

STRATEGIC »»»» PLAN ««««

2023-2025



CHICKEN.CA
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Vision Statement

Canadian chicken:
Trusted. Preferred. Sustainable.



Mission Statement

To lead and grow a trusted and sustainable Canadian chicken sector.

Strategic Ambition – External

- » Chicken per capita consumption increases by one kilogram per year.
- » Canadians are confident that chicken is a safe and healthy source of protein, raised by farmers they trust.
- » Consumers, retailers and food service recognize, trust and champion the *Raised by a Canadian Farmer* brand.
- » Our credible and sustainable on-farm food safety and animal care programs are recognized by governments and supported by consumers and the chicken sector.
- » Governments demonstrate support for supply management including its pillars of import control, production discipline and farmer pricing.
- » The Canadian chicken sector embraces and tells the economic, environmental and social sustainability story of Canadian chicken farming.
- » Existing and emerging risks to our sector are managed effectively.



Strategic Ambition – Internal

- » A thorough understanding of consumer trends, wants and expectations.
- » Fact-based allocations that meet market needs.
- » Strong sector collaboration, alignment and advocacy.
- » Alignment of production and industry practices with consumer expectations.
- » Sustainable, profitable and growing sector.
- » Leader in governance and organizational effectiveness.



Key Themes

- » Chicken Farmers of Canada's main responsibility is to ensure that our 2,800 farmers produce the right amount of fresh, safe, high-quality chicken to meet Canada's needs.
- » Chicken Farmers of Canada works with government partners and processors, food service and retailers to ensure that the sector remains innovative and responsive.
- » Chicken Farmers of Canada plays a key role in coordinating, developing, implementing, and managing programs for Canada's chicken farmers that demonstrate farmers' commitment to sustainability excellence, on-farm food safety, and animal care, values which are embodied within the *Raised by a Canadian Farmer* brand.
- » Chicken Farmers of Canada is committed to continue collaborating with stakeholders specifically with provincial boards, government/supervisory bodies and the broader chicken sector.
- » Chicken Farmers of Canada is committed to using research to guide decisions to fulfill its mandate.

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- » Within this mandate, there is a great opportunity to increase per capita consumption of Canadian-grown chicken by one kilogram per year of safe and nutritious chicken. This opportunity will be encouraged throughout this strategic plan, and Chicken Farmers of Canada will collaborate with stakeholders to understand and deliver on consumer expectations.
 - » Chicken Farmers of Canada values the importance of sustainability by relying on five principles:
 - Protection of bird health and welfare
 - Production of safe chicken
 - Preservation of the environment
 - Prosperity for the sector
 - Promotion of social responsibility.
 - » Chicken Farmers of Canada is dedicated to the management of existing and emerging sector risks.

Key Result Areas

- »»» Sustainability
- »»» Growth
- »»» Telling our Story
- »»» Risk Management

CFC'S FIVE PRINCIPLES OF SUSTAINABILITY

Economic – Prosperous Canadian Chicken Sector

Supply Management
Young Farmers Program
Affordable Food
Food Security
Good Governance



High Quality Food – Produce Safe Chicken for Canadians

Raised by a Canadian Farmer
On Farm Food Safety Program
Health and Nutrition



Environment – Preserve the Environment

Climate Change
Waste
Land Use
Air
Water
Energy



Social – Promote Social Responsibility

Giving Back
Community engagement
Invest in our people



Animal Welfare – Protect Bird Health and Welfare

Raised by a Canadian Farmer Animal Care Program



»»» Sustainability

**SUSTAINABILITY OBJECTIVE:
CONTINUOUSLY IMPROVE THE SUSTAINABILITY
OF THE CANADIAN CHICKEN SECTOR**

GOALS

- 1. ANIMAL WELFARE – PROTECT BIRD HEALTH AND WELFARE**
- 2. HIGH QUALITY FOOD – PRODUCE SAFE CHICKEN FOR CANADIANS**
- 3. ENVIRONMENT – PRESERVE THE ENVIRONMENT**
- 4. ECONOMIC – PROSPEROUS CANADIAN CHICKEN SECTOR**
- 5. SOCIAL – PROMOTE SOCIAL RESPONSIBILITY**



