



ONTARIO FARM PRODUCTS MARKETING COMMISSION

Annual Report 2022 - 2023

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1. Message from the Chair

In 2022-23, the Ontario Farm Products Marketing Commission (“the Commission”) continued to make significant strides in its commitment to become a best-in-class regulator.

Over the past year, we placed a special emphasis on continuous improvement and leading by example, dedicating our time and resources to address opportunities to enhance clarity of the Commission’s expectations with the boards and associations it supervises.

- We commissioned a review of our governance with the help of an external consulting firm that validated the strength of the working relationships that exist between the Commission leadership, local boards, marketing boards and representative associations, the ministry and the Minister. We take pride in ensuring a professional, transparent, unbiased and trustworthy approach to our work, and to ensure decisions are made in the best interest of the industry.
- This review also identified a number of opportunities where the Commission could clarify roles and responsibilities of all parties involved in the regulated framework, develop or enhance policies and processes that will build confidence and trust within the sector and, finally, review and strengthen the performance measures used to measure, monitor and communicate the impacts of our work.
- We are encouraged by this review and look forward to advancing efforts to address these and other areas as we strive to serve the regulated marketing sector in Ontario.

The Commission was also active this past year, working with our boards on a number of regulatory amendments that will help the sector thrive for years to come. Many of the amendments that were approved modernize industry practices, reduce burden and position these sectors for future growth. It is our mandate to continue to reflect on the regulations in place, ensure they function to support industry’s evolving needs while also ensuring they support the needs of multiple parties along their respective value chains.

As part of our dedication to continuous improvement, the Commission has committed time to professional development, ensuring that both experienced and new Commission members have the opportunity to engage in learning opportunities to enhance their skill sets and knowledge, better enabling them to make the decisions that are necessary to move regulated marketing sectors forward in the province of Ontario.

Finally, the Commission continues to focus on further strengthening its external and internal relationships, to empower boards and associations to better understand, and adhere to, their delegated authorities. We seek out opportunities to provide guidance and advice, but allow the boards and associations the opportunity to take ownership of their initiatives, proactively consult with their memberships and encourage the development of industry solutions to challenges or opportunities presented. This approach generates trust, builds confidence and forms collaborative working relationships that yield premium results. Internally, we have worked to ensure greater alignment and collaboration with the Ministry of Agriculture, Food and Rural Affairs and our relationship with the Minister of Agriculture, Food and Rural Affairs continues to be as strong as ever.

Sustaining these partnerships will be critical as we jointly strive to ensure that the regulated marketing system works effectively and provides for the sustainability and growth of the sector in the province of Ontario.

Amy Cronin
Chair, Ontario Farm Products Marketing Commission

2. Role of the Commission

The [Ontario Farm Products Marketing Commission](#) (Commission) is a non-board-governed regulatory agency established under the authority of the *Ministry of Agriculture, Food and Rural Affairs Act* (MAFRAA), and exercises the powers given to it under the *Farm Products Marketing Act* (FPMA), the *Milk Act* (MA) and O. Reg. 68/98 under the *Commodity Boards and Marketing Agencies Act* (CBMA).

As a non-board-governed regulatory agency, the Commission is authorized to make independent regulatory decisions. It reports, and is directly accountable, to the Minister of Agriculture, Food and Rural Affairs (Minister). The Minister, in turn, is accountable to Cabinet and the legislature for the Commission's fulfillment of its legal authority and for reporting on the Commission's affairs.

Based on the authorities provided to the Commission, the Commission summarizes its mandate as follows:

The Commission works to help drive the province's [regulated marketing system](#) forward. This is done to enable prosperous, thriving and dynamic agri-food industries within Ontario's economy, and to promote investment confidence.

