
GUIDELINES FOR ESTABLISHING PROMOTION AND RESEARCH AGENCIES

These guidelines provide an overview of the purposes and benefits of establishing a promotion and research agency (PRA) for farm products under the federal [Farm Products Agencies Act](#) (the Act). The guidelines also explain the legal and procedural requirements for creating such an agency.¹

Pursuant to Part III of the Act, producers may establish a PRA to conduct promotion and research activities in relation to one or more farm products. Activities carried out by a PRA revolve around:

- the expansion of markets through generic advertising and promotional programs;
- investments in research;
- improvements in production processes, product quality and consumer education; and
- the development of new products.

PRAs are accountable to their members. They have a stable base of funding through a system of levies, which enables them to promote self-reliance in the agri-food sector. The levy is the main source of funding of PRAs. It is collected nationally on regulated farm products sold in interprovincial and export transactions. Where certain provisions are met, the PRA may also be authorized to collect a levy on imports of the regulated product. Intraprovincial commerce does not fall under the authority of the Act. Therefore, transactions within provinces are subject to a provincial levy (if any), administered and collected by an authorized body.

The establishment of a comprehensive levy on all marketing of a given farm product requires provincial participation and federal-provincial cooperation. The Act provides for delegations of authority, allowing for dovetailing of federal and provincial jurisdictions to establish a comprehensive promotion and research scheme, financed by the appropriate levies.

The 1993 amendment to the Act, which permitted the creation of PRAs, was a response to requests from the agriculture sector for the authority to raise national levies that are commodity-based, involve accountability to producers, and used to fund promotion and research for farm products. The amended legislation ensures that all beneficiaries of research and promotion pay their fair share.

Farm Products Council of Canada

The Farm Products Council of Canada (FPCC) was established under the Act. It reports to Parliament through the Minister of Agriculture and Agri-Food. The FPCC's duties include advising the Minister on all matters related to the establishment and operation of PRAs under the Act. The Council reviews the operations of these agencies, ensuring that they meet their objectives. Council also works with agencies to advance more effective marketing, research and promotion of farm products. The mission of the FPCC includes facilitating the establishment of PRAs under the Act where there is producer support for such agencies.

¹ This document is intended to provide information on establishing and operating a PRA. The guidelines are provided for convenience purposes only and are not definitive. For the purposes of interpreting and applying the law, refer to the appropriate legislation.



Under FPCC's mandate, a panel formed of Council members reviews proposals to establish a PRA. Public hearings may be held at Council's discretion to further inquire into the merits of establishing a PRA. Based on the panel's findings, Council then makes its recommendations to the Minister on the establishment of the PRA. Once the Minister decides to proceed with the next steps towards the creation of an agency, the FPCC will work with applicants, AAFC and central agencies to develop a Proclamation for the office and guide it through the various regulatory steps, including its publication in the *Canada Gazette* and eventually the Agency being proclaimed by the Governor in Council. The FPCC also works to resolve disputes, and it deals with complaints from individuals affected by agencies' decisions.

RATIONALE

In line with government strategy supporting industries in their research and development efforts, producer groups are encouraged to become directly involved in financing the promotion and research of their products. Organized groups generally benefit more than individual producers from the development of new products and crops with the potential to expand markets, as well as from the development of new technologies that can lower production costs. Through a PRA, Canadian producers can be better organized, more able to access financial support, and more competitive in national and international markets.

By establishing a PRA, producers may be better able to effectively address promotion and research challenges facing their industry. The levy system, established to provide resources for the PRA's activities, can also facilitate the leveraging of additional resources from provincial and federal government programs.

PRAs offer good opportunities for increased involvement by producers in promotion and research activities at the provincial and federal levels. The 1993 amendment to the Act, providing for the development of PRAs by Canadian producers, matches the equivalent U.S. law, which came into force several decades earlier.

While there is limited experience to date in Canada with PRAs, several U.S. producer groups have been able to expand their markets, influence trends in the consumption of their goods and increase consumer awareness of their products. Others have developed new products, improved production methods, and become more involved in the processing and marketing of their products. Producers' involvement in promotion and research is part of a growing international trend.



LEGAL FRAMEWORK

Legislative Context and Role of the FPCC

The FPCC is a public interest oversight body created under the *Farm Products Agencies Act*. Among its duties, the Council is tasked with advising the Minister on all matters related to the establishment of promotion and research agencies.

