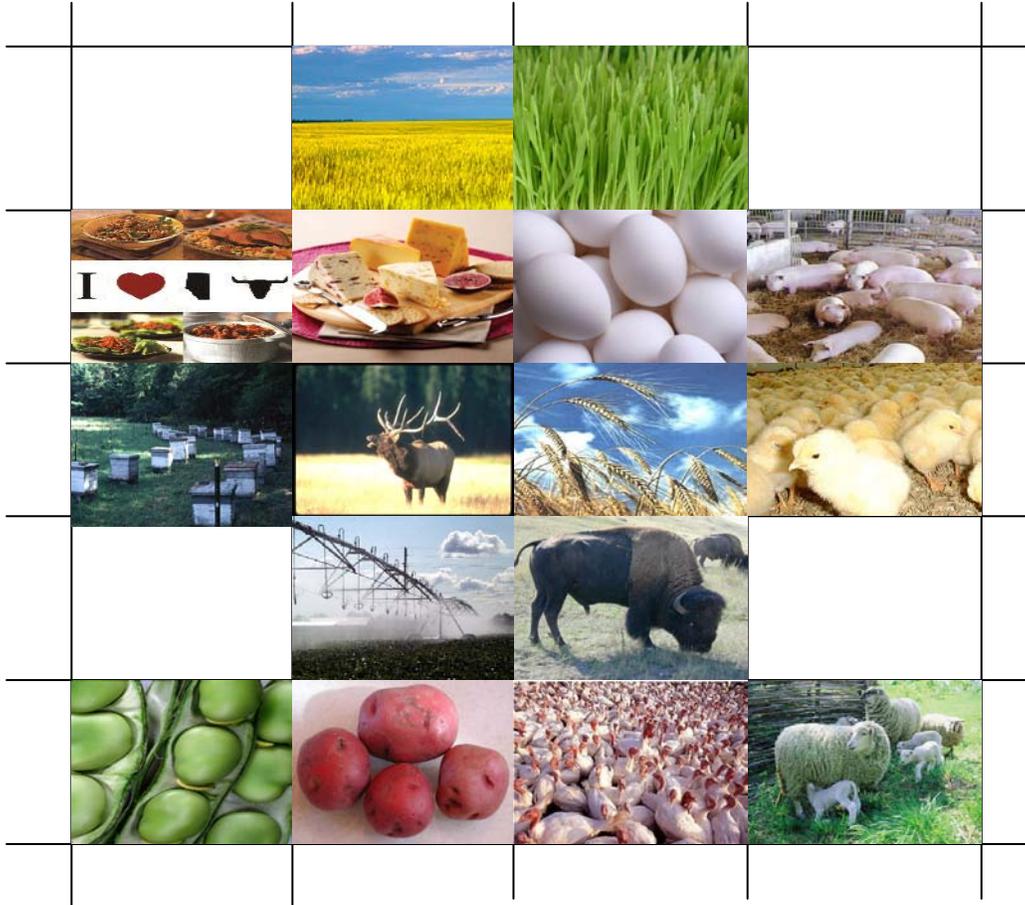


# Alberta Agricultural Products Marketing Council



## Annual Report 2009/2010

**Government  
of Alberta** ■

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## **CHAIR'S MESSAGE**

On behalf of the Alberta Agricultural Products Marketing Council, I am pleased to share our Annual Report for the 2009/2010 fiscal year.

Council's role in working with Alberta's 21 agricultural boards and commissions has evolved into three key areas: 1) facilitating and partnering in governance excellence, 2) supporting enabling legislation and regulations, and 3) providing policy advice to the Minister of Agriculture and Rural Development and industry organizations. These areas are synonymous with Council's strategic priorities and are based on a commitment to listen and use formal and informal processes to gather input locally, nationally and internationally. Council believes these priorities are what is right for this time. As time passes and new expectations are developed for working in partnership with industry and government, I expect that Council's role will also continue to evolve.

Council has taken a key role in supporting governance and leadership development. Council sponsors learning opportunities for industry organizations that recognize the need and importance of having effective governance practices. In 2009/2010 fiscal year, Council hosted seven governance workshops with the support of Growing Forward funding. The learning and experience gained at these workshops led to practice change at an individual and organizational level. Knowledge and adoption of effective governance practices will help ensure our industry leads with purpose and clear focus.

Alberta's 21 agricultural boards and commissions are enabled by legislation and supporting regulations. Council's role is to partner with boards and commissions to address the issues and challenges of building a prosperous agricultural industry. All relevant stakeholders have a responsibility to ensure that industry organizations are supported by the best enabling legislation and regulations to meet the complex needs of our agricultural industry.

Providing sound policy advice is a commitment that Council has made to both our owner (the Minister) and our customers (the 21 agricultural boards and commissions). Utilizing Issue Teams, Council has applied all necessary due diligence to provide policy options for government and/or industry consideration. Decisions that are based on sound policy advice and extensive research and analysis provide a greater level of confidence that the results will support the intended outcomes.

Occasionally, Council has challenged stakeholders to focus on the strategic priorities that are key to their sector. The role of boards and commissions continues to grow and, in my view, will need to further evolve to ensure the necessary conditions exist for success in specific sectors and the overall agricultural industry. Regional and national organizational structures must support the competitive position and well-being of provincial boards and commissions, and with enabling legislation and harmonization across provincial and federal boundaries, this can be achieved over time.

I have had the privilege of serving as Council chair for the past six years and I wish to recognize all those who have worked hard in building our industry's organizational capacity. I have witnessed the commitment of our agricultural industry and its organizations in making required changes, working together collaboratively, co-creating solutions, and taking the leadership challenge to face the future. My sincere thanks to the boards and commissions, fellow Council members and a superb staff for being part of the journey.

