

BC Cranberry Marketing Commission

Public Accountability and Reporting Project (PARP) 2020

March 31, 2021

Section 1: Sector Performance Targets

Table 1.1

1.1 Sector Performance Targets Template

* All commodity boards and commissions are to identify between 3-5 board targets/goals that you think best demonstrate the strategic priorities and future direction of your sector.

* Some or all targets/goals may already be part of your strategic plan.

Target	Target description	Target status
1. BC Aggregate Production increases year over year	Cranberry production is highly variable due to weather events in BC; however progressive growers are adopting new varieties and implementing management practices to achieve the best production they can in a given year. 2018 was an exceptionally good year.	2019 production was 631,045 barrels the lowest in 8 years due to perennial bearing, winter damage, and harvest frost. Expectation was 1,000,000 barrels.
2. Yield per acre over number of planted acres	Perhaps more important than overall barrels produced is an increase in yield. 2018 had a yield of 211 barrels per planted acre. As noted above 2019 was a very difficult year for producers.	Yield per acre was 94.78 barrels for total planted acres in 2019.
3. Number of education sessions (and number of attendees)	As producers learn more about beneficial production practices they can produce higher quantity and/or quality berries, receiving higher incentives.	There were four events in 2019: Cranberry Congress (65 attendees); Field Day (120 attended); Spring Open House (16 attended) Fall Drop in (no attendance taken).
4. Number of industry research projects coordinated in part with the BCCMC	The BCCMC Research Committee determines research priorities, issues a request for proposals and adjudicates research projects annually.	In 2019, the BCCMC approved 4 research projects.
5. Confirmation all registered producers adhere to a pest management program	All Registered producers must comply with Canadian Pesticide regulations. Producers submit their records to agencies if delivering to an agency, producer vendors submit their records for self marketed berries directly to the commission. The agency confirms adherence for their producers.	All agencies and producer vendors were compliant with pesticide regulations in 2019.

Section 2: Governance

Tables 2.1 - 2.5

* Effective, strategic and accountable delivery of legislated regulatory responsibilities by boards requires good governance and sound decision-making.
 * All commodity boards are to complete tables 2.1, 2.2, 2.3, 2.4, and 2.5.
 * Fill in the Comments/Examples column with a brief description and/or web link and/or evidence/examples.

	Indicator	In place/ In progress/ To be started	Comments/Examples
Planning and reporting	Strategic Plan	In place	Plan to renew in 2021. Current Strategic Plan is posted on the website: https://www.bccranberries.com/about-us/strategic-plan/
	Annual Report	In place	Complete see website: https://www.bccranberries.com/about-us/annual-report/
	Annual General Meeting	In place	Held March 3, 2020
Rules	Copies of all minutes, orders, reports, rules & regulations forwarded to BCFRB as they are made	In place	Meeting minutes are sent once they are fully approved at the next meeting
	Consolidated Orders up to date & published	In place/ In progress	A Regulatory Review is initiated and is expected to be completed in 2021 in conjunction with Strategic Plan renewal.
Board and staff	BCFRB approved election rules	In place	The current election policy was approved in November 2018 by FRB. The next review process will be by November 2023.
	Current member job descriptions	In place	https://www.bccranberries.com/about-us/commissioners/ All Directors have an Orientation and Governance Binder which is updated annually
	Member orientation (e.g., mandate, role, responsibilities, regulatory framework, governance)	In place	All Directors have an Orientation and Governance Binder with contents including the mandate, roles and responsibilities of Directors as well as all pertinent legislation and policies. This binder is reviewed at the first meeting after the AGM.
	Member training (e.g., role of officers, ethics, conflict of interest, fiduciary duties, decision-making practices)	In place	All Directors have an Orientation and Governance Binder the contents are reviewed and discussed at the meeting after the AGM. Members are encouraged and supported to attend the Centre of Governance in Agriculture (COGA) training sessions. http://bcoga.ca/anhwe-directory/ Sessions were held: March 13, 2019, April 4, 2019 and November 13, 2019.
	Staff orientation and training plans	In place	Staff has a training resource file and calendar, the Chair also advises the staff. Staff also are encouraged and supported to attend COGA training sessions.
	Member and staff succession plan as applicable	In place	There are staggered terms for directors, one independent director serves as a potential successor to the Chair, ongoing communications with the Grower's association and individual growers to solicit interest in membership. The Industry Advisory Committee plans for succession of the
	Member performance evaluations (annual)	In place	Evaluations are done annually for the Chair member and biannually for all members through the Council of Marketing Boards (COMB) which covers performance and effectiveness including self and peer assessments. A copy of the Chair evaluation is provided to FRB.
Accountability	Staff performance evaluations (annual)	In place	Review is held annually in June.
	Member code of conduct signed	In place	Reviewed at meeting after AGM and signed and held in office. https://www.bccranberries.com/growers/policies/
Transparency	Member conflict of interest signed and updated annually	In place	Reviewed at meeting after AGM and signed and held in office. https://www.bccranberries.com/growers/policies/
	Governance and operational policies and controls up to date and public	In place	Regulations, policies and all operational forms are available on the website at https://www.bccranberries.com/growers/ . Website is fully open to public.

