

Dairy Goat Farmers of Ontario

PROPOSAL TO THE ONTARIO
FARM MARKET PRODUCTS
COMMISSION FOR A BOARD TO
REPRESENT ONTARIO DAIRY
GOAT PRODUCERS

January 26, 2026



TABLE OF CONTENTS

Proposal to the Ontario Farm Market Products Commission for a Local Board To Represent Ontario Dairy Goat Producers	0
Purpose of this Proposal	3
Executive Summary.....	4
Defined Articles.....	5
Proposed Definition of the Farm Product.....	5
Proposed Definition of a Producer of the Farm Product	5
Proposed Licence Fee	5
Total Goat Farms.....	5
Total Annual Production	5
Introduction	6
Members of the Working Group.....	6
Ontario Dairy Goat Industry.....	6
Figure 1. Number of Grade A Farms in Ontario	7
Figure 2. Canadian Goat Milk Annual Production.....	7
Table 1. Percentage of Farms by Annual Goat Milk Production	8
Dairy Goat Farmers of Ontario.....	9
Local Board.....	9
Plan Regulation	9
Marketing Regulation	9
Authorities of Dairy Goat Farmers of Ontario	10
Bylaws, Plan Regulation, and Marketing Plan.....	10
Farm Product & Definition of a Producer	10
Proposed Definition of the Farm Product.....	10
Proposed Definition of a Producer of the Farm Product	10
Operational Plan	11
Development Structure	11
Selection of Representatives	11
Structure	11
Election Cycle	12
Regions.....	12
Figure 3: Governance Regions & Location of Ontario Goat Milk Producers.....	13

Member Voting Principles and Framework	13
Voting Principles	13
Voting Framework.....	13
Operational Management	13
Strategic Plan	14
Vision.....	14
Mission.....	14
Strategic Pillars.....	14
Advocacy & Representation.....	14
Objectives.....	14
Priorities.....	14
Business Risk Management	15
Objectives.....	15
Priorities.....	15
Research & Producer Education	15
Objectives.....	15
Priorities.....	15
Consumer Education & Awareness.....	15
Objectives.....	15
Priorities.....	15
Licence Fee.....	16
Proposed Licence Fee	16
Proposed Collection of Licence Fee	16
Exemptions.....	16
Licence Fee Example	16
Table 2: Licence Fee by Producers’ Annual Production.....	17
Proposed Budget.....	17
Licence Fee.....	17
Revenue	18
Expenses.....	18
Profit/Loss.....	18
Operating Expenses	19
Board and Committees	19

Payroll Salary & Benefits	19
Office Expenses	19
Promotion & Advocacy	19
Marketing.....	20
Annual General Meeting.....	20
Projects & Industry Programs	20
Travel.....	20
Publications.....	20
Membership.....	20
Seminars/Management Club	21
Producer Support.....	21
Producer Information Sessions	21
Producer Petition	21
Producer Consultation	21
Conclusion.....	22
Contacts	22
Appendix	23
Frequently Asked Questions	23
What DGFO Will do and What DGFO Will Not Do	26

PURPOSE OF THIS PROPOSAL

This proposal provides producers with all the information required to cast an informed Expression of Opinion Vote on whether Dairy Goat Farmers of Ontario (DGFO) should become a new board under the supervision of the Ontario Farm Products Marketing Commission. It outlines the structure, voting principles, and governance framework being sought: **No additional authorities beyond what is described here will be requested after the vote.**

The Ontario Farm Products Marketing Commission will reference this document while working with the Development Committee to create the organization. Producers are not only voting on the concept of DGFO as a Board; they are shaping the future of the industry. This is your opportunity to influence how DGFO will be governed, ensuring that the bylaws, Plan Regulation, and Marketing Plan reflect producer priorities. By participating, you help build a framework capable of addressing any challenge the dairy goat sector may face, now and in the future.

EXECUTIVE SUMMARY

The Ontario dairy goat industry is a vital but underrepresented agricultural sector, producing over 90% of Canada's goat milk with more than 60 million Litres annually from 198 Grade A farms. Despite its significance, the industry operates outside of supply management and is vulnerable to market volatility and trade disruptions. Current organizations do not sufficiently address the needs of dairy-focused goat farms, leaving producers exposed and without coordinated advocacy or risk management tools.

The Dairy Goat Farmers of Ontario (DGFO) proposes to address these challenges by seeking recognition as a Board under the supervision of Ontario Farm Products Marketing Commission. The creation of DGFO represents a pivotal step in establishing structure, stability, and unified representation for Ontario's dairy goat producers. DGFO will provide cohesive leadership, advocate for inclusion in provincial programs, and foster growth through producer education, research, consumer outreach, and responsible governance.

A strong foundation has already been laid. Producers from the two largest goat milk brokers, Gay Lea Foods Cooperative and the Ontario Dairy Goat Cooperative have come together for the first time to lead this initiative – showing a level of alignment and urgency we haven't seen before. They have worked collaboratively to form the DGFO Working Group. Extensive consultation has been carried out through producer information sessions across Ontario, as well as through farm visits, online engagement, and a formal petition. As of the application date, 83 Grade A producers have signed in support of an expression of opinion vote, signaling broad-based producer commitment to establishing the DGFO.

DGFO's governance model is designed for accountability, transparency, and regional representation. The organization will be led by an eight-member board, with staggered terms to ensure continuity, and supported by regional producer committees to keep decision-making grounded in the realities of farm operations. During the development stages, management functions will be supported in-kind by Gay Lea Foods Cooperative and the Ontario Dairy Goat Cooperative, transitioning to a Business Manager when finances permit.

The strategic plan for DGFO is structured around four pillars:

Advocacy & Representation – Building a unified voice to engage policymakers, influence agricultural policy, and secure inclusion in risk management programs while protecting the sector from trade disruptions.

Business Risk Management – Developing tools to stabilize farm income and mitigate market volatility, including the creation of a provincial risk management program and ongoing cost-of-production studies.

Research & Producer Education – Investing in applied research, animal health, food safety, and milk quality, while delivering accessible training and workshops, creating accredited management programs, and establishing advisory panels for research and extension.

