



2021 CORPORATE PROFILE



2021



DAVE HOPE OPVG Chair

FROM THE CHAIR

Another year with COVID-19 continued to present challenges for OPVG activities throughout 2021, and yet, we have all made great strides for our sector. Agriculture as a whole is very adept at adapting to new situations, and OPVG and its membership demonstrate this in spades. I continued to participate in the provincial COVID-19 task force through OMAFRA that is addressing ongoing issues for the sector including labour and resources.

OPVG recognizes the need to take a strategic approach to ensure the maximum impact is realized from the funds that growers provide. And even in these unusual times, the Board continues to move forward in building stronger relationships to further strengthen our sector. As part of this continuous improvement, OPVG created a new three-year strategic plan for the organization. Many changes have occurred in our sector since 2017, when we worked on our last strategic plan. And so, in August 2021, we developed a new plan that began by looking at the opportunities for OPVG – how can we add value to our processing vegetable growers and improve the environment within our industry.

We know growers want OPVG to take the lead on initiatives that will improve our sector's competitiveness, engage in government relations, provide market intelligence, and support research and communications. When it comes to negotiations, we are looking at continued ways to improve the overall process. One of the central parts of the new plan is the creation of four strategic intents that define what OPVG wants to accomplish over the next three years – improve effectiveness of OPVG's governance structure, improve effectiveness and efficiency of the negotiating process, improve communication with growers and processors, and build long-term confidence in the processing vegetable industry.

There were many other aspects of our organization covered in the new strategic plan, and I encourage members to take a few minutes to review it at www.opvg.org/about/strategic-plan.

Despite the continued restrictions for in-person events, OPVG took part in a number of interesting marketing initiatives. We participated in the Canadian Country Music Awards' "Your Local Food Story" event to talk about OPVG and local food at the London event. We took part in a virtual food literacy program – The Journey of a Tomato – with the Agri-Food Experience Education program with the Western Fair District. And we have a seat on the board of Foodland Ontario, along with more than 40 other commodities, to share marketing efforts and ideas.

On the research and innovation front, OPVG continues to contribute more than \$175,000 to Ontario crop research each year and provide research administration services for the more than 17 research projects funded in 2021.

I continue to take great pride in the work OPVG has accomplished for our sector and the progress we can make when we work together to improve and innovate in Ontario agriculture. If you have any input, feedback or ideas you would like to share, please contact me via the OPVG office.



INSIDE OPVG AND ONTARIO'S PROCESSING VEGETABLE INDUSTRY

The OPVG is a not-for-profit agricultural organization that represents 327 Ontario processing vegetable growers who produce crops for the canning, freezing and pickling industry.

carrots
squash
green peas
pumpkin
cauliflower
tomatoes
cucumbers
peppers
beets
sweet
CORN
green & wax beans
cabbage
lima beans
onions

Our members grow crops for Ontario's 13 food and beverage processors for the retail, food service and industrial markets. OPVG is governed by a Board of eight vegetable growers and has a full-time staff of four.

Southern Ontario is home to most vegetable growers. They deliver their crop to processors that add value to these crops by transforming them into vegetable mixes, sauces, soups, juice, ketchup and onion rings through freezing and canning. Ontario's field cucumber crop is almost entirely destined to the United States market for processing, with significant volumes returned to Canada as finished goods.

Ontario's processing vegetable sector is strategically located in a part of the province with the soil, sunshine and water access needed to grow a high quality crop and the 401 highway that provides a corridor for our vegetables and finished goods to be moved quickly and efficiently within Canada and across into the United States.

327 family-owned members grow **14** different processing vegetable crops that generate more than **\$98 million** in total farm gate value and supply **13 Ontario** food and beverage processors.

In 2021, the total farm gate value of field vegetables for processing in Ontario was over \$98 million. When this is translated into the value of finished goods at 7x the farm gate value, it is more than \$680 million to the Ontario economy.

OPVG plays a vital role in the annual negotiation process for processing vegetables in Ontario – ensuring a fair farm price for growers and a competitively priced raw product for processors.





Grassroots governance

OPVG represents the interests of growers, their crops and the sustainability of this unique Ontario industry, and operates under Regulation 440, Vegetables For Processing Marketing and Regulation 441, Vegetables For Processing Plan of the *Ontario Farm Products Marketing Act*.

As a grassroots industry organization, OPVG coordinates processing vegetable crop research, grower education and outreach support, product marketing and promotion. OPVG also advocates on behalf of our members with government on issues impacting day-to-day farm operations that include crop protection regulations, labour, business risk management programs and environmental practices.

District and provincial representation

Grower members are organized into three districts, based on their farm location. OPVG has two levels of representation – district and provincial. Both groups meet regularly to discuss industry issues, tour farms and processing plants, learn about new crop research and innovation, and elect district and provincial representatives.

OPVG is a progressive organization that prioritizes good governance, confidentiality and professionalism – and takes these very seriously. Every year elected provincial directors and officers all sign a Code of Conduct and Conflict of Interest declaration.

District representation (district committee members) is elected at a ratio of one committee member for every 20 growers, or minimum of 10.

Provincial representation (provincial directors) As per Regulation 441, the Chair of the Board is appointed by the Ontario Farm Products Marketing Commission and eight directors are elected to form a nine-person Board. The provincial executive is made of three positions – Chair, 1st Vice Chair and 2nd Vice Chair.

To be eligible to be nominated or entitled to a vote, a person must be a producer as defined by Regulation 441 under the *Ontario Farm Products Marketing Act* and be a resident of the district.





OPVG districts

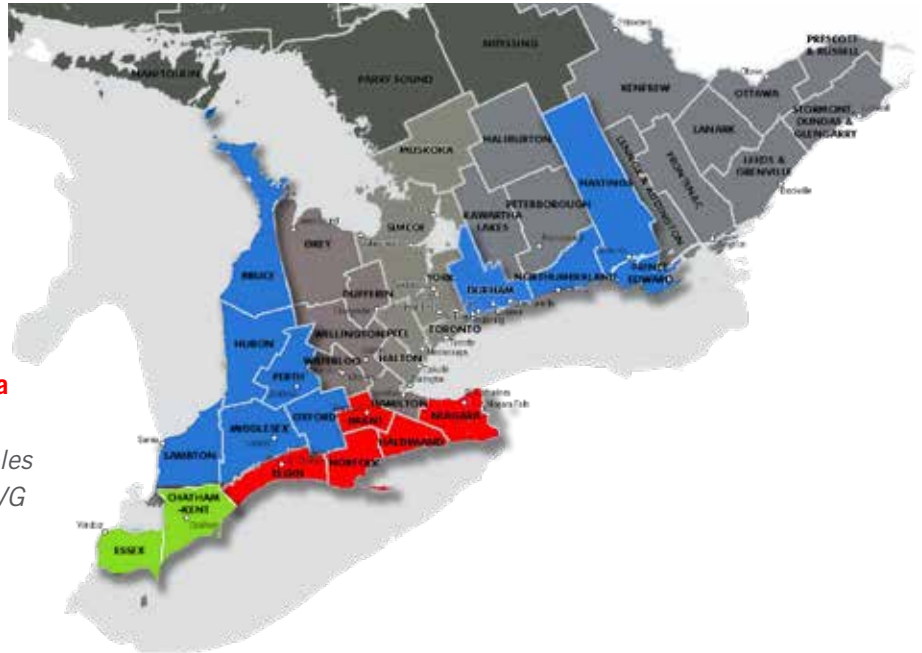
Ontario's diverse climate means processing vegetables are grown in segmented regions of the province. As a result, grower representation to the OPVG is divided into three districts. The organization strictly follows the rules of representation and election outlined in OPVG's constitution and adheres to all requirements within Regulation 441, Vegetables For Processing Plan, under the *Ontario Farm Products Marketing Act*.

