler Hatching Egg Marketing Agency (CBHEMA)

CBHEMA, started in 1986, estimates the national demand for broiler hatching eggs and allocates production among its five member provinces (Quebec, Ontario, Manitoba, Alberta and British Columbia). Within each province, a marketing board allots production. There are 288 registered producers in Canada. The national agency also regulates the movement of hatching eggs and chicks between member and non-member provinces. Visit CBHEMA at www.cbhema.com.

Canadian Beef Cattle Research, Market Development and Promotion Agency

The Agency was established in 2002 to promote the marketing and production of beef cattle, beef and beef products. The Agency will finance programs for the industry's benefit through a national check-off. This levy is equivalent to \$1 per head on domestic production and imports of beef cattle, beef and beef products.

The Agency's programs are to be operated by the Beef Information Centre, the Canada Beef Export Federation and the Beef Cattle Research Council. Together they will carry out programs on behalf of all producers and importers.



Looking Forward

As we enter 2004, the poultry and egg industry is undergoing substantial change and the need for all partners in the industry to work closely together has never been greater. The industry faces enormous challenges from a global economy that is poised to alter the competitive landscape in Canada. It also faces enormous opportunities. We need to work together to ensure that Canada's industry does not let those opportunities slip by.



Council's primary objectives in 2004 include finalizing the Federal-Provincial-Territorial Agreements. It will work with agencies and its provincial-territorial colleagues to reach this goal, and provide progress reports to the Minister of Agriculture and Agri-Food.

In its role as a quasi-judicial body, the NFPC will be hearing several complaints in the coming year. As always, it will try to resolve the issues by facilitating discussion and helping to achieve consensus among industry partners.

In its convener role, the NFPC will host a Forum on Grocery and Food Service Trends in May 2004. This event will bring together poultry and egg producers and downstream stakeholders to learn about the challenges facing the industry. The event will also provide an opportunity for industry stakeholders to discuss the impact of sector-wide change on all aspects of the food chain.

In conjunction with this event, Council will host a meeting of its provincial and territorial counterparts to share information about global developments in the poultry and egg industry and discuss their implications for Canada.

The implementation of the NFPC's strategic plan will enter its second year in 2004 and Council will remain focused on its planned results. It will continue implementing the principles of Modern Comptrollership, improving operations and becoming more transparent, accountable and streamlined.

In addition, the NFPC will continue working with industry and government officials to develop a statistical database that meets the needs of the industry.

In 2004 the NFPC will also review all of its approval policies for quota and levy orders, and work with agencies to revise its guidelines. In addition, Council will review its legislation, the Farm Products Agencies Act, to ensure that it continues to provide the industry with the tools it needs for the 21st century.

The National Farm Products Council will continue to fulfill its role: providing a national perspective and assisting the partnership of industry and governments in meeting the needs of the country. In doing this it will continue to provide the best advice it can to our Minister, the Honourable Bob Speller.