Consumer Education & Awareness – Building trust and demand through brand development, consumer-facing communications, social media outreach, in-store promotions, and partnerships with processors and retailers.

To ensure long-term sustainability, DGFO proposes a licence fee of \$0.00275 per Litre of goat milk produced. This transparent, production-based model ensures fair contributions across farms of different sizes, representing only 0.21% of gross sales. Fees will be collected directly by milk brokers, or self-remitted by on-farm processors, ensuring consistent and reliable funding to support organizational priorities. A five-year budget framework has been developed to guide investment and operations responsibly.

DGFO will finally provide dairy goat farmers with the structure, unity, and representation they need to thrive. With strong governance, a clear strategic plan, and demonstrated producer support, DGFO is poised to build a resilient, profitable, and sustainable dairy goat industry. The establishment of this Board will not only protect and strengthen the future of Ontario's goat milk producers but will also enhance consumer confidence, bring awareness to the Ontario Dairy Goat Sector, and deliver long-term benefits for farmers, processors, and communities across the province.

DEFINED ARTICLES

PROPOSED DEFINITION OF THE FARM PRODUCT

Milk – Means milk from goats

PROPOSED DEFINITION OF A PRODUCER OF THE FARM PRODUCT

Producer - Means Grade A producer of goat milk in the Province of Ontario

PROPOSED LICENCE FEE

Licence Fee - \$0.00275 / Litre

TOTAL GOAT FARMS

As of September 1, 2025, there are 198 Grade A Dairy Goat Farms in Ontario

TOTAL ANNUAL PRODUCTION

Estimated 2025 provincial production is 60 million Litres of goat milk.

INTRODUCTION

Ontario is home to over 70% of Canada’s dairy goat farms, producing approximately 90% of the country’s goat milk. Goat milk is not a supply-managed industry and leaves producers vulnerable to market volatility causing demand fluctuations and limited negotiating power. Dairy goat farmers in Ontario lack a cohesive representative body as existing organizations do not adequately serve the needs of dairy-focused goat farms. Producers have voiced that they need a new initiative, built by and for milk producers only, with a narrower and clearer mandate specific to the dairy sector.

The Ontario dairy goat industry requires a unified and effective industry/commodity association to represent the industry and producers’ interests. Recognizing this gap for the first time, producers from Gay Lea Foods and the Ontario Dairy Goat Cooperative came together in equal partnership to form an industry working group. The working group’s mandate was to investigate and explore the options for the development of a dairy goat industry in Ontario. They identified the industry’s key priorities and the path that will assist in achieving the goal of a strong, growing, sustainable and profitable dairy goat industry in Ontario.

Members of the Working Group

Gay Lea Foods Cooperative	Ontario Dairy Goat Cooperative
Jeff Smith (chair of Goat Producer Committee)	Natalie Miltenburg (Board Chair)
Aaron Dykstra	Anna-Beth Donald
Adriaan Scherpenzeel	Tim Pelleboer
Edwin Sterrenburg	Sander Vosters

Lindsay Dykeman, General Manager, Ontario Dairy Goat Cooperative and Kevin Weaver, Senior Manager Goat Dairy Industry, Gay Lea Foods have provided management support to the working group.

Throughout the spring and summer of 2025, this working group formed the Dairy Goat Farmers of Ontario with the desire to pursue Local Board Status under the Ontario Farm Products Marketing Commission to regulate the production and promotion of goat milk in the province of Ontario.

ONTARIO DAIRY GOAT INDUSTRY

The Ontario dairy goat industry is a significant and growing sector of the provincial and national agricultural industry. The last census, completed in 2021 demonstrates that Ontario is home to 70% of the Canadian dairy goat farms and Ontario dairy farms produce 90% of Canada’s total goat milk production.

There are currently 198 dairy goat milk producing families in the province of Ontario. Together, these farms produce more than 60 million Litres of goat milk annually.

Figure 1. Number of Grade A Farms in Ontario

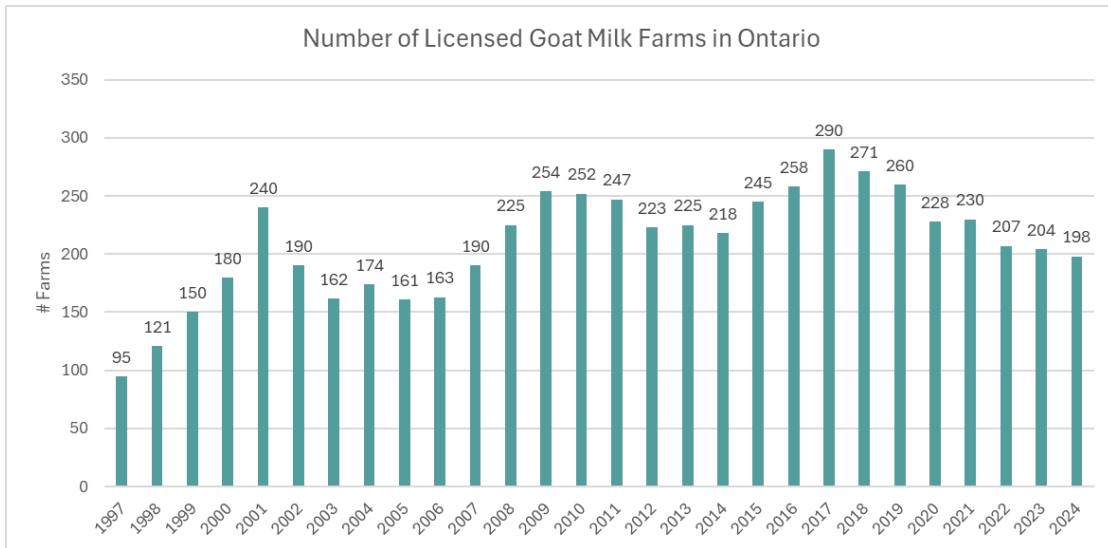
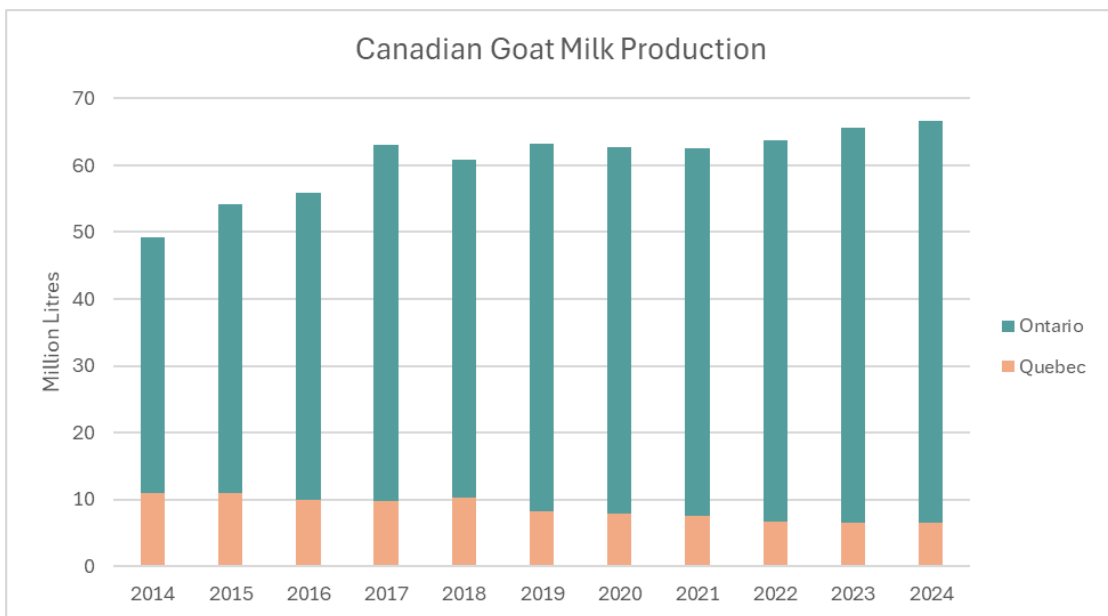