Specifically, 7(1)(a) of the Act states:

In order to fulfill its duties, the Council (a) on receipt of a written request from one or more associations representing a significant number of persons engaged in the growing or production of any farm product in Canada . . . shall . . . inquire into the merits of (i) establishing an agency in respect of the farm product and vesting it with all or any of the powers set out in section 22 or 42 as the case may be.

Subsection 7(2) states:

The Council, in reporting to the Minister under subsection (1), shall not recommend the establishment of an agency in respect to one or more farm products . . . unless it is satisfied that . . . (b) in the case of a promotion-research agency, the majority of the aggregate of the producers or, where the import trade in one or more farm products is to be included, the majority of the aggregate of the producers and importers of all those farm products, in Canada or in the region of Canada to which the recommendation relates, is in favour of that action.

Subsection 8(1) states:

A public hearing shall be held by the Council (a) in connection with an inquiry into the merits of establishing an agency or of broadening the authority of an existing agency to cover any additional farm product or farm products.

Finally, once a decision has been made, the creation of promotion and research agencies is authorized through subsection 39(1) in Part III of the Act:

The Governor in Council may, by Proclamation, establish a promotion-research agency with powers relating to one or more farm products, where the Governor in Council is satisfied that the majority of the aggregate of the producers or, where the import trade in one or more farm products is to be included, the majority of the aggregate of the producers and importers, of all those farm products, in Canada or in the region to which the Proclamation relates, is in favour of the establishment of such an agency.



Summary

Following are the requirements to be met by the producers' group or groups, and the process to be employed for the establishment of a new promotion and research agency:

- The producers' group submits a written proposal to Council, requesting to establish a PRA for a specific farm product or products.
- The group demonstrates that a majority of producers are in favour of establishing the agency (including importers, if required), and that other industry stakeholders are also in favour.
- Through a public hearing process, if warranted, Council inquires into the merit of establishing the PRA and the powers to be vested in the agency.
- Council makes a recommendation to the Minister.
- The Minister decides whether to proceed with the legislative steps to establish an agency.
- A proposed proclamation is developed.
- The proposed proclamation to establish the PRA is published in the *Canada Gazette, Part I*. Interested parties may submit comments concerning the proposed proclamation.
- Once the comments have been addressed, the proclamation is submitted to the Governor in Council for approval.
- If approved, the proclamation is published in the *Canada Gazette, Part II*.
- The PRA is established and begins operations.
- Council oversees the PRA's operations and reviews them at least annually.

PREPARING A PROPOSAL: SUPPORT AND RESOURCES

Before submitting a proposal, PRA applicants should start by defining one or more farm products over which the proposed PRA would exercise its powers. They should also specify whether imports of the farm product over which the proposed PRA is to have powers will be included. Should a decision be made not to apply a levy on imports, the applicant must be able to demonstrate how the agency would be viable in this situation. In addition, they should define the minimum level of production, if any, required for producers to be regarded as members. Applicants should decide on the geographic scope of the PRA. It may be based in one province, or a group of provinces or region(s). It can also be nationwide in scope or allow for expansion across Canada as part of its plan. At this time, efforts should be undertaken to compile data on the estimated provincial, regional or national volumes of domestic production of the product or products, as appropriate.

Once the product and its production volumes are known, the next step in the preparation of a PRA proposal is to gain and maintain support from Canadian producers and their provincial or regional associations. The development of a proposal and the generation of the necessary support also require consultations with national and provincial producer organizations, provincial governments and importers.

Applicants, which often are provincial or national producer organizations, must work closely with their local producers to explain the proposal and seek their feedback and support. As well, provincial governments and supervisory boards that administer farm products marketing legislation should be kept informed of the initiative. Without these efforts, applicants may have difficulty demonstrating that they have the support of a majority of national or regional producers, as required under the Act for establishing a PRA.



Once grassroots support has been confirmed, applicants can access the knowledge and resources of provincial commodity groups to help in the preparation of a PRA proposal. Applicants often use the services of a consultant to assist them in preparing their proposal, but it is the responsibility of the applicant to submit the most complete document possible, with all the necessary support documentation.

Applicants are encouraged to contact importers of record, as well as importers' and retailers' associations, to explain the benefits of establishing a PRA. This is also a good opportunity to collect feedback from the importer community and deal with concerns before the launch of public hearings.

FPCC is available to provide guidance on preparing a proposal and the content required. However, FPCC cannot provide legal advice or financial aid for the preparation of a proposal or the establishment of a PRA. Government departments such as Agriculture and Agri-Food Canada and Global Affairs Canada should be consulted for specific information as required.

