



Getting Started

To start using the framework simply select the question that represents the stage your company is at. If you are new to the framework click on "Where to you want to go?" to start the process.



Sustainability Integration Framework

The focus of the framework is on overall sustainability performance for individual food and beverage manufacturing facilities. It is useful if you are just getting started, or if you are contemplating next steps. The framework is based on a Plan, Do, Check, Act cycle and consists of 5 main steps.

The cyclical nature of the framework reflects the continuity of the sustainability integration process. As you work your way through the elements, you will see a number of suggested activities – it's not expected or necessary to execute each one – users are encouraged to use the tools and resources throughout the portal to support efforts in meeting your business needs and vision.

PROVISION COALITION

PROCESSING FOOD SUSTAINABLY

Provision Coalition 2014-15 Annual Report

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PROVISION COALITION

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Who We Are

We are “an alliance for combined action” made up of 11 member associations representing member companies across Canada in the food and beverage manufacturing and input supply sectors. We are committed to providing valuable resources, programming and advocacy that will help our members enjoy the economic, environmental and social benefits that come with operating in a sustainable manner.

Founded in 2010 under the federal-provincial-territorial initiative Growing Forward, Provision utilizes science, economics and the expertise of its members to ensure the competitiveness and long-term prosperity of the industry.

Our Vision

To be the leading voice on sustainability for the food and beverage manufacturing industry. *Helping our membership prosper by representing their interests and providing science-based guidance and insight on sustainability policy and practice.*

Our Mission

Provide leadership, advocacy, tools and resources to build capacity that will reduce business risks, promote change, and create economic, environmental and social value for the food and beverage manufacturing and input supply sectors.

Our Values

The food and beverage manufacturing sector is a critical engine, driving the national economy and contributing to its competitiveness and long-term prosperity. It is in the industry’s best interest to provide consumers with sustainably-produced food and beverage products.



Our Members

Provision is proud to represent our Coalition of member associations.



Message From The Chair

2014-15 was another productive year marked with significant accomplishments for Provision. The clarity of purpose, careful navigation, skillful execution, and strong results illustrated in this year's annual report, well reflect Provision's position as the leading voice for sustainability in our industry. It is with great pleasure that I reflect on these achievements and express my sincere appreciation for the ongoing efforts of our members, the Board of Directors and Provision's staff. I would also like to acknowledge and thank our funding and industry partners, as well as our value chain stakeholders whose valuable contributions ensure our continued success.

In the past year we have experienced rapid growing interest in sustainability from our industry members and government partners, as well as value chain stakeholders, all looking for tools, resources and solutions. There continues to be growing market interest in resource efficiency, environmental performance, transparency and social responsibility. Provision is ideally positioned to help with a wide range of tools and resources already available. And I am excited about our plans for 2015-16 and beyond to expand our offerings even further to meet the escalating need for sound strategies, competitive tools and resources that will build capacity and guide the food and beverage

manufacturing industry on their sustainability journey.

As Chair of the Board, I am delighted with Provision's hard-earned achievements and our plans to build on a legacy of sustainability-focused advocacy and innovative programming. Looking ahead, we will further strengthen our efforts to cultivate meaningful relationships with our members, ensuring we stay connected to the needs of member associations and the companies you represent. We will keep a sharp focus on applying sustainable principles to drive business value for our members. Our efforts throughout 2015-16 will continue to reflect your sustainability priorities.

Robert Cash
Chair



Message From The Executive Director

It is said that progress is impossible without change. Over the past year at Provision Coalition, we found ourselves embracing this sentiment as we continued to adapt and grow – in project scope and team size – in order to meet the challenges presented by an evolving food and beverage industry.

The Online Sustainability Portal remains our most widely used and valuable resource and throughout the year we made considerable enhancements to the Portal's tools, content and user interface. We are pleased to note that our efforts are being well received, as registrations are up and Portal traffic continues to build. *Environmental Leader* selected the Portal as one of its 2015 Top Projects of the Year, further validating our sustainability-focused approach and confirming that the portal is meeting an essential need within the industry.

Our team has been busy delivering other innovative projects, events and resources. Highlights include the completion of the *2014 State of the Industry Sustainability Survey* and a successful *Best Practices Mission to Ontario* in partnership with Alberta Agriculture and Rural Development. Our continued focus on food waste reduction led to the creation of a groundbreaking project, from which two strategic groups were formed to tackle the issue of wasted food across the value chain. I encourage you to read through this annual report to get the full story on these exciting initiatives and more.

To ensure the organization is well positioned to provide long-term sustainability support

for the industry, I am pleased to report that our team, with the Board's guidance and approval, has developed a three-year operational plan designed to cover operating costs and ensure the long-term prosperity of Provision. We have also made significant strides in bringing forth a strategic vision for a sustainable food and beverage industry in Canada. This ambitious project will aid in delineating the transformative changes required to ensure the sustainability and competitiveness of the industry well into the future. We are eagerly looking forward to sharing this vision and hearing your input during **Radical Transparency – Ready or Not**, our Industry Forum and AGM on June 9, 2015.