1 Counties of Essex & Kent

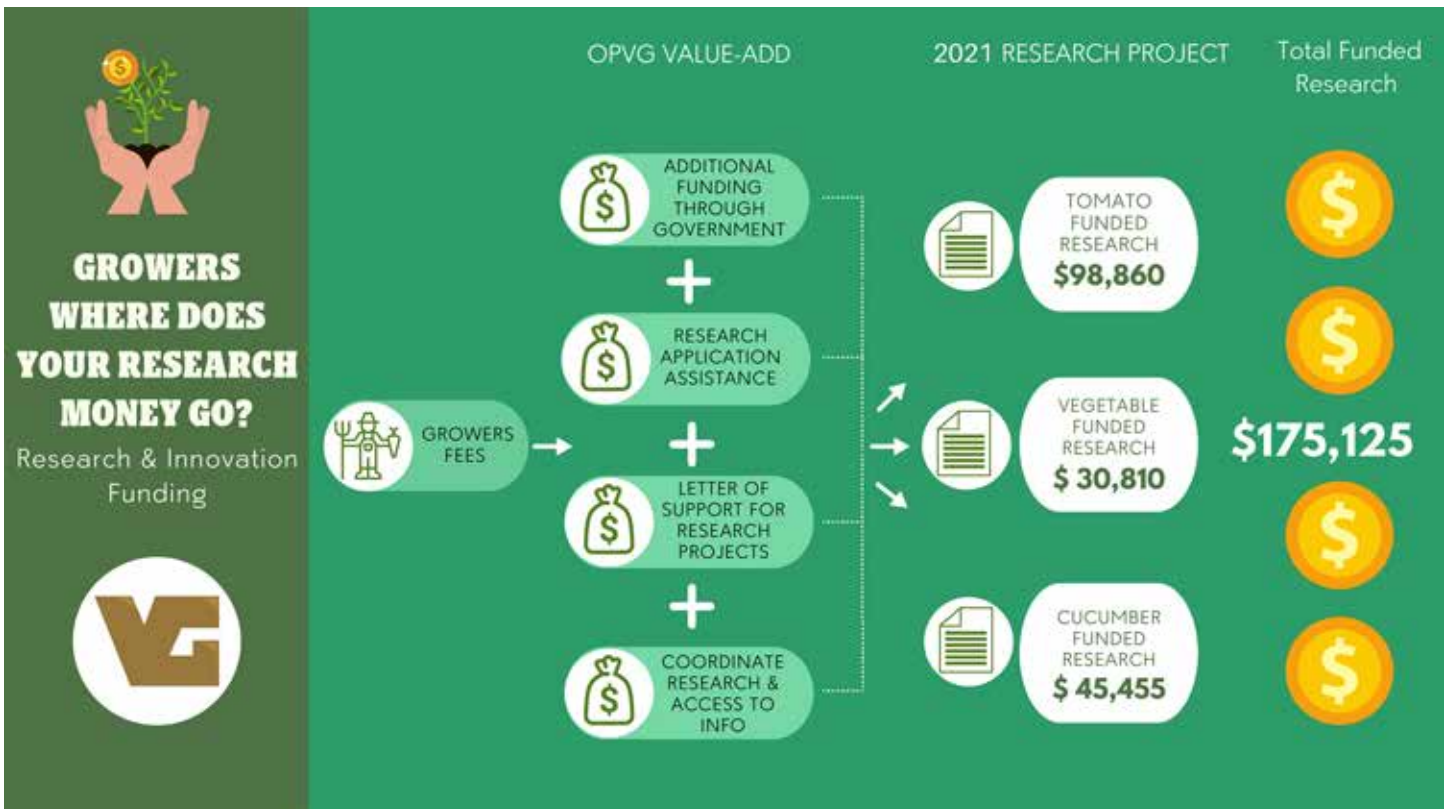
2 Counties of Huron, Perth, Bruce, Lambton, Oxford, Middlesex, Hastings, Northumberland, Prince Edward and Regional Municipality of Durham

3 Counties of Brant, Elgin & Regional Municipalities of Haldimand-Norfolk, Niagara

Note: If a grower produces processing vegetables outside of the counties listed in the three OPVG districts, they are assigned to the district committee closest to their farm.



Local research support





MARKET/CROP INFORMATION

Each year, OPVG holds grower meetings for the purpose of electing members to negotiating committees. In 2021, 22 growers were elected to represent their peers during negotiations, with 20 Board appointments being made. These committees held numerous preparation meetings in advance of negotiations. During these meetings, committees discuss opening positions, review available data and grower feedback received, and advise of any additional required information. OPVG staff attend negotiations as a resource to the committees. During the negotiation process, the groups review, amend and agree to all terms and conditions contained in the agreement, in addition to prices to be paid.

GREEN PEAS

In 2021, negotiations proceeded over four separate meetings. Agreement was reached at 15.5% across all tenderometer categories, the removal of the double crop clause and an increase in the late harvest premium to \$15/acre/day capped at \$200.

SWEET CORN

In 2021, negotiations took place over four separate meetings. Agreement was reached after the deadline with the price of regular yellow corn at \$115.25/ton and supersweet corn at \$119.19/ton. There was also a change in the late planting premium of \$5.00/acre/day, to continue if the processor and grower agree to plant beyond June 30.

GREEN & WAX BEANS

In 2021, negotiations progressed over three separate meetings. Agreement was reached after the deadline with prices as follows:

- \$253.30/ton for small whole beans
- \$234.34/ton for dual purpose beans
- \$210.13/ton for large cut beans
- \$200.27/ton for romano beans

LIMA BEANS

In 2021, negotiations proceeded over three separate meetings. Agreement was reached with the price being \$584.40/ton, and the addition of a late plant premium of \$10/acre/day, beginning June 25.

SQUASH

In 2021, negotiations took place over two separate meetings. Agreement was reached at \$155.60/ton, an increase in the late delivery surcharge to \$4/ton and a change to the payment for squash left unharvested through fault of the processor to 80% of contract price.

ONIONS

In 2021, negotiations proceeded over three separate meetings. Agreement was reached at the following prices:

- August deliveries: \$0.2300/lb
- September deliveries: \$0.2300/lb
- October deliveries: \$0.2350/lb
- November deliveries: \$0.2600/lb

There was also an increase in the quality bonus to be at \$0.01/lb for 2% or less undersize, with the minimum size being changed to 3 ¼". Tolerance levels were changed to 0% under 3", 5% under 3 ¼" and 10% over 4".



