



ONTARIO FARM PRODUCTS MARKETING COMMISSION

Annual Report For Fiscal 2019 – 2020

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Message from the Chair

In 2019/2020, one of the Ontario Farm Products Marketing Commission's (Commission) main priorities was to continue to encourage Ontario's regulated marketing boards and section 12 representative associations to build stronger relationships across their value chains. Although it seems obvious that the health of an industry is dependent on the strength of everyone who contributes to it, including producers, processors and consumers, those key partnerships are often easily overlooked when we are dealing with our day-to-day activities.

By bringing industry players together, whether through Commission chaired industry advisory committee meetings or through board led meetings, we have seen first hand how open, respectful and honest conversations can help not only resolve issues, but can also help find opportunities which may have not been considered before.

We currently live in an extremely fast paced, global economy where what happens on the other side of the world can negatively impact us and our businesses just as quickly as something that happens right here in Ontario. We need to ensure that our partnerships can withstand any negative setbacks, whether they come as a result of trade issues, changes in consumer demands, environmental impacts, diseases and labour shortages.

The Commission is dedicated to its marketing boards and representative associations and we will continue to offer support and advise to ensure that they are performing effectively and succeeding not only today, but also into the future.

In 2019-2020 our team welcomed Brendan McKay as the Commission Secretariat's new director and secretary, and Ralph Dietrich as one of our new Commission members. I feel confident that with our dedicated and diverse team we can keep our regulated marketing system strong, no matter what obstacles come our way.

Jim Clark
Chair
Ontario Farm Products Marketing Commission

Role of the Commission

The Ontario Farm Products Marketing Commission (Commission) is a regulatory agency, without a governing board, established under the authority of the *Ministry of Agriculture, Food and Rural Affairs Act*.

It is directly accountable to the Minister of Agriculture, Food and Rural Affairs (OMAFRA) for its performance in fulfilling its mandate and its compliance with government policies and directives. The Minister, in turn, is accountable to Cabinet and the Legislature for the Commission's fulfillment of its mandate and for reporting on the Commission's affairs.

The Commission provides oversight and leadership to the province's 22 marketing boards and three Section 12 representative associations established under the *Farm Products Marketing Act* (FPMA) and the *Milk Act* (MA). A list of the boards and associations can be found in Appendix I.

Vision:

Dynamic, competitive agri-food sectors

Mission:

Lead, supervise and direct Ontario's regulated marketing system to effectively adapt to change

Mandate:

Advance an effective and accountable regulated marketing system that creates investment confidence and promotes economic growth in Ontario's agriculture and agri-food industries.

Strategic Objectives:

1. Oversee and facilitate marketing board and representative association effectiveness and accountability.
2. Foster enhanced stakeholder collaboration to achieve whole sector solutions.
3. Advocate for Ontario's interests in regulated marketing nationally.

Strategy:

- Administer the FPMA and MA, and the associated legislative and regulatory framework for the regulated marketing system in Ontario.
- Develop and implement regulated marketing policy in collaboration with OMAFRA.
- Oversee marketing boards to ensure that they operate within the powers and authorities delegated to them.
- Provide leadership in the form of advice, facilitation, direction and education to Ontario's marketing boards and section 12 representative associations.

Commission Team

The Commission comprises a chair, vice-chair and five members, all appointed by the Lieutenant Governor in Council.

The diverse membership is made up of producers and processors with a variety of business, industry and commodity experience.

2019-2020 Members

Jim Clark, Chair

First Appointed to the position: June 14, 2017

Appointment Expiry: December 13, 2019

Valerie Gilvesy, Vice Chair

First Appointed to the position: August 17, 2019

Appointment Expiry: August 16, 2022

Bette Jean Crews, Member

First Appointed to the position: April 18, 2012

Appointment Expiry: April 17, 2022

Robert Anderson, Member

First Appointed to the position: May 13, 2015

Appointment Expiry: May 12, 2022

Dan Cohoe, Member

First Appointed to the position: May 27, 2015

Appointment Expiry: May 26, 2022

Cameron McWilliam, Member

Appointed to the position: December 31, 2018

Appointment Expiry: December 30, 2020

Ralph Dietrich, Member

Appointed to the position: May 23, 2019

Appointment Expiry: May 22, 2021

The Commission is also supported by Secretariat staff who provide Commission members with information, administrative support, policy analysis and advice on issues impacting each commodity.

2019-2020 ACCOMPLISHMENTS

Open for Business

Open for Business is a key priority for Ontario's government, with the objective to remove overly prescriptive requirements for businesses, reduce government duplication and overlap, provide clarity to the public, reduce administrative burdens and improve efficiency in order to lower business operating costs and improve Ontario's competitiveness.