Figure 2. Canadian Goat Milk Annual Production



The consistent milk supply and decreasing number of farms since 2017 indicates an increase in average milk production per farm. The average volume of milk produced per farm per year in Ontario has increased from 184,000 L in 2017 to 285,000 L in 2023, an increase of 49.8%.

A Business Risk Management survey conducted by Gay Lea Foods and Ontario Dairy Goat Cooperative in March 2025 provides an estimate and breakdown of the number of farms by annual Litres of goat milk produced on farm.

Table 1. Percentage of Farms by Annual Goat Milk Production

Annual Litres of Goat Milk Produced	% of Farms
Up to 250,000 L	40%
250,000 L – 500,000 L	39%
500,000 L – 750,000 L	7%
750,000 L – 1,000,000 L	7%
Over 1,000,000 L	7%

Dairy goat operators are, on average, younger than other farm operators. The 2021 Census indicated that the average age of dairy goat operators was 44.8 years of age and the average age of farm operators in Canada was 56 years of age.

The dairy goat industry is a non-supply managed industry with several purchasers/brokers of goat milk. Goat milk brokers are responsible for sourcing goat milk from Grade A inspected farms, milk transportation, negotiating milk prices and milk delivery to both domestic and export markets.

Goat milk processors in Ontario include Saputo, Mariposa Dairy, Skotidakis, Hewitt's and other smaller goat milk processors. Within the smaller goat milk processors there are five producers with on-farm processing capabilities that may also purchase and receive additional milk above their own production capabilities.

It is estimated that today, more than 50% of the goat milk produced in Ontario is sold into the United States, either as fluid milk or finished product (mostly goat cheese).

The Canadian goat milk industry is not without its challenges. The lack of single unified representative body representing the interest of dairy goat producers, the lack of provincial risk management programs, and the industry's significant exposure to the U.S. market, are ongoing issues especially with the recent trade and tariff threats from the U.S. Administration.

DAIRY GOAT FARMERS OF ONTARIO

BOARD

This new Board is a **producer-elected, corporate body** established under the supervision of the Ontario Farm Product Marketing Commission to represent producers of a specific agricultural commodity in Ontario.

Various authorities are delegated to each board by the Ontario Farm Products Marketing Commission (Commission) to regulate the production and/or marketing of the relevant farm product. All producers of the specified commodities are required to produce and/or market the products according to the board's regulations. A common authority delegated to boards is the authority to collect a mandatory licence fee from producers to fund their operations.

Each board's delegated authorities and structure are set out in:

- A "plan" regulation that establishes the board and its governance. This is a Cabinet regulation.
- A "marketing" regulation that establishes the authorities that have been delegated to the board by the Commission and also the authorities that have been retained by the Commission. This is a Commission regulation. Each board brings its authorities into effect through its own regulations.

PLAN REGULATION

The Plan Regulation:

- Establishes plans for a farm product or group of farm products
- Defines the farm product that will be regulated
- Specifies how the directors of a Board will be elected or appointed
- Describes both the geographic region where the plan or regulations may apply, and the electoral districts

MARKETING REGULATION

The Marketing Regulation details the specific authorities with respect to the relevant farm product. In addition to authorities delegated to the board, the marketing regulation may also include authorities retained by the Commission, such as the establishment and membership of industry advisory committees and the establishment of negotiation agencies. Marketing regulations can be amended by the Commission.

AUTHORITIES OF DAIRY GOAT FARMERS OF ONTARIO

The authority that the Dairy Goat Farmers of Ontario is seeking is:

- The authority to set and collect producer licence fees

This fee is to provide DGFO the ability to fund their operations and act on the four key strategic pillars of Advocacy, Business Risk Management, Research & Producer Education and Consumer Education and Awareness

DGFO would not be able to implement any other authorities or regulations on its own. DGFO's Board would be required to consult and seek direction from the members (all licensed dairy goat producers in Ontario) and any new authority must go through a formal process under the supervision of the Commission. This involves submitting a proposal to the Ontario Farm Products Marketing Commission to amend either the plan regulation or marketing regulation and would involve producer consultation both with the board and the Commission.

BYLAWS, PLAN REGULATION, AND MARKETING PLAN

As part of the formation process, the Development Committee (outlined below) will work with the Commission to draft the bylaws, Plan Regulation, and Marketing Plan that will govern DGFO.