As always, we are grateful for the support of our Coalition members and we look forward to sharing the progress of our latest projects throughout the coming year in our Members' Updates.

Cher Mereweather

Executive Director



Board Of Directors

Provision Coalition is governed by a Board of Directors made up of seven industry representatives, each representing various sectors of the food and beverage manufacturing industry.

Robert Cash - Board Chair, Officer
Canadian Oilseed Processors Association
Manager, Environmental Technology Centre
Canada, Australia, New Zealand & South Pacific
Archer Daniels Midland Company

Paul Hetherington - Vice Chair
President and CEO
Baking Association of Canada

Ron Campbell – Treasurer, Officer
Operations and Member Services Manager
Ontario Agri Business Association

Cher Mereweather
Secretary to the Board, Officer
Executive Director, Provision Coalition

Isabel Dopta
Chief Operating Officer
Food and Beverage Ontario

Walter Kraus
Baking Association of Canada
Vice President, Environment & Corporate
Responsibility
Weston Foods

Christina Lewis
President
Ontario Dairy Council

Daphane Nuys-Hall
Technical Director
Ontario Independent Meat Processors

Provision Coalition's Team

Cher Mereweather
Executive Director

Meena Hassanali
Industry Program Manager

Keir Overton
Communications & Marketing Manager

Daniel Beltrame
Project Coordinator

Elaine Scott
Executive Assistant



Online Sustainability Portal

Continuous Improvement - Adding Business Value To The Portal

Provision's Online Sustainability Portal forms the cornerstone of our efforts and we're committed to keeping it current with new features and leading-edge sustainability tools and resources for food and beverage manufacturers.

Enhancements are always in planning and/or production mode with the ultimate goal of adding business value and helping manufacturers move further along in their sustainability journey.

This year, Provision established a Portal Industry Standing Committee (ISC), consisting of members from various food and beverage sub-sectors, to offer strategic direction on future tools and

resource development. The ISC also contributed their time by 'test driving' some new development projects and providing a user's perspective on the effectiveness of our enhancement initiatives.

Listing all the new features and updates made in the Portal this year would reach beyond the scope of this report, so we've chosen to highlight a few of our most exciting enhancements:

- With an energetic new look and feel and the addition of engaging video content, our **new homepage** emphasizes the business value of the portal's tools and resources and invites visitors to start expanding their focus on sustainability.
- The new design of the **Getting Started** module adds a more



[Getting Started](#) [Tools](#) [Resources](#) [News & Events](#) [About Us](#) [Blog](#) [Forums](#)

The food and beverage manufacturers' one-stop source for sustainability.

Benefit from lower production costs, a reduced environmental impact, improved employee engagement and a thriving bottom line.



Self Assessment Tool

See how your facility's sustainability performance measures up and compare to industry benchmarks.

[More](#)



KPI Scorecard

Generate environmental key performance indicators (KPIs) on a per unit of production basis to track performance targets.

[More](#)



Getting Started

Continually improve the sustainability performance of your facility using this Plan, Do, Check, Act module.

[More](#)



Consultants/Vendor Database

Connect with the experts that can help with your sustainability initiatives.

[More](#)

[START USING THE PORTAL NOW](#)

Free for food and beverage manufacturers

The new Online Sustainability Portal homepage emphasizes the business value of the portal's tools and resources.

dynamic and interactive graphic that includes logical prompting questions for each segment in the continuous improvement cycle. The steps for facility improvement are filed under collapsible menus to make navigation straightforward and logical.

- Enhancements to the **My Profile page** have created a “dashboard experience,” giving portal users an enriched overview of their account and registered facilities plus easy navigation back to their favourite pages, tools, or resources.
- The ability to quickly clone data from previous assessments when creating a new assessment date was added to the **Self Assessment Tool**. Completed assessments can now be displayed in a **Strategy Roadmap spreadsheet** that provides an action plan reference of your results and helps to identify priorities for the future.
- A new **Online Discussion Forum** allows users to post questions and comments and engage in problem solving discussion about sustainability best practices.
- Our new **Events Manager** with expanded calendar features is the perfect one-stop resource to find out about conferences, networking opportunities, learning sessions and upcoming Provision dates.

- Updated regularly with sustainability-themed food and beverage industry news, the **Sustainability In The Media Page** offers easy access to the stories and ideas that will keep you current.
- A more intuitive drop down menu format throughout the site provides a **streamlined navigational system** that makes moving around the portal a breeze.

Meanwhile, we continue to push forward with more development work designed to keep the Portal fresh, current and on the forefront. We look forward to sharing these new enhancements with you throughout the year.

Portal Showtime – Manufacturer & Stakeholder Site Visits



Reaching out to the food and beverage industry on a regular basis to promote the business value of sustainability improvement remains a top priority for Provision. Not only do we want to



showcase the benefits of using the Online Sustainability Portal, it's also important to share the success stories.