Till we meet again,

A handwritten signature in black ink, appearing to read "Don Macyk", written in a cursive style.

Don Macyk

## GENERAL MANAGER'S MESSAGE

It has been a busy year for Council. In 2009/2010, Council reviewed its strategic plan and priorities, set aggressive goals, and developed and implemented a focused operational plan. In addition, Council managed through significant change as Honourable Jack Hayden replaced George Groeneveld as Minister of Agriculture and Rural Development (ARD), Don Macyk completed his tenure as Council Chair, and the *Marketing of Agricultural Products Act* (MAPA) was amended on two occasions by Bill 5 and Bill 43.

Council's revised strategic plan identifies three core goals for Council. The three goals are:

1. Enhanced Industry Leadership
2. Policy and Legislative Framework that are Enabling
3. Complete Engagement with Owner (Minister) and Customers (boards and commissions).

In relation to Goal 1, I am particularly pleased with the various leadership and governance learning opportunities that Council supported. The three-day board governance workshops (supported through Growing Forward funding) were fully booked and included 36 participants in each workshop representing 17 different organizations. The feedback from the workshops indicated participants gained information that has enhanced their knowledge and awareness of good governance practices. More importantly, participants used this information and knowledge in their current positions on their respective boards. Council will continue to work with interested industry stakeholders in enhancing effective governance practices and plans to support similar workshops in the upcoming year.

Council's second goal focuses on the policy and regulatory aspects that Council is responsible for. This year was marked by the passing of Bill 5 and Bill 43. Bill 5 made primarily administrative changes to MAPA that were identified in the Industry Governance Review. Bill 43 made all commissions operating under MAPA refundable. Council continues to work with the Alberta Beef Producers, Alberta Lamb Producers, Alberta Pork and the Potato Growers of Alberta as they complete the required regulatory amendments in response to the legislation.

In response to industry needs for enabling regulations, Council worked collaboratively with all relevant stakeholders to complete regulatory reviews and supporting regulatory amendments. As a result, all regulations under MAPA are current. Results from the boards and commissions survey indicate that there is a high degree of satisfaction with the service received from Council in the area of regulatory review and support for regulatory amendments.

This year was also marked by the establishment of a new producer organization with the Alfalfa Seed Commission commencing operation in August 2009. Establishment of this new commission was the result of the diligent and collaborative efforts of industry and Council.

With respect to Goal 3, Council made a concerted effort to enhance communication and engagement with our owner (Minister) and our customers (21 boards and commissions). Our “Mandate and Roles” document, which outlines the specific roles, mandate, and responsibilities for Council, was completed and signed by Minister Hayden and Council’s acting chair in February 2010. The document is an important step towards mutual understanding of roles and responsibilities and will serve as a road map for Council as we strive to deliver on legislated and strategic priorities. Council also met several times with the Minister, Deputy Minister, and members of the ARD Executive Team in an effort to maintain continued dialogue between Council and the Department.

Another Council initiative implemented this past year was the Industry Brownbagger Series. Boards and commissions were invited to make presentations to Department staff highlighting the organizations’ role, key industry issues and suggestions of how ARD staff could best serve the organization and industry. To date, six boards and commissions have participated in this initiative, and the feedback from both ARD staff and the presenters has been very positive. Council will continue this initiative to ensure all boards and commissions that wish to participate have the opportunity to engage ARD in this way.

This past year, Council also conducted a survey of the boards and commissions to assess satisfaction with the services provided by Council, to identify areas where we could improve, and to assess client needs. The survey results indicate that the majority of respondents are satisfied with the services Council provides. Council will use the results of the survey to ensure that the work we do continues to provide value to our owner, customers, ARD, and the agriculture industry we serve.

I am pleased to be part of a team that is working hard to make a difference for Alberta’s agricultural industry. I wish to acknowledge the professionalism, dedication and passion of the Council and staff members. With the support, leadership, and vision of our Minister, appointed Council members, Alberta’s 21 agricultural boards and commissions, ARD Executive Team, and Council staff, I look forward to another excellent year in 2010/2011.

Sincerely,



Dave Burdek

# SECTION I: COUNCIL OVERVIEW

## Roles and Responsibilities

The Alberta Agricultural Products Marketing Council (Council) is an agency established under the authority of the *Marketing of Agricultural Products Act* (MAPA). Council advises the Minister of ARD on matters related to the establishment, operation, and management of the agricultural boards and commissions established under MAPA.

Council provides assistance and advice to boards and commissions on board governance, leadership development and strategic and business planning. Council facilitates industry-oriented development through legislation and encourages engagement in research, value-added opportunities and enhanced value chain relationships. In addition, Council provides administrative support to the Appeal Tribunal, which is also formed under MAPA, to hear appeals under a number of statutes and regulations governing the 21 boards and commissions.

Council's primary clients consist of 21 agricultural boards and commissions representing various crop and livestock commodities in Alberta. The 21 boards and commissions' primary responsibilities are to develop and administer regulations and policies for the control and regulation of the production and/or marketing of an agricultural product, and to initiate and carry out projects or programs to commence, stimulate, increase or improve the production and/or marketing of an agricultural product.