As part of this initiative, in 2019, the Commission began the process of eliminating costly and prescriptive requirements for dairy processors, as well as small food service and retail operators, while maintaining food safety standards.

The Commission amended Regulation 761: Milk and Milk Products under the MA in June 2019. The amendments:

- Replaced prescriptive ceiling height requirements with an outcome-based provision to address moisture accumulation on ceilings.
- Removed prescriptive floor drain requirements where there is no risk of liquid accumulation.
- Removed several prescriptive requirements related to equipment capacity.
- Exempted operators of plants from licensing that only use pasteurized milk and milk ingredients to manufacture milk products, and only sell their products directly to consumers (i.e. do not wholesale).

In November 2019, the Commission further amended Regulation 761. These amendments:

- Exempt dairy processors that are constructing or altering a dairy plant that is intended to receive no more than 7,500 litres of milk per day from the requirement to construct an enclosed receiving room and an enclosed tank-truck wash station.
- Require the exempted dairy plants to have a smooth surface that is impermeable to liquids on which the tank truck can park to deliver milk with a means of containing any potential spills that may occur during the normal practice of unloading milk.
- Require the operators of exempted dairy plants to have protections available for the openings into tank-trucks to protect milk from contamination during delivery.

Vegetables for Processing

The processing vegetable sector has experienced some challenges over the past several years, with deteriorating relationships between the Ontario Processing Vegetable Growers (OPVG) and vegetable processors.

On August 16, 2019, Minister Hardeman directed the Commission to develop a new marketing approach for the processing vegetable sector that included direct contracting between processors and tomato growers, and to look at options for other processing vegetables.

In response to the Minister's request, the Commission amended Regulation 440: Vegetables for Processing-Marketing under the FPMA to:

- Allow tomato and carrot producers for each processor to collectively determine whether they wish to negotiate directly with their processor, or to have their agreements negotiated on their behalf by peer producers for each processor (i.e., through a negotiating agency).
- Enhance contract security for tomato and carrot producers by extending the period for notice where a contract is terminated on notice, as these producers tend to make greater, long-term investments in their operations.
- Facilitate more effective conflict resolution for collective tomato and carrot negotiations by introducing a new mediation process

An additional amendment to Regulation 440 was made in January 2020 to update the methodology for determining the minimum annual tonnage that each tomato and carrot processor is required to buy from its producers in the 2020-22 crop years. Under the regulation, the minimum annual tonnage calculation must be based on "contracted" tonnage (the regulation previously referenced "purchased" tonnage).

In January 2020, producers for three out of four of Ontario's major tomato processors voted in favour of negotiating directly with their processor. Carrot producers voted in favour of negotiating through a negotiating agency with their processor.

In addition to the Regulation 440 amendments, the Commission amended Regulation 441: Vegetables for Processing - Plan to update OPVG's board election process by:

- Establishing additional candidate and voter eligibility criteria.
- Establishing a process for appointing a returning officer who is responsible for overseeing all aspects of OPVG's election process, including candidate nominations, ballot distribution, voting and ballot collection.
- Establishing rules to conduct proper candidate nominations, secure and confidential voting and ballot counting, and proper retention of election records.
- Requiring that board elections be conducted by mail and/or electronic means only.

In October 2019, the Commission appointed a returning officer to conduct OPVG's board election. The election was held electronically and OPVG and the Commission each appointed a scrutineer to ensure that the election was conducted in a fair and transparent manner.

Additional amendments were made to Regulation 441 to update the regulation for consistency with modern plan regulations under the FPMA.

The Commission's Strategic Objectives:

1. Oversee and Facilitate Marketing Board and Representative Association Effectiveness and Accountability

The Commission works closely with marketing boards and section 12 representative associations to ensure that they are performing effectively.

This includes monitoring their financial stability, helping them develop and maintain relationships along the value chain, ensuring they adhere to governance best practices, providing guidance during strategic planning and keeping track of marketing system adjustments.

Providing Leadership and Assessing Board Performance

Maintaining open and transparent relationships with its boards is key to the Commission to ensure that boards feel supported and that they operate within the authorities delegated to them.

Working closely with board and association chairs and staff provides the Commission with an opportunity to foster an environment of open communication, where boards can feel comfortable reaching out to the Commission for guidance and support.

Marketing boards and representative associations appear before the Commission at regular intervals for formal reviews in order to report on their activities, strategies and issues. In 2019-20, eleven marketing boards and representative associations appeared before the Commission.

