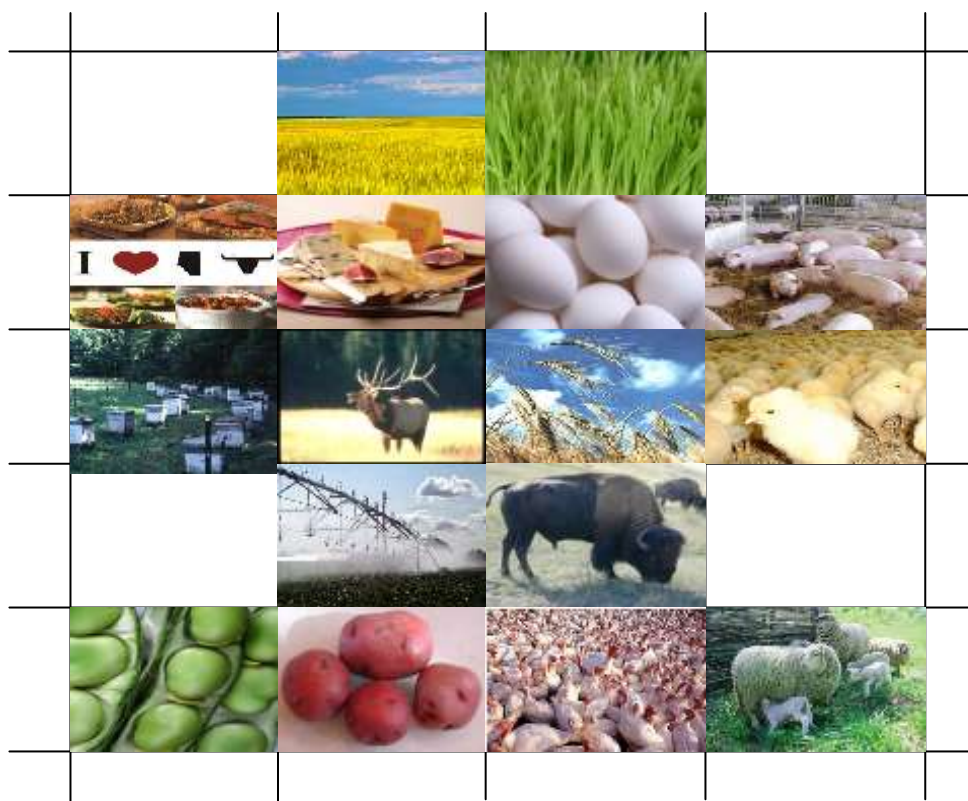


Alberta Agricultural Products Marketing Council



Annual Report 2010/2011

**Government
of Alberta** 

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Doris Ludlage
Board Chair



Dave Burdek
General Manager

PREFACE

The Alberta Agricultural Products Marketing Council Annual Report for the year ended March 31, 2011, was prepared in accordance with the *Government Accountability Act* and the *Marketing of Agricultural Products Act*.

The Report contains an executive summary, a strategic and operational overview, and a compilation and discussion of the Council's achievements in 2010/2011.

The 2010/2011 fiscal year was one of success, progress and achievement. This would have not been possible without the support and collaborative work of our Minister, appointed Council members, 21 agricultural commissions and marketing boards operating under the *Marketing of Agricultural Products Act*, Alberta Agriculture and Rural Development Executive Team, and Council staff.

We look forward to another excellent year in 2011/2012.

EXECUTIVE SUMMARY

The Alberta Agricultural Products Marketing Council (Council) has three strategic goals:

1. Enhanced industry leadership in the area of governance
2. Policy and legislative frameworks that are enabling
3. Strategically serving and providing value to our owner and customers

1. Enhanced industry leadership in the area of governance

Council believes that effective board governance and leadership practices are important building blocks of a sustainable competitive agriculture industry. Council has continued to build on the previous success of the learning opportunities provided to our clients and stakeholders. With funding support from *Growing Forward*, Council was able to significantly increase the level of awareness and practice change in relation to board governance. In particular, there was a significant increase in the number of learning opportunities provided or supported by Council as well as an increase in the diversity of the governance topics and issues addressed. This year, over 300 people, representing over 100 agricultural and rural development organizations, attended over 20 workshops offered by Council. In addition to workshops on governance fundamentals, Council provided or supported workshops related to risk management, finance, roles and responsibilities of board members and officers, and holding successful annual general meetings. The level of satisfaction of participants with the learning opportunities provided was very high. Due to the growing expressed needs and interests by our customers and stakeholders, Council will continue to work with interested industry stakeholders in enhancing effective governance practices and additional opportunities will be made available in the upcoming year.