The Bylaws and Marketing Plan would be developed by the board, who would have producer members review and approve. This ensures that every producer has a direct say in how DGFO will operate and be governed. Through this process, producers have a unique opportunity to shape the framework of the organization, creating rules and structures that reflect the realities of the Ontario dairy goat industry. By actively participating, producers can help design a system capable of addressing current challenges and adapting to future issues, ensuring that DGFO remains responsive, fair, and effective for all producers.

FARM PRODUCT & DEFINITION OF A PRODUCER

PROPOSED DEFINITION OF THE FARM PRODUCT

Milk – Means milk from goats produced in Ontario

PROPOSED DEFINITION OF A PRODUCER OF THE FARM PRODUCT

Producer - Means Grade A producer of goat milk in the Province of Ontario

OPERATIONAL PLAN

DEVELOPMENT STRUCTURE

In the pivotal phase between the application for the formation of Dairy Goat Farmers of Ontario and the successful development of the Plan Regulations, a development committee would be established to guide and shape the organization's foundational direction. This committee is paramount to the initial development process, serving as both a steering body and a collaborative forum for diverse stakeholder perspectives.

Its composition would reflect a broad cross-section of the dairy goat industry and be composed of dairy goat producers reflective of the industry's current makeup:

- Three producers from Gay Lea Foods
- Three producers from the Ontario Dairy Goat Cooperative
- Three producers from other Ontario Brokers

By bringing together expertise from processing, cooperative leadership, and regional interests, the development committee would ensure that the emerging organization is responsive to the realities and priorities of Ontario's dairy goat sector from the onset.

Selection of Representatives

Each stakeholder group will nominate and elect its own representatives to the development committee. Gay Lea Foods and the Ontario Dairy Goat Cooperative will each select three producers through an internal nomination process followed by a majority vote among their members. Similarly, Ontario Brokers will collectively nominate and elect three producers to represent their interests. This process ensures that all major segments of the industry have a fair and transparent voice in shaping the organization's foundation, while maintaining accountability and balanced participation.

STRUCTURE

Dairy Goat Farmers of Ontario would be represented by an 8-member board. Directors shall serve for a term of three (3) years. The terms shall be staggered so that approximately one-third of the Board is elected each year. No more than one representative per region shall be elected in any given year, where possible, to ensure regional continuity. Directors may serve no more than 4 consecutive terms.

Each board member represents a region, which consists of dairy goat farmers residing in a geographic area within the province of Ontario.

To strengthen regional representation and governance, each region will establish a committee composed of five producers from within its geographic area. These committees will play an integral role in supporting the governance of Dairy Goat Farmers of Ontario, engaging closely with both local producers and the Board. Board of Director nominations will be drawn exclusively from the members of each regional committee, ensuring that those who serve on the Board have a strong understanding of their region's needs and priorities. This structure is designed to further reinforce regional continuity and leadership within the organization.

Annually, board members elect a chair, a 1st vice chair, and a secretary from amongst themselves. Board members attend at least ten board meetings per year, 2 in person and 8 virtual meetings. In addition to board meetings, directors may sit on various internal and industry committees.