Producers interested in developing a proposal for their sector are encouraged to seek support from a sector specialist at Agriculture and Agri-Food Canada's Market and Industry Services Branch. AAFC can provide guidance on programs that might help applicants develop their PRA proposal, market information specific to their sector, and trade data tracking Canadian exports and imports of commodities of interest. The sector specialist may be able to assist in communicating with importers and other industry stakeholders – for example, by accessing the Canadian Importers Database or reaching out to groups such as the Canadian Produce Marketing Association, the Canadian Meat Council, the Canadian Association of Importers and Exporters, and the Retail Council of Canada.

PREPARING A PROPOSAL: CONTENT

Producer associations that decide to launch a request to establish a PRA should inform the FPCC of their intention to submit a proposal to create such an agency. The FPCC will provide guidance on the Act and the establishment and operation of agencies. AAFC may also provide information on other issues relevant to establishing a PRA.

The following questions cover the major components of the documentation required to be submitted to the FPCC for consideration.

1. REASONS FOR ESTABLISHING A PRA

- Why is the PRA needed? What would change for producers and the industry if a PRA existed?
- How would the PRA be in the public interest?
- How is the farm product industry structured? Describe the statistics of production, national and provincial; trade, interprovincial, as well as imports and exports; main players; and provincial and national numbers of producers and importers.
- What specific evidence is available of support for the PRA from producers, provincial supervisory boards, other provincial or national bodies, and importers?
- Are there any issues that need to be resolved for the PRA to be established or to operate? Describe the provincial legislative authority, as well as the levy collection mechanism, etc.



2. PRA OPERATIONS

- What are the details of the promotion and research plan as well as business objectives and priority activities?
- What are the desired outcomes of the PRA's investments in promotion and research?
- What are the plans for the implementation of the PRA and its activities in terms of timing and resources?
- What will be the agency's budget in the first year of operations?
- What are the levy requirements to support the PRA plan and budget?
- In each participating province, how will the levy system work on production and interprovincial trade, and (where applicable) on imports?
- Who will collect the levies and how will they be managed?
- Do the provinces have legal authorities in place for levy collection?
- How will the PRA administer the levy funds?

3. LEGAL ASPECTS

- How many members will compose the PRA board of directors and how will they be appointed?

Note: Subsection 40(2) of the Act requires from 3 to 16 members. According to subsections 40(3) and (4) of the Act, the majority of members must be primary producers and importers, represented in proportion to the share of each such group in the aggregate of the total intraprovincial, interprovincial and import trade (if applicable) in the products concerned.

PREPARING A PROPOSAL: CONSULTATION

Sponsoring producer associations should consult widely with producers, importers, provincial supervisory boards, provincial governments and other stakeholders to communicate and discuss how the proposal will affect their members. Consultations should also explain the benefits of a PRA, and seek feedback and support.

It is important to structure the PRA proposal in a manner that best reflects the needs and concerns of supporting organizations. This will help to boost the level of grassroots support required for the PRA review process.

It is also important for the proposal to include credible evidence of the level of support. This is because of the Act's requirement to show that in the participating provinces, the majority of producers support the proposal – or else the majority of producers and importers, if import trade is to be included in the PRA. It is important to note that without the required level of support, Council cannot recommend to the Minister the establishment of an agency. Where an agency seeks authority over imports, the support is calculated using a single majority. That is, the majority of importers and producers, when taken together, must be in favour of the application. There is no requirement for a majority of importers to support the application, provided that the single majority support threshold is met.



Example of majority support

To comply with the FPAA, an applicant representing 500 producers across the country needs to show support of at least 251 of those producers. Support can be demonstrated by tallies of individual producers or by a motion of support from the directors of a regional commodity board. In the latter case, all the members represented by the board are assumed to support the proposal.

If the applicant seeks authority to collect a levy on imports, importers must be included in the demonstration of majority support. For instance, if there are 50 registered importers in addition to the 500 Canadian producers, the majority threshold would be support from 276 producers or importers, according to the following formula:
 $(500 + 50) \div 2 + 1 = 276$.

The Act specifies the support threshold but not the manner by which the applicants demonstrate it. This means that support for the proposal can be demonstrated in a number of ways, including one or more of the following:

- results of producer surveys;
- minutes of national or provincial annual general meetings recording the votes of producers and/or board members in support of the PRA proposal;
- letters of support from producers and importers;
- records of meetings with individual importers and importer groups; and
- letters of endorsement from provincial supervisory boards, governments and other stakeholder groups.