2. Policy and legislative frameworks that are enabling

Effective legislation, regulations, and policies are necessary to enable the growth of a competitive, sustainable agriculture and food industry while safeguarding the public interest.

In terms of legislation, this year has been marked by the proclamation of Bill 5, which made changes to the *Marketing of Agricultural Products Act* (MAPA), upon completion and filing of the *Review and Appeal Regulation*.

Our customers, the 21 agricultural commissions and marketing boards operating under the *Marketing of Agricultural Products Act*, are producer organizations with board members elected by producers.

In terms of regulations, Council completed 23 regulatory amendments projects, filed two new regulations, repealed one regulation, and started another 27 regulatory amendments projects at the request of our customers. As a result, all MAPA regulations administered by Council are current and serving their purposes. Of significant importance is the extensive collaborative work with the 21 marketing boards and commissions that resulted in the amendment of the *Operation of Boards and Commissions Regulation*. This amendment gives boards and commissions more flexibility in terms of investments of retained earnings, while responding to the small organizations financial needs and challenges. As a result of the filing of this regulation, Council completed, through an omnibus regulation, 21 plan regulatory amendments covering all 21 organizations under MAPA.

As well, Council completed the regulatory amendments to enable a \$1 mandatory, non-refundable national levy on each head of cattle sold, or head of cattle fed and slaughtered to support the work of the Canadian Beef Cattle Research, Market Development and Promotion Agency in marketing beef products nationally and internationally.

The other completed or initiated regulatory amendments covered a variety of aspects that would enable the subject organizations to continue to operate under MAPA while addressing specific governance and industry issues that would continue to contribute to the development of a prosperous agriculture industry in Alberta. Council continues to work with the Alberta Lamb Producers, Alberta Pork and the Potato Growers of Alberta as they complete the required regulatory amendments in response to Bill 43, which made service charges refundable for these organizations.

Council also continued to provide support for the potential establishment of new commissions under MAPA. Significant progress has been made towards the potential establishment of an all wheat commission and an Alberta oat commission.

Council continues to be active in the area of policies associated with boards and commissions. This year, six boards and commissions adopted the *Board Director Term of Office* policy and two boards and commissions adopted the *Board Director Removal* policy. Adoption of these policies is a testament to the usefulness and responsiveness of these policies to industry needs.

The *Marketing of Agricultural Products Act* provides a framework for the Minister of Agriculture and Rural Development, Council, boards, commissions and the Appeal Tribunal to work together to create a better marketplace for Alberta's agricultural products.

3. Strategically serving and providing value to our owner and customers

Council continued to enhance communication and engagement with our owner (Minister) and our customers (21 marketing boards and commissions).

This year, Council hosted a productive one day session attended by Minister Hayden, ARD Executives, other ARD staff and the boards and commissions. The session was a great opportunity to discuss challenges and opportunities for the agriculture industry in Alberta. The session was also an opportunity for boards and commissions to network, share and learn. Feedback about the day from participants was very positive and Council was requested to host this event on annual basis.

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.

Building on the success of last year's Brown Bagger Series which is aimed at strengthening ARD-industry relationship, this year six boards and commissions made presentations to ARD staff. Feedback from both ARD staff and the presenters was very positive. Council will continue this initiative to ensure all boards and commissions that wish to participate have the opportunity to engage with ARD in this way.

To keep abreast of industry issues and opportunities, Council members and staff attended a number of regional and annual meetings of the boards and commissions. When appropriate, Council also met with the directors and senior staff of boards and commissions to discuss specific organizational and industry matters, and strengthen working relationships.

Continued dialogue and mutual understanding of our customers' needs and ARD priorities is essential to build a strong Alberta agriculture industry.

SECTION I: COUNCIL OVERVIEW

Roles and Responsibilities

Our Vision

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

Our Mission

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

Council is an agency established under the authority of the *Marketing of Agricultural Products Act*. 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, strategic and business planning, and regulatory matters. 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 customers consist of 21 agricultural boards and commissions representing various crop and livestock commodities in Alberta. The boards and commissions' primary responsibilities are to initiate and carry out projects or programs to commence, stimulate, increase or improve the production and/or marketing of an agricultural product in accordance with regulations and policies that are enabled by their regulated authority.