CUCUMBERS

In 2021, cucumber negotiations proceeded over four separate meetings.

MACHINE HARVEST

Agreement was reached after the deadline with a minimal increase (+0.01%) on machine harvest cucumbers with an increase to the downy mildew treatment program prices paid for deliveries up to and including July 25 to \$10/ton, July 26 to August 25 to \$15.25/ton and deliveries after August 26 to \$18.75. Compensation for cancelled acres increased to \$300/acre if cancelled May 15-31, \$400 if cancelled June 1-15 and \$500 after June 15.

HAND HARVEST

Agreement was reached after the deadline with Chatham hand harvest cucumber growers changing to a small pickle program similar to that in the Eastern stations as per Hartung Brothers' request. Year over year price changes for the Eastern region resulted in an overall increase equating to 2.5%. The price paid over the 20% cap for deliveries on 2Bs was raised to \$200/ton and the cap level was raised on 3As to 25% with a payment of \$200/ton over the cap.

NOTE: With the change in regulation, no negotiation information is available for tomatoes and carrots however OPVG staff remain available to assist growers with any company specific information required.





OPVG FACT SHEET



CARROTS

- 8 contracts
- 38,400 tons contracted
- 40,182 tons harvested



SQUASH

- 5 contracts
- 2,892 tons contracted
- 2,700 tons harvested



GREEN & WAX BEANS

- 57 contracts
- 4,316 acres contracted
- 6,529 acres harvested
- 27,238 tons harvested



SWEET CORN

- 108 contracts
- 8,906 acres contracted
- 10,452 acres harvested
- 80,753 tons harvested



CUCUMBERS

- 77 contracts
- 40,722 tons contracted
- 29,168 tons harvested



TOMATOES

- 73 contracts
- 12,269 acres measured
- 548,185 tons contracted
- 443,868 tons harvested



GREEN PEAS

- 134 contracts
- 13,095 acres contracted
- 13,038 acres harvested
- 29,709 tons harvested



ONIONS

- 4 contracts
- 1,587 tons contracted
- 961 tons harvested



LIMA BEANS

- 24 contracts
- 3,008 acres contracted
- 4,689 acres harvested
- 7,527 tons harvested



MARKETING AND PROMOTION

Digital Marketing

OPVG’s digital marketing has focused on centralizing our social media effort into one channel, Twitter. Our follower base has increased 33% since the beginning of 2021 from 630 to 917 followers. We are engaging our audience almost every day with relevant content from the industry. We have revamped the look and content of our bi-monthly digital newsletter and are considering the best way to gather feedback and implement it into future marketing efforts. We have created a Brand Style Guide document as reference to keep branding consistencies from digital to print and created versions of our logo to work well on different media content backgrounds.



Canadian Country Music Awards – “Your Local Food Story” Marketing Event

The CCMA’s Your Local Food Story marketing event was a way to share Southwestern Ontario’s local food products with local consumers. Held in downtown London, outside on Dundas Place, it was a free, family-friendly event where people stopped by to learn about their favourite foods and where they came from. OPVG set up an information booth handing out OPVG fact sheet pamphlets, canned corn provided by Bonduelle, and other industry swag. It was a great opportunity to talk to many different people in the area and share OPVG’s local food story.



Foodland Marketing Board

OPVG sits on the Foodland Marketing Board with at least 50 other commodities to share marketing efforts and ideas. Led by the Ontario government entity Foodland Ontario, they also bring in professionals in marketing and data analysis. Sitting on the Board allows more opportunity for partnerships with other commodities, markets and retailers. We also have access to many resources like nutritionists, airtime, creative producers and more.



The Journey of the Tomato

OPVG participated in the Agri-Food Experience Education Program – a virtual food literacy program for Grade 3-8 students to showcase the local food system, put on by the Western Fair District. Tomato grower Ken Ham headlined for OPVG to tell students all about his tomato business.





Faces Behind Food – Farm and Food Care Ontario

Two Ontario processing vegetable growers were featured in Farm and Food Care Ontario's Faces Behind Food social media campaign. Faces Behind Food shares stories of people who work to keep Ontario's agriculture strong. These stories are shared on Facebook and Instagram. Lima bean, sweet corn, squash, and green and wax bean farms were featured – with on-farm photo shoots and short stories on their operations and lives.



Bursary Program

OPVG's Bursary Program was created to support and encourage individuals pursuing a career related to the processing vegetable industry to ensure there are new individuals with the interest, skills, and abilities to further develop and grow this sector of Ontario's agri-food industry. OPVG offers three bursaries to provide financial support and recognition to those students. Since 2001, these bursaries have provided more than \$197,000 to Ontario students.

- The **Jim Whitson Memorial Bursary** valued at \$2,000 is awarded to a student attending Ridgetown Campus in their second year.
- The **Ken Epp Memorial Bursary** valued at \$2,000 is awarded to a student attending an eligible college or university in second, third, fourth or post-graduate year of study.
- The **Industry Bursary** valued at \$1,000 is awarded to a student attending an eligible college or university in a program that relates to the processing vegetable industry.



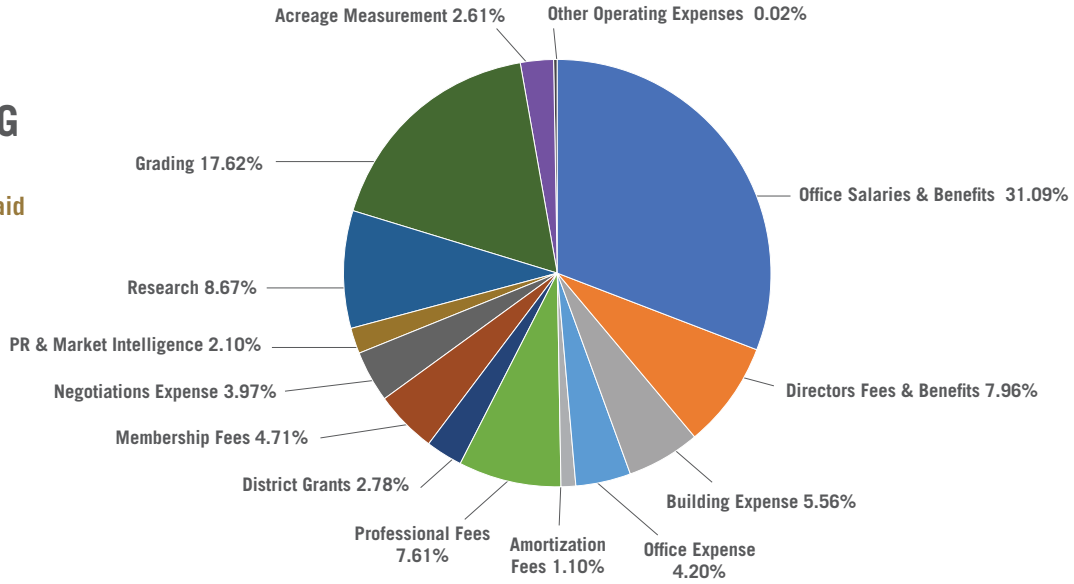


FINANCIAL SNAPSHOT

The following charts provide a visual overview of OPVG activities in 2021. These charts are for illustrative purposes only. Please refer to the details provided in the financial statements that follow.