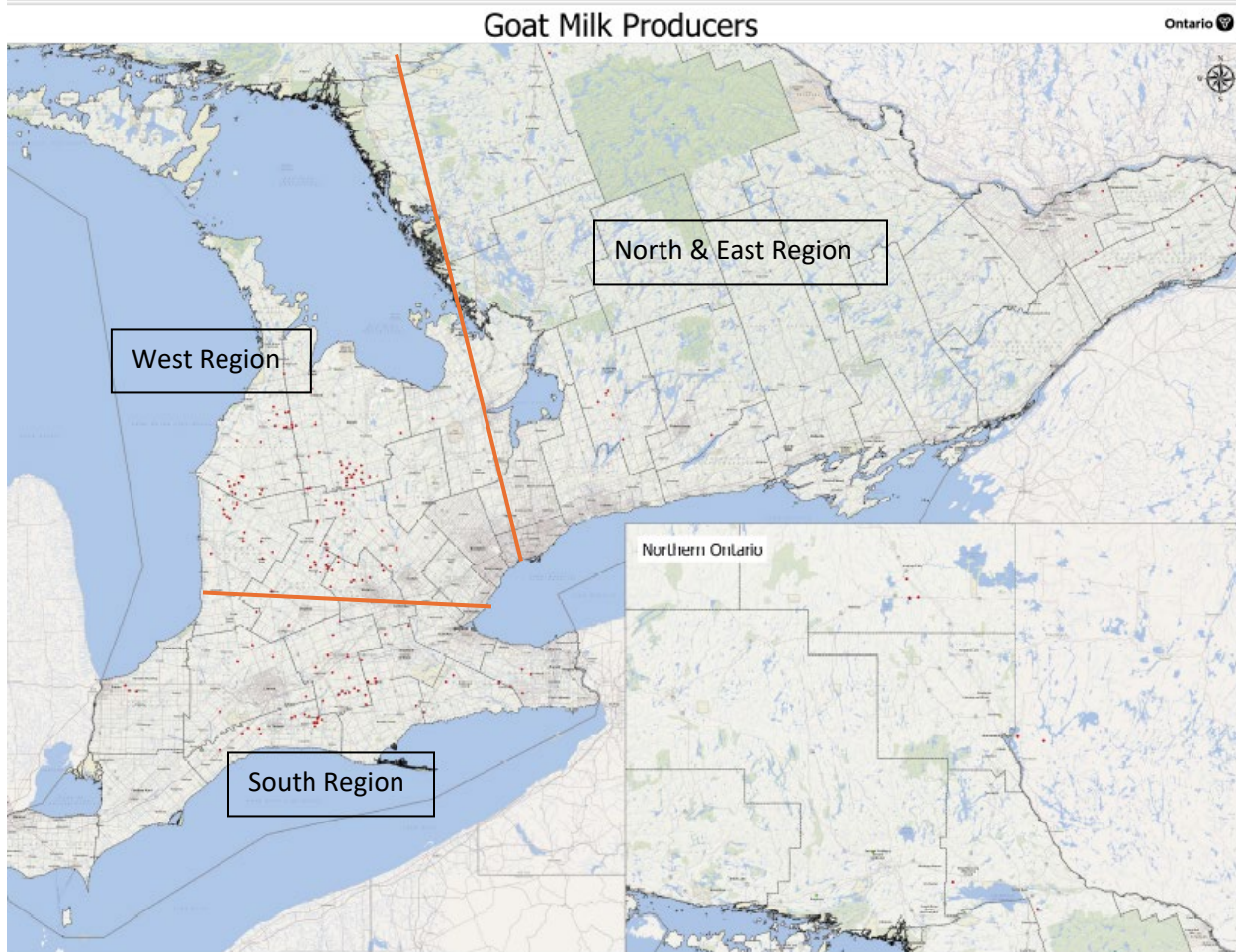
ELECTION CYCLE

Election Year	Seats up for Election
Year 1	1 West, 1 South, 1 at-large
Year 2	1 West, 1 North & East, 1 at-large
Year 3	1 South, 1 at-large
Year 4	Repeat year 1

REGIONS

For governance purposes, the province would be divided into three distinct regions: South, West, and North & East. Both the South and West regions would be represented by two board members, and the North & East would be represented by one, providing balanced provincial representation. Additionally, there would be three at-large director positions, ensuring a broad perspective on the board. The regional boundaries are established to reflect both the number of producers, and the total volume of goat milk produced annually, guaranteeing equitable representation.

Figure 3: Governance Regions & Location of Ontario Goat Milk Producers



MEMBER VOTING PRINCIPLES AND FRAMEWORK

Voting Principles

To ensure fairness and transparency in decision-making, DGFO will adopt the following principles:

- **Fair Representation:** Balance regional diversity and producer size to reflect the industry's makeup.
- **Transparency:** Clear rules for quorum, majority, and eligibility will govern all voting processes.

Voting Framework

DGFO will use **direct producer voting**, no delegates, to maintain accountability and inclusiveness.

OPERATIONAL MANAGEMENT

Operational management of Dairy Goat Farmers of Ontario is designed to evolve alongside the organization's growth and changing needs. During the development stages, management functions will be supported in-kind by Gay Lea Foods Cooperative and the Ontario Dairy Goat Cooperative, ensuring

operational stability and industry expertise without immediate overhead costs. As finances permit, the board of directors will hire a Business Manager, bringing dedicated professional leadership to guide the organization forward. Additionally, program managers will be added as needed, their roles contingent on specific projects and the availability of dedicated funding which allows for targeted support and flexibility as the organization undertakes new initiatives and grows its capacity.

STRATEGIC PLAN

Dairy Goat Farmers of Ontario serves Ontario dairy goat farmers & their farm families who are committed to leading, enriching and growing a strong, sustainable and profitable dairy goat industry in Ontario.

Members of Dairy Goat Farmers of Ontario are investing in the future of the Ontario dairy goat sector by working together, providing a strong collective voice to produce and promote high quality, nutritious and safe goat milk for consumers. A shared commitment to ensuring a thriving, sustainable and profitable Ontario dairy goat industry for generations to come.

VISION

To provide leadership for a thriving and trusted Ontario dairy goat industry built on innovation, education, quality, safety, sustainability and strong partnerships.

MISSION

To provide leadership and excellence in the advocacy, production and awareness of Ontario goat milk. We support a strong, sustainable and profitable dairy goat sector through risk management, research, producer education and public engagement.

STRATEGIC PILLARS

- Advocacy & Representation
- Business Risk Management
- Research & Producer Education
- Consumer Education & Awareness

ADVOCACY & REPRESENTATION

Objectives

Strengthen DGFO's voice in policy development and ensure producers' interests are well-represented.

Priorities

- Engage provincial and federal policy makers through strategic meetings.
- Advocate for inclusion in provincial risk management programs.
- Serve on key agriculture and livestock advisory committees.
- Trade/ Tariff – limit risk to goat milk from possible trade disruptions

BUSINESS RISK MANAGEMENT

Objectives

- Work with Stakeholders to develop, improve and promote effective risk management tools.
- Establish protections from trade disruptions and market downturns.

Priorities

- Advocate provincial and federal level governments for the creation of a risk management program for goat milk.
- Conduct province-wide on-going Cost of Production (COP) study for goat milk.

RESEARCH & PRODUCER EDUCATION

Objectives

Deliver accessible, relevant education and training to build farm business excellence. Invest in and support research that drives productivity, animal health, food safety and milk quality.

Priorities

- Hold regional producer educational workshops and seminars.
- Create an Accredited Dairy Goat Management Program in Ontario.
- Form a Dairy Goat Research Advisory Panel to provide direction for research projects.
- Form a Dairy Goat Extension advisory committee to provide input on required educational topics.

CONSUMER EDUCATION & AWARENESS

Objectives

- Establish DGFO's consumer-facing brand identity.
- Raise awareness and trust in goat dairy products.
- Focus on the health benefits of goat milk and goat milk products.

Priorities

- Partnering with industry partners to provide consumer education and promotional efforts.
- Launch social media campaigns.
- Build consumer facing section of DGFO website with nutritional facts, FAQs and farmer stories.
- Partner with grocery chains to provide in-store samples and promotional items.

LICENCE FEE

To ensure the ongoing strength and effective operation of the Dairy Goat Farmers of Ontario, it is essential to implement a sustainable funding model. A licence fee assessed on a per Litre basis provides a fair and transparent means to support the organization's core activities. By linking the fee to production, each farm's contribution reflects its scale and success, enabling DGFO to deliver meaningful value for all members while upholding the highest standards for Ontario goat milk. This funding is crucial for building an organization capable of meeting current industry needs and positioning the sector for future growth.

PROPOSED LICENCE FEE

The initial suggested licence fee for Dairy Goat Farmers of Ontario is \$0.00275 per Litre. This fee would apply to all milk produced in the province of Ontario.

PROPOSED COLLECTION OF LICENCE FEE

To facilitate the efficient collection of the licence fee, goat milk brokers purchasing from farms would be responsible for collecting the per Litre fee from producers and remitting it directly to the Dairy Goat Farmers of Ontario. For those producers who process their own milk on-farm, the responsibility for calculating and submitting the licence fee would rest with them, ensuring all members contribute fairly to the organization's funding model regardless of their marketing channel.