This is done by:

- (a) Administering the provisions of the FPMA and the MA and certain regulations governing regulated marketing, making regulations under these acts governing regulated marketing and overseeing the activities of Ontario's local boards, [marketing boards](#) and [section 12 \(of the FPMA\) representative associations](#) to ensure that:
 - (a) Local boards and marketing boards operate within the powers and authorities given to them; and,
 - (b) the lines of accountability are maintained.
- (b) Fostering enhanced stakeholder collaboration to achieve whole sector solutions through [Industry Advisory Committees \(IACs\)](#), and by advocating for Ontario's interests locally, nationally and globally.
- (c) Providing leadership and education in the form of advice, facilitation and direction to Ontario's local boards, marketing boards and section 12 representative associations in order to increase the effectiveness and efficiency of the regulated marketing system.
- (d) Directing the development and implementation of policy or regulations related to regulated marketing in Ontario in consultation with the Minister and ministry.

Vision: Prosperous, Thriving, Dynamic Agri-Food Sector

The Commission works to help drive the province's regulated marketing system forward, enabling the agri-food sector to be successful in the marketplace. Passionate about supporting our stakeholders and growing the sector through the regulated marketing system, the Commission is focused on bringing Ontario food products to the tables of consumers, locally and globally.

As a regulator, the Commission actively listens to the diverse needs of the boards and associations it oversees, as well as of each regulated marketing sector's value chain partners. It conscientiously brokers progressive, whole-sector solutions for this dynamic and competitive industry. The Commission works diligently to build respect, trust and collaboration between all commodity groups, producers, processors, buyers, and their stakeholders.

Mission: Supporting the growth of Ontario's agri-food value chains so they are robust, creative and adaptive to change

Working with our sector partners, the Commission provides oversight and authority to Ontario's regulated marketing system in order to enable whole sector solutions that lead to a more robust sector and economy.

Core Values/Guiding Principles

- Lead by example
- Strive for excellence
- Build and reinforce trust
- Whole-chain perspective

3. Commission Team

The Commission comprises a chair, vice-chair and five members, all of whom are 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.

2022-23 Members (as of March 31, 2023)

Amy Cronin, Chair

First appointed to the position: May 07, 2020

Appointment expiry: May 06, 2025

Valerie Gilvesy, Vice Chair

First appointed to the position: August 17, 2017

Appointment expiry: August 16, 2025

Robert Anderson, Member

First appointed to the position: May 13, 2015

Appointment expiry: May 12, 2025

Dan Cohoe, Member

First appointed to the position: May 27, 2015

Appointment expired: May 26, 2022

Bette Jean Crews, Member

First appointed to the position: April 18, 2012

Appointment expired: April 17, 2022

Ralph Dietrich, Member

First appointed to the position: May 23, 2019

Appointment expiry: May 22, 2024

Cameron McWilliam, Member

First appointed to the position: December 31, 2018

Appointment expiry: December 30, 2023

William George, Member

First appointed to the position: April 7, 2022

Appointment expiry: April 6, 2024

The Commission is supported by the [Ontario Farm Products Marketing Commission Secretariat](#) (“the Secretariat”) who provide Commission members with administrative support, advice, information and policy analysis on issues impacting each commodity.

4. The Commission’s Strategic Measures of Success

The Commission has developed several measures of success to help articulate desired strategic outcomes and provide direction to help inform its approach and activities. The measures are linked to, and align with, the performance targets and performance measures outlined in the 2023-26 business plan and discussed later herein.

Stakeholder Focused:

- The Commission’s oversight and activities are valued by the local boards, marketing boards and section 12 representative associations, as well as associated value chain stakeholders.
- The Commission’s focus on goals and objectives leads to efficient and transparent decisions.

- The Commission's decisions can be efficiently communicated to stakeholders with a clear understanding of the goals, responsibilities and authorities of the Commission.
- The Commission's involvement leads to enhanced regulation, solutions and outcomes that enable and promote success in the sector.
- More sector-wide value-chain collaboration develops through encouraging and utilizing IACs.
- The Commission earns stakeholder trust through its transparent communication and information sharing.
- Commission information is available online with appropriate access to enable stakeholders and the public to find pertinent information easily.