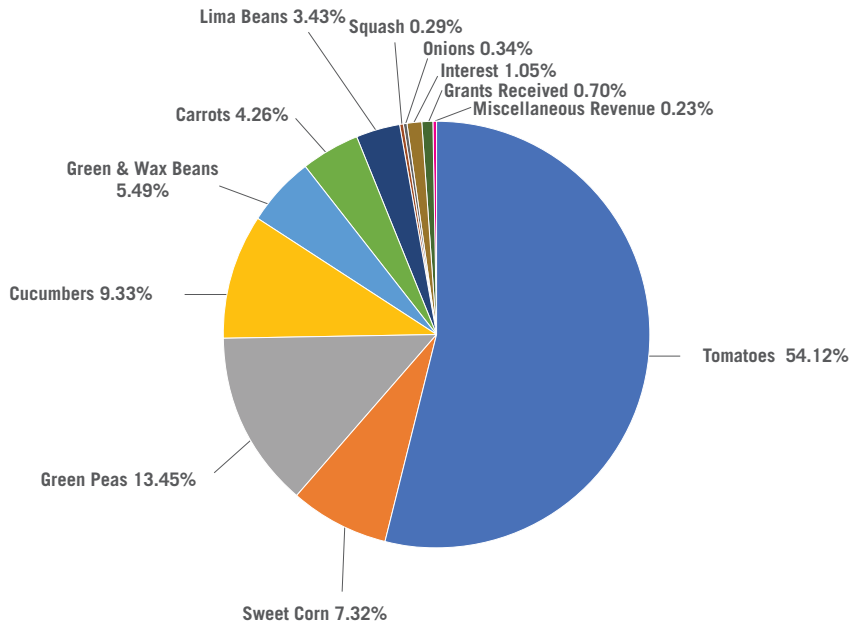
2021 OPVG Expenses

Total expenses paid
\$1,106,474



2021 OPVG Revenue

Total revenue received
\$1,115,352





**Ontario Processing
Vegetable Growers**

FINANCIAL STATEMENTS



**Ontario Processing Vegetable Growers
Financial Statements
For the Year Ended December 31, 2021**

**Ontario Processing Vegetable Growers
Financial Statements
For the Year Ended December 31, 2021**

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Independent Auditor's Report

To the Board of Directors of Ontario Processing Vegetable Growers

Opinion

We have audited the financial statements of Ontario Processing Vegetable Growers (the organization), which comprise the statement of financial position as at December 31, 2021, the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the organization as at December 31, 2021, and its results of operations and cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the organization's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

BDO Canada LLP

Chartered Professional Accountants, Licensed Public Accountants
Exeter, Ontario
March 1, 2022

**Ontario Processing Vegetable Growers
Statement of Financial Position**

December 31	2021 General	2021 Capital	2021 Joint Ventures	2021 Restricted	2021 Endowment	2021 Total	2020 Total
Assets							
Current							
Cash	\$ 1,081,821	\$ -	\$ 286,074	\$ 3,083	\$ -	\$ 1,370,978	\$ 1,362,810
Temporary investments	368,742	-	-	-	-	368,742	129,324
Accounts receivable	23,173	-	3,582	13,534	-	40,289	130,797
Prepaid expenses	3,861	-	2,967	-	-	6,828	3,946
Interfund balances	5,863	-	-	(5,863)	-	-	-
	<u>1,483,460</u>	<u>-</u>	<u>292,623</u>	<u>10,754</u>	<u>-</u>	<u>1,786,837</u>	<u>1,626,877</u>
Long-term investments	212,600	-	-	157,272	2,528,856	2,898,728	3,128,671
Capital assets (Note 2)	-	22,371	9,751	-	-	32,122	42,416
	<u>\$ 1,696,060</u>	<u>\$ 22,371</u>	<u>\$ 302,374</u>	<u>\$ 168,026</u>	<u>\$ 2,528,856</u>	<u>\$ 4,717,687</u>	<u>\$ 4,797,964</u>
Liabilities and Net Assets							
Current							
Accounts payable and accruals (Note 3)	\$ 168,392	\$ -	\$ 14,507	\$ 1,500	\$ -	\$ 184,399	\$ 307,325
Current reserve for bursaries (Note 5)	2,000	-	-	-	-	2,000	2,000
Due to board funds	-	-	1,500	-	-	1,500	1,250
Current portion of long-term debt (Note 6)	-	22,391	-	-	-	22,391	8,142
	<u>170,392</u>	<u>22,391</u>	<u>16,007</u>	<u>1,500</u>	<u>-</u>	<u>210,290</u>	<u>318,717</u>
Reserve for bursaries (Note 5)	7,000	-	-	-	-	7,000	14,000
Long-term debt (Note 6)	-	-	-	-	-	-	22,391
Commitments/contingent liability (Note 7 & 8)	-	-	-	-	-	-	-
	<u>177,392</u>	<u>22,391</u>	<u>16,007</u>	<u>1,500</u>	<u>-</u>	<u>217,290</u>	<u>355,108</u>
Net Assets							
General	1,518,668	-	-	-	-	1,518,668	1,515,410
Capital	-	(20)	9,751	-	-	9,731	11,883
Restricted	-	-	276,616	166,526	-	443,142	386,707
Endowment	-	-	-	-	2,528,856	2,528,856	2,528,856
	<u>1,518,668</u>	<u>(20)</u>	<u>286,367</u>	<u>166,526</u>	<u>2,528,856</u>	<u>4,500,397</u>	<u>4,442,856</u>
	<u>\$ 1,696,060</u>	<u>\$ 22,371</u>	<u>\$ 302,374</u>	<u>\$ 168,026</u>	<u>\$ 2,528,856</u>	<u>\$ 4,717,687</u>	<u>\$ 4,797,964</u>

The accompanying notes are an integral part of these financial statements.

**Ontario Processing Vegetable Growers
Statement of Changes in Net Assets**

For the year ended December 31	2021 General	2021 Capital	2021 Joint Ventures	2021 Restricted	2021 Endowment	2021 Total	2020 Total
Balance, beginning of the year	\$ 1,515,410	\$ (5,640)	\$ 290,278	\$ 113,952	\$ 2,528,856	\$ 4,442,856	\$ 4,474,343
Excess (deficiency) of revenues over expenses	21,090	(12,212)	(3,911)	52,574	-	57,541	(31,487)
Interfund transfers	(17,832)	17,832	-	-	-	-	-
Balance, end of the year	\$ 1,518,668	\$ (20)	\$ 286,367	\$ 166,526	\$ 2,528,856	\$ 4,500,397	\$ 4,442,856

The accompanying notes are an integral part of these financial statements.