The Commission is working to continuously enhance its oversight and monitoring of board practices. Secretariat staff assess each board annually, which includes a review of:

- Governance practices
- Finances
- Succession planning
- Market overviews
- An analysis of the sector
- The board or associations accountability to its members
- Opportunities for sector growth
- Industry relations
- Key board activities such as research, promotion and marketing

The information gathered during these reviews is used to advise boards on areas of improvement.

The Commission is currently working on developing a more rigorous and standardized board review process and plans to have it in place in 2020.

Ensuring Sound Financial Management

Secretariat staff assess each board's and representative association's financial statements to ensure that they are financially sound and sustainable, and that they have sufficient financial reserves to address potential sector issues.

Long-Term Planning

All boards are expected to have a long-term strategic plan in place outlining their future direction and succession planning.

Annual Board Governance Training

Each year, the Commission provides an annual governance training session designed for new board and representative association members and senior staff.

Eighty-nine per cent of the participants who attended the Commission's April 2018 training session stated that the information provided was informative, comprehensive and met their needs.

Promoting and Supporting Good Governance

The Commission is currently exploring ways to help marketing boards and representative associations better lead their organizations through enhanced governance practices, accountability and transparency.

Regulations that Support the Needs of Boards Today and Tomorrow

The Commission has extensive authority to make, amend or revoke regulations under the FPMA and MA to help support producers, processors, consumers and Ontario's agri-food sector as a whole. As part of this authority, the Commission also monitors boards to ensure that they are adhering to the authorities delegated to them.

By means of regulation, the Commission delegates certain authorities to regulated marketing boards. These authorities vary considerably among the different boards and may include powers to:

- Promote their commodity
- Provide marketing information to their producer-members
- Directly fund production and market research, or co-ordinate it from other sources
- Participate on industry advisory committees (IAC)
- Negotiate the minimum price that will be paid to producers and/or other terms and conditions of sale
- Set the price that will be paid to producers of a specific commodity; and/or
- Determine how much each farmer can produce and/or market through production quotas

By working closely with boards, the Commission is able to create and amend regulations in order for them to succeed in today's global economy.

Regulation Amendments

The Commission supports a regulatory environment that provides for the needs of its boards as well as the needs and interests of the value chain.

Posting proposed regulation amendments on Ontario's Regulatory Registry for public comment allows the Commission to gather feedback and input from those most affected by the regulations. All comments received are considered before any final amendments are made.

2019-20 Regulation Amendments Under the *Farm Products Marketing Act*:

Regulation 396: Broiler Hatching Eggs and Chicks—Marketing

March 10, 2020: The amendments establishes the Broiler Hatching Egg and Chick Industry Advisory Committee. Members of the committee include appointees of the Ontario Broiler Hatching Egg and Chick Commission (OBHECC), the Chicken Farmers of Ontario (CFO), the Association of Ontario Chicken Processors (AOCP) and a Commission-appointed chair.

Regulation 440: Vegetables for Processing—Marketing

February 5, 2020. The amendments, which were requested by OPVG and the Ontario Fruit and Vegetable Processor Association, adjust the methodology used to determine the minimum annual tonnage that a processor will purchase from an associated producer of processing carrots or tomatoes for the 2020-22 crop years.

The methodology used to determine the minimum annual tonnage was amended so that processors and producers use contracted tonnage in place of purchased tonnage.

Regulation 440: Vegetables for Processing—Marketing:

December 11, 2019. The amendments allow tomato and carrot producers for each processor to:

- collectively determine whether they wish to negotiate directly with their processor, or to have their agreements negotiated on their behalf by peer producers for each processor (i.e., through a negotiating agency).
- Enhance contract security for tomato and carrot producers by extending the period for notice where a contract is terminated on notice, as these producers tend to make greater, long-term investments in their operations.
- Facilitate more effective conflict resolution for collective tomato and carrot negotiations by introducing a new mediation.

Regulation 439/10: Hogs—Marketing

November 14, 2019. The amendments provide Ontario Pork with authority to licence producers who transfer Ontario hogs outside of the province through inter-farm transfers, without sale, and to collect licence fees on those animals

Regulation 441: Vegetables for Processing–Plan

October 11, 2019. The amendments update OPVG's elections process by:

- Establishing additional candidate and voter eligibility criteria.
- Establishing a process for appointing a returning officer who is responsible for overseeing all aspects of OPVG's election process, including candidate nominations, ballot distribution, voting and ballot collection.
- Establishing rules to conduct proper candidate nominations, secure and confidential voting and ballot counting, and proper retention of election records.
- Requiring that board elections be conducted by mail and/or electronic means only.

The amendments also remove references to outdated statutes and updated the wording of certain provisions so that they are consistent with other plan regulations.