	Indicator	In place/ In progress/ To be started	Comments/Examples
Financial statements	Auditor appointed in accord with Scheme requirements (if applicable)	In place	Appointed at the AGM - Agatha Cluff, CPA, CA, CFP
	Audited financial statements (annual)	In place	done by Agatha Cluff
Member expenses	Financial statements presented in annual report and at annual general meeting	In place	Included in Annual Report: https://www.bccranberries.com/wp-content/uploads/2020/03/2019-BCCMC-annual-report-FINAL.pdf
	Up to date approved member remuneration and expense policy consistent with legislation (where applicable)	In place	Member remuneration is reviewed annually in conjunction with a survey of compensation of all BC marketing boards and comparable organizations done by COMB in September 2019
Controls	Accounting practices are in accord with legislation and published standards	In place	All BCMCM accounting practices are in accordance with legislation, regulations, standards and stakeholder expectations of accountability and transparency.
	Internal financial controls are in place, and reviewed by auditors	In place	Two authorities are required to authorize a payment. Any expenditure over \$2,000 must have prior approval from the BCMCM unless pre-approved in the Budget. The General Manager presents the current interim financial statements to the Board at every meeting for approval.
Accountability	Senior staff engaged with budget development & approval	In place	The General Manager and the Finance Manger develop an annual budget and the General Manager presents to the BCMCM Board for approval. Programs and projects planned for the year are developed with the authorities, standards and stakeholder expectations in mind.
	Operational, program and other expenditures using levies collected under the NPMA are in accord with purposes of the Scheme.	In place	All projects, programs and funding is considered with respect to the authorities and responsibilities under the scheme, stakeholder expectations and SAFETI principles.
	Financial accountability processes and policies in place with producer associations and other organizations that receive funding from boards to carry out delegated responsibilities under the NPMA.	In place	The Commission does not delegate responsibilities to other organizations.

	Indicator	In place/ In progress/ To be started	Comments/Examples
Communication	Active industry communication plan or strategy	In place	The Industry Communication Plan includes a quarterly newsletter, e-blasts for any timely information, coordination with the BC Cranberry Growers' Association and keeping the website up to date for growers and the public. A survey on communication preferences was attempted in 2019 both through email and phone contact, however due to the timing and the difficult year for producers, this was not successful.
	Crisis management communication plan or strategy	In place	The BCMCM coordinates an annual meeting with key stakeholder representatives to review the Crisis Communications manual, including the BCCGA and BC Ministry of Agriculture staff. Communications are sent electronically to all licensed BC cranberry growers, producer vendors and agencies identifying what they need to remember with respect to crisis management and reaffirming the correct contact information for who they may need to speak to in the event an issue arises.
Consultation	Consultation, as appropriate and meaningful, with stakeholders (e.g., producers, supply chain, BCFRB, Ministry of Agriculture, national agencies) to address sound marketing policy and public interest questions.	As needed	The BCMCM has Research, Congress and Communication committees to engage stakeholders. The committees have producers, agencies, the Ministry of Agriculture included.
	Stakeholder feedback actioned where appropriate (e.g., policy or program development)	As needed	The BCMCM has Research, Congress and Communication committees to engage stakeholders. The committees have producers, agencies, the Ministry of Agriculture included.
Evaluation	Stakeholder feedback actioned where appropriate (e.g., policy or program development)	As needed	As noted earlier, a survey was attempted to focus on communications. There were no changes requiring consultation in operations, processes, policies or communications. Feedback can always be sent to the General Manager for distribution to the Board through email, website contact or phone.
	Avenue for regular stakeholder feedback on board operations, processes, policies and communications.	In place	