**Ontario Processing Vegetable Growers
Statement of Operations**

For the year ended December 31	2021 General	2021 Capital	2021 Joint Ventures	2021 Restricted	2021 Total	2020 Total
Revenue						
Research and development funding	\$ 7,760	\$ -	\$ -	\$ -	\$ 7,760	\$ 35,118
Interest income	11,560	-	-	52,574	64,134	75,718
Levies	-	-	87,316	-	87,316	99,547
Licence fees	1,093,290	-	-	-	1,093,290	1,197,599
Other revenue	2,550	-	-	-	2,550	-
	1,115,160	-	87,316	52,574	1,255,050	1,407,982
Expenses						
Acreage measurement	28,896	-	-	-	28,896	29,633
Advertising and promotion	16,787	-	-	-	16,787	11,176
Amortization	-	12,212	7,772	-	19,984	18,074
Annual conventions	-	-	-	-	-	21,445
Board member fees and related costs	78,171	-	-	-	78,171	76,918
Board members travel	9,890	-	-	-	9,890	28,161
Consulting fees	30,752	-	-	-	30,752	35,708
District grants	30,751	-	-	-	30,751	35,752
Education and marketing costs	-	-	-	-	-	40,209
Employees paid leave and severance	-	-	-	-	-	100,533
Grading expense	194,926	-	-	-	194,926	194,223
Meetings and conferences	6,452	-	-	-	6,452	5,573
Membership fees	52,106	-	-	-	52,106	51,429
Negotiations and arbitration meetings	30,488	-	-	-	30,488	18,464
Office expenses	86,368	-	-	-	86,368	99,602
Office rent and utilities	57,691	-	-	-	57,691	52,125
Professional fees	30,859	-	1,500	-	32,359	42,970
Research	95,925	-	81,955	-	177,880	205,832
Salaries and benefits	338,815	-	-	-	338,815	363,365
Staff travel expenses	5,193	-	-	-	5,193	4,562
Sub-contracts	-	-	-	-	-	3,715
	1,094,070	12,212	91,227	-	1,197,509	1,439,469
Excess (deficiency) of revenues over expenses	\$ 21,090	\$ (12,212)	\$ (3,911)	\$ 52,574	\$ 57,541	\$ (31,487)

The accompanying notes are an integral part of these financial statements.

Ontario Processing Vegetable Growers Statement of Cash Flows

For the year ended December 31	2021	2020
Cash flows from operating activities		
Excess (deficiency) of revenues over expenses	\$ 57,541	\$ (31,487)
Items not affecting cash:		
Amortization of capital assets	19,984	18,074
	<u>77,525</u>	<u>(13,413)</u>
Changes in non-cash working capital:		
Accounts receivable	90,508	(26,071)
Prepaid expenses	(2,882)	(85)
Accounts payable and accrued liabilities	(122,926)	145,938
Due from board funds	250	-
Deferred revenue	-	(21,633)
	<u>42,475</u>	<u>84,736</u>
Cash flows from investing activities		
Long term investments	229,943	8,812
Acquisition of capital assets	(9,690)	(1,767)
Payment of bursaries	(7,000)	(2,000)
	<u>213,253</u>	<u>5,045</u>
Cash flows from financing activities		
Repayment of long-term debt	(8,142)	(8,142)
	<u>(8,142)</u>	<u>(8,142)</u>
Net increase in cash	247,586	81,639
Cash and cash equivalents, beginning of the year	1,492,134	1,410,495
Cash and cash equivalents, end of the year	\$ 1,739,720	\$ 1,492,134
Represented by:		
Cash	\$ 1,370,978	\$ 1,362,810
Temporary investments	368,742	129,324
	<u>\$ 1,739,720</u>	<u>\$ 1,492,134</u>

The accompanying notes are an integral part of these financial statements.

Ontario Processing Vegetable Growers Notes to Financial Statements

December 31, 2021

1. Significant Accounting Policies

Nature and Purpose of Organization The Ontario Processing Vegetable Growers (OPVG) is incorporated under the regulations of the Farm Products Marketing Act. OPVG was formed to represent processing vegetable growers in the three districts across Ontario. There are 14 regulated processing vegetables in the province. OPVG is a non-profit organization under the Income Tax Act and, accordingly, is exempt from income taxes under section 149 (1)(e) of the Income Tax Act.

Basis of Accounting The financial statements have been prepared using Canadian accounting standards for not-for-profit organizations.

Joint Ventures Joint ventures are accounted for using the proportionate consolidation method in OPVG's financial statements.

OPVG has a 50% interest along with Ontario Fruit & Vegetable Processors Association (OF&VPA) in the following joint ventures:

Ontario Cucumber Research Committee

The organization conducts research on behalf of Ontario cucumber growers and processors.

Ontario Tomato Research Institute

The organization conducts research on behalf of Ontario tomato growers and processors.

Tomato Grading Reserve Fund

The organization acquires grading equipment and manages the tomato third party grading system on behalf of growers and processors.

Pea, Bean and Corn Industry Research Committee

The committee conducts research on behalf of Ontario pea, bean and corn growers and processors.

Ontario Processing Vegetable Growers Notes to Financial Statements

December 31, 2021

1. Significant Accounting Policies (continued)

Fund Accounting

General Fund

The general fund reports the organization's unrestricted resources available for the Board's general operating activities. The general fund derives the majority of its revenues from crop license fees.

Capital Fund

The capital fund reports the assets, liabilities, revenues and expenses related to OPVG's capital assets.

Joint Ventures

The joint venture fund is a restricted fund. It reports OPVG's share of the assets, liabilities, fund balances, revenues and expenses of its joint ventures. The majority of revenues and expenses reported in the joint venture fund are the levies and research funding received directly by the joint ventures. Levies and research funding are restricted to be used on research projects conducted by the joint ventures.

Restricted Fund

The restricted fund reports all restricted assets, liabilities, fund balances, revenues and expenses of the organization. The majority of the revenues and expenses reported in the restricted fund are the interest earned on the endowment fund and its eligible expenses.

Endowment Fund

Under a 1992 agreement with the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA), this fund capital consists of the funds available from the wind-up of the Processing-Vegetable Financial Protection Board. The terms of the agreement stipulate that OPVG shall not have access to the restricted capital and shall spend the interest only for the purposes of research, market development and education projects to benefit the entire processing vegetable industry. The interest earned on this capital is reported as revenue of the restricted fund.

Ontario Processing Vegetable Growers Notes to Financial Statements

December 31, 2021

1. Significant Accounting Policies (continued)

Revenue Recognition

The organization follows the restricted fund method of accounting for contributions.

Restricted contributions are recognized as revenue of the appropriate restricted fund when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. However, if no appropriate restricted fund is presented, then the restricted contribution is recognized as revenue of the General Fund in the year in which the related expenses are incurred.

Unrestricted contributions are recognized as revenue of the General Fund in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

(i) Research and Development Funding

Funding is granted for specific research. It is accounted for in the appropriate fund in accordance with the contract terms.

(ii) Levies

Levies are calculated as a factor based on delivered tons as defined in the Processor Marketing Agreements. OPVG and OF&VPA combine to equally fund projects in tomato research, cucumber research, pea, bean and corn research and to share the cost of the annual joint convention. Research levies are reported as income of the joint ventures and are restricted for use on research projects.

(iii) Bursaries

Contributions for the purpose of funding long term bursary programs is added to the liability in the statement of financial position and recognized as revenue as the bursaries are awarded.

(iv) License fees

License fees are levied by processing crop on licensed producers at a rate per delivered ton. The licensed processors collect the fees and remit to OPVG. License fees are recognized as income in the fiscal year of delivery. There is no restriction on license fees and they are used to fund the general operations of OPVG.