### Council's Vision

*Boards and commissions strategically lead a prosperous agricultural industry in Alberta.*

### Council's Mission

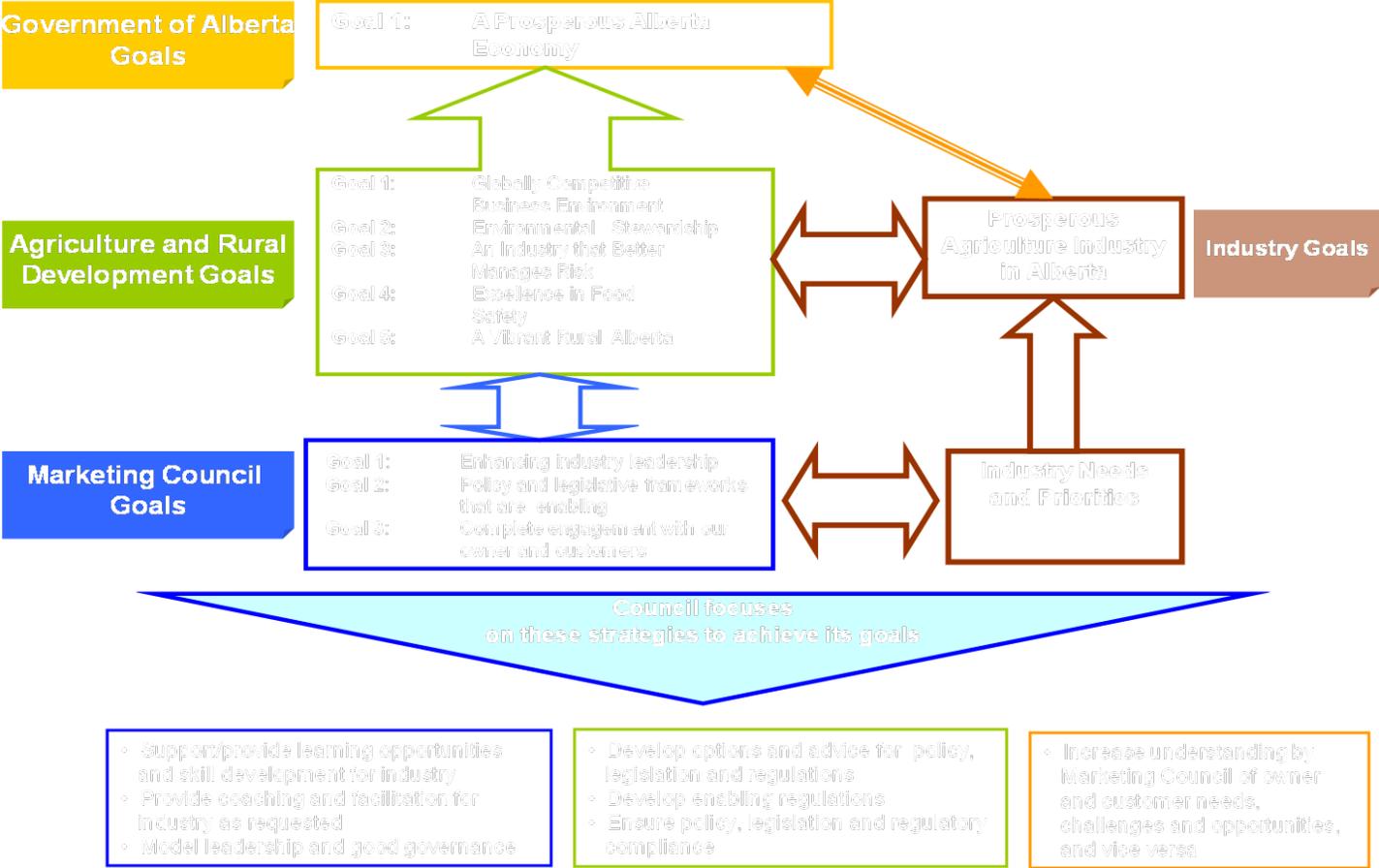
*We support leadership development, provide sound policy advice, and administer effective legislation for the benefit of the agricultural industry and government.*

## Strategic Framework

The basic foundation for building Council's strategic plan is its customers' needs and priorities coupled with ARD's priorities. Council has undertaken an extensive consultation with our clients through the *Industry Governance Review*, and continues to attend industry meetings on a regular basis to keep abreast of emerging needs and opportunities. As well, during this fiscal year, Council conducted a survey of boards and commissions to assess their needs and issues. In parallel, Council met with ARD Executive Team and actively participated in several ARD strategic and business planning sessions to contribute to building ARD priorities and learn about the department strategic directions.

The following diagram represents Council's strategic goals and demonstrates how Council's priorities contribute to both ARD goals and Government of Alberta goals.