The objective is to present, as clearly and as quantitatively as possible, the proportion of producers and importers supporting the proposal compared with the proportion opposed, or the total number in each group. Once again, a majority of producers and importers combined must be in favour. Evidence of support from other stakeholders is also valuable.

While the support threshold specified in the Act needs to be met, the FPCC also considers other factors in its overall assessment of support for the PRA proposal.

Under section 39(2) of the Act, the Governor in Council (GIC) may ask each provincial government concerned to carry out a plebiscite of producers (or producers and importers, where applicable) in order to evaluate the level of support. The Minister would determine whether a plebiscite is needed, based on the FPCC's recommendation following its review of the proposal.



FPCC'S REVIEW OF THE PRA PROPOSAL

Once the PRA proposal has been submitted to FPCC, subsection 7(1) of the Act stipulates that the Council shall inquire into the merits of establishing an agency.

As a first step, Council members will make a preliminary review of the proposal to determine whether the document is complete, whether they require clarification from the applicants on any points and whether to proceed with public hearings on the proposal. The FPCC will endeavour to provide applicants with a response within 50 business days of receipt of their final completed proposal.

With Council's decision to proceed, the FPCC Chairperson will assign a panel of at least two of Council members assisted by FPCC staff to inquire into the merits of the proposal. The panel is expected to be assigned within 20 business days of the decision of Council to proceed.

- A public hearings process is then initiated to allow for public consultation and input into the PRA proposal, as provided for in the Act.
- The process begins with a public notice in the *Canada Gazette*, and in newspapers and other media across the country.
- The PRA proposal is posted on the FPCC Web site, where the public can access it. Submissions on the proposal are invited. All submissions are made public on the FPCC Web site.
- Public hearings are scheduled and organized in appropriate locations. The schedule of hearings is communicated widely. Those wishing to appear are identified and invited.
- Once the hearings have been completed and the information received has been collated and analyzed, the FPCC panel members assess the level of producer support. They also consider the terms and conditions of the promotion and research program, as well as the powers of the proposed PRA. Last, they examine whether the establishment of the proposed PRA would be in the interest of producers and consumers, and where applicable, importers of the regulated product.
- The panel presents its report and recommendations to the full Council.
- After due consideration, the FPCC develops a report and recommendations on the establishment of the PRA, which will be sent to the Minister of Agriculture and Agri-Food for final decision.

The process may take from six months up to one year from the date of receipt of the proposal until the date Council makes its recommendations to the Minister. The timing depends mainly on the scheduling and number of public hearings by the panel.

In its recommendations submitted to the Minister of Agriculture and Agri-Food, the Council suggests terms and conditions for a promotion and research program that the agency would be authorized to implement, as well as the powers under the Act to be vested in the agency.

If the Minister supports establishment of the proposed PRA, the Minister will make a recommendation to that effect to the Governor in Council (GIC). If the GIC agrees with the merits of the plan recommended by the Minister, the PRA will be established by proclamation. The proclamation outlines how the agency will operate. It will be developed by the FPCC and the Department of Justice Canada, in consultation with the applicants and AAFC. The proclamation is published in the *Canada Gazette*. On completion of this statutory process, the agency can begin operations. The time required to complete the process depends on the workload and priorities of the government departments and committees involved. One year would not be unusual for this type of request.



Communications and Reports During the Process

As applicants explore the potential of the PRA for their farm products industry, and as they develop their proposal, FPCC is available to answer questions regarding Part III of the Act. Council can provide guidance to applicants on topics such as:

- what the national agency's role would be;
- whether the agency would be national or regional in scope;
- how levies would be administered;
- whether levies would be on domestic production only or also on imports; and
- how the agency's board would be structured.

To learn about other groups' experiences, applicants are encouraged to visit the FPCC Web site (www.fpcc-cpac.gc.ca) – a valuable resource where they can find past and current applications and reports, transcripts of public hearings, FPCC panel reports, and current PRA annual reports.

Once a proposal is received, the Hearing Secretary will communicate with applicants about the review process, who the FPCC panel members will be and when the public hearings will be scheduled. During this time, the applicant should prepare a presentation on its case for the PRA and review the submissions received online. At this stage, FPCC is unable to provide further guidance services.

Following the completion of the public hearing process, the FPCC panel will publish its findings in a report released to the public on the FPCC Web site. The report will not include the panel's recommendations to Council. The report is expected to be made public within 60 business days after the end of public hearings.