Regulation 418: Greenhouse Vegetables–Marketing

August 26, 2019. The amendments include:

- Realignment of greenhouse vegetable growing districts.
- Adding requirements that limit the group of individuals that may be designated to vote and hold office on behalf of non-individual producers
- Prohibiting individuals from being elected to the board, for a specified period, who have been convicted of offences under specified legislation or have received a penalty from the local board for non-compliance with the FPMA or regulations.

2019-20 Regulation Amendments Under the Milk Act:

Regulation 761: Milk and Milk Products

November 29, 2019. The amendments:

- Exempt dairy processors that are constructing or altering a dairy plant that is intended to receive no more than 7,500 litres of milk per day from the requirement to construct an enclosed receiving room and an enclosed tank-truck wash station
- Require the exempted dairy plants to have a smooth surface that is impermeable to liquids on which the tank truck can park to deliver milk with a means of containing any potential spills that may occur during the normal practice of unloading milk.
- Require the operators of exempted dairy plants to have protections available for the openings into tank-trucks to protect milk from contamination during delivery.

Regulation 761: Milk and Milk Products

June 21, 2019. The amendments:

- Replace prescriptive ceiling height requirements with an outcome-based provision that addresses moisture accumulation on ceilings.
- Remove prescriptive floor drain requirements where there is no risk of liquid accumulation.
- Remove several prescriptive requirements related to equipment capacity.
- Exempt operators of plants from licensing where the plant only uses pasteurized milk and milk ingredients to manufacture milk products; and only sells those products directly to consumers (i.e. do not wholesale).

Negotiated Agreements

Each year, the Commission is required to bring agreements or arbitrated awards under the FPMA into force.

In 2019-20, forty-five negotiated agreements and one arbitrated award were brought into force for processing grapes, processing vegetables, chicken, seed corn, potatoes, soybeans, apples and tomato seedlings.

All agreements were brought into force by the Commission within three months of receipt of the signed agreements.

In 2019-20, all but one negotiating agency were able to reach agreement without the need of arbitration.

Processor Licences

Under the FPMA, the Commission has the authority to issue licences to processors of grapes for processing, asparagus, potatoes, tender fruit and vegetables for processing, as well as dealers of seed corn.

All processor and dealer licences were considered by the Commission within three months of receiving a completed application.

In 2019-20, the Commission issued 46 processor licences.

Commodity	Licences issued or reissued during the 12 months ending March 31		Total Licences as of March 31
	2020	2019	2020
Asparagus	0	2	2
Grapes	35	42	294
Potatoes	1	3	22
Tender Fruit	8	6	55
Processing Vegetables	1	1	16
Seed Corn	1	0	6
Total	46	54	395

2. Foster Enhanced Stakeholder Collaboration to Achieve Whole Sector Solutions

By providing stakeholders with opportunities to work together and provide their input, the Commission is helping improve communication, collaboration and relationships along the value chain, including relationships between producers, processors, retailers, and government.

The Commission encourages boards and stakeholders to work collaboratively in an open and transparent fashion to achieve sector solutions.

Stakeholder Consultations

The Commission strongly encourages its boards and representative associations to work closely with their grower members and stakeholders on initiatives that benefit their industries.

The feedback that the Commission receives through stakeholder consultations, regulatory registry postings, correspondence and expression of opinion votes, provides invaluable industry perspectives.

In 2019, the Commission held six in-person stakeholder consultation sessions related to proposed Regulation 761 amendments.

Industry Advisory Committees

Through IAC meetings, stakeholders are encouraged to speak freely about the issues that they are facing in order to enhance communication along the value chain and maximize market opportunities. This collaborative approach often results in industry led solutions which the sector may be facing.

In 2019-20, the Commission chaired 15 IAC meetings

Industry Engagement

Regular engagement between the Commission and its boards and representative associations ensures that Commission members and staff are aware of issues impacting the sector. It also allows the Commission to build stronger relationships, trust and collaboration across the value chain.

In 2019-20, fourteen presentations were provided to the Commission by various stakeholder groups on issues and opportunities impacting their industries.

Commission members and/or staff attend all marketing board and representative association annual general meetings, as well as various conferences, farm shows, district meetings and board meetings to ensure that the Commission is informed of the successes and challenges facing Ontario's regulated marketing sector.

3. Advocate for Ontario's Interests in Regulated Marketing Nationally

The Commission's goal is to support a regulated marketing system that promotes and meets the needs of Ontario's entire agri-food sector, its growers, processors and consumers.

Supporting Ontario's Growth Initiatives

The Commission works with the supply managed sectors to develop strategies to maintain and increase Ontario's share of the national allocation.