Over the past year, the Provision team conducted 52 live demonstrations of the Portal's tools and resources. Many of these were conducted onsite and in person. However, when an online meeting was more convenient, our webinar platform proved to be an effective meet-up experience. Not only did we make sure to connect with food and beverage manufacturers, we made efforts to share the Portal with stakeholders such as industry associations, all levels of government, Chambers of Commerce/Boards of Trade and industry consultants.

"I'm ready to get into the Portal and start using it today! There is so much potential to learn and apply the tools."

- Mike McEachern, *Brittles 'n More*

Conference presentations also offered an opportunity to bring exposure to the Portal. Highlights included the *Ontario Craft Brewers Conference* where Cher presented alongside Beau's All Natural Brewing Co. CEO, Steve Beauchesne. This unique "tag-team" approach offered the audience a demonstration of the tools and resources within the Portal, while Steve shared the specific business benefits his company experienced by

using them. At the *2015 Food and Beverage Environmental Conference* held in Point Clear, Alabama, over 200 delegates were on hand as Cher delivered a Portal demonstration that generated interest from manufacturers across the United States and Canada.

Directly connecting with food and beverage manufacturers at their facility offered indispensable experiences. While onsite, the Provision team gained a better understanding of needs, challenges and business priorities of individual food and beverage companies, allowing us to continuously improve the Portal's tools and resources. We also heard great feedback on their experiences trying out the Portal.

"I'm ready to get into the Portal and start using it today!" said *Brittles 'n More* President and Sales Manager, Mike McEachern after a Portal demonstration at their Waterloo manufacturing facility. "There is so much potential to learn and apply the tools."

"The Funding and Consultant/Vendor databases in the Portal will be helpful. We're always looking at how we can improve operations and finance our initiatives and having those resources easily available to us is invaluable," said Kevin Stemmler, owner of *Stemmlers Meat & Cheese* after a Portal test drive during a visit to their store and facility based in Heidelberg, Ontario.

Other Portal demonstrations for manufacturers included *Cave Springs Winery*, *Mondelez Canada*, *Maple Leaf*



Foods, Bonduelle, Ingredion and *Redpath Sugar* to list just a few. Know of a manufacturer ready to begin or expand their sustainability journey? Put them in touch with the Provision team (info@provisioncoalition.com) to request an onsite visit and/or Portal demonstration.

Responsible Sourcing – A Refined Focus & Portal Opportunity

Throughout 2014-15, Provision was in conversation with various farm organizations and industry leaders to emphasize the importance of responsible sourcing and to highlight the business risks and opportunities of these new market requirements. These conversations evolved into a product concept that we are preparing to take to retailers for buy-in and commitment.

The proposed “Made in Canada” Sustainable Farm and Food Plan will use existing work such as environmental farm plans, food safety, growing your farm profits programs, labour legislation and animal welfare codes of practice to build a summarized plan that aligns with global standards such as the Sustainable Agriculture Initiative (SAI), Field to Market and the International Sustainability and Carbon Certification.

Provision has not only agreed to work with the value chain to create this concept of a Sustainable Farm and Food

Plan, but we have proposed developing the plan into an online resource using Provision’s Sustainability Portal as the platform.

We are delighted with this opportunity to leverage our portal, engage in truly collaborative work across the value chain and align ourselves with an international market and standard.

Stay tuned to hear more about how this exciting project evolves throughout 2015-16.

Online Sustainability Portal Earns Top Project of the Year Award

Provision’s Online Sustainability Portal was the proud recipient of a **Top Project of the Year Award** in the *2015 Environmental Leader Product & Project Awards*. “Every food and beverage manufacturer should be aware of (the portal) and leverage it to save money and become better stewards of our environment,” noted the award judges, who considered the Online Sustainability Portal to be an exemplary project.



The Environmental Leader Product & Project Awards is a program recognizing excellence in products and services that provide companies with energy and environmental benefits, or in projects implemented by companies that improved environmental or energy management and increased the bottom line.

their operations and culture,” says Cher Mereweather. “This award tells us our hard work is paying off.”

To view the complete list of winners, visit <http://www.environmentalleader.com/environmental-leader-product-project-awards/>

“Every food and beverage manufacturer should be aware of (the portal) and leverage it to save money and become better stewards of our environment.”

- *Environmental Leader Award Judges*

Scores were determined by a panel of independent judges headed by Paul Leavoy of LNS Research and also included judges from AECOM Technology Corp., Anheuser Busch InBev, Bayer MaterialScience, ConAgra Foods, ConEd Solutions, Environmental & Operational Risk Management, GlaxoSmithKline, Owens Corning, RegScan, Salazar Packaging, Trupoint Advisers, the University of California Berkeley, Verdantix, Williams Creek Consulting, and YES Bank.