(v) Interest income

Income is earned on GIC investments and is recorded on an accrual basis. Interest earned by the general fund is unrestricted. Interest earned by the joint ventures is restricted to be used by the applicable joint venture. Interest earned on the endowment fund is recognized as income of the restricted fund, as it is restricted for use on research, market development and education projects to benefit the entire processing vegetable industry.

Ontario Processing Vegetable Growers

Notes to Financial Statements

December 31, 2021

1. Significant Accounting Policies (continued)

Cash and Cash Equivalents Cash and cash equivalents are defined as cash on hand, cash in the bank, and all guaranteed investment certificates with maturities or rights to redeem of less than or equal to 12 months.

Financial Instruments Financial Instruments are recorded at fair value at initial recognition. In subsequent periods, the organization's financial instruments are reported at cost or amortized cost less impairment, if applicable, with the exception of equity investments which are reported at fair market value. Financial assets are tested for impairment when changes in circumstances indicate the asset could be impaired.

Capital Assets Capital assets are recorded at cost less accumulated amortization. Amortization based on the estimated useful life of the asset is calculated as follows:

	Method	Rate
Furniture and equipment	Straight-line	5 years
Computer equipment	Straight-line	3 years
Vehicles	Straight-line	5 years

Use of Estimates The preparation of financial statements in accordance with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates and may have an impact on future periods.

Ontario Processing Vegetable Growers Notes to Financial Statements

December 31, 2021

2. Capital Assets

	2021		2020	
	Cost	Accumulated Amortization	Cost	Accumulated Amortization
Vehicles	\$ 44,953	\$ 31,467	\$ 44,953	\$ 22,477
Furniture and equipment	135,005	125,253	135,005	117,481
Computer equipment	25,842	16,958	16,152	13,736
	205,800	173,678	196,110	153,694
		\$ 32,122		\$ 42,416

3. Government Remittances

Included in accounts payable and accrued liabilities are government remittances payable in the amount of \$102,173 (2020 - \$96,765).

Ontario Processing Vegetable Growers Notes to Financial Statements

December 31, 2021

4. Financial Instruments/Risks

The organization is exposed to various risks through its financial instruments. The following analysis provides a measure of the organization's risk exposure and concentrations as at December 31, 2021.

Credit risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The organization is exposed to credit risk resulting from the possibility that a customer or counterparty to a financial instrument defaults on their financial obligations; if there is a concentration of transactions carried out with the same counterparty; or of financial obligations which have similar economic characteristics such that they could be similarly affected by changes in economic conditions. The organization's financial instruments that are exposed to concentrations of credit risk relate primarily to its accounts receivable.

The organization is also exposed to credit risk arising from all of its bank accounts being held at one financial institution and deposits are only insured up to \$100,000.

Liquidity risk

Liquidity risk is the risk that the organization will encounter difficulty in meeting its obligations associated with financial liabilities. Liquidity risk includes the risk that, as a result of operational liquidity requirements, the organization will not have sufficient funds to settle a transaction on the due date; will be forced to sell financial assets at a value, which is less than what they are worth; or may be unable to settle or recover a financial asset. The organization is exposed to this risk mainly in respect of its accounts payable and accrued liabilities.

The organization's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient cash flows to fund its operations and to meet its liabilities when due, under both normal and stressed conditions. The organization maintains a portion of its invested assets in liquid securities.

Interest rate risk

Interest rate risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The organization is exposed to interest rate risk in its investments, as they are held in high interest savings accounts with variable interest rates and GICs renewed at prevailing interest rates.

Market risk

The organization's investments are held in high interest savings accounts and GICs and therefore not subject to market fluctuations.

There have been no significant changes from the previous year in the exposure to risk or policies, procedures, and methods used to measure the risk.

Ontario Processing Vegetable Growers Notes to Financial Statements

December 31, 2021

5. Bursaries

The Ken Epp Memorial Scholarship was established in 2010 at an original contribution of \$20,000 to be awarded in increments of \$1,000 to one student per year.

The R.H. Brown Scholarship Fund began to be administered by OPVG in 2011 with a balance of \$15,000 to be awarded in increments of \$500 to two students per year.

	2021	2020
Opening balance of Epp and Brown bursary reserves	\$ 16,000	\$ 18,000
Awarded during the year	(7,000)	(2,000)
Ending balance of Epp and Brown bursary reserves	9,000	16,000
Less: current reserve for bursaries	(2,000)	(2,000)
Long term reserve for bursaries	\$ 7,000	\$ 14,000

6. Long-term Debt

	2021	2020
VW Credit Canada Inc. - interest at 0% repayable in monthly payments of \$679, secured by 2018 Volkswagen Tiguan with a carrying value of \$13,486, balance repaid in full January 2022 on sale of Tiguan	\$ 22,391	\$ 30,533
Current portion	22,391	8,142
Long-term portion of debt	\$ -	\$ 22,391

Ontario Processing Vegetable Growers Notes to Financial Statements

December 31, 2021

7. Commitments

OPVG is committed under the terms of an operating lease for office space to September 30, 2025. The base rate applies plus a proportionate share of common area expenses and taxes.

OPVG has a photocopy lease expiring in 2023 with payments of \$780 per month.

Contractual obligation repayments for the next four years are as follows:

2022	\$	54,022
2023		47,001
2024		44,661
2025		33,496
		<hr/>
	\$	179,180

8. Contingent Liability

The organization runs an annual conference with OF&VPA and revenues and expenses are split evenly. A net conference surplus has accumulated over several years and is recorded with OPVG operations in the year incurred. As there is no written agreement with OF&VPA, it is undeterminable at this time whether any amounts may be owing to OF&VPA.

9. Impact of COVID-19 Pandemic

In March 2020, the World Health Organization declared a global pandemic related to the virus known as COVID-19. The full impact of the COVID-19 outbreak continues to evolve as of the date of this report. As such, it is uncertain as to the full magnitude that the pandemic will have on the Organization's financial condition, liquidity, and future results of operations. Management is actively monitoring the global situation. Given the daily evolution of the COVID-19 outbreak and the global responses to curb its spread, the duration of business disruption and the related financial impact cannot be reasonably estimated at this time. There have been no material impacts to date.

Ontario Tomato Research Institute
Financial Statements
For the Year Ended December 31, 2021

Ontario Tomato Research Institute
Financial Statements
For the Year Ended December 31, 2021

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Compilation Engagement Report

To Management of Ontario Tomato Research Institute

On the basis of information provided by management, we have compiled the statement of financial position of Ontario Tomato Research Institute (the Entity) as at December 31, 2021, the statements of operations and changes in net assets for the year then ended, and Note 1, which describes the basis of accounting applied in the preparation of the compiled financial information (the financial information).

Management is responsible for the accompanying financial information, including the accuracy and completeness of the underlying information used to compile it and the selection of the basis of accounting.

We performed this engagement in accordance with Canadian Standard on Related Services (CSRS) 4200, Compilation Engagements, which requires us to comply with relevant ethical requirements. Our responsibility is to assist management in the preparation of the financial information.