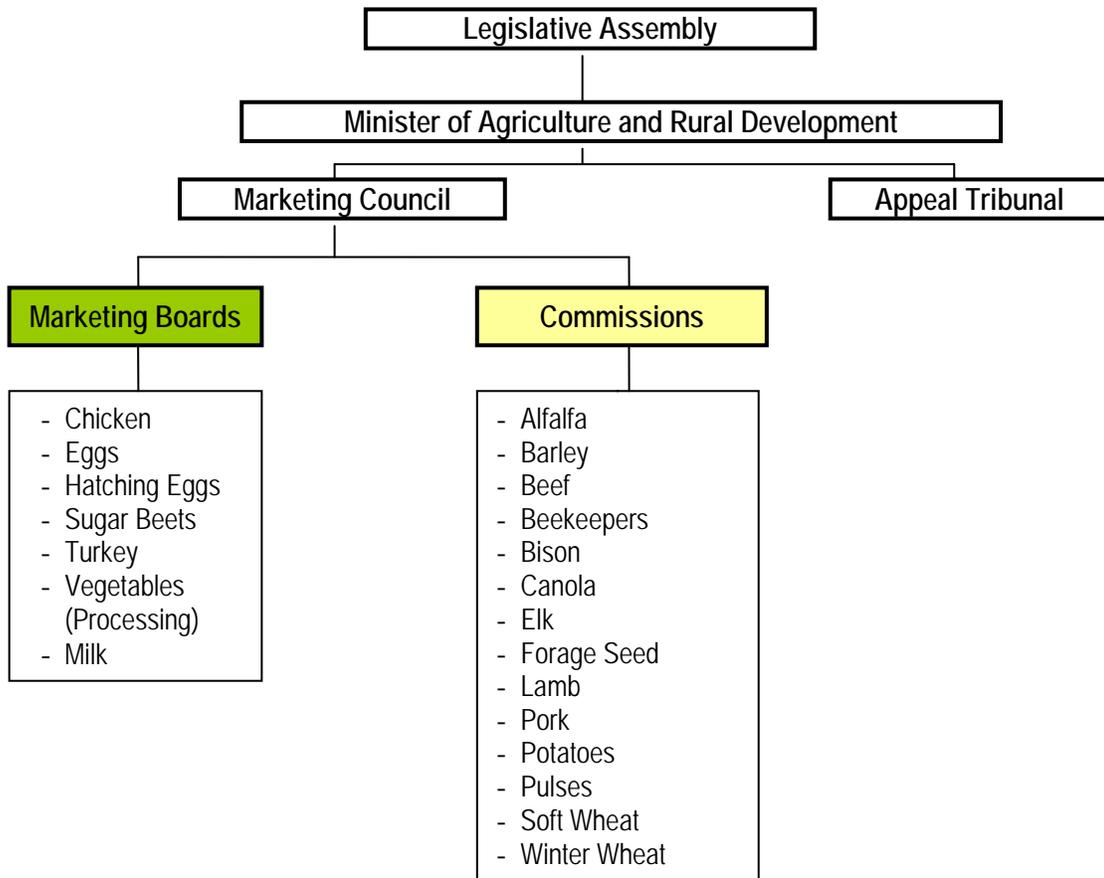
# Marketing Council Strategic Framework



# Operational Framework

## A. Organization Structure

The organizational chart below outlines Council position and reporting requirements with reference to the Legislative Assembly, ARD, and the 21 agricultural marketing boards and commissions. All marketing boards operate as non-refundable organizations, that is, all registered producers pay a non-refundable check-off. During the 2009/2010 fiscal year, only the Beef, Lamb, Pork and Potato commissions operated as non-refundable organizations. With the passing of Bill 43 in June 2009, all commissions will operate as refundable organizations where producers that pay the mandatory service charge will have the right to ask for refund, starting in their 2010 fiscal year.



To serve its customers better, Council adopted a liaison group structure covering all 21 boards and commissions.

Council also has a liaison role between the province and the Farm Products Council of Canada (FPCC). FPCC oversees the operations of Canadian agricultural agencies with national marketing plans.

## **B. Resources**

Council is comprised of five producers representing public and industry interests, and one representative of ARD. All six Council members are appointed by the Lieutenant Governor in Council.

Council members for the 2009/2010 fiscal year were:

- Don Macyk, Chair
- Doris Ludlage, Vice Chair
- Bruce Beattie
- Dr. Cornelia Kreplin, Ministry Representative
- Jurgen Preugschas
- Kenton Ziegler

Council staff are comprised of a general manger, an administrative support position and four staff serving as liaisons with the 21 boards and commissions.

Council staff for the 2009/2010 were:

- Dave Burdek, General Manager
- Freda Molenkamp-Oudman, Manager - Projects and Policy
- Maryann Urbanowski, Regulatory and Corporate Affairs Officer
- Mike Pearson, Manager - Corporate Affairs
- Rachid El Hafid, Manager - Projects and Policy
- Tunde Vari, Administrative Support

## **C. Financial Performance**

Council operates under the budget of the Ministry of ARD and, therefore, does not have its own audited financial statements. Council's resource requirements are incorporated into the ARD Ministry's business plan.

During this fiscal year, Council placed emphasis on leveraging its resources. Council secured \$200,000 through Growing Forward, a Federal-Provincial-Territorial Agreement, to undertake various initiatives related to enhancing industry leadership and governance (Council Goal 1).

## SECTION II: COUNCIL RESULTS ANALYSIS

### Strategic Goal 1 - Enhanced Industry Leadership

This goal recognizes the growing need and importance of effective governance and leadership practices in building a sustainable competitive agriculture industry.

This goal includes the initiatives delivered or supported by Council with the aim of enhancing the knowledge and use of sound governance practices within agricultural boards and commissions, ARD staff and related industry organizations, and Council members and staff. Activities under this goal include providing or supporting learning opportunities on board governance and leadership, for example, workshops, cross-commodity industry forums, and developing and sharing resources on effective governance practices.

Council's initiatives under this goal contribute directly or indirectly to all five ARD goals.

#### Highlights and Accomplishments

- Council secured funding through Growing Forward, which enabled the completion of an industry needs assessment, resource inventory and various supporting initiatives on governance and leadership.
- Representatives of 17 organizations attended three governance workshops hosted and financially supported by Council through Growing Forward funding. These workshops were considered very successful as evidenced by the positive feedback received from participants.

