



BC Cranberry Marketing Commission
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May 25, 2018

DELIVERED BY EMAIL

Al Sakalauskas
Board Member
BC Farm Industry Review Board

Dear Mr. Sakalauskas,

RE: Public Accountability and Reporting Project

Thank you for your letter dated April 25, 2018 outlining your request for 1) draft industry performance targets, and 2) feedback on draft governance measures.

The first request was to draft 3-5 industry performance targets that reflect the desired future state of the industry for discussion purposes. While the BC Cranberry Marketing Commission (BCCMC) historically endeavors to support and encourage achievement of such targets, holding the BCCMC *accountable* for targets listed below that are dependent on outside influences (e.g. weather, political climate, producer financial situations, availability of key personnel) could be problematic.

Within our current strategic plan, our key performance indicators are:

1. BC aggregate production yield increasing year over year
2. Yield per acre over number of planted acres
3. Number of education sessions (and number of attendees), and
4. Number of industry research projects coordinated in part with the BCCMC remaining stable or increasing.

We would also include confirmation that all registered producers adhere to a pest management program aligned with their designated agency requirements. We believe all of these support our core purpose to support the viability of the Cranberry industry in British Columbia.

The BCCMC would also like to assist with your second request for feedback on the draft governance measures provided. Good governance is important to our producers which we take very seriously. It is felt that with our growers actively participating in director elections, and by being represented on the committee that recommends our non-grower director, they show their confidence in the BCCMC as a whole. Also, with no complaints to FIRB speaks to producer confidence in the BCCMC's ability to operate within its governing documents and professional expectations. Some of the draft governance measures from FIRB could be construed as lack of confidence in the BCCMC, in particular:

1. Stakeholder/Producer Consultation and Involvement (general operations and specific initiatives) – Point #3 – Broad and sufficient consultation at all levels to address sound marketing and public interest expectations:
 - a. Broad and sufficient consultation on general operations raises questions. We feel stakeholder involvement in supporting general operations is already adequately addressed with an independent member and a government-appointed Chair. Further clarification is needed from FIRB on expectations beyond this.
2. Sound Decision Making/Sound Marketing Policy – Point #2 – Demonstrated transparency on commodity board decisions, including process and rationale for decisions or reasons for change:
 - a. The point regarding articulation of the principles for evidence based decision making and the target being 100% of description of process and rationale implies that every decision the BCCMC makes will require an individual document outlining all related discussions/rationales and submitted to FIRB for review in conjunction with meeting minutes. We feel that our directors give every topic a thorough and open discussion and having to record every detail will only serve to curtail a full, thorough discussion of the topic at hand. If every decision is going to require this process and documentation, it will dramatically slow down BCCMC work and limit what gets done.
3. Sound Decision Making/Sound Marketing Policy – Point #4 – Prompt timing, delivery and disclosure of commodity board decisions:
 - a. The draft target of 100% of decisions with rationale provided to stakeholders raises some questions. We are operating on the assumption that “stakeholders” are including but not limited to producers, other supply chain members, BCFIRB, national agencies, other provincial agencies, Ministry of Agriculture as noted earlier in this draft document. While producers or FIRB are welcome to inquire about any decision and discuss with a director, the Chair or the BCCMC as a whole, we are struggling to understand the purpose for providing rationale of 100% of our decisions to other stakeholders.

The BCCMC has a staff of one responsible for the execution of all tasks. Additional administrative and operational workloads could significantly impact the timeliness of the completion of operations, and additional resources would be needed (for example, to accommodate more meetings, possibly additional staff) to handle some of the governance measures proposed in your draft documents. We would ask that a meeting be held with all Chairs, managers and FIRB in attendance to discuss before further actions are taken.

Regards,



Jack Brown, Chair
BC Cranberry Marketing Commission

cc. Kirsten Pedersen, Executive Director, BC Farm Industry Review Board
Heather Carriere, General Manager, BC Cranberry Marketing Commission