EXEMPTIONS

To clarify the scope of the licence fee, only milk produced within the province of Ontario is subject to this charge, regardless of its destination. This means that any milk imported into Ontario from other provinces or countries is exempt from the licence fee. Conversely, all milk originating from Ontario farms remains subject to the fee, even if it is ultimately exported out of the province. This approach ensures that the funding model supports local producers while maintaining fairness and transparency across all marketing channels.

LICENCE FEE EXAMPLE

The following table illustrates how the proposed licence fee would translate into annual expenses for producers at various levels of milk production. By showing examples across a range of yearly output, it provides a clear picture of what individual farms might expect to invest, based on their total Litres of milk produced.

The average producer shipping 250,000 L of goat milk per year would invest approximately \$688.00 annually in Licence Fees to Dairy Goat Farmers of Ontario.

Table 2: Licence Fee by Producers' Annual Production

	Producers' Yearly Production in 1,000 L							
	60	100	250	500	750	1,000	1,500	2,000
Gross Milk Sales (\$1.28/L)	\$76,800	\$128,000	\$320,000	\$640,000	\$960,000	\$1,280,000	\$1,920,000	\$2,560,000
Yearly Licence Fee \$0.00275	\$165	\$275	\$688	\$1,375	\$2,063	\$2,750	\$4,125	\$5,500
% of Gross Milk Sales	0.21%	0.21%	0.21%	0.21%	0.21%	0.21%	0.21%	0.21%

PROPOSED BUDGET

The proposed five-year operating budget for the Dairy Goat Farmers of Ontario is structured to ensure both financial transparency and the long-term sustainability of the organization. Central to this budget is a licence fee set at \$0.00275 per Litre of goat milk produced, a rate calculated to provide reliable funding while minimizing the financial burden on producers. This approach allows the association to invest strategically in programs, services, and advocacy initiatives that directly support dairy goat farmers across the province. The following budget framework outlines projected revenues and expenditures, aligning with the organization's mission to foster growth, unity, and resilience within Ontario's dairy goat sector.

LICENCE FEE

	Year 1	Year 2	Year 3	Year 4	Year 5
Annual Litres ¹	60,000,000	62,100,000	64,273,500	66,523,073	68,851,380
Licence Fee: ²	\$0.00275	\$0.00275	\$0.00275	\$0.00275	\$0.00275

1. Calculating a 3.5% increase in annual total milk production (average over past 10 years)

REVENUE

	Year 1	Year 2	Year 3	Year 4	Year 5
Licence Fees	\$165,000	\$170,775	\$176,752	\$182,938	\$189,341.30
Government Grants/Project ³	\$-	\$25,000	\$25,000	\$25,000	\$25,000
Industry Partnerships ⁴	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Annual General Meeting ⁵	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Seminars	\$-	\$-	\$-	\$-	\$-
Management Course ⁶	\$-	\$-	\$-	\$-	\$10,000
Total Revenue	\$178,000	\$208,775	\$214,752	\$220,938	\$237,341.30

3. This is leveraging \$50,000 on possible cost shared programs

4. Industry Memberships, 10 businesses at \$1,000

5. AGM cost recovery on meals

6. 10 producers per year. Based on employees. Not a top priority and the first 3-4 years

EXPENSES

Board and Committee	\$18,100	\$18,100	\$18,100	\$18,100	\$18,100
Payroll Salary & Benefits	\$34,500	\$69,000	\$69,000	\$70,725	\$72,493
Office Expenses	\$2,785	\$4,585	\$25,085	\$21,285	\$21,285
Promotion & Advocacy	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Marketing	\$-	\$-	\$-	\$-	\$-
Annual General Meeting	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
Projects & Industry Programs	\$25,000	\$50,000	\$50,000	\$50,000	\$50,000
Professional Services	\$10,000	\$6,000	\$5,500	\$5,500	\$5,500
Travel	\$-	\$-	\$7,500	\$7,500	\$7,500
Publications	\$6,000	\$4,200	\$4,200	\$4,200	\$4,200
Membership	\$4,430	\$4,430	\$4,430	\$4,430	\$4,430
Seminars	\$1,000	\$1,500	\$1,500	\$2,000	\$12,500
Total Expenses	\$122,815	\$178,815	\$206,315	\$204,740	\$217,008

PROFIT/LOSS

Profit	\$55,185	\$29,960	\$8,437	\$16,198	\$20,333
Reserve	\$55,185	\$85,145	\$93,582	\$109,780	\$130,113

OPERATING EXPENSES

BOARD AND COMMITTEES

Per Diems ¹	\$14,600	\$14,600	\$14,600	\$14,600	\$14,600
Board Meetings ²	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Hotels ³	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
	\$18,100	\$18,100	\$18,100	\$18,100	\$18,100

1. Per Diem. \$250/day x 8 members x 2 in person meetings + \$150x8x8 virtual meetings & 4 additional days for chair to attend industry/advocacy days.

2. 2 in person meetings/year assume using hotel/caterer

3. 3 Hotel rooms \$250/night x 2 meetings per year

PAYROLL SALARY & BENEFITS

Business Manager	\$30,000	\$60,000	\$60,000	\$61,500	\$63,038
Administration	\$-	\$-	\$-	\$-	\$-
Benefits / Payroll deductions	\$4,500	\$9,000	\$9,000	\$9,225	\$9,456
Total Payroll	\$34,500	\$69,000	\$69,000	\$70,725	\$72,493

OFFICE EXPENSES

Office Rent ¹	\$-	\$-	\$12,000	\$12,000	\$12,000
Utilities & Internet ²	\$-	\$-	\$500	\$500	\$500
Office Supplies ³	\$-	\$-	\$1,200	\$1,200	\$1,200
Office Equipment ⁴	\$-	\$-	\$5,000	\$1,200	\$1,200
Software & Subscriptions ⁵	\$385	\$385	\$385	\$385	\$385
Insurance ⁶	\$-	\$-	\$1,800	\$1,800	\$1,800
Officers and directors insurance ⁷	\$2,400	\$2,400	\$2,400	\$2,400	\$2,400
Miscellaneous ⁸	\$-	\$1,800	\$1,800	\$1,800	\$1,800
Total Office Expenses	\$2,785	\$4,585	\$25,085	\$21,285	\$21,285

1. Year 1 & 2 – No office space required. In Year 3 potential shared space with another group \$1,000/month

2. Monthly: Utilities \$250, Internet \$150, Phone \$100

3. Monthly: \$100

4. Initial Year 3 and then ongoing monthly upgrades/repairs (computer/printer/etc.)

5. Office \$145/year, QuickBooks \$20/month

6. Assume – general liability

7. Officers and Directors

8. Coffee/snacks/décor/unplanned repairs

PROMOTION & ADVOCACY

Farm Show & Promotion	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Branded items	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Total Promotion & Advocacy	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000

MARKETING

Not Budgeted and would depend on programs and funding with processing partners.