#### Key Results Areas (KRA) and Performance Measures (PM)

##### KRA1. Enhanced knowledge and awareness of sound governance and leadership practices

PERFORMANCE MEASURE*	ACTUAL PERFORMANCE
<b>PM1.</b> Level of customer/recipient satisfaction with Council-supported or Council-delivered trainings, facilitation and coaching sessions.	<b>78%</b> of respondents are either satisfied or very satisfied.
<b>PM2.</b> % of recipients with the opinion that training/resources/facilitation sessions enhanced their knowledge and awareness of leadership and governance practices.	<b>100%:</b> All respondents who participated in governance workshops delivered/supported by Council believed that the information presented at the workshop contributed to enhancing their knowledge and awareness of sound governance and leadership practices.

\* Measured bi-annually through a customer survey. 2009/2010 will be used as a base year.

##### KRA2. Demonstrated use of sound governance and leadership practices by Council and boards and commissions

PERFORMANCE MEASURE	ACTUAL PERFORMANCE
% of recipients with the opinion that information gained through training/resources/facilitation and coaching sessions on leadership and governance practices is used by boards and commissions.	<b>100%:</b> All respondents recipients indicated they used/applied the information in their current position as member of the board or a staff member of the organization.
% of boards and commissions with comprehensive strategic plans that are implemented and monitored.	<b>100%.</b> All respondents have a strategic plan which they refer to and update at various intervals.

\* Measured bi-annually through a customer survey. 2009/2010 will be used as a base year.

## **Discussion**

Council has been very active in providing and/or supporting several learning opportunities on governance and leadership. In addition to organizing three workshops on governance, Council shared governance resources with boards and commissions, ARD staff, and other agricultural organizations upon request. It is important to note the high level of satisfaction of workshop participants, and more importantly the fact that the information gained is actually used by participants in their current positions as board or staff members of the various organizations.

There is a growing need for learning about governance. Council will continue to facilitate learning opportunities in this area and ensure that these learning opportunities are aligned with the needs of the industry.

Council also strives for continued excellence and in modeling governance best practices. Council members and staff participated in strategic planning and governance workshops to develop Council's strategic plan and to broaden understanding and adoption of more effective governance practices and policies. Council members and staff benefitted from several professional development opportunities that collectively enhanced their knowledge and awareness of sound governance, management and leadership practices. Council evaluated its governance model and practices using the Governance Excellence Model™ assessment tool. Strengths and areas of improvement were identified and discussed collectively. Council also updated its strategic plan and developed a performance measurement framework that is being implemented.

## **Strategic Goal 2 - Policy and Legislative Framework that are Enabling**

This goal recognizes the need and importance of effective policies, legislation and regulations in enabling the growth of a competitive, sustainable agriculture and food industry while safeguarding the public interest.

This goal includes initiatives to develop and/or review and update policies, legislation and regulations to ensure continuous effectiveness and relevance in response to current and future changing market, environmental and social conditions.

Council's initiatives under this goal contribute directly or indirectly to all five ARD goals.

### **Highlights of Accomplishments**

#### ***Legislation***

- Bill 5: Amendments were made to MAPA to streamline the legislation, remove sections that are no longer used, better align existing sections, and move appropriate details to regulation.
- Bill 43: This Bill made all commissions operating under MAPA refundable. The Bill affected the Alberta Beef Producers, Alberta Lamb Producers, Alberta Pork, and the Potato Growers of Alberta. Council has worked with these four commissions to make

the required changes to their regulations to implement a refundable service charge system commencing at the start of their fiscal year in 2010.

### ***Regulations***

- All planned regulatory reviews were completed and all the regulations governing the 21 boards and commissions were current at fiscal year end. Council worked with 15 boards and commissions to review and/or amend their regulations to keep them updated and responsive to industry needs.
- Enabled and facilitated establishment of new commissions
  - The Alfalfa Seed Commission was successfully established and commenced operation in August 2009. Council worked closely with the producer steering committee in the formation process, to draft and finalize the regulations and seek required approvals from industry, Cabinet Policy Committee, the Minister, and Council.
  - Council has been working closely with three potential commissions (Oat, Wheat, and Nursery Growers). Council will continue to work with these groups as required.
- Drafted the *Review and Appeal Regulation*
  - This new regulation is a result of amendments made by Bill 5 which repealed the review and appeal provisions in Part 5 of MAPA and created a new *Review and Appeal Regulation*. The draft regulation has been finalized and is expected to be filed by June 2010.
- Reviewed the *Operation of Boards and Commissions Regulation*
  - This regulation sets the reporting and disclosure requirements and investment limitations for the boards and commissions created under MAPA.
  - Council consulted extensively with clients, stakeholders, and financial experts during this review.
  - Amendments are being finalized and the regulation is expected to be filed by June 2010.
- Supported resolution of industry issues
  - Council staff facilitated the administration of one appeal hearing.
  - Council facilitated resolution of three industry conflicts.

### ***Policy***

- Nine policy issues requiring resolution were identified and evaluated
  - Council examined nine policy issues including removal of a board director, producer eligibility as a result of service charge refund, possibility of a non-producer sitting on the board, and broadening membership of the boards and commissions to include non-producers.
- Two policy frameworks were developed
  - The Board Director Term of Office policy will enable all board directors to serve up to nine consecutive years in office.
  - The Board Director Removal policy will enable a board of directors to remove a director from the board. This policy's intent is to enhance board governance practices and ensure the overall health and protection of the organization.