The panel's report is used by the Council as it considers the merit of creating the PRA and develops recommendations for the Minister. The recommendations made by the panel and the Council's recommendations to the Minister will remain strictly confidential. There will be no public communication until the Minister provides a response.

PRA OPERATIONS

Accountability to producers and importers involved in the PRA will be ensured by the membership of their representatives on the board and their participation in the PRA's affairs, as well as by annual audits. Agency members can be appointed by the Governor in Council (GIC) or in any other manner described in the PRA's proclamation, including through elections (see sections 18 and 19 of the Act). The GIC also approves auditors to conduct annual audits on the agency's accounts and financial transactions (see section 29 of the Act). The audit reports are submitted to both the FPCC and the Minister.

Once the PRA has been established, the FPCC oversees its activities to ensure that the PRA serves the public interest and fulfills its objectives under the Act. The FPCC will also review the PRA's operations to ensure that the PRA operates in conformity with its specific promotion and research program, and that the levy system is working in the best interests of all stakeholders.

In its proposal, the applicant should describe the objectives, key activities and expected outcomes from the investment of its levy funds over the initial five-year period. As the Act provides for a broad scope of activities, the PRA applicant should be specific in presenting its own priority activities within this broad scope. The activities must be feasible in the five-year period, within the constraints of the funding that the PRA expects to raise through the levy and other resources it expects to leverage.



Promotion and research activities as described in the Act

Section 42 of the Act contains a very broad description of promotion and research activities:

42(1) [A]n agency may . . .

(c) undertake and assist in the promotion of the consumption and use of any regulated product in relation to which it may exercise its powers, the improvement of the quality and variety thereof and the publication of information in relation thereto . . .

(g) undertake research activities with respect to, and advertise and promote in any other manner, the regulated products in relation to which it may exercise its powers[.]

Potential activities in a promotion and research program

Promotion

- branding
- marketing
- market development
- business development
- social media activities
- app development
- participation in industry initiatives and exhibitions or fairs
- Web site initiatives – recipes and consumer tips, product information, events
- nutritional information
- hosting facilities for product demonstrations and promotional events

Research

- productivity research
- feed efficiency
- animal health and welfare
- product quality
- environmental impact research
- technology transfer
- knowledge dissemination
- food safety
- variety research and development
- nutrition research
- consumer and market research

Once the PRA has been created, it must submit an annual business plan and budget to Council, since Council has the authority to approve any amendments presented by the PRA to the Levies Order. The PRA's budget should set out the expected revenue from levies and the types of expenditures to be made in the priority promotion and research activities in as much detail as possible. Generally, the budget can include any salaries, travel, equipment and other costs that are incurred in carrying out the identified promotion and research activities, according to whether they will be carried out by the national agency or partners such as provincial organizations or other service providers. Memoranda of understanding between the national PRA and its partners will set out the details of which promotion and research activities are to be charged to the national PRA budget.



The agency is also required to prepare an annual report to the Council and Minister within three months of the end of its fiscal year (see section 30 of the Act). This should include reports from each of the provincial organizations and service providers that have contributed to the national PRA's program, together with financial statements. The annual report must provide details of the agency's activities and performance, according to criteria that have been developed in collaboration with FPCC and that are consistent with the Minister's requirements. Once reviewed by Council, the report will be delivered to the Minister for review and then to Parliament.

ESTABLISHING A LEVY

The Act provides the authority of a PRA to collect a levy on the farm products, whether domestically produced or imported, as described in its proclamation. Once proclaimed, one of the first tasks of the new agency is to put in place a levies order, since the levy is its principal source of funding. FPCC will work with the agency and the Department of Justice Canada on the drafting of the levies order. Furthermore, all levies orders and amendments proposed by the agency must be approved by Council before they are officially registered by the agency and become effective. With respect to levy setting and collection, the agency has provincial authority to collect levies on products marketed within a province, also termed intraprovincial trade. The agency has federal authority to collect levies on products traded interprovincially, as well as levies on products that are exported or imported. Section 31 and subsection 42(2) of the Act provide for the establishment of a federal-provincial agreement, permitting the PRA to collect a levy on intraprovincial trade.

Applicants of a PRA must explore with their provincial governments what legislation exists and what are the necessary procedures related to levy collection for its farm products. Applicants also need to explore with the provinces what provisions need to be included in their proposal so that the PRA can establish, collect and manage a levy.

