

# Chicken Farmers of Newfoundland and Labrador

## Activity Plan

2026-2028



## **Message from the Chairperson**

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The Chicken Farmers of Newfoundland and Labrador (CFNL) is mandated to operate within the power and authority provided by the **Newfoundland and Labrador Chicken Marketing Scheme** under the **Natural Products Marketing Act**, which came into effect in 1980.

The CFNL is a five-person board with diverse backgrounds and experiences in the agriculture industry. Its endeavors are supported by a full-time executive director. The CFNL operates from an Agriculture Canada Building, Brookfield Road in St. John's.

Under the **Transparency and Accountability Act**, the CFNL is classified as a category three entity and is required to submit a three-year activity plan to the Minister of Forestry, Agriculture and Lands (Minister of FAL) to be tabled in the House of Assembly. The plan meets the requirements of the **Transparency and Accountability Act** for a category three entity and as such, on behalf of the CFNL Board of Directors, I am pleased to present this Activity Plan for calendar years 2026, 2027 and 2028. CFNL recognizes that it is accountable for the preparation of this activity plan and for the achievement of the objectives outlined for the planning period.

The strategic directions of Government related to the Department of Forestry, Agriculture and Lands (FAL) have been considered during the preparation of this plan. The members of the CFNL are pleased to support the industry as it moves forward to embrace new opportunities and contribute to the growing prosperity of our province. Sustainability and growth of the industry and providing a safe, secure supply of chicken to the people of Newfoundland and Labrador will remain paramount to the CFNL.

This plan intends to enhance the governance of the CFNL through education and training, while increasing its value for the poultry industry.

Sincerely,



Theresa Heffernan  
Chairperson  
CFNL

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# 1. Overview

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CFNL is a not-for-profit organization established in 1980 by the **Newfoundland and Labrador Chicken Marketing Scheme** (the Scheme) under the **Natural Products Marketing Act** (the Act). The purpose and intent of the CFNL is to provide for the effective promotion, control and regulation of the production and marketing of chicken within the province including the prohibition of production or marketing of chicken. The CFNL administers the regulation and marketing of chicken as provided for in the Act and the Scheme under the laws of Newfoundland and Labrador.

The CFNL participates with other provinces to set a national allocation. Every eight weeks or 14 weeks prior to the start of the production period (6.5 production periods per year), a national allocation for both domestic and market development production is set. The allocation is set using a bottom-up process in which each provincial board, in consultation with processors and industry stakeholders in that province, determines the amount of chicken needed to meet domestic and market requirements.

The CFNL is comprised of five directors appointed by the Minister of FAL in accordance with the Scheme. The CFNL is supported by one permanent employee and its office is located in the Avalon region.

## Board Members:

The members of the CFNL are as follows:

<b>Name</b>	<b>Position</b>	<b>Community</b>	<b>Appointment Date</b>	<b>Expiry Date</b>
Theresa Heffernan	Chairperson	St. John's	2023-06-19	2027-06-19
Carol Anne Walsh	Vice-Chair	Conception Bay South	2023-02-10	2027-02-10
Philip Barnes	Director	Holyrood	2024-08-21	2028-08-21
Davis Noel	Director	Paradise	2023-02-10	2027-02-10
Ruth Noseworthy	Director	Paradise	2024-08-21	2028-08-21

The CFNL is a provincial organization, funded completely through producer levies paid in accordance with the amount of chicken marketed. Under section 4 of the **Consolidated Chicken Farmers of Newfoundland and Labrador Order**, a service charge of

\$0.0167 per kilogram, plus HST, payable live weight, will be made to the CFNL on all chicken marketed under the Scheme.

The annual budget for the CFNL is directly dependent on the volume of chicken produced each calendar year. Each year, approximately \$400,000 in revenue is collected through the levy. Expenses related to national levies, remuneration, meetings, travel, office supplies, rent and professional fees utilize the revenue that has been collected.