## Key Results Areas (KRA) and Performance Measures (PM)

### KRA1. Enabling policies, legislation and regulations developed, and adopted by boards and commissions

PERFORMANCE MEASURE*	ACTUAL PERFORMANCE
<p><b>PM1.</b> Rate of adoption of developed/updated policies legislation and regulations.</p>	<ul style="list-style-type: none"> <li>- All four commissions affected by Bill 43 initiated the process of making the required changes to their regulations.</li> <li>- All regulatory amendments and reviews completed have been adopted by those who requested them.</li> <li>- Two boards and commissions initiated the process of adopting the policy on Board Director Removal.</li> <li>- All boards and commissions became compliant with the Board Director Terms of Office Policy.</li> </ul>

\* Measured bi-annually through a customer survey. 2009/2010 will be used as a base year.

### KRA2. Existing policies, legislation and regulations are reviewed and updated in an efficient and timely manner to reflect industry's changing needs and market realities

PERFORMANCE MEASURE*	ACTUAL PERFORMANCE
<p><b>PM2.</b> Percentage of boards and commissions with the opinion that their requests for regulatory amendments were handled in an efficient and timely manner by Council.</p>	<p>82% of respondents are either satisfied or very satisfied.</p>

\* Measured bi-annually through a customer survey. 2009/2010 will be used as a base year.

## Discussion

Developing and/or administering legislation, regulations and policies that enable industry growth and competitiveness remains a core business for Council.

In terms of legislation, this year was marked by the passing of Bill 5 and Bill 43. Bill 5 brought about some changes to MAPA as identified through the *Industry Governance Review*. The amendments would facilitate best legislative practices and permit the regulations and agricultural boards and commissions to be more effective and efficient. Bill 43 is intended to strengthen accountability, provide producers with choice, and create consistency among all commissions. Council continues to work closely with the boards and commissions to fully implement the two Bills.

In terms of regulations, Council worked closely with boards and commissions to develop, review and/or amend several regulations. Twenty-five regulations were filed and 26 others were initiated and are expected to be completed during the first half of the 2010/2011 fiscal year. Developing, reviewing and/or amending the boards and commissions regulations serve different industry purposes and needs. Following are examples that demonstrate how some of the developed, reviewed, and/or amended regulations benefit their respective industries:

- Council worked collaboratively with Alberta Beef Producers to move some provisions from their Plan Regulation to bylaws. This change will make the regulations more responsive to industry needs and will reduce the regulatory burden.
- Council worked with Alberta Egg Producers to make changes to their regulation regarding cage density. This industry-driven initiative, enabled by Council, is a proactive measure to address potential animal welfare and food quality issues.
- Council worked collaboratively with Alberta Beekeepers Commission to make changes to their regulations that will enable beekeepers of less than 100 colonies to access the benefits of full membership upon payment of the required service charges. This change will broaden the industry base and create opportunities for new entrants to contribute to the success of their organization and ultimately the growth of their industry.
- Council worked with the alfalfa producers steering committee to establish the Alfalfa Seed Commission. Establishment of this organization under MAPA will enable this organization to assess and collect service charges which can be used to leverage resources and access funding to promote their industry and undertake research and development programs and other initiatives that will strengthen the alfalfa seed industry and contribute to its sustainable growth.
- The new *Review and Appeal Regulation* under MAPA will enable more effective, efficient and responsive administration of the appeal process. Moving the review and appeal process from the Act into a regulation will also enable amendments to be made in a timelier and efficient manner if changes are needed to better meet industry needs. The *Review and Appeal Regulation* will clarify the processes for reviews and appeals.
- As a result of the proposed amendments to the *Operation of Boards and Commissions Regulation*, boards and commissions will have more flexibility in terms of investment. They will be enabled to create contingency or reserve funds to better manage during times of crisis such as disease outbreaks, droughts or legal challenges, and develop intellectual property policies. Furthermore, the amendments will provide boards and commissions with the options of obtaining either a Review Engagement Report or Auditor's Report, thus, potentially reducing the cost associated with the audit especially for small organizations with limited budget. Prior to this amendments, all boards and commissions were required to submit to Council an Auditor's Report as part of their annual fiscal reports.

Overall, our clients reported a high level of satisfaction with the service Council provided with respect to regulatory amendments.

Council has been very active in terms of policy associated with boards and commissions. Council, in consultation with clients, stakeholders, technical experts, and ARD executives identified several policy issues that needed further investigation and resolution, and developed two policy frameworks. Overall, these policies are intended to address current and future industry needs and enable boards and commissions to embrace effective governance practices. For instance, the *Board Director Term of Office* policy framework is responsive to expressed need by the industry and will allow for board changeover and involvement of youth. The *Board Director Removal* policy framework will provide all boards of directors with the tools and ability to help them be more effective and more

efficient, while protecting them from potential legal liabilities, and keeping the organization united. This policy will also ensure that board and commission work is conducted in an ethical manner, and that systems are in place to manage conflicts of interest, unethical behaviour, and non-compliance with board of directors' policies and practices.

Council will continue to work with our clients and stakeholders to develop and/or review legislation, regulations and policies associated with boards and commissions to ensure they are effective and beneficial to industry.

### **Strategic Goal 3 - Complete Engagement with our Owner and Customers**

This goal recognizes the importance of understanding the challenges and opportunities of our primary customers (boards and commissions), and the expectations of our owner (Minister). Council has an essential role in acting as the conduit and liaison between the boards and commissions and the Ministry.

This goal includes initiatives aimed at increased understanding of Council's role as well as our owner and customers' needs. Ultimately, the goal is to better serve our owner and our customers for the benefit of the agriculture industry as a whole.

This goal contributes directly or indirectly to all five ARD goals.

