

Executive Summary

At six locations across the province¹, farmers were invited to envision what the idea future in each of the strategic priority areas will look like in five years (in 2023). Naturally descriptors could be applied to several of the 2016-2018 strategic priorities.

Successful **Profitable Consistent Growth** looks like:

- **Growth** (28)²
.. that is consistent, ideally 3-5% per year, fills all markets, results in a higher market share of protein, and is predictable
- **Chick quality** (17)
Irritants are: variable weights, high chick mortality (particularly of imported chicks), unknown source and broiler breeder flock health (data), lack of hatchery choice / competition.
- **Profitability** (27)
... that sustains family farms (returns not so high they attract institutional investors), accommodates a reasonable ROI, allows for timely capital replacement and business investment, compensates for the increased costs re: AMU reduction, and represents a fair share within the value chain
- **Promotion and Branding** (15)
... Canadian raised; more farmer involvement; CFO support with materials

Successful **Responsible, Sustainable Production** looks like:

- **Disease management** (17)
... including disease insurance, biosecurity (concern with catchers), alternative treatments to assist with antimicrobial usage (AMU) reduction / raised without antibiotics (RWA)
- **Animal welfare** (12)
... modular loading implementation and support by processors; options for sick birds
- **RWA / AMU reduction** (12)

Successful **Effective Risk Management** looks like:

- **Border control** (12) – *illegal imports; Canadian quality standards met*
- **Build public trust** (30)
consumer education/awareness re: safe, quality product, responsible production

¹ In scheduling order: Grimsby, Fournier, Guelph, Walkerton, London, and Cobourg,

² This number reflects the number of table groups that mentioned a similar point out of 42 tables in total.

Successful **Positive, Productive Relationships** looks like:

- **Government support** of supply management domestically and in trade deals (21)
- **Value chain cooperation** (18)
Fairness/transparency/respect in COP negotiations; promotion – benefits of supply management, safe, Canadian product; collaboration re: AMU reduction; specialty chicken markets; export growth; collaboration with SM5

Ways to Achieve desired future – the most important

Producers were asked to identify key initiatives that should be undertaken in order to achieve the ideal future describe above recognizing resource constraints and the value of focusing on 5 or fewer big goals. After **the defense of supply management and a better COP formula** the following top ideas were mentioned:

- Invest in promoting a “Canadian grown” brand (31)
- Consumer education / public trust (25)
- Border control (11)
- Government relations (10)
- Develop markets (8)
- Chick quality (7)
- Value chain cooperation (5)
- Educate producers (5)
- Research (5)

Key Business Relationships

Farmers agreed relationships with feed mills, veterinarians, hatcheries, and processors could be improved with better, intentional, 2-way, timely (when problems are first noticed), and open communication; and flexibility (e.g. placement dates).

CFO Performance

Overall, farmers are particularly pleased with the convenience / information provided in CFO Connects and government relations (defense of supply management and border/trade issues). Suggestions for improvement included communications, continued audit/report streamlining, production support (AMU reduction, chicks, research, etc.) and promotion/public trust initiatives. See survey results and individual farmer forum reports for more details.