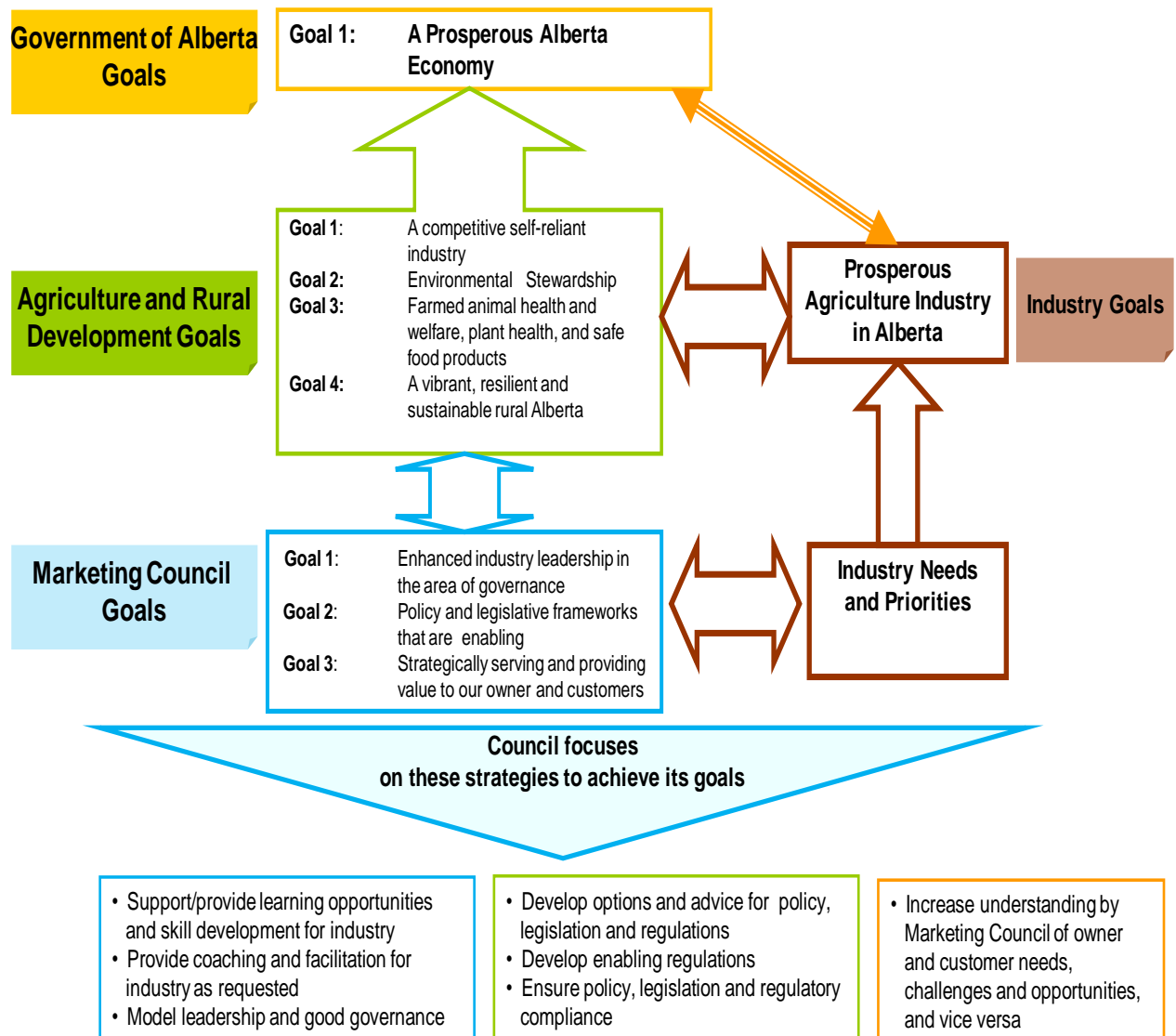
Strategic Framework

The basic foundation for building Council's strategic plan is our owner's needs coupled with those of our customers. To that end, Council has maintained continued dialogue with our owner and our customers.