#### **Highlights of Accomplishments**

##### ***Engagement with Owner - Understanding Owner's needs***

- The "Mandate and Roles" document, outlining the Council's and Minister's respective roles, mandates, and responsibilities within the MAPA framework, was completed and signed by Minister and Council. The document is an important step towards mutual understanding of Minister and Council roles under MAPA.
- Council met several times with the Minister, Deputy Minister, and members of the ARD Executive Team in an effort to enhance dialogue between Council and the Ministry.
- Council also received two awards for outstanding team work: AAPEX (an internal ARD award) and the Premier's Award of Excellence (a Government of Alberta award).

##### ***Engagement with Customers - Understanding Customers' needs***

- Council created opportunities for all boards and commissions to interact with Council and ARD staff.
  - Council organized and hosted six brown bagger information sessions, where a specific board or a commission presented to ARD staff an overview of their industry. They identified their needs, challenges and opportunities, and also engaged in a dialogue with ARD staff and Executive Team about their industry.

- Council continued the initiative started in the previous fiscal year of inviting boards and commissions to meet with Council to discuss pertinent issues in the industry and to enhance on-going dialogue around strategic initiatives. Council met with six boards and commissions during the year.
- Council members and staff attended numerous zone, district, regional and annual general meetings of all boards and commissions. Council staff also replied to inquiries from boards and commissions as needed.
- Council carried out a comprehensive survey of boards and commissions to assess their needs and level of satisfaction with the services provided by Council.
- In addition to face-to-face meetings, emails and telephone, Council used its website to communicate with our clients and stakeholders. The site was updated regularly, and is currently being re-designed to serve our clients and stakeholders better.

**Key Results Areas (KRA) and Performance Measures (PM)**

**KRA1. 1. A respected Marketing Council that brings value to owner and customers**

<b>PERFORMANCE MEASURE*</b>	<b>ACTUAL PERFORMANCE</b>
<b>PM1.</b> % of boards and commissions who are satisfied with the level and quality of communication with Council.	82% of respondents are either satisfied or very satisfied.
<b>PM2.</b> Council strategic and operational plans are reflected in departmental and industry priorities and vice versa.	Council’s goals contribute directly or indirectly to all 5 ARD goals as explained above (Section 1-Strategic Framework).

\* Measured bi-annually through a customer survey. 2009/2010 will be used as a base year.

**Discussion**

Council recognizes that complete engagement with our owner and customers is essential in ensuring that Council remains relevant and effective. This year Council engaged in several initiatives to strengthen dialogue and mutual understanding with our owner and customers. Council created opportunities for ARD staff and our customers to interact, for ARD staff to become more aware of industry needs, challenges and opportunities, and for the customers to become more aware of the programs and services available to them through ARD.

Feedback received from ARD staff and Executive Team on the brown bagger sessions was very positive. These information sessions enhanced ARD staff awareness about Council’s role.

Feedback received on the face-to-face meetings of Council with boards and commissions was positive. Council is scheduled to meet with more boards and commissions in this manner in the upcoming year.

Council conducted a survey to gauge our customers’ satisfaction with our services, assess the relevance of our services and identify the needs of our customers. An overall high level of satisfaction was reported by our customers. Council will build on the results of

the survey to continue to provide relevant services for the benefit of the agriculture industry.

The customer survey also indicated that boards and commissions view Council as a conduit or liaison between government and the boards and commissions. To fulfill this role, Council will continue to work closely with our owner (Minster) and customers.

Council remains committed to excellence and continuous improvement to better serve our owner and customers. Council members and staff participated in several professional development opportunities that collectively enhanced their knowledge and awareness of sound governance, management and leadership practices.

## SECTION III: SUPPLEMENTARY INFORMATION

### Boards and Commissions Information

#### Overview

The 21 boards and commissions, created under MAPA, are intended to serve as the voice of the industry they represent. MAPA enables these organizations to assess and collect service charge, commonly known as check-off, to fund their operational activities and undertake various initiatives that would benefit their respective industry.

More information on the 21 boards and commissions can be obtained by contacting them directly or by visiting their website.

	<p><b>Alfalfa Seed Commission</b> Box 2158, Brooks, AB T1R 1C8 Telephone: 403-362-4449 Fax: 403-362-4495 Email: <a href="mailto:manager@alfalfaseedab.com">manager@alfalfaseedab.com</a> Website: <a href="http://www.alfalfaseedab.com">www.alfalfaseedab.com</a></p>
	<p><b>Alberta Barley Commission</b> #200, 3601A-21 Street NE Calgary, AB T2E 6T5 Telephone: 403-291-9111 Fax: 403-291-0190 Email: <a href="mailto:barleyinfo@albertabarley.com">barleyinfo@albertabarley.com</a> Website: <a href="http://www.albertabarley.com">www.albertabarley.com</a></p>
	<p><b>Alberta Beef Producers</b> #320, 6715-8 Street NE Calgary, AB T2E 7H7 Telephone: 403-275-4400 Fax: 403-274-0007 Email: <a href="mailto:abpfeedback@albertabeef.org">abpfeedback@albertabeef.org</a> Website: <a href="http://www.albertabeef.org">www.albertabeef.org</a></p>