CONTINUOUSLY IMPROVE THE SUSTAINABILITY
OF THE CANADIAN CHICKEN SECTOR

1 ANIMAL WELFARE – PROTECT BIRD HEALTH AND WELFARE

INITIATIVES

- » Maintain 100% farmer participation in the Animal Care Program
- » Maintain 100% annual farm audits in the Animal Care Program
- » Maintain 100% Corrective Action Requests completed in the Animal Care Program
- » Successful third-party annual audit of the Animal Care Program
- » Government recognition protocol for the Animal Care Program
- » Continuous Improvement initiatives in the Animal Care Program
 - Collaboration with stakeholders on the Animal Care Program (review annually)
 - Conduct code review recommendation for research (review annually)
 - Continue to play an active role in leadership, governance review, code development and program development at National Farm Animal Care Council
 - Successful annual management review
 - Promotion of Chicken Farmers of Canada's Animal Care Program

2 HIGH QUALITY FOOD – PRODUCE SAFE CHICKEN FOR CANADIANS

INITIATIVES

- » Maintain 100% farmer participation in the On Farm Food Safety Program
- » Maintain 100% annual farm audits in the On Farm Food Safety Program
- » Maintain 100% Corrective Action Requests completed in the On Farm Food Safety Program
- » Successful third-party annual audit of the On Farm Food Safety Program
- » Maintain government recognition of the On Farm Food Safety Program
 - Successful program review (every 36 months)
 - Successful annual management review
- » Responsible and defensible use of antibiotics
- » Continuous improvement initiatives of the On Farm Food Safety Program
 - Collaboration with stakeholders and implementation on pathogen reduction (reviewed annually)
- » Promotion of Chicken Farmers of Canada's On Farm Food Safety Program



3 ENVIRONMENT – PRESERVE THE ENVIRONMENT

INITIATIVES

- » Life Cycle Assessment
 - Update our current Life Cycle Assessment
 - Refresh the Life Cycle Assessment every five years
- » Develop an in-depth understanding for staff, board and farmers on the environmental impacts of chicken farming
- » Investigate the feasibility of net zero emissions by 2050 for chicken farming
 - Understand impacts and investigate opportunities
 - Explore establishing a research chair on the impacts of chicken production on the environment
 - Cluster 4 research dollars for impact on the environment
- » Investigate a benchmarking environmental sustainability tool for chicken farmers to encourage best practices
- » Communicate findings and impacts to farmers
 - Share farmers' success stories on reducing the impact on the environment
- » Implement tools to reduce our impact on the environment



4 ECONOMIC – PROSPEROUS CANADIAN CHICKEN SECTOR

INITIATIVES

- » Strong government and public support for supply management
- » Consider affordability and food security for consumers by performing cost-benefit analyses for new initiatives on sustainability and on expanding chicken production
- » Chicken Farmers of Canada's Young Farmers Program
 - Maintain five participants per year enrolled in the Young Farmers Program
- » Assess Chicken Farmers of Canada's current governance practices and performance with the intent to enhance its governance
- » Perform board and board member performance assessment annually



5 SOCIAL – PROMOTE SOCIAL RESPONSIBILITY

INITIATIVES

- » Measure and communicate Canada-wide food bank donations
- » Communicate relevant social programs to support farmers
- » Continue engagement with our community
- » Professional development and awareness training for board members and staff