Best in Class Regulator:

- The Commission evaluates its tools, processes and mandated functions on a regular schedule to determine the most productive and effective methods to achieve its goals. On completion of the evaluation, adjustments are created, and the new procedures are put into use. Histories of adjustments to processes are maintained for a record of progress.
- The strategic plan of the Commission is reviewed annually.

Professional Team:

- The Commission increases collaboration with the Minister, Ministry of Agriculture, Food and Rural Affairs (OMAFRA) and, through OMAFRA, other ministries to enable whole-sector approaches.
- The Commission provides resources, training and coaching to strengthen leaders.
- The Commission regularly and objectively evaluates its operations and performance.
- All stakeholders in the regulated sector value chain increasingly understand the value provided by our professional team.

Efficient, Effective and Creative Team:

- The Commission's unique position in the sector and with the ministry is leveraged for positive results.
- Established, high-functioning, collaborative value-chains that respect a variety of approaches.
- The successes of the Commission, as well as Ontario's regulated stakeholders and value chain partners, are recognized.

5. 2022-23 Accomplishments

A Return to a New Normal

During 2022-23 the Commission faced no unusual challenges in carrying out its activities and fulfilling its legal authorities, and it continued to work successfully in a hybrid environment:

- The typical two days of monthly Commission meetings transitioned to regularly include one virtual day and one in-person day.
- The chair and the secretary/director continued to meet virtually with their stakeholder counterparts in a number of leadership meetings held throughout the year.
- IAC meetings continued to be held at a pre-pandemic pace.
- Commission members and Secretariat staff attended local boards', marketing boards' and representative associations' annual general meetings, industry meetings and other events, which were held using a mix of virtual, in person and hybrid models.

Supporting the Regulated Marketing Sector

Some key highlights of the Commission's work to support the sector include:

- Supported the evolution of the greenhouse vegetable, dairy and grains sectors by making regulation amendments to address key issues within those sectors.
- Held an Expression of Opinion vote of ginseng producers to determine the level of producer support for the creation of a local board for ginseng.
- Enabled the tomato seedling, potato and chicken sectors to respond to the needs of the industry by ordering the renegotiation of agreements.
- Supported the processing vegetable sector by appointing arbitration panels to resolve disputes between the negotiating agencies for cucumbers and sweet corn. In both cases the parties successfully reached agreement before arbitration was completed.
- Ensured reviews of amendments to national agreements for supply-managed sectors were addressed.

Driving Strategy, Operations and Governance

The Commission made significant progress on better defining and continuously improving its strategy, operations and governance. These efforts help to advance its commitment of leading by example:

- Completing a Governance Review project which focused on the Commission's governance, operations, scope of work and processes, including performance measurement efforts.
- Commission members received regular Professional Development information sessions, to increase knowledge and understanding of the regulatory framework

Ensuring Agency Compliance

In 2022-23, the Commission continued to focus resources on ensuring compliance with the requirements of the Management Board of Cabinet's Agencies and Appointments Directive, as well as other corporate and legislated requirements:

- A business plan and annual report were drafted, approved by the Minister and published to Ontario.ca.
- Member expenses were published to Ontario.ca.
- The Secretariat completed the annual compliance attestation.

- Quarterly and annual compliance and reporting activities were embedded into the operations of the Secretariat to ensure adherence with the Agencies and Appointments Directive, the MOU, the Travel, Meal and Hospitality Directive, the *Accessibility for Ontarians with Disabilities Act*, the *Emergency Management and Civil Protection Act* and the *French Language Services Act*.
- During 2022, the Commission and secretariat staff continued to work effectively through both the writ and caretaker periods pertaining to the election.