For more information about the CFNL and its work, please contact us at:

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Website: <http://www.nlchicken.com/>

Physical location:  
204 Brookfield Road  
Agriculture Canada Building 6

## **2. Mandate**

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The CFNL operates under the authority of the Minister of FAL in accordance with the Scheme under the Act. The commodity board promotes, regulates and controls the production and marketing of chicken by producers and processors and will participate in national allocation meetings with the Chicken Farmers of Canada to achieve its mandate.

## **3. Lines of Business**

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The CFNL provides the following lines of business:

1. **Regulatory Role:** The CFNL regulates the production of chicken through a production licence. This licence permits the holder to produce, or to have produced by a contract grower, chicken to the extent of the production quota shown on that licence in accordance with the Scheme and any orders or regulations made with the respect to the production and marketing of chicken by the Minister of FAL or the commodity board and the terms and conditions of a production licence imposed by a commodity board upon a producer.

2. **Signatory Role:** The Minister of FAL, Farm Industry Review Board and the CFNL are the Newfoundland and Labrador signatories to the Federal-Provincial Agreement for Chicken with the Federal Minister, other provincial and territorial ministers and supervisory and chicken supply managed boards in Canada.
3. **Promotion Role:** The CFNL promotes the sustainability of the industry through the supply management system, chicken consumption, chicken industry and the farming community. Annual promotion and marketing activities of the CFNL may include participation in trade shows, lobby days, consumer education, and advertising campaigns (e.g., brochures, agricultural campaigns and website development). The frequency of these activities is dependent upon the financial resources of the CFNL.
4. **Facilitator Role:** The CFNL acts as a facilitator with regard to food safety and animal care and conducts food safety and animal care audits of each program to determine compliance. Research and development is also facilitated through participation in projects and research trials.

## 4. Primary Clients

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The CFNL identifies its primary clients as those individuals, groups or organizations who are the principal users and/or beneficiaries of its lines of business, including chicken processors, farmers and consumers.

## 5. Vision

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The vision of the CFNL is of a chicken industry which is stable, prosperous and robust and provides a safe, secure supply of chicken to the people of Newfoundland and Labrador for the long term.

## 6. Objective

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The CFNL is presenting a three-year plan commencing on January 1, 2026, and ending on December 31, 2028. This plan focuses on a single priority area or issue: enhancement of board governance through education and training. As its focus will remain the same for the duration of the plan, the CFNL will report on the same objective and indicators in each of the three years.

Approximately 24,000,000 kilograms live weight of commercial chicken production and processing takes place annually on the Avalon Peninsula and is marketed through the various retail, wholesale and food service industries throughout Newfoundland and Labrador.

**Issue:** To advance Best Practices in the Provincial Poultry Industry

Effective board governance provides clarity of the respective roles and responsibilities of the board and management and assists each in understanding their role and fulfilling it with confidence. Everyone benefits when there is good governance; it provides value to all stakeholders and creates a stable, transparent environment for decision-making. CFNL will utilize professionals trained in board governance, food safety and animal care to further incorporate best management practices.

Data collection and analysis will be conducted to promote best practices in the provincial poultry industry.

CFNL contracts the auditor to visit the farms to conduct the audit and provide an audit report for each farm to CFNL. Compliance audits are performed annually on each farm by a certified food safety and animal care auditor. Subsequently, if corrective action requests are issued, the auditor follows up determining if the request has been completed and forwards that report to CFNL. Based on this, the CFNL's certification agent issues a compliance letter and sticker for the corresponding year, if appropriate.

**Objective:** By December 31, 2026, the Chicken Farmers of Newfoundland and Labrador will have advanced initiatives that promote best practices in the poultry industry.

**Indicators:**

- Participated in education and training sessions, including board governance training, with relevant stakeholders, for emerging industry issues and best practices.
- Collected and analyzed data for decision-making and to promote best practices in the provincial poultry industry.
- Facilitated food safety and animal care audits on farms to determine compliance.