We did not perform an audit engagement or a review engagement, nor were we required to perform procedures to verify the accuracy or completeness of the information provided by management. Accordingly, we do not express an audit opinion or a review conclusion, or provide any form of assurance on the financial information.

Readers are cautioned that these statements may not be appropriate for their purposes.

BDO Canada LLP

Chartered Professional Accountants, Licensed Public Accountants

Exeter, Ontario
March 1, 2022

**Ontario Tomato Research Institute
Statement of Financial Position**

December 31	2021	2020
Assets		
Current		
Cash	\$ 366,426	\$ 356,943
Accounts receivable	418	67,717
Prepaid expenses	5,933	-
	\$ 372,777	\$ 424,660
Liabilities and Net Assets		
Current		
Accounts payable and accrued liabilities	\$ 4,954	\$ 58,802
Due to Board	1,200	1,000
	6,154	59,802
Net Assets		
Ontario Fruit & Vegetable Processors Association	183,312	182,429
Ontario Processing Vegetable Growers	183,311	182,429
	366,623	364,858
	\$ 372,777	\$ 424,660

Ontario Tomato Research Institute Statement of Changes in Net Assets

For the year ended December 31	Ontario Fruit & Vegetable Processors Association	Ontario Processing Vegetable Growers	2021	2020
Balance, beginning of the year	\$ 182,429	\$ 182,429	\$ 364,858	\$ 327,866
Excess of revenues over expenses	883	882	1,765	36,992
Balance, end of the year	\$ 183,312	\$ 183,311	\$ 366,623	\$ 364,858

Ontario Tomato Research Institute Statement of Operations

For the year ended December 31	2021	2020
Revenue		
Funding	\$ -	\$ 70,236
Investment income	-	1,393
Ontario Fruit & Vegetable Processors Association levies	44,387	49,143
Ontario Processing Vegetable Growers levies	44,387	49,143
Ontario Tomato Seeding Growers Marketing Board	1,000	1,000
	<u>89,774</u>	<u>170,915</u>
Operating expenses		
Professional fees	1,200	1,000
Research	86,809	132,923
	<u>88,009</u>	<u>133,923</u>
Excess of revenues over expenses	\$ 1,765	\$ 36,992

**Ontario Tomato Research Institute
Notes to Financial Statements
(Unaudited - see Notice to Reader)**

December 31, 2021

1. Basis of Accounting

The basis of accounting applied in the preparation of the statement of financial position of Ontario Tomato Research Institute as at December 31, 2021 and the statement of operations for the year then ended is on the historical cost basis, reflecting cash transactions with the addition of:

- accounts receivable
 - accounts payable and accrued liabilities
-

**Ontario Cucumber Research
Committee
Financial Statements
For the Year Ended December 31, 2021**

Ontario Cucumber Research Committee
Financial Statements
For the Year Ended December 31, 2021

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Compilation Engagement Report

To Management of Ontario Cucumber Research Committee

On the basis of information provided by management, we have compiled the statement of financial position of Ontario Cucumber Research Committee (the Entity) as at December 31, 2021, the statements of operations and changes in net assets for the year then ended, and Note 1, which describes the basis of accounting applied in the preparation of the compiled financial information (the financial information).

Management is responsible for the accompanying financial information, including the accuracy and completeness of the underlying information used to compile it and the selection of the basis of accounting.

We performed this engagement in accordance with Canadian Standard on Related Services (CSRS) 4200, Compilation Engagements, which requires us to comply with relevant ethical requirements. Our responsibility is to assist management in the preparation of the financial information.

We did not perform an audit engagement or a review engagement, nor were we required to perform procedures to verify the accuracy or completeness of the information provided by management. Accordingly, we do not express an audit opinion or a review conclusion, or provide any form of assurance on the financial information.

Readers are cautioned that the financial information may not be appropriate for their purposes.

BDO Canada LLP

Chartered Professional Accountants, Licensed Public Accountants

Exeter, Ontario
March 1, 2022

Ontario Cucumber Research Committee Statement of Financial Position

December 31	2021	2020
Assets		
Current		
Cash	\$ 71,604	\$ 96,047
Accounts receivable	6,571	-
	\$ 78,175	\$ 96,047
Liabilities and Net Assets		
Current		
Accounts payable and accrued liabilities	\$ 6,500	\$ 18,999
Due to Board	600	500
	7,100	19,499
Net Assets		
Ontario Fruit & Vegetable Processors Association	35,538	38,274
Ontario Processing Vegetable Growers	35,537	38,274
	71,075	76,548
	\$ 78,175	\$ 96,047

**Ontario Cucumber Research Committee
Statement of Changes in Net Assets**

For the year ended December 31	Ontario Fruit & Vegetable Processors Association	Ontario Processing Vegetable Growers	2021	2020
Balance, beginning of the year	\$ 38,274	\$ 38,274	\$ 76,548	\$ 61,429
Excess (deficiency) of revenues over expenses	(2,736)	(2,737)	(5,473)	15,119
Balance, end of the year	\$ 35,538	\$ 35,537	\$ 71,075	\$ 76,548

Ontario Cucumber Research Committee Statement of Operations

<u>For the year ended December 31</u>	<u>2021</u>	<u>2020</u>
Revenue		
Ontario Processing Vegetable Growers levies	\$ 21,414	\$ 29,050
Ontario Fruit & Vegetable Processors Association levies	21,414	29,050
Interest income	-	261
	<hr/>	<hr/>
	42,828	58,361
 Operating expenses		
Professional fees	600	500
Research	47,701	42,742
	<hr/>	<hr/>
	48,301	43,242
Excess (deficiency) of revenues over expenses	<hr/> \$ (5,473)	<hr/> \$ 15,119

Ontario Cucumber Research Committee

Notes to Financial Statements

December 31, 2021

1. Basis of Accounting

The basis of accounting applied in the preparation of the statement of financial position of Ontario Cucumber Research Committee as at December 31, 2021 and the statement of operations for the year then ended is on the historical cost basis, reflecting cash transactions with the addition of:

- accounts receivable
 - accounts payable and accrued liabilities
-

**Pea, Bean and Corn Industry
Research Committee
Financial Statements
For the Year Ended December 31, 2021**

Pea, Bean and Corn Industry Research Committee
Financial Statements
For the Year Ended December 31, 2021

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Compilation Engagement Report

To Management of Pea, Bean and Corn Industry Research Committee

On the basis of information provided by management, we have compiled the statement of financial position of Pea, Bean and Corn Industry Research Committee (the Entity) as at December 31, 2021, the statements of operations and changes in net assets for the year then ended, and Note 1, which describes the basis of accounting applied in the preparation of the compiled financial information (the financial information).

Management is responsible for the accompanying financial information, including the accuracy and completeness of the underlying information used to compile it and the selection of the basis of accounting.

We performed this engagement in accordance with Canadian Standard on Related Services (CSRS) 4200, Compilation Engagements, which requires us to comply with relevant ethical requirements. Our responsibility is to assist management in the preparation of the financial information.

We did not perform an audit engagement or a review engagement, nor were we required to perform procedures to verify the accuracy or completeness of the information provided by management. Accordingly, we do not express an audit opinion or a review conclusion, or provide any form of assurance on the financial information.