 <p><b>ALBERTA BEEKEEPERS</b></p>	<p><b>Alberta Beekeepers</b>  #102, 11434-168 Street  Edmonton, AB T5M 3T9  Telephone: 780-489-6949  Fax: 780-487-8640  Email: gertie.adair@albertabeekeepers.org  Website: <a href="http://www.albertabeekeepers.org">www.albertabeekeepers.org</a></p>
	<p><b>Bison Producers of Alberta</b>  4603-61 Avenue  Leduc, AB T9E 7A4  Telephone: 780-986-4100  Fax: 780-980-7597  Email: info@bisoncentre.com  Website: <a href="http://www.bisoncentre.com">www.bisoncentre.com</a></p>
	<p><b>Alberta Canola Producers Commission</b>  #170, 14315-118 Avenue  Edmonton, AB T5L 4S6  Telephone: 780-454-0844  Fax: 780-451-6933  Email: web@canola.ab.ca  Website: <a href="http://www.canola.ab.ca">www.canola.ab.ca</a></p>
	<p><b>Alberta Chicken Producers</b>  2518 Ellwood Drive SW  Edmonton, AB T6X 0A9  Telephone: 780-488-2125  Fax: 780-488-3570  Email: abcp@chicken.ab.ca  Website: <a href="http://www.chicken.ab.ca">www.chicken.ab.ca</a></p>
	<p><b>Alberta Egg Producers Board</b>  #101, 90 Freeport Blvd NE  Calgary, AB T3J 5J9  Telephone: 403-250-1197  Fax: 403-291-9216  Email: info@eggs.ab.ca  Website: <a href="http://www.eggs.ab.ca">www.eggs.ab.ca</a></p>

	<p><b>Alberta Elk Commission</b>  4603-61 Avenue  Leduc, AB T9E 7A4  Telephone: 780-980-7582  Fax: 780-980-7591  Email: <a href="mailto:info@albertaelk.com">info@albertaelk.com</a>  Website: <a href="http://www.albertaelk.com">www.albertaelk.com</a></p>
	<p><b>Alberta Hatching Egg Producers</b>  #301, 8925-51 Avenue  Edmonton, AB T6E 5J3  Telephone: 780-434-8414  Fax: 780-434-9552  Email: <a href="mailto:ahemb@telusplanet.net">ahemb@telusplanet.net</a>  Website: <a href="http://www.albertahatchingeggs.ca">www.albertahatchingeggs.ca</a></p>
	<p><b>Alberta Lamb Producers</b>  Agriculture Centre  97 East Lake Ramp NE  Airdrie, AB T4A 0C3  Telephone: 403-948-8533  Fax: 403-912-1455  Email: <a href="mailto:info@ablamb.ca">info@ablamb.ca</a>  Website: <a href="http://www.ablamb.ca">www.ablamb.ca</a></p>
	<p><b>Alberta Milk</b>  1303-91 Street SW  Edmonton, AB T6X 1H1  Telephone: 780-453-5942  Fax: 780-455-2196  Email: <a href="mailto:msouthwood@albertamilk.com">msouthwood@albertamilk.com</a>  Website: <a href="http://www.albertamilk.com">www.albertamilk.com</a></p>
<p><b>Alberta Peace Region  Forage Seed Growers</b></p>	<p><b>Alberta Peace Region Forage Seed Growers</b>  Box 6135  Fort St. John, BC V1J 4H6  Telephone: 877-630-2198  Fax: 250-789-6884  Email: <a href="mailto:sburton@xplornet.com">sburton@xplornet.com</a>  Website: <a href="http://www.peaceforageseed.ca">www.peaceforageseed.ca</a></p>

	<p><b>Alberta Pork Producers Development Corporation</b>  4828-89 Street  Edmonton, AB T6E 5K1  Telephone: 780-474-8288  Fax: 780-479-5128  Email: info@albertapork.com  Website: <a href="http://www.albertapork.com">www.albertapork.com</a></p>
	<p><b>Potato Growers of Alberta</b>  6008-46 Avenue  Taber, AB T1G 2B1  Telephone: 403-223-2262  Fax: 403-223-2268  Email: pga@albertapotatoes.ca  Website: <a href="http://www.albertapotatoes.ca">www.albertapotatoes.ca</a></p>
	<p><b>Alberta Pulse Growers Commission</b>  #220 5906-50 Street  Leduc, AB T9E 0R6  Telephone: 780-986-9398  Fax: 780-980-2570  Email: office@pulse.ab.ca  Website: <a href="http://www.pulse.ab.ca">www.pulse.ab.ca</a></p>
	<p><b>Alberta Soft Wheat Producers Commission</b>  Box 875  Lethbridge, AB T1J 3Z8  Telephone: 403-380-4189  Fax: 403-380-4189  Email: aswp@telusplanet.net  Website: <i>none</i></p>
	<p><b>Alberta Sugar Beet Growers</b>  4900-50 Street  Taber, AB T1G 2E1  Telephone: 403-223-1110  Fax: 403-223-1022  Email: sugarmb@telusplanet.net  Website: <a href="http://www.absugar.ab.ca">www.absugar.ab.ca</a></p>

	<p><b>Alberta Turkey Producers</b>  4828-89 Street  Edmonton, AB T6E 5K1  Telephone: 780-465-5755  Fax: 780-465-5528  Email: <a href="mailto:info@albertaturkey.com">info@albertaturkey.com</a>  Website: <a href="http://www.albertaturkey.com">www.albertaturkey.com</a></p>
	<p><b>Alberta Vegetable Growers (Processing)</b>  5317-50 Avenue  Taber, AB T1G 1V3  Telephone: 403-223-4242  Fax: 403-223-3130  Email: <a href="mailto:avgp@telusplanet.net">avgp@telusplanet.net</a>  Website: <i>none</i></p>
	<p><b>Alberta Winter Wheat Producers Commission</b>  1065 Deer River Circle SE  Calgary, AB T2J 6Z6  Telephone: 403-271-0939  Fax: 403-380-3889  Email: <a href="mailto:rwistead@telus.net">rwistead@telus.net</a>  Website: <a href="http://www.wintercereals.ca">www.wintercereals.ca</a></p>

**For more information contact:**

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