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

Council's initiatives under its three goals contribute to all four ARD goals.

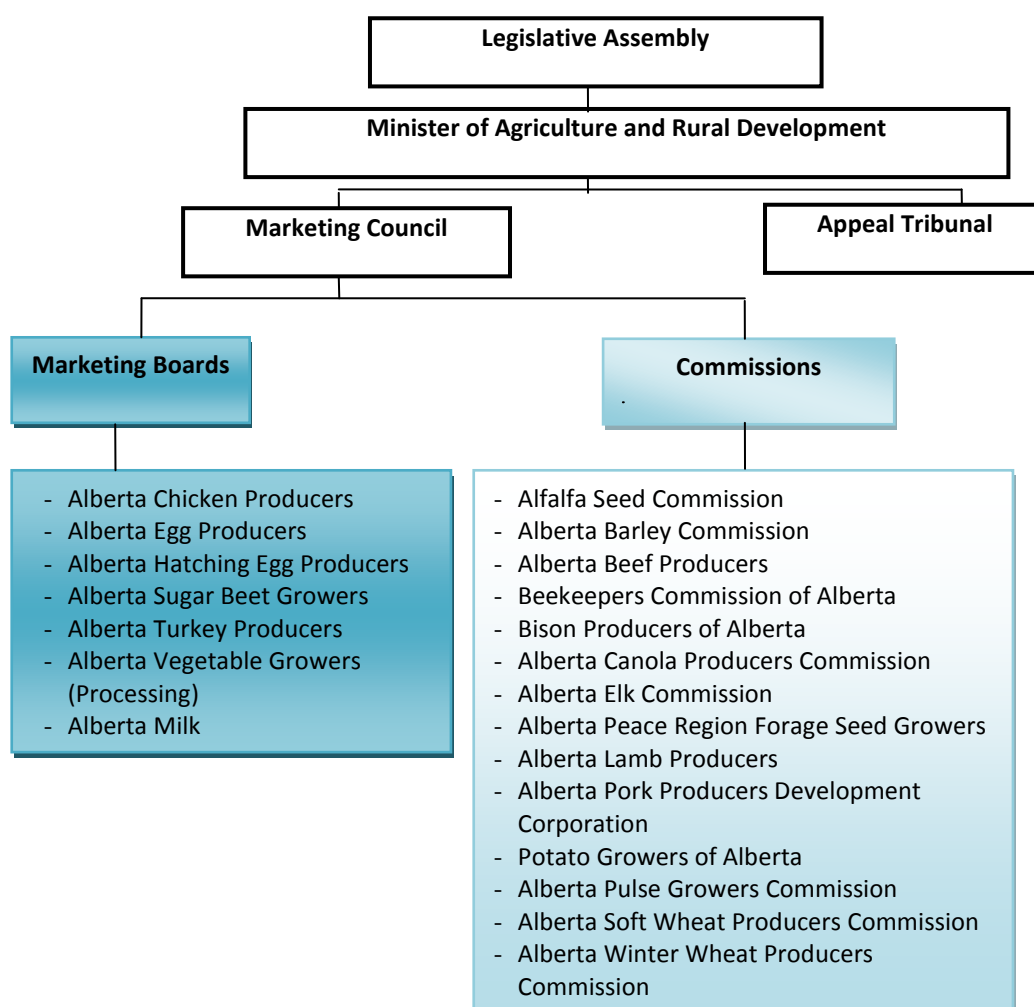
Council Strategic Framework



Operational Framework

Organization Structure

The organizational chart below outlines Council's position and reporting requirements with reference to the Legislative Assembly, ARD, and the agricultural marketing boards and commissions created under MAPA. Marketing boards control the production and/or marketing of the regulated product and operate as non-refundable organizations, that is, all registered producers pay a non-refundable service charge. Commissions operate as refundable organizations where producers that pay the mandatory service charge have the right to ask for partial or full refund.



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.

Council is also a member of the National Association of Agricultural Supervisory Agencies (NAASA), made up of federal, provincial and territorial Marketing Council managers, or their respective equivalents. The members meet or report to one another regularly throughout the year, update each other about developmental work, and share news and ideas about developments in their respective orderly marketing systems.