ANNUAL GENERAL MEETING

Hall Rental	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Meal	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Speaker	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
Printing	\$500	\$500	\$500	\$500	\$500
Total Annual General Meeting	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000

PROJECTS & INDUSTRY PROGRAMS

Share of Cost Share Projects ¹	\$25,000	\$50,000	\$50,000	\$50,000	\$50,000
Total Projects & Industry Programs	\$25,000	\$50,000	\$50,000	\$50,000	\$50,000

1. Anticipate project funding/cost share starting year 2. Project expenses would be monitored and based on available budget and funding parameters.

TRAVEL

Meals	\$-	\$-	\$2,500	\$2,500	\$2,500
Mileage	\$-	\$-	\$5,000	\$5,000	\$5,000
Total Travel	\$-	\$-	\$7,500	\$7,500	\$7,500

PUBLICATIONS

Graphic/Web Designer ¹	\$3,000	\$1,200	\$1,200	\$1,200	\$1,200
Printing ²	\$2,200	\$2,200	\$2,200	\$2,200	\$2,200
Postage	\$800	\$800	\$800	\$800	\$800
Total Publications	\$6,000	\$4,200	\$4,200	\$4,200	\$4,200

1 Newsletter & Webpage

2. 250 copies, 20 pages printed 2 issues/year

MEMBERSHIP

AAC	\$150	\$150	\$150	\$150	\$150
OFA	\$565	\$565	\$565	\$565	\$565
CFFO	\$565	\$565	\$565	\$565	\$565
CNGF	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
NFU	\$100	\$100	\$100	\$100	\$100
Farm & Food Care	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800
LRIC	\$250	\$250	\$250	\$250	\$250
Total Membership	\$4,430	\$4,430	\$4,430	\$4,430	\$4,430

SEMINARS/MANAGEMENT CLUB

Seminars	\$1,000	\$1,500	\$1,500	\$2,000	\$2,500
Management Club ¹	\$-	\$-	\$-	\$-	\$10,000
Total Seminars/Management Club	\$1,000	\$1,500	\$1,500	\$2,000	\$12,500

1. Model OSMA's Master Shepards Course

PRODUCER SUPPORT

PRODUCER INFORMATION SESSIONS

To ensure transparency and engage all stakeholders in meaningful dialogue, Dairy Goat Farmers of Ontario organized comprehensive information sessions for goat producers across multiple locations including Listowel, Bright, Lindsay, Aylmer, Norwich, and Lucknow. In addition to these in-person meetings, online sessions and individual farm visits were conducted, allowing producers in every region to participate fully. During these sessions, the details of the proposed program, including its structure, anticipated costs, and potential benefits, were thoroughly presented and discussed. This inclusive approach ensured that every producer received clear information and had ample opportunity to provide input and ask questions about the association's plans.

PRODUCER PETITION

To further gauge and formalize producer support, the Dairy Goat Farmers of Ontario initiated a petition titled "Application for an Expression of Opinion Vote on the Creation of the Dairy Goat Farmers of Ontario." This petition was made available to producers in both hard copy and electronic formats, ensuring accessibility for all. At the time the application was submitted, 83 Grade A dairy goat producers had signed the petition. By doing so, they are requesting the Ontario Farm Products Marketing Commission to facilitate an expression of opinion vote, to determine if there is sufficient support to establish a local board representing the province's dairy goat farmers under the Ontario Farm Products Marketing Act.

PRODUCER CONSULTATION

In preparation for the Expression of Opinion Vote on the formation of Dairy Goat Farmers of Ontario (DGFO) as a Board, a series of producer consultation sessions were held across Ontario in November and December 2025. These meetings took place in Wingham, Listowel, Norwich, Lindsay, Vernon, and virtually, ensuring that producers from all regions had the opportunity to participate, ask questions, and share their perspectives. During these sessions, producers raised a wide range of questions and concerns, including topics such as board structure, voting systems, budget transparency, authority of the organization, supply management, licence fees, and the process for creating bylaws and regulations

All feedback received was documented and reviewed. The proposal has been amended to address producer input, clarify areas of concern, and ensure that the final framework reflects the priorities and realities of Ontario's dairy goat sector. This collaborative approach demonstrates DGFO's commitment

to transparency and responsiveness and ensures that producers have a meaningful say in how the organization will be governed.

CONCLUSION

The establishment of the Dairy Goat Farmers of Ontario as a new Board will bring a long-overdue structure, unity, and voice to the province's dairy goat producers. Through responsible governance, strategic investment, and long-term vision, DGFO will build a sustainable, competitive, and resilient sector that benefits producers, processors, and consumers alike.

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APPENDIX

FREQUENTLY ASKED QUESTIONS

What is DGFO?

DGFO is a proposed new Board under the supervision of the Ontario Farm Products Marketing Commission to represent Ontario's dairy goat producers, providing unified leadership, advocacy, and support for the industry.

Why is DGFO needed?

DGFO is needed because Ontario's dairy goat producers lack a unified organization focused solely on their interests. DGFO provides strong representation, advocates for inclusion in government programs, and delivers education and research tailored to dairy goat farms.

Is DGFO a supply management board? What does this mean for producers?

No. DGFO does not control production quotas or guarantee fixed prices for goat milk. The dairy goat industry remains outside supply management, meaning producers continue to operate in an open market without quota restrictions or price guarantees.