Agency Resourcing

- The membership of the Commission saw some changes during 2022-23, with the appointment of a new Commission member. William George was appointed by the Lieutenant Governor in Council on April 7, 2022. Also during the year, the terms of two members ended, with Dan Cohoe and Bette Jean Crews' terms ending April 17, 2022 and May 26, 2022 respectively.
- The Ontario Farm Products Marketing Commission Secretariat held firm on its allocated Full-Time Equivalents (FTEs). Staff changes did occur with staff moving to new development assignments elsewhere in the OPS, and due to retirements.

6. Performance Targets: Overview

To carry out its role, the Commission focuses on four key areas of work within two key areas of focus (i.e., [Regulated Marketing Policy and Operational Coordination and Management](#)).

The first, **core agency work**, focuses on the Commission's regulated marketing policy efforts and includes activities with each of the marketing boards and section 12 representative associations. This work involves regulatory amendments, relationship management, reporting and compliance. The Commission and Secretariat focus most of their efforts on this area of work.

The second, **project work**, includes temporary endeavours with definite beginning and end dates that develop or deliver clarifications, enhancements or supports for the core agency work area.

The third, **core compliance work**, focuses on maintaining the Commission's and the Secretariat's compliance with applicable directives, legislation, policies and regulations as an agency of the Government of Ontario.

The fourth, **core corporate work**, includes efforts by Secretariat staff that relate to being employees of OMAFRA and the Ontario Public Service, such as performance planning, that may not directly relate to the Commission's work.

7. Performance Targets: Core Agency Work

Representing the bulk of its efforts, the Commission, supported by the Secretariat, achieved the following in 2022-23:

- Following a request of the Ontario Greenhouse Vegetable Growers (OGVG), the Commission amended:
 - Regulation 417: Greenhouse Vegetables - Marketing under the FPMA, now delegates to OGVG the authority to issue classes of licences and authorizes the board to include different terms and conditions of each class of licence. This amendment was completed April 29, 2022.
- Following a request of the Dairy Farmers of Ontario (DFO), the Commission amended:
 - O. Reg. 209/99: By-Laws for Marketing Boards under the MA, now allows DFO to make a by-law that permits the board to list and maintain the confidentiality of commercially sensitive DFO board documents. This amendment was completed September 1, 2022.
- Following a request of the Grain Farmers of Ontario (GFO), the Commission amended:
 - O. Reg. 485/09 (Grain - Marketing) under the FPMA, revoking a provision requiring the members of the Grain Industry Advisory Committee (GIAC) to meet at least once per year, and clarifying the establishment of end dates for negotiated soybean agreements. This amendment was completed January 24, 2023.
- In spring of 2022, the Ontario Ginseng Growers' Association (OGGA) that is currently a representative association under section 12 of the FPMA, requested that the Commission establish a local board for ginseng producers. In response to this request, the Commission conducted an Expression of Opinion vote in late-summer 2022 to determine the level of support of this initiative by ginseng producers. Upon reviewing the Expression of Opinion vote results, the Commission determined there was insufficient support to establish a local board of ginseng producers. The Commission subsequently recommended to Minister Thompson that a local board for ginseng producers not be established. OGGA remains a section 12 representative association under the FPMA.
- The Commission issued the following orders:
 - The renegotiation of 10 agreements, including those for chicken, potatoes and tomato seedlings
 - In total, 47 negotiated agreements were ordered into force including those for apples, chicken, eggs (pullets), grapes for processing, potatoes, seed-corn, vegetables for processing and tomato seedlings.
- The Commission issued 26 licences to grape processors, two licences to potato processors, two licences to vegetable processors and two licences to tender fruit processors.
- The Commission made the following appointments:

- 64 appointments to IACs for apples, asparagus, beans, berries, chicken, dairy, eggs, grain, grapes for processing, hatching eggs and chicks, pork, sheep, veal and vegetables for processing
 - Two appointments to the board of the Ontario Processing Vegetable Growers Marketing Board
 - One negotiating agency member for vegetables for processing
 - Two separate arbitration panels for vegetables for processing.
- One marketing board, six local boards and two representative associations participated in review meetings with the Commission: Ontario Ginseng Growers' Association, Dairy Farmers of Ontario, Grain Farmers of Ontario, Flowers Canada (Ontario), Ontario Flue Cured Tobacco Growers' Marketing Board, Ontario Processing Vegetable Growers, Veal Farmers of Ontario, Ontario Tomato Seedling Growers Marketing Board and Ontario Sheep Farmers.
 - The Commission also met with one additional stakeholder that is referenced in Commission-made regulations.
 - Commission members and Secretariat staff participated in 12 IAC meetings held in 2022-23 for sectors including apples, berries, chicken, greenhouse vegetables, broiler hatching egg and chicks, and sheep.

8. Performance Targets: Project Work

In 2022-23, efforts to enhance core agency work through temporary endeavours continued. The Secretariat supported the Commission in continuing to advance work on the following projects:

- Governance Review Project: A key initiative completed was the governance review project. During 2022, Optimus SBR (Optimus), a management consulting firm based in Toronto, was retained to carry out a governance review of the Commission.

The review, which focused on governance, operations, scope of work and processes, including performance measurement efforts:

- identified whether the Commission's current governance model and structure best supports the achievement of its mandate and its purpose
- assessed the extent to which the Commission's policies and practices align to best practices in public sector and regulatory agency governance
- ensured the Commission's accountabilities and mandate are operationalized for effective and efficient day-to-day delivery.

Optimus found several opportunities for improvement towards making the Commission a more effective and modern regulatory organization, such as:

- an opportunity to clarify the internal roles and responsibilities of the Commission as a non-board-governed agency

- an opportunity to develop additional and/or update existing policies and processes, embedding efficiencies throughout as appropriate
- an opportunity to strengthen strategic, operational and business planning efforts for a more aligned and proactive approach to prioritization
- an opportunity to review and strengthen the performance measures used to measure, monitor and communicate the Commission's impacts.

Project work is currently underway to address several continuous improvement projects to act on the findings made in the review.

- OneSite migration: Work continued on the migration of the Commission's web content to Ontario.ca.
- Operational Reserve Policy – the Commission reviewed and updated its policy related to the operational reserves of the boards and associations it oversees.
- Member Code of Conduct – the Commission reviewed and updated its document that sets out the standards of conduct governing the professional and ethical responsibilities of members.
- Board Compliance Attestation Pilot Project – a project aimed at enhancing board compliance was piloted, and will be refined and delivered to all boards and associations during 2023/24.
- Project work also began on two key initiatives:
 - Path to Clarity: A project to develop and document a shared description of the Commission using common, everyday language, to clarify and articulate the work the Commission does and how and why we do it, to in turn help to better manage priorities and inform others about the Commission's importance.
 - Business Process Improvement: A project to map, measure, analyze and improve the Commission's business processes to find efficiencies and provide the agency with a more consistent approach to delivering on its work and mandate.

9. Performance Targets: Core Compliance Work

In 2022-23, the Commission, supported by the Secretariat, ensured compliance with all requirements including:

- Mandatory requirements under the Agencies and Appointments Directive, the MOU, the Travel, Meal and Hospitality Directive, the *Accessibility for Ontarians with Disabilities Act*, the *Emergency Management and Civil Protection Act* and the *French Language Services Act*, and other corporate requirements including:
 - drafting, approving and publishing of the 2021-22 annual report
 - drafting, approving and publishing of the 2023-26 business plan
 - publishing of quarterly member expense information
 - completion of an annual compliance attestation

- status reporting on Treasury Board Secretariat's Agency Modernization Initiative

10. Performance Measures

The performance measures identified in the 2022-25 business plan focused on the Commission's core agency work as part of regulated marketing efforts and engagement with the 1 marketing board, 21 local boards and three section 12 representative associations that it oversees. While some measures also touched on the Commission's efforts related to agency compliance, corporate initiatives and/or projects to support improvements or other opportunities, only those that relate to the Commission's core agency work were able to be meaningfully quantified.