“Our goal is to deliver the very best online resource for our members and all food and beverage manufacturers looking to integrate sustainability into



Industry Projects

Taking The Pulse – State of The Industry Sustainability Survey

The participation of over 100 food and beverage manufacturers across Canada made for a successful *2014 State of the Industry Sustainability Survey* and created a comprehensive snapshot of the food and beverage manufacturing industry's sustainability efforts.

The collected data revealed the current status of Canadian food and beverage companies in terms of facility-level sustainability performance and implementation of sustainability practices. The survey also gave individual manufacturers an opportunity to inform Provision about their specific needs and challenges, guiding the development of new tools and resources within the Portal and expanding the level of support we can offer our members.



Provision worked closely with MNP to design and administer the web-based survey.

Respondents had the opportunity

to be entered into a draw for an iPad Mini, graciously sponsored by MNP as an incentive, and Jagir Chana from *Chana Food Products* was the proud winner. Participants were also eligible to

receive a complementary ticket to Provision's Industry Forum & AGM, *Radical Transparency — Ready or Not?* on June 9, 2015.

Environmental and social impacts were top of mind for many survey participants and the data indicated that food and beverage manufacturers are on the right track towards implementing sustainable practices in their business operations. That said, there's always opportunity for improvement and the survey suggested there is still a real need for tools and resources to help implement a holistic approach to sustainability in all aspects of business operations.

Full results and how the industry average score compared to the 2010 survey results will be presented during our Industry Forum & AGM. A blog posting with highlights of the analysis will be released following the Industry Forum, so stay tuned.

Tackling The Food Waste Challenge

Following up on recommendations from [Provision's 2014 Food Waste Report](#) Provision has established two working bodies – a **Working Group** and a **Stakeholders Collaborative** – to engage key stakeholders with waste reduction



initiatives. We believe the efforts of the Working Group, coupled with guidance from the Stakeholders Collaborative, will assist food and beverage businesses in advancing the food waste reduction agenda and thereby capitalize on the profits, competitive advantages, and environmental benefits.

The first meeting for the nine-member Food Waste Working Group, consisting primarily of food and beverage manufacturers and industry solution providers passionate about reducing food waste, was held in February 2015 and produced excellent dialogue. The group formed next steps towards identifying opportunities, solutions and best practices for decreasing the amount of food/beverage waste sent to landfills or composting facilities. Specifically, the Working Group members agreed to focus on:

- Developing a clear definition of food/beverage waste and an effective means for measuring it at the facility level;
- Bringing forward the specific needs of business and industry for best practices and new solutions for addressing food/beverage waste;
- Identifying strategies, best practices and innovative solutions to break down barriers, demonstrate the business value and reduce food/beverage waste generation at a facility;

- Identifying opportunities to assess and test the strategies and solutions developed for practical application within a facility.



A sidebar at the initial Food Waste Stakeholders Collaborative meeting featuring 23 representatives.

The broader Food Waste Stakeholders Collaborative held their first meeting in April 2015. Consisting of 23 representatives from across the food value chain including agricultural producers, distributors, retailers, food service, non-government associations, academia and policy makers, the goal is to formalize a group that will connect leaders across the value chain with food/beverage waste reduction mandates, provide a forum to share initiatives and provide feedback on the efforts of Provision's Food Waste Working Group. This meeting also produced a wealth of positive discussion and incited a new spirit for members to share resources, lessons learned and work collaboratively on various initiatives moving forward.

We look forward to reporting on the progress of these two groups throughout the upcoming year.



Representing Our Members' Sustainability Interests – Advocacy Initiatives

Provision held a prominent seat at various meeting tables over the past year, representing our members' sustainability interests and keeping abreast of new regulations and policies that may affect the business operations of our members' companies. Our advocacy efforts also looked to build new relationships and enhance existing ones with key stakeholders, retailers/food service providers, industry associations and organizations that could assist the food and beverage manufacturing industry with its sustainability efforts.

Our advocacy highlights from the year included:

Climate Change – When Provision members expressed concern about the introduction of a possible carbon tax, Provision partnered with Sussex Strategy to review the climate change discussion paper released by MOECC in February 2015, and outlined the possible implications for food and beverage processors. Following the Ontario government's announcement on its cap-and-trade system to combat climate change, Provision participated in consultations meetings with the Ministry to provide feedback from the food and beverage industry's perspective.

MOECC's Modernization of Approvals Stakeholder Round Table Meetings – Held in order to provide an update on

the Ministry's progress and approach to transition to an electronic Environmental Compliance Approvals (eECA) IT system, Provision participated in providing feedback and ideas on how to best support client's needs with the new system.

Ontario Waste Reduction Strategy – With organics being considered in the broader context of Ontario's new waste reduction legislation that is likely to be tabled in 2015, Provision provided preliminary information based on member input on Ontario's Organics Strategy in the context of the food and beverage industry.