During formal reviews, the Commission asked boards to provide updates on their growth initiatives and strategies and to provide advice on how to pursue potential opportunities to increase production.

As a result of the 2014 Differential Growth Agreement, Ontario's share of the national allocation of chicken continued to grow in 2019-20. The national allocation of the remaining supply managed commodities was maintained.

Promoting Ontario's Interests Nationally

As a signatory to federal, provincial and territorial agreements on supply managed commodities, the Commission strives to support national systems that are responsive to changing business and demographic needs, while continuing to serve Ontario's economic interests.

The Commission works closely with its stakeholders and OMAFRA, to stay aware of national and international trade issues impacting supply managed commodities.

In 2019-20, Commission representatives attended ten national commodity meetings in support of Ontario's supply managed commodities.

Supply managed boards were encouraged to take a value chain approach, to provide a united voice and position during national discussions.

The Commission also encouraged the non-supply managed boards with national organizations to focus on developing a stronger presence at their national tables to ensure value for money at the national level.

Financial Performance

The Commission's resource requirements (staffing and financials) are absorbed by OMAFRA and are incorporated into the ministry's business plans and financial statements, which are subjected to review by the Auditory General of Ontario.

During the 2019-20 fiscal period, OMAFRA allocated \$427,000 for the Commission's direct operating expenditures. As a result of a significant budget decrease from previous years, at fiscal year end, the Commission's operating expenditures were \$30,923 over its allocated budget. The work of the Commission is largely issues driven, therefore the increased spending is a result of managing multiple issues within the various regulated marketing sectors. The decreased spending in Supplies and equipment was attributed to the OPS wide initiative of "One-Phone" eliminating the need for Centrix phones.

2019-2020 Direct Operating Expenditures

Commission Direct Operating Expenditures	2018-19 Ministry Expenditures	2019-20 Ministry Allocation	Actual Expenditures to March 31, 2020	Variances Between Allocation and Expenditures
Transportation and Communications	\$48,527	\$55,000	\$51,871	\$3,129
Services	\$274,142	\$357,000	\$400,422	\$-43,422
Supplies and Equipment	\$9,185	\$15,000	\$5,631	\$9,369
Total	\$331,854	\$427,000	\$457,923	\$-30,923

*Changes in reporting: the Commission's resource requirements (staffing and financials) which are absorbed by OMAFRA, have been excluded.

Agency Accountability

As the Commission is a provincial agency under OMAFRA, it must comply with the Agencies and Appointments Directive. 2019-20 agency accountability performance targets and results are detailed in Appendix III.

Signature

I approve and submit this 2019-2020 Annual Report for the Ontario Farm Products Marketing Commission.

Amy Cronin, Chair
Ontario Farm Products Marketing Commission

Date

Appendix I: Boards and Associations as of March 31, 2020

Marketing Boards

The MA provides authority to one marketing board, the Dairy Farmers of Ontario,

that regulates milk and cream in the province.

The FPMA governs Ontario's remaining twenty-one marketing boards, as well as three representative associations designated under Section 12 of the Act. These include:

- Asparagus Farmers of Ontario
- Berry Growers of Ontario
- Chicken Farmers of Ontario
- Egg Farmers of Ontario
- Grain Farmers of Ontario
- Grape Growers of Ontario
- Ontario Apple Growers
- Ontario Bean Growers
- Ontario Broiler Hatching Egg and Chick Commission
- Ontario Flue-Cured Tobacco Growers' Marketing Board
- Ontario Fresh Grape Growers' Marketing Board
- Ontario Greenhouse Vegetable Growers
- Ontario Pork Producers' Marketing Board (Ontario Pork)
- Ontario Potato Board
- Ontario Processing Vegetable Growers
- Ontario Sheep Marketing Agency (Sheep Farmers of Ontario)
- Ontario Tender Fruit Growers
- Ontario Tomato Seedling Growers' Marketing Board
- Seed Corn Growers of Ontario
- Turkey Farmers of Ontario
- Veal Farmers of Ontario

Section 12 Representative Associations

- Flowers Canada (Ontario) Inc.
- Ontario Canola Growers' Association
- Ontario Ginseng Growers' Association