	Indicator	In place/ In progress/ To be started	Comments/Examples
Requirements	Quorum confirmed prior to decision making	In place	As noted in the Natural Products Marketing (BC) Act Regulations 3(m) a majority constitutes a quorum for decision making
	Conflict of interest disclosure and recusals recorded	In place	Any conflicts of interest disclosures and recusals are recorded in the minutes. The minutes are sent to FRB upon final BCMCM approval.
Process	Processes are fair, inclusive, transparent, effective and strategic based on the matter to be decided.	In place	All processes apply equally to any persons under the scheme in that group or class, all forms are transparent and available on the website, the processes are reviewed annually to ensure they are effective and strategic in relation to the strategic plan or matter to be decided.
Outcome	Full rationale published for major decisions (e.g., including demonstrated application of consultation, market and other necessary information to each sound marketing policy outcomes, demonstrated use of SAFETI in process & outcome)	In place	The only major decision with respect to marketing policy was late in the year in providing exemptions to producers whose fruit was rejected from the agency and was delivered to a producer vendor. The minutes reflected the decision process and the stakeholders were made aware of this in the December quarterly newsletter to all producers and stakeholders. An outline of the SAFETI principles and approach for this issue was sent to FRB.
	Prompt timing, delivery and publishing of decisions	In place	The time of the knowledge of the issue to resolution was within one month with publication of the results within 30 business days.

Decision Assessment
Assessment of focus of appeals and supervisory reviews. Assessment of what triggered appeal(s) and/or reviews. Lessons learned (process and sound marketing policy outcomes).
Identify key lessons learned regarding process and outcomes from appeals & supervisory reviews. There were no appeals or supervisory reviews. The Commission did transfer the Scholarship program to the BC Cranberry Research Society.

Section 3: Sector Summary Part 1

Tables 3.1 - 3.6

Sector Basics

* **All commodity boards** are to complete the tables in Section 3, providing the following definitions and statistics.

* *Examples are included in italics. Please delete when filling in your own stats and information.*

Table 3.1 Reporting Time Period

Define the start and end date of the period being reported on their PARP report.

Reporting Period	
Start date of reporting period	<i>01-Apr-19</i>
End date of reporting period	<i>31-Mar-20</i>

Table 3.2 Producer Size Definition

Create producer size categories based on production volume or quota units that are relevant to the sector

Producer Size Definitions	
Small Producer	<i>Less than 35 acres</i>
Medium Producer	<i>Between 35 and 100 acres</i>
Large Producer	<i>More than 100 acres</i>

Table 3.3 Production Type - no categories

Define the major production types within the sector, and provide a brief explanation for each.

Production Type Definitions	
Production Type	Explanation
[Type 1]	
[Type 2]	
[Type 3]	
[Type 4]	

Table 3.4 Production Measurement

Define the units of measurements used in the sector to measure production volume, and quota if applicable.

Production Measurement Definitions	
Quota Unit	<i>no quota</i>
Production Unit	<i>barrels (100 lbs)</i>

Table 3.5 Estimated Farm Cash Receipts

Report the total farm cash receipts of all production in B.C. in the reporting period.

Total Farm Cash Receipts
\$25,500,104 (est)

Table 3.6 Producer-Vendors - license

Producer Vendors are growers that are engaged in the production and marketing of the regulated product other than to a designated agency

Small Lot Producers per Region	
Lower Mainland	6
Vancouver Island	1
Interior	
North	

Section 3: Sector Summary Part 2

Tables 3.7 - 3.18

Total Producer Numbers

* All commodity boards are to use these tables to report the number of producers in B.C. at the end of the reporting period.
 * Statistics are to be broken down by total number of producers in each category in each region.
 * Total producer numbers are to be the same across tables 3.7, 3.8, and 3.9 - Does not match as there are 75 farms owned by 62 producers.