Neonicotinoid-Treated Corn and Soybean Seed – Provision conducted background research on the Ontario government's proposal to reduce the use of neonicotinoid-treated corn and soybean seed. The information gathered was sent to a Provision subcommittee for input and feedback in moving forward with a potential position.

HFC Restrictions – A proposal by Environment Canada to prohibit/restrict the use of HFCs in commercial coolers and/or freezers prompted Provision to work with members to develop a draft letter expressing concerns about the potential regulations from the perspective of the food and beverage manufacturing industry. Several members used the draft letter to provide comments to Environment Canada. Provision also arranged a teleconference with Environment Canada officials as an



opportunity for members to obtain more information and clarity on the proposal.

Chemical Management Plan – Working with *Keith Mussar and Associates*, Provision published a number of briefs aimed at providing a better understanding of the potential impacts to the food and beverage manufacturing industry from Canada's Chemical Management Plan Initiative, and to help the food and beverage industry understand its exposure to the list of substances being reviewed. Briefing notes included: *Food Substances Alert* with a focus on Health Canada's Revised In-Commerce List (ICL), the reversal of the *CEPA Toxic Decision for Amaranth* and how the decision could impact members' operations, and the significance of "flags" (substances of special interest) on the *Domestic Substances List (DSL)* and how these "flags" on food substances could impact members' reporting requirements.

Long Term Strategy for Provision and A Vision for Industry Sustainability

Strategic planning sessions dotted the work schedule throughout the 2014-15 year as the Provision team worked to develop two initiatives – a three year operations plan for our organization that will ensure financial self-sufficiency going forward and a longer strategic vision to establish long term sustainability and

competitiveness for the food and beverage industry.

Reliant on our funding partners for financing, developing self-sufficiency for Provision means exploring new opportunities to cover operating costs. Initiatives that will begin this year include portal coaching and mentoring, selling advertising and registrations in the consultant database, hosting events, speaking engagements and program/project delivery.

At the heart of the strategic plan is a future state vision in which Canadian food and beverage manufacturers use the principles of sustainability in all decision making (i.e., consideration given to economic, environmental and social impacts of all business decisions). To achieve this future state vision, Provision's leadership will focus on three specific priorities.

Deloitte Canada has been engaged to validate these priorities. A final draft of the strategy will be reviewed by industry experts and then a visual presentation will be made to Provision's members and industry stakeholders at Provision's Industry Forum on June 9, 2015. Final validation of the plan will be voted on by way of live electronic polling.



Industry Outreach

Portal Mentoring & Coaching Program – Teaming With *GOProductivity*

Provision is rolling out a portal coaching and support program for food and beverage manufacturers ready to integrate sustainability into their business operations and culture. Leveraging our Online Sustainability Portal, we'll work alongside interested companies, providing support on the plant floor as we walk them through the portal's benchmarking tools and resources designed to assess, monitor and improve a food and beverage facility's performance.

Just some of the services available include offering guidance on how to use the portal's Self-Assessment results to develop a comprehensive roadmap and action plan, providing historic data entry for the Key Performance Indicator Scorecard to establish a baseline and reduction goals, and conducting employee and management surveys to foster commitment to the program, as well as solicit input and feedback. The program will be initially offered to manufacturers as a pilot as we look to build our portal case study examples.

Provision has also teamed up with productivity experts *GOProductivity* to develop a productivity and sustainability training program designed specifically for

food and beverage manufacturers. Scheduled to be ready for real world testing in 2015, the program will be offered as a pilot to one lucky manufacturer looking to benefit from improvements in their productivity and sustainability performance.



A number of companies have already expressed interest in the program. "This is a great opportunity for a manufacturer to tap into the specific expertise of two leading organizations and really make a difference in their operations," says Cher. The pilot will be conducted on a low-cost basis (\$1,500 company contribution) with a case study and testimonial outlining the business benefits and company experience using the new program as a condition of participation.

We're excited to get both of these programs underway and look forward to sharing the outcomes in future case studies.



Alberta Tours Ontario For Lean & Green Best Practices Mission

For two days in September 2014, twenty-seven Alberta food and beverage manufacturers visited Ontario to tour the facilities of world-class leaders in lean manufacturing and sustainability. This *Best Practice Mission Tour to Ontario* was facilitated by Provision in conjunction with Alberta Agriculture and Rural Development. The purpose of the mission, the sixth of its kind, was to leverage lean and green thinking principles and to share and learn about productivity and sustainability best practices that were demonstrated by the selected facilities.



The four host facilities included *Toyota Motor Company* in Cambridge, *McNeil Healthcare* in Guelph and *Velcro Canada Inc.* and *Coca-Cola Refreshments*—both located in Toronto. The participants also had the opportunity to tour *Steam Whistle Brewing* as a part of a special culminating evening event.

The Online Sustainability Portal was featured prominently throughout the mission, serving as a one-stop platform for sharing relevant event information including all the mission surveys and evaluation forms. The delegates were also asked to complete the Portal's Self-Assessment Survey before the tour to see how their facility measured up to those on the tours.