Is DGFO seeking full regulatory control over the industry?

No. The sole authority DGFO is seeking is the ability to collect a licence fee from Ontario dairy goat producers. This fee will fund advocacy, education, research, and consumer promotion, similar to other commodity groups. DGFO **will not** regulate production, set prices, or impose quotas; its role is to represent producers and strengthen the industry.

Can DGFO arbitrarily set new authorities or regulations?

No. DGFO cannot create new powers or impose regulations on its own. Its authority is limited to what is granted from the Ontario Farm Products Marketing Commission and the established Plan and Marketing Regulations. DGFO is only seeking the authority to collect a licence fee and carry out advocacy, education, research, and promotion—**not** to regulate production, set prices, or enforce regulations.

How are new regulations or authorities granted to DGFO?

DGFO cannot create new powers on its own. Your Board would be required to consult with the members and any new authority must go through a formal process with the Ontario Farm Products Marketing Commission. This involves submitting a proposal to the Ontario Farm Products Marketing Commission for any proposed changes to authorities. Producers are consulted during this process, ensuring transparency and accountability.

What information can DGFO collect?

DGFO can only collect information necessary to administer its approved mandate. This includes basic production data (litres of milk shipped) for calculating licence fees and contact details for communication with producers.

How will DGFO be governed?

DGFO will be governed by an eight-member board, elected directly from Ontario's Grade A dairy goat producers. The board ensures regional representation through producer committees in the South, West, and North & East regions. In addition, outside non-voting directors may be appointed to bring extra expertise and perspective to the organization.

Is DGFO a government agency?

No. DGFO is not a government mandate or agency. It is a producer-led organization, created and governed by Ontario dairy goat producers themselves. While DGFO seeks recognition as a Board under the supervision of the Ontario Farm Products Marketing Commission, its purpose is to represent producer interests—**not to regulate or enforce government policies**. Decisions and leadership come from within the producer community, not from government officials.

Is DGFO exclusive to one broker or cooperative?

No. DGFO is designed to represent all Grade A dairy goat producers in Ontario, regardless of their marketing channel.

What are DGFO's strategic pillars?

- Advocacy & Representation
- Business Risk Management
- Research & Producer Education
- Consumer Education & Awareness

How will DGFO advocate for producers?

DGFO will represent Ontario dairy goat producers by engaging policymakers, participating in advisory committees, and advocating for inclusion in provincial risk management programs. The organization will work to protect producers from trade and market disruptions, ensuring their interests are considered in agricultural policy decisions.

What risk management tools will DGFO offer?

DGFO will work to develop and support a provincial risk management program in partnership with OMAFA, , to help establish protections against market downturns. Having DGFO as a recognized board is essential for the sector to access and participate in these programs, ensuring producers have the tools and support needed to manage financial risks and stabilize their operations.

How will DGFO support producer education?

DGFO will offer workshops, seminars, accredited management programs, and advisory panels for research and extension.

What will DGFO do for consumer awareness?

DGFO will promote the commodity of Ontario goat milk—much like other agricultural groups—by partnering with processors and retailers, running social media campaigns, and sharing nutritional facts and farmer stories. The goal is to highlight the safe, nutritious, and delicious goat milk produced in Ontario, strengthening consumer trust and demand.

Will DGFO solve all industry challenges immediately?

No. DGFO provides structure, advocacy, and tools, but long-term industry health depends on ongoing producer engagement and collaboration.

What is the licence fee?

The proposed fee is \$0.00275 per litre of goat milk produced (about 0.21% of gross sales). Milk brokers collect the fee, or on-farm processors self-remit.

Are there licence fee exemptions?

Only milk produced in Ontario is subject to the fee. Imported milk is exempt; exported Ontario milk is not.

How will DGFO use licence fee funds?

Funds will support advocacy, education, research, consumer outreach, and responsible governance, guided by a five-year budget framework.

Is DGFO replacing Ontario Goat?

No. DGFO is focused on dairy goat producers only. Ontario Goat will continue to exist as an organization for goat producers in Ontario that choose to become a member.

Does DGFO buy, sell, or process goat milk?

No. DGFO does not buy, sell, or process goat milk. Its role is to represent producers' interests and advocate for the sector.

Is DGFO a profit-driven business?

No. DGFO is a non-profit organization. Licence fees are used to support advocacy, education, research, and governance.

Is DGFO mandatory for all producers?

Yes. DGFO, if formally recognized as a Board under the supervision of Ontario Farm Products Marketing Commission, will require that all Grade A Dairy Goats become a member.

Would Business Risk Management be mandatory for producers?

No. DGFO cannot mandate participation in risk management programs. Its role is to advocate for the creation of a provincial program and provide tools and resources to help producers manage financial risk. Any program developed in partnership with OMAFA would be voluntary, giving producers the choice to participate based on their individual needs. The License fee is not used to fund an BRM

program. The fees associated with a BRM program is paid by those producers that chose to take part in a production insurance program.

Does Business Risk Management keep poor producers in business at the expense of others?

No. Business Risk Management are insurance-based programs that are designed to stabilize income and reduce volatility for producers, not to subsidize inefficiency. These programs provide tools to manage market risks and protect against sudden downturns, helping maintain a healthy and competitive sector. Participation is voluntary, and support is based on production data, not on rewarding poor performance.

What are the long-term benefits?

DGFO aims to build a resilient, profitable, and sustainable dairy goat industry, enhancing producer confidence, consumer awareness, and sector stability.

WHAT DGFO WILL DO AND WHAT DGFO WILL NOT DO

The infographic is divided into two horizontal sections. The top section has a green background and is titled 'WHAT WE DO' in white, bold, uppercase letters. To the left of the text is a white silhouette of a goat facing left. To the right is a bulleted list of four items: 'Advocacy', 'Research', 'Education', and 'Consumer awareness'. The bottom section has a dark red background and is titled 'WHAT WE DON'T DO' in white, bold, uppercase letters. To the left of the text is a bulleted list of four items: 'Supply management', 'Price setting', 'Collect penalties', and 'Create regulations'. To the right of the text is a white silhouette of a goat facing left.