Table 3.7 Total Producers by Producer Type and Region

Producer type	L.M.	V.I.	Interior	North	Total Producers
Established Producers	32	5	-	-	37
New Producers	24	1	-	-	25
Total Producers	56	6	-	-	62

Table 3.8 Total Licenses by Farm Size and Region

Producer Size	L.M.	V.I.	Interior	North	Total Producers
Small Producers	25	4	-	-	29
Medium Producers	25	2	-	-	27
Large Producers	15	-	-	-	15
Total Producers	65	6	-	-	71

Table 3.9 Total Producers by Production Type and Region - Not Applicable

Production Type	L.M.	V.I.	Interior	North	Total Producers
[Type 1]	-	-	-	-	-
[Type 2]	-	-	-	-	-
[Type 3]	-	-	-	-	-
[Type 4]	-	-	-	-	-
Total Producers	-	-	-	-	-

Total Production Volume

* All commodity boards are to use these tables to report the amount of the commodity produced in B.C. over the full reporting period.
 * Statistics are to be broken down by the total volume of the commodity that was produced, in each category in each region.
 * Total production volume is to be the same across tables 3.10, 3.11, and 3.12.
 * Supply managed boards are to report production volume per the table below:

Table 3.10 Total Production by Producer Type and Region

Producer type	L.M.	V.I.	Interior	North	Total Production
Established Producers	401,866	20,725	-	-	422,591
New Producers	204,035	5,007	-	-	209,042
Total Production	605,901	25,732	-	-	631,633

Table 3.11 Total Production by Producer Size and Region

Producer Size	L.M.	V.I.	Interior	North	Total Production
Small Producers	50,721	11,202	-	-	61,923
Medium Producers	147,661	14,530	-	-	162,191
Large Producers	407,519	-	-	-	407,519
Total Production	605,901	25,732	-	-	631,633

Table 3.12 Total Production by Production Type and Region - Not Applicable

Production Type	L.M.	V.I.	Interior	North	Total Production
[Type 1]	-	-	-	-	-
[Type 2]	-	-	-	-	-
[Type 3]	-	-	-	-	-
[Type 4]	-	-	-	-	-
Total Production	-	-	-	-	-

Table 3.13 Quota Utilization

* The BC Broiler Hatching Egg Commission, the BC Chicken Marketing Board, and BC Turkey Marketing Board are to report on the average quota utilization across the reporting period.

Average Quota Utilization	

Table 3.14 New Producers Entering the Regulated Sector

* Use this table to report on the number of new producers (as defined on page 3) which are new licence holders who entered the sector in the reporting period.
 * Statistics are broken down by the total number of producers per region.

	Lower Mainland		Vancouver Island		Interior	North	Total
	# of New Licenced Producers	Total	# of New Licenced Producers	Total			
	2	-	-	-	-	-	2
Total	2	-	-	-	-	-	2

Table 3.15 All Producers Exiting the Regulated Sector

* Use this table to report on the number of producer exits in the sector in the reporting period.
 * Statistics are broken down by the total number of producers per region.

	Lower Mainland		Vancouver Island		Interior	North	Total
	Licensed Producer < 5 years	Licensed Producer 5-10 years	Licensed Producer 10 years+	Total			
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	2	-	-	-	-	-	2
Total	2	-	-	-	-	-	2

Table 3.16 New Producers Entering the Supply Managed Sector

* Use this table to report on the number of new producers (as defined on page 3) who entered the sector in the reporting period and the volume of quota they were issued.
 * For those boards that collect data on other types of entrants to the sector (not through defined New Entrant Program), there is the option to report on these entrants under the category "other," in the table below.
 * Statistics are broken down by the total number of producers and total volume of quota received, per region.

	Lower Mainland		Vancouver Island		Interior		North		Total	
	# of Producers	Total Quota	# of Producers	Total Quota	# of Producers	Total Quota	# of Producers	Total Quota	# of Producers	Total Quota
New Entrant Program	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-	-	-	-

Table 3.17 All Producers Exiting the Supply Managed Sector

* Use this table to report on the number of producer exits in the sector in the reporting period.
 * Statistics are broken down by the total number of producers and total volume of quota they previously held, per region.