Readers are cautioned that these statements may not be appropriate for their purposes.

BDO Canada LLP

Chartered Professional Accountants, Licensed Public Accountants

Exeter, Ontario
March 1, 2022

**Pea, Bean and Corn Industry Research Committee
Statement of Financial Position**

December 31	2021	2020
Assets		
Current		
Cash	\$ 93,929	\$ 82,822
Accounts receivable	174	-
	<hr/>	<hr/>
	\$ 94,103	\$ 82,822
<hr/>		
Liabilities and Net Assets		
Current		
Accounts payable and accrued liabilities	\$ 17,555	\$ 18,404
Due to Board	600	500
	<hr/>	<hr/>
	18,155	18,904
<hr/>		
Net Assets		
Ontario Fruit & Vegetable Processors Association	37,974	31,959
Ontario Processing Vegetable Growers	37,974	31,959
	<hr/>	<hr/>
	75,948	63,918
	<hr/>	<hr/>
	\$ 94,103	\$ 82,822

**Pea, Bean and Corn Industry Research Committee
Statement of Changes in Net Assets**

For the year ended December 31	Ontario Fruit & Vegetables Processors Association	Ontario Processing Vegetable Growers	2021	2020
Balance, beginning of the year	\$ 31,959	\$ 31,959	\$ 63,918	\$ 60,358
Excess of revenues over expenses	6,015	6,015	12,030	3,560
Balance, end of the year	\$ 37,974	\$ 37,974	\$ 75,948	\$ 63,918

**Pea, Bean and Corn Industry Research Committee
Statement of Operations**

For the year ended December 31	2021	2020
Revenue		
Ontario Fruit & Vegetable Processors Association levies	\$ 21,015	\$ 20,854
Ontario Processing Vegetable Growers levies	21,015	20,854
Interest income	-	257
	<hr/>	<hr/>
	42,030	41,965
Operating expenses		
Professional fees	600	500
Research	29,400	37,905
	<hr/>	<hr/>
	30,000	38,405
Excess of revenues over expenses	\$ 12,030	\$ 3,560

Pea, Bean and Corn Industry Research Committee

Notes to Financial Statements

December 31, 2021

1. Basis of Accounting

The basis of accounting applied in the preparation of the statement of financial position of Pea, Bean and Corn Industry Research Committee as at December 31, 2021 and the statement of operations for the year then ended is on the historical cost basis, reflecting cash transactions with the addition of:

- accounts receivable
 - accounts payable and accrued liabilities
-

**Tomato Grading Reserve Fund
Financial Statements
For the Year Ended December 31, 2021**

**Tomato Grading Reserve Fund
Financial Statements
For the Year Ended December 31, 2021**

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Compilation Engagement Report

To Management of Tomato Grading Reserve Fund

On the basis of information provided by management, we have compiled the statement of financial position of Tomato Grading Reserve Fund (the Entity) as at December 31, 2021, the statements of operations, the statement of changes in net assets for the year then ended, and Note 1, which describes the basis of accounting applied in the preparation of the compiled financial information (the financial information).

Management is responsible for the accompanying financial information, including the accuracy and completeness of the underlying information used to compile it and the selection of the basis of accounting.

We performed this engagement in accordance with Canadian Standard on Related Services (CSRS) 4200, Compilation Engagements, which requires us to comply with relevant ethical requirements. Our responsibility is to assist management in the preparation of the financial information.

We did not perform an audit engagement or a review engagement, nor were we required to perform procedures to verify the accuracy or completeness of the information provided by management. Accordingly, we do not express an audit opinion or a review conclusion, or provide any form of assurance on the financial information.

Readers are cautioned that these statements may not be appropriate for their purposes.

BDO Canada LLP

Chartered Professional Accountants, Licensed Public Accountants

Exeter, Ontario
March 1, 2022

Tomato Grading Reserve Fund Statement of Financial Position

December 31	2021	2020
Assets		
Current		
Cash	\$ 40,190	\$ 40,691
Equipment (Note 2)	19,501	35,045
	\$ 59,691	\$ 75,736
 Liabilities and Net Assets		
Current		
Due to Board	\$ 600	\$ 500
Net Assets		
Ontario Fruit & Vegetable Processors Association	29,546	37,618
Ontario Processing Vegetable Growers	29,545	37,618
	59,091	75,236
	\$ 59,691	\$ 75,736

**Tomato Grading Reserve Fund
Statement of Changes in Net Assets**

For the year ended December 31	Ontario Fruit & Vegetable Processors Association	Ontario Processing Vegetable Growers	2021	2020
Balance, beginning of the year	\$ 37,618	\$ 37,617	\$ 75,235	\$ 105,787
Deficiency of revenue over expenses	<u>(8,072)</u>	<u>(8,072)</u>	<u>(16,144)</u>	<u>(30,552)</u>
Balance, end of the year	\$ 29,546	\$ 29,545	\$ 59,091	\$ 75,235

**Tomato Grading Reserve Fund
Statement of Operations**

For the year ended December 31	2021	2020
Revenue		
Interest income	\$ -	\$ 236
Operating expenses		
Amortization	15,544	15,544
Professional fees	600	500
Repairs and maintenance	-	14,744
	<hr/>	<hr/>
	16,144	30,788
Deficiency of revenues over expenses	\$ (16,144)	\$ (30,552)

Tomato Grading Reserve Fund Notes to Financial Statements

December 31, 2021

1. Basis of Accounting

The basis of accounting applied in the preparation of the statement of operations of Tomato Grading Reserve Fund as at December 31, 2021 and the statement of financial position for the year then ended is on the historical cost basis, reflecting cash transactions with the addition of:

- capital assets amortized over their useful life

2. Capital Assets

	<u>2021</u>		<u>2020</u>	
	<u>Cost</u>	<u>Accumulated Amortization</u>	<u>Cost</u>	<u>Accumulated Amortization</u>
Equipment	<u>\$ 186,619</u>	<u>\$ 167,118</u>	<u>\$ 186,619</u>	<u>\$ 151,574</u>
		<u>\$ 19,501</u>		<u>\$ 35,045</u>



OPVG VISION

Catalyst for sustained growth and innovation in processing vegetables.

OPVG STRATEGIC INTENTS

Strategic Intent 1: Improve effectiveness of OPVG's governance structure.

Measures

- Did we do what we said we would do – e.g. improve the district process, add crop committees, define meeting and budget guidelines?
- Has grower engagement improved as a result? Probably needs to be ongoing and regular engagement surveys to see if approvals improve.
- Do people want to be on the Board?

Strategic Intent 2: Improve effectiveness and efficiency of the negotiating process.

Measures

- Reduced time spent in negotiations.
- In post-negotiation surveys, negotiators perceive less conflict and a higher level of satisfaction with the process.
- More growers want to step up for negotiations.

Strategic Intent 3: Improve communication with growers and processors.

Measures

- Did we do what we said and is there improvement in attitudes?

Strategic Intent 4: Build long-term confidence in the processing vegetable industry.


Measures

- More growers wanting contracts or larger contracts.
- Improved research process to enhance our industry.
- New processors entering or existing ones expanding.





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