»»» Growth

OBJECTIVE

PROFITABLY GROW PER CAPITA CONSUMPTION FOR
CANADIAN CHICKEN

GOALS

1. INCREASE THE *RAISED BY A CANADIAN FARMER* BRAND'S AWARENESS AND RECOGNITION
2. UNDERSTAND AND RESPOND TO CHANGING CONSUMER TRENDS THROUGH RESEARCH AND INNOVATION
3. CONTINUOUSLY MAKE IMPROVEMENTS IN THE ALLOCATION SYSTEM
4. CONTINUE TO PROMOTE THE INTEGRITY OF THE IMPORT CONTROL PILLAR
5. EXPLORE OPPORTUNITIES TO INCREASE DOMESTIC DEMAND FOR CHICKEN

1 INCREASE THE RAISED BY A CANADIAN FARMER BRAND'S AWARENESS AND RECOGNITION

INITIATIVES

- » Increase brand awareness from 39% to 45% by 2025
- » Increase brand awareness to 70% by 2035
- » Determine the cost-benefit of increasing brand awareness
- » Brand is synonymous with quality assurance and trust in product
- » Consumers associate the brand with food safety, animal care and commitment to environmental sustainability; uptake in processors, food service and retailers leveraging the brand via using the logo, joint promotion on their website, and education of the *Raised by a Canadian Farmer* programs



2 UNDERSTAND AND RESPOND TO CHANGING CONSUMER TRENDS THROUGH RESEARCH AND INNOVATION

INITIATIVES

- » Conduct usage and attitude surveys to understand consumers every three years
- » Coordinated approach to identify research needs to better understand consumer trends and challenges to increase consumption
- » Develop a Chicken Farmers of Canada repository of research data to be easily accessible



3 CONTINUOUSLY MAKE IMPROVEMENTS IN THE ALLOCATION SYSTEM

INITIATIVES

- » Market Information Working Group
 - Continue to share information from the Market Information Working Group
 - Review its effectiveness
 - Explore developing a forecasting model
- » Develop a report card on past allocations
- » Continue to set allocations on fact-based data and market needs
- » Structured database for market information

4 CONTINUE TO PROMOTE THE INTEGRITY OF THE IMPORT CONTROL PILLAR

INITIATIVES

- » No chicken being imported in Canada mislabelled as spent fowl
- » Proper labelling of spent fowl
- » No additional market access concessions from Canada
- » All imports-to-compete allocation are supplied within the Tariff Rate Quotas
- » No marinated chicken under the Duties Relief Program

5 EXPLORE OPPORTUNITIES TO INCREASE DOMESTIC DEMAND FOR CHICKEN

INITIATIVES

- » Work with processors, food service and retailers to increase demand for Canadian chicken
- » Promote more eating opportunities
- » Specific messaging to different market segments





»»» Telling Our Story

OBJECTIVE

Canadians and government have full confidence in Canadian chicken farmers

GOAL

TELL OUR STORY ON HOW FARMERS EMBRACE THE FIVE PRINCIPLES OF SUSTAINABILITY

INITIATIVES

- » Provincial farmer database to call upon to Tell our Story
 - Fifty farmers across Canada who will champion Our Story
 - All provinces will promote and support this initiative
 - Chicken Farmers of Canada train and invest in the fifty champions
- » Chicken Farmers of Canada will create content to target specific groups (16-29 age, visible minorities)
- » Increase the trust in Canadian chicken farmers by the public and government
- » Tell the Story to restaurants, processors, retail and grocers
- » Expand Chicken Farmers of Canada's promotion on our sustainability performance: The five principles of Sustainability



»»» Risk Management

OBJECTIVE

Manage existing and emerging sector risks effectively

GOAL

IMPLEMENT A CONTINGENCY AND EMERGENCY MANAGEMENT STRATEGIES FOR MAJOR RISKS

INITIATIVES

- » Identify, prioritize and quantify risks to the Canadian Chicken sector annually
- » In collaboration within the chicken sector, determine the jurisdiction of the responsibilities of the risks
- » Review and evaluate contingency and emergency management strategies annually