"This *Best Practices Mission to Ontario* was not only inspiring and motivational, it also provided me with a long list of ideas that I am taking back to our organization with the hopes to implement right away," noted one participant. "The facilitated discussions on the bus allowed one to

hear other points of view. I was able to take away more from the tours by hearing what the other participants saw from this experience."

The mission concluded with a special

Where East Meets West Networking Dinner on the evening of September 25th. Read more about this special event below.





Where East Meets West

The private function room at Toronto's Real Sports Bar and Restaurant was buzzing on September 25, 2014, as Alberta and Ontario food and beverage manufacturers came together for *Where East Meets West*, a special Industry Networking Dinner. Hosted by Provision, the evening was designed to allow manufacturers from the different provinces to network, leverage lean and green principles and share productivity improvement practices for application in their own facilities.

Provision also provided a special live demonstration of the Online Sustainability Portal's tools and resources during the dinner portion of the evening.

After dinner, participants had an opportunity to walk off their meal with a stroll down the street to *Steam Whistle Brewing Company* where Steam Whistle's Marketing & Communications Director, Sybil Taylor, outlined the brewery's environmental and sustainability initiatives. This was followed by a presentation from keynote speaker, Jim Harris, who shared insights on how leadership in sustainability can drive

profitability and improve the bottom line. The evening's agenda concluded with a guided tour of Steam Whistle's production facility complete with complimentary samples of the brewery's famous pilsner.

Sustainability Unwrapped – Our Video Series Begins

We set out on a simple quest to ask Canadian food and beverage manufacturers and retailers what sustainability means to them and how they carry their environmental, economic and social ideals from the shop floor to the store shelf. The result is *Sustainability Unwrapped*, the first installment in a planned series of videos exploring sustainability in the food and beverage manufacturing industry.

Produced in collaboration with Studio Amarelo, the 4-minute video highlights what sustainability means to the food and beverage manufacturing industry, examines the business value of embracing sustainable practices and offers great advice on integrating sustainability from companies who are



leading the charge. A number of manufacturers and retailers, including *Loblaws*, *Steam Whistle Brewing*, *Stemmler Meats*, *Weston Foods* and *Cave Spring Cellars*, graciously opened their doors over a 6-month filming period, allowing the production team to conduct interviews and shoot footage at their locations. For the Provision team, these shoots were a great opportunity to connect directly with manufacturers and retailers and share firsthand in their stories and efforts to continuously improve their sustainability performance — an invaluable experience.

The finished video is featured prominently on the [homepage of our Portal](#) and posted to Provision's [YouTube channel](#). It also serves as a vital communication tool for sharing the benefits of sustainability during presentations and portal demonstrations.

The project produced plenty of footage and a substantial amount of rich content, resulting in plans for follow-up episodes

that “dive more deeply” into the themes that emerged during the interviews. Stay tuned as we roll out more in this series throughout 2015-16.

Circulating The Trade Show Floor

This year's attendance at two trade shows proved to be an excellent opportunity for the Provision team to network, hear about the real challenges food and beverage manufacturers face and celebrate their success stories. They also offered an opportunity to bring more awareness to the Portal and secure new registrations.

With laptops at the ready, the Provision team conducted live demonstrations of the Portal to interested manufacturers and stakeholders during the *Energy Summit* from May 14 to 15 and *Grocery Innovations 2014*, September 29 and 30.



Our Sustainability Unwrapped video explores sustainability in the food and beverage manufacturing industry.

The Provision Team Grows

We were pleased to welcome two new members to the Provision team this year. In the fall of 2014, Daniel Beltrame took on the role of Project Coordinator, using his sustainability knowledge and fine writing skills to support the Provision team members with several of the year's projects. Daniel holds a Masters of Environment and Sustainability and previously served as the Sustainability Project Coordinator at *reThink Green*, an environmental not-for-profit group located in Sudbury, Ontario.

Elaine Scott joined our team this spring as Executive Assistant. An experienced administrator with a keen interest in environmental issues and food production, Elaine has brought her spark to the coordination, planning, and support of daily operations and administrative functions. Previously, she served as an Executive Assistant to the VP of Sales and VP of Operations at Symcor Inc. and was a Director's Assistant at Walmart Canada.



The Provision team spent a rewarding morning volunteering at the Guelph Food Bank before the Christmas holidays.

Social Media

Provision's social media platforms continued to grow their audience reach over the year, including a 284% increase for our Twitter account. Connect with us and view our efforts.



Twitter

www.twitter.com/ProvisionC



YouTube

www.youtube.com/user/ProvisionCoalition/



LinkedIn

www.linkedin.com/company/provision-coalition

2014-15 highlight entries from our Blog series, "Filling The Gap."