Appendix II: 2019-2020 Strategic Objectives: Performance Measures

1. Ensure the Effective Performance of Marketing Boards

Strategic Objective #1 Ensure Effective Performance of Marketing Boards
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Strategies	Implementation	Measure of Success/ Performance Target	Results
Provide leadership to Ontario's regulated marketing sector	Ensure that the Commission operates in an open and transparent fashion	Transparency is demonstrated through the publishing of the Commission's governance documents online and posting proposed regulation amendments on Ontario's Regulatory Registry for public comment	Proposed regulatory changes were posted on Ontario's Regulatory Registry for a 45-day public comment period
	Provide advice, facilitation and direction to Ontario's marketing boards and section 12 representative associations	Advice and/or direction is provided to marketing boards and representative associations as required	Advice and/or direction was provided to marketing boards and representative associations as needed
	Clearly communicate Commission's expectations to boards about the authorities granted to them.	Boards understand the Commission's expectations of them, including the authorities and powers granted to them.	After each board's appearance before the Commission, a letter was sent to the board providing feedback, outlining the Commission's expectations and/or providing advice - 11 letters were sent in 2019-20
	Investigate and mediate disputes, including provisions for facilitation/ negotiation/ arbitration and conduct hearings if necessary	Disputes are investigated, and when necessary facilitation, negotiation or arbitration is provided	The Commission invited CFO and AOCF to consultations to present their proposed chicken cost of production formula elements when they were unable to reach an agreement on how the formula should be updated
	Negotiated agreements between producers and processors and arbitrated awards are brought into force by the Commission	Negotiated agreements and awards between boards and processors are brought into force within three months of receipt of the signed agreement	The Commission brought into force a total of forty-five negotiated agreements and one arbitrated award into force within three months of receipt of the signed agreement
	Administration of the licensing program for processors of grapes, vegetables, potatoes, asparagus, and tender fruit, and for dealers of seed corn	Processor and dealer licences are considered by the Commission within three months of receipt of a completed application	The Commission issued 46 processor licences for processing grapes, processing vegetables, potatoes, tender fruit and seed corn All applications were considered by the

Strategic Objective #1 Ensure Effective Performance of Marketing Boards			
Strategies	Implementation	Measure of Success/ Performance Target	Results
			Commission within three months of receipt.
Monitor effectiveness of boards and assess their performance	Enhance the Commission's oversight and monitoring practices of marketing boards and representative associations	Develop a robust assurance framework to ensure boards are operating appropriately and within their delegated authorities	A certificate of assurance framework was developed which includes a new annual board assessment template which has been implemented
Ensure boards demonstrate sound financial management	Assess the annual financial statements of all boards and associations, including reviews of financial reserve policies, trends and financial ratios	Boards and representative associations are financially sound, sustainable and have a sufficient financial reserve to address potential sector issues	Annual assessments of financial statements and financial reserves were completed by staff for all boards and representative associations.
Encourage boards to engage in long term planning	The Commission encourages boards to have a strategic plan in place to provide direction and context to their decision making and actions	Boards are asked to provide the Commission with a copy of their strategic plan and Commission direction is provided when necessary	All boards were encouraged through reviews and discussions with Commission members and Secretariat staff to have a current strategic plan in place Advice was provided to boards that required additional support
	The Commission encourages boards to strive towards diversity in their membership	The boards are encouraged to have a diverse membership i.e. size of operation, age, gender, experience, ethnicity etc.	During the board review process, the board members were encouraged to support diverse candidates for future elections to the board
	The Commission encourages boards to develop succession plans for their organizations	Boards are encouraged to demonstrate succession planning efforts and assistance is offered as necessary	During the board review process, boards outlined their succession plans and advice was offered when necessary
Creation of a regulatory environment that supports the needs of the regulated marketing	Review of board regulations to ensure authorities meet the needs of the board and/or the industry	Number of regulations reviewed to address the needs of the board and/or the industry.	As part of the Ontario government's Open for Business initiative, two amendments were made under the MA.
	Pursue regulation	Number of regulations	Seven regulations were

Strategic Objective #1 Ensure Effective Performance of Marketing Boards			
Strategies	Implementation	Measure of Success/ Performance Target	Results
boards	amendments to meet industry and market needs	amended to meet industry and market needs	amended at the request of marketing boards or to better serve the needs of the industry
	Ensure boards are acting within the authorities granted to them through regulation	Review of board activities to ensure they are adhering to the authorities delegated to them	Board activities were reviewed to ensure they were operating within their authorities
	Develop regulations to support new commodities within the regulated marketing system	Number of new regulations created to support commodity additions to regulated marketing	No new commodities were added to the regulated marketing system
Provide training to boards and representative associations	Commission annual governance training session	All new board members and senior staff are encouraged to attend the Commission's annual governance training session	Annual training session was held on April 5, 2019 25 board members and senior staff attended the session
		Participants are satisfied with the session	Eighty-five per cent of participants stated that they were satisfied with the session Attendees reported that the information was relevant and appropriate to their needs
Commission is knowledgeable about regulated marketing and factors influencing the system	Attracting experienced, knowledgeable industry experts to join the Commission	The breadth of knowledge and experience of Commission members	Commission membership is representative and demonstrates a wealth of knowledge and experience
	Commission membership demonstrates the Commission's commitment to diversity	The diversity of the Commission members is demonstrated as it relates to different types of commodity experience, gender, producer and processor experience	The Commission includes both female and male producer and processor representatives with a wealth of varied commodity experience
	Commission members have the necessary skills, knowledge and expertise to make well informed decisions	A Commission member training plan is developed and implemented	A Commission member training plan is in the development stage