Levy on Imported Products

A PRA can propose to collect a levy on imports of farm products. The levy must be in compliance with the World Trade Organization's definition of national treatment. That is, imported goods should be treated no less favourably for levy purposes than domestically produced goods.

Specifically, the amount of the levy collected on imports cannot exceed the sum of the intraprovincial levy and the interprovincial levy. Although the levy imposed on interprovincial trade should be consistent throughout the country, levies on intraprovincial trade can vary by province. With different intraprovincial levies, the national treatment levy is that of the province with the lowest sum of intraprovincial and interprovincial levies. This levy can legally be applied on all imported forms of the farm products covered by the PRA.

Applicants of the PRA should also investigate the amount of levy, if any, charged by U.S. authorities on their farm products, or similar products, exported by Canada to the U.S. This amount should serve as a reference for the levy that applicants expect to collect on U.S. imports to Canada.

To facilitate the collection of the import levy, section 46 of the Act authorizes the PRA to receive customs information obtained under the *Customs Act*. With this authority, a PRA could, for example, invoice importers of the farm product, on a monthly or quarterly basis, for the levies due on the imports recorded.

Funds collected from a levy on imports must be used for generic promotion and research activities. As such, it may be helpful to keep the import levy fund separate from other funding sources to ensure the funds are being used for that purpose.



How Levy Collection Works

There are three main ways available for the PRA to collect a levy:

- Provincial boards collect the levy on intraprovincial and interprovincial trade. The total or a portion of the levy collected is then transferred to the national agency administering the national promotion and research program, according to a delegation-of-authority agreement between the national PRA and provincial partner boards.
- The provincial boards delegate their authority to collect the levy on intraprovincial marketing to the national PRA. The national agency collects the levy on intra- and interprovincial trade, and subsequently redistributes the appropriate portions of the funds collected to provincial boards.
- There are no delegations of authority. Provincial boards collect the levy on intraprovincial trade separately from the national agency, which collects the levy on interprovincial trade.

The national PRA plan must account for all levies that are collected. The PRA then has a choice:

- Use all levies at the national level for activities identified in the PRA plan. OR
- Use a portion for national-level activities, and distribute a portion to the provincial or regional level for activities that have been identified in the PRA plan.

Potential Levy Revenue

The revenue from the levy collected will be the main source of funds for the operation of the PRA and the execution of its plan. It is therefore important to estimate the level of potential revenue, based on the proposed levy amount and data on production and imports (where warranted). This information should be included in the proposal, together with the budget and work plan.

FUNDING

The Act does not provide for any financial support to applicants seeking to establish a PRA. Applicants are encouraged to explore whether they can access funding from federal and provincial government programs to develop their proposal and hold provincial consultations.



ANNEX – PROMOTION AND RESEARCH AGENCY PROPOSAL CHECKLIST

<i>Required component of proposal</i>	<i>Details</i>	<i>✓/Included</i>
1. REASONS FOR ESTABLISHING A PRA		
Product	Clear definition of the farm product or products to be administered by the PRA.	
Purpose	Detailed reasons for this proposal and explanation of how it will be in the interest of producers, consumers and importers (where applicable).	
Need	Clear expression of the need for a PRA, what changes the PRA is expected to bring and why it is in the public interest.	
Producers/importers support	Evidence showing that the majority of producers or, where import trade is included, the majority of the aggregate of producers and importers, in Canada or in the region to be covered by the proclamation, is in favour of the establishment of such an agency.	
Production data	Provincial distribution of producers and farm product production; other supporting data, such as employment figures and economic importance; where applicable, import data and list of major importers.	
Stakeholder consultation	Reports on consultations with provincial organizations and with provincial supervisory boards on whether there is legal authority to collect a levy. Copies of letters resulting from the consultations and endorsing or opposing the PRA proposal.	
2. PRA OPERATIONS		
Promotion and research program	Details of the five-year promotion and research program that the proposed agency will seek to implement, including research and development activities, advertising campaigns and promotion for the product, together with timelines and resource requirements.	
Budget	A preliminary budget, showing how the agency is to conduct its operations on a self-sustaining financial basis and how the levy is to be used.	
Levy administration	Explanation of how the levy system will work in each participating province and (where relevant) on imports; who will be responsible for collecting the levy and how funds will be administered.	
Annual report	Details on what will be included in the PRA's annual report to Council, the Minister and Parliament.	
3. LEGAL ASPECTS		
Implementation plan	The timeline and milestones for the establishment of the agency.	
Board members	The number of members (3 to 16) of the agency, the proportion of importers and the manner of their appointment.	