The table below lists the results realized during the 2022-23 fiscal year for these performance measures:

Performance Measures: Activities/Deliverables	2022-23 Results
Number of board reviews completed	7 reviews
Number of representative association reviews completed	2 reviews
Number of licences issued	32 licences
Number of agreements ordered to be renegotiated	10 agreements
Number of agreements ordered into force	47 agreements
Number of awards ordered into force	0 awards
Number of regulations filed	3 regulations filed
Number of board appointments completed	2 appointments
Number of negotiating agency related appointments completed	3 appointments
Number of IAC appointments completed	64 appointments
Number of IAC meetings completed	12 meetings
Number of Commission meetings completed	27 meetings

Note: A project is currently underway to develop a performance measurement framework. This framework will assist the Commission in identifying meaningful performance measures that will be used to assess its performance.

11. Financial Performance

The Commission's resource requirements, including 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 Ontario's Auditor General. During the 2022-23 fiscal period, OMAFRA allocated \$573,000 for the direct operating expenditures shared by the Commission and the Secretariat. Actual expenditures for the period were \$119,617 under the allocated budget.

Expenses related to travel increased slightly for the first time since March of 2020 as in-person meetings slowly started to resume. In-person meetings remained the exception as virtual/video meetings continued, and were still preferred for business efficiencies.

Services expenses increased significantly due to the completion by an external consultant of a Governance Review project during 2022-23. This \$149,918 initiative derived key findings pertaining to the Commission's governance, authorities, processes and operational mechanisms.

\$5,000 was invested in the delivery of a Governance 101 training workshop. Expenses related to supplies, equipment, courier fees, etc. remained minimal as a result of the shift to the leveraging of technology and adapting to digital and online processes for meetings and material sharing.

Commission Direct Operating Expenditures	2021-2022 Ministry Expenditures	2022-2023 Ministry Allocation	Actual Expenditures to March 31, 2023	Variances Between Allocation and Expenditures	Year Over Year Change in Expenditures
Transportation and Communications	\$9,619	\$52,000	\$20,542	(\$31,458)	114%
Services	\$308,459	\$512,000	\$431,029	(\$80,971)	40%
Supplies and Equipment	\$492	\$9,000	\$1,812	(\$7,188)	268%
Totals	\$318,570	\$573,000	\$453,383	(\$119,617)	42%

12. Reporting of Appointee Remuneration

Appointee	2021-2022 Total Annual Remuneration*	2022-2023 Total Annual Remuneration*	Year Over Year Change in Remuneration	Per Diem Remuneration Rate
Robert Anderson, Member	\$15,608.55	\$15,576.00	0%	\$472
Daniel Cohoe, Member	\$19,116.00	\$5,664.00	-70%	\$472
Bette Jean Crews, Member	\$16,544.41	\$5,558.21	-66%	\$472
Amy Cronin, Chair	\$124,224.00	\$110,099.16	-11%	\$744
Ralph Dietrich, Member	\$20,178.00	\$7,316.00	-64%	\$472
William George, Member	0	\$12,149.93	n/a	\$472
Valerie Gilvesy, Vice-Chair	\$43,725.00	\$46,871.19	7%	\$583
Cameron McWilliam, Member	\$20,328.55	\$23,836.01	17%	\$472
Totals	\$262,724.51	\$227,070.50	-14%	Not applicable

* Does not include expenses

13. Glossary of Terms

Ontario Farm Products Marketing Commission ("the Commission")

The Commission is a provincial agency (a non-board-governed regulatory agency) under the Management Board of Cabinet's Agencies and Appointments Directive (AAD). It does not have its own staff or organizational structure but OMAFRA staff provide Secretariat support.

Ontario Farm Products Marketing Commission Secretariat (“the Secretariat”)

The Secretariat is a branch within OMAFRA’s Policy Division. The director (secretary of the Commission) of the Secretariat has a dual reporting role to the Commission and to Policy Division’s Assistant Deputy Minister.