	Lower Mainland		Vancouver Island		Interior		North		Total	
	# of Producers	Total Quota	# of Producers	Total Quota	# of Producers	Total Quota	# of Producers	Total Quota	# of Producers	Total Quota
New Entrant < 5 years	-	-	-	-	-	-	-	-	-	-
New Entrant 5-10 years	-	-	-	-	-	-	-	-	-	-
Other < 5 years	-	-	-	-	-	-	-	-	-	-
Other 5-10 years	-	-	-	-	-	-	-	-	-	-
Any producer 10 years +	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-	-	-	-

Processing

* Use these tables to report on the provincial processing capacity within the commodity sector.
 * All commodity boards are to provide regional counts of processors, broken down by Federal or Provincial licences.

2 processors are Ocean Spray receiving stations which clean and pack cranberries and ship to the US for processing this accounts for over 95% of BC cranberries. Coast Cranberries and Pacific Canadian also process and export cranberries.

Table 3.18 Total Number of Processors by Type

Processor Size	LM	VI	INT	NOR	Total
Federal	4	-	-	-	4
Provincial	-	-	-	-	-
Total	4	-	-	-	4

Section 4: Quota Management & Movement Part 1

Tables 4.1 - 4.3

Quota Holdings

* Use these tables to report the total quota holdings in B.C. at the end of the reporting period.

* Statistics are broken down by the total volume of quota held by producers based on each category in each region.

* Total quota holdings are to be the same across tables 4.1, 4.2, and 4.3.

Table 4.1 Quota Holdings by Producer Type and Region

Producer type	L.M.	V.I.	Interior	North	Total Producers
Established Producers	-	-	-	-	-
New Producers	-	-	-	-	-
Total Quota Holdings	-	-	-	-	-

Table 4.2 Quota Holdings by Producer Size and Region

Producer Size	L.M.	V.I.	Interior	North	Total Producers
Small Producers	-	-	-	-	-
Medium Producers	-	-	-	-	-
Large Producers	-	-	-	-	-
Total Quota Holdings	-	-	-	-	-

Table 4.3 Quota Holdings by Production Type and Region

Production Type	L.M.	V.I.	Interior	North	Total Producers
[Type 1]	-	-	-	-	-
[Type 2]	-	-	-	-	-
[Type 3]	-	-	-	-	-
[Type 4]	-	-	-	-	-
Total Quota Holdings	-	-	-	-	-

Section 4: Quota Management & Movement Part 2

Tables 4.4 - 4.9

Quota Transfers

* Use tables 4.4 to 4.9 to report on all quota transfers between producers, or applicable going concern sales. ☐

* Quota issued by boards is reported in tables 4.18, and 4.12-4.14.☐

* On August 7, 2019 BCFIRB amended its quota transfer directions to the Milk Board to allow for assessment free transfers of quota to non-family members off the quota exchange under specific conditions. A condition of the amendment was that the Milk Board is to report annually via PARP on the amount of quota being transferred off the Exchange, broken down by family transfers and non-family transfers.☐

* On September 13, 2019, BCFIRB extended the PARP reporting requirement for separating out non-family/family quota transfers to all supply managed boards, regardless of whether there is a quota exchange.

Table 4.4 Quota Transfer Restrictions

* Use this table to report on any quota transfer restrictions (excluding BCFIRB directed restrictions) that affect how quota is transferred (e.g., regional movement restrictions).

Transfer Restrictions

Table 4.5 Total Transfer Volume by Transfer Type

Transfer Volume by Transfer Type		
# of assessed transfers		-
Volume of assessed transfers		-
# of exempt transfers		-
Volume of exempt transfers		-
# of exempt family transfers		-
Volume of exempt family transfers		-
# of non-exempt family transfers		-
Volume of non-exempt family transfers		-
(MMB only) # of exempt non-family transfers		-
(MMB only) Volume of exempt non-family transfers		-
Total # of all transfers		-
Total quota of all transfers		-
Total quota assessment collected		-

Table 4.6 Total Transfer Volume by Quota Type

Total Transfer Volume by Quota Type		
# of [Type 1] Quota Transfers		-
Volume of [Type 1] Quota Transfers		-
# of [Type 2] Quota Transfers		-
Volume of [Type 2] Quota Transfers		-
# of [Type 3] Quota Transfers		-
Volume of [Type 3] Quota Transfers		-
Total # of all transfers		-
Total quota of all transfers		-