Strategic Objective #1 Ensure Effective Performance of Marketing Boards			
Strategies	Implementation	Measure of Success/ Performance Target	Results
	Commission members are informed of industry issues and understand the market context for the various commodities	Commodity information is provided to the Commission members by Secretariat staff to ensure the members are well informed on issues impacting each industry	Weekly and monthly commodity reports were provided to the members
	Secretariat staff have the necessary skills, knowledge and expertise to support the Commission, boards and representative associations	Commission Secretariat training plans are developed and implemented	Commission Secretariat training plans were developed and staffing capacity issues were addressed
	Commission members and Secretariat staff expertise is retained within the Commission to continue operations during times of transition	A succession plan for members and staff is developed and implemented	A members and staff succession plan is currently being developed

2. Foster Enhanced Stakeholder Collaboration to Achieve Sector Solutions

Strategic Objective #2 Foster Enhanced Stakeholder Collaboration to Achieve Sector Solutions			
Strategies	Actions/Implementation	Measure of Success/ Performance Target	Results
Provide leadership to facilitate stakeholder collaboration	The Commission provides opportunities to bring stakeholders together to achieve sector solutions	Commission provides facilitated discussions to promote collaboration among stakeholders	Several facilitated discussions were held
	Utilize IAC meetings to enhance communication along the value chain, to solve industry issues and	Number of IAC meetings held annually	Fifteen IAC meetings were held
		An expansion of IAC	

Strategic Objective #2 Foster Enhanced Stakeholder Collaboration to Achieve Sector Solutions			
Strategies	Actions/Implementation	Measure of Success/Performance Target	Results
	take advantage of market opportunities	membership	
	Encourage boards to collaborate with processors and other value chain members	Boards consulted with relevant stakeholders	During the formal board reviews the boards outlined their consultation efforts with their stakeholders and value chain partners on various initiatives
Stakeholder Consultations	Commission encourages boards and representative associations to consult with members and stakeholders to determine support for various initiatives	The Commission encourages industry consultations, particularly if boards or representative associations are seeking Commission support on an initiative	Boards demonstrated that they had engaged their stakeholders prior to seeking the Commission's support on initiatives
	Commission demonstrates the value of stakeholder input on various initiatives	The Commission hosts consultation sessions to garner stakeholder feedback when necessary	The Commission held six stakeholder consultation sessions related to the Regulation 761 amendments
	Commission demonstrates their support for stakeholder consultation	Commission website is used as a tool to share information with stakeholders and the public	The Commission expanded the use of its website to better communicate with stakeholders and the public
Increase inter-board networking and relationship building	Commission encourages boards and representative associations to collaborate with others on issues of joint concern	Demonstrated collaboration	Several boards demonstrated collaboration
	Boards are encouraged to look to others for examples of best practices.	Boards utilize existing models for application in their own sector.	Boards utilized existing models for application in their own sector
	Commission encourages boards to seek opportunities for inter-board networking and relationship building	Demonstrated engagement and collaboration with other boards	Boards demonstrated engagement and collaboration with other boards in areas such as jointly funded consultations, research projects and/or the pooling of resources
Engagement	Regular engagement	Number of stakeholder	Twenty-three stakeholder

Strategic Objective #2 Foster Enhanced Stakeholder Collaboration to Achieve Sector Solutions			
Strategies	Actions/Implementation	Measure of Success/Performance Target	Results
with industry.	with the value-chain ensures that the Commission is aware of issues impacting the industry and allows the Commission to build relationships across the value chain to foster collaboration	events attended by Commission members and/or Secretariat staff	events were attended by Commission members and/or Secretariat staff
	Demonstrated industry involvement through member and/or staff attendance at annual general meetings (AGM), district meetings, board meetings etc. creates increased awareness of industry issues	Number of AGMs attended by Commission members and/or Secretariat staff	All board and representative association AGMs were attended by Commission members and/or Secretariat staff.
	Have stakeholder groups attend Commission meetings to provide insights into the agri-food industry and to provide the Commission with a fulsome perspective on issues	Stakeholder groups appear before the Commission	Fourteen Commission meetings were attended by stakeholder groups, Commission members, Secretariat, & Ministry staff , or third party advisors to provide insights on a variety of issues
Encourage industry to be proactive in developing sector solutions	The Commission encourages boards and stakeholders to work collaboratively to achieve sector solutions	Demonstrated achievement of a sector solution by industry	During board reviews the Commission encouraged boards to collaborate with stakeholders to achieve sector solutions