Regulated Marketing System

The *Farm Products Marketing Act* (FPMA), the *Milk Act* (MA) and MAFRAA govern the regulated marketing system in Ontario. These acts, and overlapping federal legislation, enables Ontario farmers to market their commodities as a group through a compulsory marketing board system. The legislation outlines the powers and responsibilities of the participants in the regulated marketing system.

Marketing Boards

Marketing boards are corporate bodies established under the MA that represent the interests of producers of a particular regulated product in the marketplace. Marketing boards are generally producer elected, controlled, and financed. Authority is delegated through the MA to each board to allow them to regulate the production and/or marketing of their commodities.

List of marketing boards:

- Dairy Farmers of Ontario

Local Boards

Local boards are corporate bodies established under the FPMA that represent the interests of producers of a particular regulated product in the marketplace. Local boards are generally producer elected, controlled and financed. Authority is delegated through the FPMA to each board to allow them to regulate the production and/or marketing of their commodities.

List of local boards:

- 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 (Ontario Sheep Farmers)
- 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

Section 12 of the FPMA allows Cabinet to designate an existing, incorporated producer association as the representative association for all producers of a specified farm product. The FPMA authorizes the association to collect a licence fee from those producers. These associations are not involved in the marketing of the commodity, but conduct programs to stimulate, increase and improve the production and/or marketing of the farm product by way of research, promotion, and other means.

List of Section 12 Representative Associations:

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

Additional Stakeholders

The following are examples of stakeholders who are referenced in Commission-made regulations:

- Ontario Milk Transporters Association are referenced within the Negotiating Agency section of O. Reg. 354/95: Milk and Farm-Separated Cream – Marketing under the Milk Act
- licenced Ontario chicken processors are referenced within the Negotiating Agency section of R.R.O. 1990, Regulation 402 Chickens – Marketing under the FPMA
- representatives of the Ontario Seed-Corn Companies Association are referenced within the Negotiating Agencies section of R.R.O. 1990, Regulation 427: Seed-Corn – Marketing under the FPMA
- processors and green shippers are referenced within the Negotiating Agencies section of R.R.O. 1990, Regulation 440: Vegetables for Processing – Marketing under the FPMA
- processors of soybeans are referenced within the Negotiating Agency for Soybeans section of O. Reg. 485/09: Grain – Marketing under the FPMA

Industry Advisory Committees (IACs)

IACs are sector-specific committees established through the respective commodity's marketing regulation. These committees typically consist of a Chair who is a Commission member and are supported by Secretariat staff.

Current List of IACs:

- Asparagus Industry Advisory Committee
- Fresh Asparagus Industry Advisory Committee
- Bean Industry Advisory Committee
- Berry Industry Advisory Committee
- Broiler Hatching Egg and Chick Industry Advisory Committee
- Chicken Industry Advisory Committee
- Dairy Industry Advisory Committee – Milk
- Dairy Industry Advisory Committee – Transportation of Milk
- Dairy Industry Advisory Committee – Processors
- Eggs Industry Advisory Committee
- Fresh Apple Industry Advisory Committee
- Juice Apple Industry Advisory Committee
- Fresh Grapes Industry Advisory Committee
- Grain Industry Advisory Committee
- Grapes for Processing Industry Advisory Committee
- Greenhouse Vegetable Industry Advisory Committee
- Hog Industry Advisory Committee
- Sheep Industry Advisory Committee
- Tender Fruit Industry Advisory Committee
- Turkey Industry Advisory Committee
- Veal Industry Advisory Committee
- Vegetables for Processing Industry Advisory Committee

Secretariat's Areas of Focus

- Regulated Marketing Policy specifies work done by Policy Advisors with/for marketing boards and section 12 representative associations and/or related to the applicable legislation and regulations.
- Operational Coordination and Management specifies work done by all other Secretariat staff in supporting efforts across the Agency and work done by the Secretary/Director in supporting efforts across the Agency.