Go Without The Flow — Managing Wastewater Means Reduced Business Risks [View](#)

Sustainability — It's Not Just About Being Green [View](#)

Industry Collaboration Needed To Tackle Food Waste Challenge in Canada [View](#)



Funding Partners and Sponsors

We are grateful for the commitment to our vision by the Ontario Ministry of Agriculture, Food and Rural Affairs and for their continued trust in our program and project delivery.

A big thank you also to our event sponsors for their generous support throughout the year.

This project is funded in part through *Growing Forward 2 (GF2)*, a federal-provincial-territorial initiative



Investment in Provision's Online Sustainability Portal was provided by Agriculture and Agri-Food Canada through the Canadian Agricultural Adaptation Program (CAAP). In Ontario, this program was delivered by the Agricultural Adaptation Council.



Agriculture and
Agri-Food Canada

Agriculture et
Agroalimentaire Canada

Investment in the portal was also provided by *Growing Forward 2*, a federal-provincial-territorial initiative.

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PROVISION THE FOOD INDUSTRY SUSTAINABILITY COALITION
(Operating as "PROVISION COALITION")
FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2015



PROVISION THE FOOD INDUSTRY SUSTAINABILITY COALITION

(Operating as "PROVISION COALITION")

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Chartered Accountants
and Business Advisors

People Count.

INDEPENDENT AUDITOR'S REPORT

To the members of: Provision The Food Industry Sustainability Coalition

We have audited the accompanying financial statements of Provision The Food Industry Sustainability Coalition, which comprise the statement of financial position as at March 31, 2015 and the statements of revenues and expenditures and changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these 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.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained in our audit is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, these financial statements present fairly, in all material respects, the financial position of Provision The Food Industry Sustainability Coalition as at March 31, 2015 and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not for profit organizations.

A handwritten signature in black ink that reads 'RLB LLP'.

Kitchener, Ontario
May 26, 2015

Chartered Accountants
Licensed Public Accountants

PROVISION THE FOOD INDUSTRY SUSTAINABILITY COALITION

(Operating as "PROVISION COALITION")

STATEMENT OF FINANCIAL POSITION

AS AT MARCH 31, 2015

	2015	2014
ASSETS		
CURRENT		
Cash	\$ 87,323	\$ 112,860
Accounts receivable	13,028	45,846
Prepaid expenses	<u>6,923</u>	<u>4,357</u>
	107,274	163,063
CAPITAL ASSETS (note 4)	<u>7,703</u>	<u>5,987</u>
	<u>\$ 114,977</u>	<u>\$ 169,050</u>
LIABILITIES		
CURRENT		
Accounts payable and accrued liabilities	\$ 31,076	\$ 99,021
Government remittances payable	130	2,019
Deferred contributions (note 5)	<u>67,449</u>	<u>55,000</u>
	<u>98,655</u>	<u>156,040</u>
NET ASSETS		
UNRESTRICTED	<u>16,322</u>	<u>13,010</u>
	<u>\$ 114,977</u>	<u>\$ 169,050</u>

PROVISION THE FOOD INDUSTRY SUSTAINABILITY COALITION

(Operating as "PROVISION COALITION")

**STATEMENT OF REVENUES AND EXPENDITURES AND CHANGES IN NET ASSETS
FOR THE YEAR ENDED MARCH 31, 2015**

	2015	2014
REVENUES		
OMAFRA contributions	\$ 609,452	\$ 584,700
Industry projects revenue	18,202	0
Portal revenue	1,821	15,025
Membership fees	550	550
AAC CAAP contributions	<u>0</u>	<u>204,040</u>
	<u>630,025</u>	<u>804,315</u>
EXPENDITURES		
Salaries and benefits	328,404	232,769
Professional fees - projects	199,357	477,048
Rent	26,265	13,917
Professional fees - operations	19,744	15,694
Meetings	14,733	13,797
Travel	12,587	4,976
Telephone	6,498	5,192
IT	4,039	13,673
Membership fees	4,001	4,142
Amortization	3,951	1,652
Office	3,406	1,891
Insurance	2,440	4,763
Bank charges	<u>1,288</u>	<u>1,791</u>
	<u>626,713</u>	<u>791,305</u>
EXCESS OF REVENUES OVER EXPENDITURES for the year	3,312	13,010
NET ASSETS, beginning of year	<u>13,010</u>	<u>0</u>
NET ASSETS, end of year	<u>\$ 16,322</u>	<u>\$ 13,010</u>

PROVISION THE FOOD INDUSTRY SUSTAINABILITY COALITION

(Operating as "PROVISION COALITION")