Table 4.7 Transfers by Producer Type

Producer Type	Transfer From		Transfer To	
	# of Transfers	Total Quota	# of Transfers	Total Quota
Established Producers	-	-	-	-
New Producers	-	-	-	-
Total	-	-	-	-

Table 4.8 Transfers by Producer Size

Producer Size	Transfer From		Transfer To	
	# of Transfers	Total Quota	# of Transfers	Total Quota
Small Producers	-	-	-	-
Medium Producers	-	-	-	-
Large Producers	-	-	-	-
Total	-	-	-	-

Table 4.9 Transfers by Region

Region	Transfer From		Transfer To	
	# of Transfers	Total Quota	# of Transfers	Total Quota
Lower Mainland	-	-	-	-
Vancouver Island	-	-	-	-
Interior	-	-	-	-
North	-	-	-	-
Total	-	-	-	-

Section 4: Quota Management & Movement Part 3

Tables 4.10 - 4.16

Growth Quota

* Use these tables to report any growth quota issued to producers due to an increase in overall quota holdings in B.C. that occurred during the reporting period.

* Statistics are broken down by established and new producers, and the number of producers who received quota within each category and the volume of growth quota they received.

4.10 Growth Quota Basic Info

- If boards issued growth quota in the reporting period, report basic growth quota statistics.

Growth Quota Allocation Basic Stats	
Date(s) of allocation	-
Total volume of allocation	-
# of producers who accepted growth quota	-
# of producers who turned down growth quota	-
# of producers ineligible for growth quota	-

4.11 Growth Issued by Region

Region	Established Producers		New Producers		All Producers	
	# of Producers	Total Quota	# of Producers	Total Quota	# of Producers	Total Quota
Lower Mainland	-	-	-	-	-	-
Vancouver Island	-	-	-	-	-	-
Interior	-	-	-	-	-	-
North	-	-	-	-	-	-
Total	-	-	-	-	-	-

4.12 Growth Issued by Producer Size

Producer Size	Established Producers		New Producers		All Producers	
	# of Producers	Total Quota	# of Producers	Total Quota	# of Producers	Total Quota
Small Producers	-	-	-	-	-	-
Medium Producers	-	-	-	-	-	-
Large Producers	-	-	-	-	-	-
Total	-	-	-	-	-	-

4.13 Growth Issued by Production Type

Production Type	Established Producers		New Producers		All Producers	
	# of Producers	Total Quota	# of Producers	Total Quota	# of Producers	Total Quota
[Type 1]	-	-	-	-	-	-
[Type 2]	-	-	-	-	-	-
[Type 3]	-	-	-	-	-	-
[Type 4]	-	-	-	-	-	-
Total	-	-	-	-	-	-

Quota Retraction

* Supply managed boards are to use these tables to report any quota retracted from producers to manage overall production in B.C.

* Statistics are broken down by established and new producers, and the number who had quota retracted within each category, and volume of retracted quota.

* Do not include any transfer assessments or penalties.

4.14 Quota Retracted by Region

Region	Established Producers		New Producers		All Producers	
	# of Producers	Total Quota	# of Producers	Total Quota	# of Producers	Total Quota
Lower Mainland	-	-	-	-	-	-
Vancouver Island	-	-	-	-	-	-
Interior	-	-	-	-	-	-
North	-	-	-	-	-	-
Total	-	-	-	-	-	-

4.15 Quota Retracted by Producer Size

Producer Size	Established Producers		New Producers		All Producers	
	# of Producers	Total Quota	# of Producers	Total Quota	# of Producers	Total Quota
Small Producers	-	-	-	-	-	-
Medium Producers	-	-	-	-	-	-
Large Producers	-	-	-	-	-	-
Total	-	-	-	-	-	-

4.16 Quota Retracted by Production Type

Production Type	Established Producers		New Producers		All Producers	
	# of Producers	Total Quota	# of Producers	Total Quota	# of Producers	Total Quota
[Type 1]	-	-	-	-	-	-
[Type 2]	-	-	-	-	-	-
[Type 3]	-	-	-	-	-	-
[Type 4]	-	-	-	-	-	-
Total	-	-	-	-	-	-