3. Advance Ontario's Interests in Regulated Marketing

Strategic Objective #3 Advance Ontario's Interests in Regulated Marketing
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Strategies	Actions/Implementation	Measure of Success/Performance Target	Results
Support Ontario's growth initiatives	The Commission works with the supply managed sectors to develop strategies to maintain and/or increase Ontario's share of national allocation	Ontario's share of national allocation of supply managed production is maintained or increased over time	Ontario's share of national allocation of supply managed production was maintained, except for chicken where growth was achieved
	The Commission encourages boards to pursue growth opportunities	During formal board reviews boards are asked to report on their growth initiatives/ strategies	Boards were asked how they intended to support growth in their sector and advice was provided
Promote Ontario's interests at the national level	Encourage industry players to develop a value chain approach to provide a united position at national discussions	All supply managed commodities are encouraged to develop a value chain approach when dealing with national issues	All supply managed commodities utilized a value chain approach when dealing with national issues
	Support regulated marketing in Ontario by considering the needs of the entire value chain	Commission encourages its boards to work at the national level to address the needs of the value chain	In discussions with supply managed boards, the Commission continued to reiterate the position that Ontario needs a strong presence at the national table with the objective of securing a larger share of national production for the province. Commission representatives attended ten national commodity meetings
	Encourage boards to strengthen non-supply managed national organizations and ensure value for money at the national level.	Strategic alliances are built with federal/ provincial/ territorial counterparts to support non-supply managed organizations	Non-supply managed boards were encouraged to develop strategic alliances with their federal counterparts, where these counterparts exist
	Advise and consult with national agencies on issues related to federal-provincial agreements, to make them more flexible and market responsive	Policy decisions made, and regulatory changes implemented to adapt to the needs of an evolving marketplace	Regulatory amendments were made under the MA
	Commission is aware of national and international	Commission is aware of national and international	Ministry provided monthly updates to the Commission

Strategic Objective #3 Advance Ontario's Interests in Regulated Marketing			
Strategies	Actions/Implementation	Measure of Success/Performance Target	Results
	trade issues impacting the supply managed commodities and advocates support of regulated marketing and supply management	trade issues	regarding trade deals and the potential impacts to supply managed boards
Assist in the creation of marketing boards and/or Section 12 designations	Provide advice and assistance to producer groups that wish to create a marketing board or representative association under the FPMA	Expansion of regulated marketing to additional farm products through the creation of a new board or representative association	Advice was provided to two agricultural sectors on the process of becoming a marketing board under the FPMA, with information was provided on the expression of opinion vote process
	Conduct expression of opinion votes to determine producer support	Conduct expression of opinion votes to determine producer support	No votes were held.
Consider consumer interests	Consider consumer needs when making policy decisions/ regulation amendments	Post proposed regulation amendments on Ontario's Regulatory Registry for public comment	Five proposed regulation amendments were posted on Ontario's Regulatory Registry for public comment

Appendix III: 2019-2020 Agency Accountability Performance Targets

The Commission is a non-board governed provincial agency under the Agencies and Appointments Directive (AAD). The chart below identifies the annual compliance requirements under the AAD, as well as the Commission's increased collaboration with OMAFRA.

Goal	Actions and Implementation	Measure of Success and Performance Target	Results
Compliance with the AAD	Annual three-year business plan	Submit business plan to OMAFRA's Minister by the deadline provided by the Ministry and post a copy of the plan on the Commission's website	Submitted for approval
	Annual Report	Submit annual report to the Minister by the deadline and post a copy of the report on Commission's website	In progress
	Ministry Risk Assessments	Submit quarterly assessments to OMAFRA by the deadlines	Completed
	Emergency Management plan (BSEP)	Submit updated BSEP to OMAFRA by the deadline	Completed
	Accessibility for Ontarians with Disabilities Act (AODA) compliance report	File an AODA compliance report by the deadline	Completed
	Commission and Minister MOU	Revise MOU between the Commission chair and the Minister for compliance with applicable legislation, directives and policies	In development
	Mandate Review	Review mandate as required (every seven years) under the AAD	Completed
Increase collaboration with ministry	Commission and ministry collaboration	Increase collaboration between Commission and OMAFRA	On-going
Client Service	Response to client requests or complaints	Client response target is within two business days	Achieved