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED MARCH 31, 2015

	2015	2014
CASH PROVIDED BY (USED IN) OPERATING ACTIVITIES		
Excess of revenues over expenditures for the year	\$ 3,312	\$ 13,010
Items not requiring an outlay of cash		
Amortization	<u>3,951</u>	<u>1,652</u>
	7,263	14,662
Changes in non-cash working capital		
Accounts receivable	32,818	(45,846)
Prepaid expenses	(2,566)	(4,357)
Accounts payable and accrued liabilities	(67,945)	99,021
Government remittances payable	(1,889)	2,019
Deferred contributions	<u>12,449</u>	<u>55,000</u>
	<u>(19,870)</u>	<u>120,499</u>
CASH (USED IN) INVESTING ACTIVITIES		
Additions to capital assets	<u>(5,667)</u>	<u>(7,639)</u>
NET (DECREASE) INCREASE IN CASH AND CASH EQUIVALENTS	(25,537)	112,860
NET CASH AND CASH EQUIVALENTS, beginning of year	<u>112,860</u>	<u>0</u>
NET CASH AND CASH EQUIVALENTS, end of year	<u>\$ 87,323</u>	<u>\$ 112,860</u>

PROVISION THE FOOD INDUSTRY SUSTAINABILITY COALITION

(Operating as "PROVISION COALITION")

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2015

1. NATURE OF BUSINESS

Provision The Food Industry Sustainability Coalition, operating as Provision Coalition ("Provision Coalition") is a not for profit organization incorporated under the laws of Ontario on March 11, 2013 without share capital and began operations in the current fiscal year. Provision The Food Industry Sustainability Coalition is exempt from income tax. Its purpose is to promote sustainability solutions and practices by those engaged in the food and beverage value chain, by developing and providing tools and programs relating to sustainability to assist businesses and associations in the food and beverage value chain.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The financial statements have been prepared in accordance with Canadian accounting standards for not for profit organizations and include the following significant accounting policies:

(a) REVENUE RECOGNITION

The organization follows the deferral method of accounting for contributions. Externally restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when they are received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Membership fees are recognized as revenue proportionately over the fiscal year to which they relate.

Portal revenue is recognized when earned.

(b) FINANCIAL INSTRUMENTS

Measurement of financial instruments

The organization initially measures its financial assets and liabilities at fair value.

The organization subsequently measures all its financial assets and financial liabilities at amortized cost.

Financial assets measured at amortized cost include cash and accounts receivable.

Financial liabilities measured at amortized cost include accounts payable and accrued liabilities and deferred contributions.

Impairment

Financial assets measured at amortized cost are tested for impairment when there are indicators of impairment. If an impairment has occurred, the carrying amount of financial assets measured at amortized cost is reduced to the greater of the discounted future cash flows expected or the proceeds that could be realized from the sale of the financial asset. The amount of the write-down is recognized in net surplus. The previously recognized impairment loss may be reversed to the extent of the improvement, directly or by adjusting the allowance account, provided it is no greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously. The amount of the reversal is recognized in net surplus.

PROVISION THE FOOD INDUSTRY SUSTAINABILITY COALITION

(Operating as "PROVISION COALITION")

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2015

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(b) FINANCIAL INSTRUMENTS (continued)

Transaction costs

The organization recognizes its transaction costs in the excess of revenues over expenditures in the period incurred. However, financial instruments that will not be subsequently measured at fair value are adjusted by the transaction costs that are directly attributable to their origination, issuance or assumption.

(c) CAPITAL ASSETS

Capital assets are recorded at cost and amortized on the basis of their estimated useful life using the following methods and rates:

Office furniture	- 5	years straight line basis
Computer equipment	- 2	years straight line basis

Amortization is recorded at 50% of the above rates in the year of addition.

3. FINANCIAL INSTRUMENTS

Unless otherwise noted, it is management's opinion that the organization is not exposed to significant interest, credit, currency, liquidity, or other price risks arising from their financial instruments.

The extent of the organization's exposure to these risks did not change in 2015 compared to the previous period.

The organization does not have a significant exposure to any individual customer or counterpart.

4. CAPITAL ASSETS

	Cost	Accumulated Amortization	Net 2015	Net 2014
Office furniture	\$ 3,059	\$ 752	\$ 2,307	\$ 2,290
Computer equipment	<u>10,247</u>	<u>4,851</u>	<u>5,396</u>	<u>3,697</u>
	<u>\$ 13,306</u>	<u>\$ 5,603</u>	<u>\$ 7,703</u>	<u>\$ 5,987</u>

5. DEFERRED CONTRIBUTIONS

Deferred contributions, which consist of the unexpended portion of OMAFRA contributions received, are as follows:

	2015	2014
Balance, beginning of year	\$ 55,000	\$ 0
Amounts received	621,901	639,700
Less amount recognized as revenue in the year	<u>(609,452)</u>	<u>(584,700)</u>
Balance, end of year	<u>\$ 67,449</u>	<u>\$ 55,000</u>

PROVISION THE FOOD INDUSTRY SUSTAINABILITY COALITION

(Operating as "PROVISION COALITION")

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2015

6. COMMITMENTS

The organization has an operating lease for the premises. Future minimum lease payments are as follows:

2016	\$	27,984
2017		27,984
2018		<u>23,321</u>
	\$	<u><u>79,289</u></u>