Composition of Council

The Council Board is comprised of five producers representing public and industry interests, and one representative of ARD. Council Board members are appointed by the Lieutenant Governor in Council. Council Board is supported by Council staff. Council staff is comprised of a general manger, an administrative support position and four staff serving as liaisons with the 21 boards and commissions.



Council Members

Back, left to right: Jamie Curran (ARD Representative), Bruce Beattie, Kenton Ziegler (Vice Chair), Jurgen Preugschas
Front, left to right: Teri McKinnon, Doris Ludlage (Chair)

In 1965, the Alberta government established the Alberta Agricultural Products Marketing Council to help the boards and commissions function effectively while at the same time ensuring the interests of Alberta taxpayers, consumers and agricultural processors were protected.



Council Staff

Back, left to right: Rachid El Hafid, Dave Burdek (General Manager), Mike Pearson

Front, Left to Right: Freda Molenkamp-Oudman, Tunde Vari, Maryann Urbanowski

Financial Performance

Council operates under the budget of the Ministry of ARD and complies with ARD's financial processes for budget planning and financial reporting. Council's resource requirements are incorporated into the ARD Ministry's business plan.

In addition to operating funds received from ARD, Council strives to leverage its resources. Council secured funding through *Growing Forward*, a Federal-Provincial-Territorial Agreement, to undertake various initiatives related to enhancing industry leadership and governance (Council Goal 1).

Council secured
\$300,000 in 2010/11
through *Growing
Forward*.

SECTION II: COUNCIL RESULTS

ANALYSIS

Strategic Goal 1 - Enhanced Industry Leadership in the Area of Governance

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 by agriculture-related organizations, ARD staff, and Council. Activities under this goal include providing or supporting learning opportunities on board governance and leadership, such as workshops, cross-commodity industry forums, and developing and sharing resources on effective governance practices.

Highlights of Accomplishments

Council provided learning opportunities on board governance:

- Council secured funding through *Growing Forward*, which enabled Council to offer various learning opportunities on a variety of topics related to board governance. This year, Council made significant progress in this area: over 300 individuals representing over 100 organizations attended over 20 workshops hosted by Council.
- Feedback received from participants in these workshops was very positive.
- In addition to organizing these workshops on board governance, Council shared governance resources with boards and commissions, ARD staff, and other agricultural organizations upon request. Council also completed six board governance assessments, using the Governance Excellence Model (GEM) assessment tool. As well, Council provided a one-day training session on board governance for ARD staff.

Council hosted a one-day meeting of the 21 agricultural boards and commissions operating under MAPA. Approximately 100 board directors and staff representing the marketing boards and commissions gathered for an important networking opportunity, discussion of common issues of interest, and discussion with ARD's Minister, Executive Team and Council.

"If all of us as Boards of Directors took this course, our meetings will move along better, we will get more done and we will do it better"
Harvey Yoder,
participant at one of the governance workshops hosted by Council.

"We need more sessions like this to interact with Marketing Council and other commodity groups"
Participant at the All Boards and Commissions meeting.

Participant's feedback on this meeting was very positive:

- 51.5% of respondents rated the workshop as "Excellent", 42.4% rated it as "Good", and 6.1% rated it as "Fair".
- 85.3% of respondents agree or strongly agree that the meeting's content was relevant to their needs.

Participants identified that the top three most valuable aspects of the workshop were:

- Networking and sharing of information and ideas.
- Time spent with the Minister at the Question & Answer session.
- Round table topics discussion.

Due to the success of this session and the request from several participants, Council is planning to hold this meeting on an annual basis.

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 benefited from several professional development opportunities that collectively enhanced their knowledge and awareness of sound governance, management and leadership practices. Council also updated its strategic plan and performance measurement framework.

Strategic Goal 2 - Policy and Legislative Frameworks 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. Developing and/or administering legislation, regulations and policies that enable industry growth and competitiveness remains a core business for Council.

Council administers 78 regulations under the *Marketing of Agricultural Products Act*.

Highlights of Accomplishments

Legislation

Bill 5 (*Marketing of Agricultural Products Amendment Act*, 2009) came into force in September 2010. Amendments were a result of the *Industry Governance Review* conducted in 2008 and 2009 to streamline the legislation, and move the appeal processes to regulation. The amendments are intended to facilitate best legislative practices and permit the regulations and agricultural boards and commissions to be more effective and efficient.

Regulations

All planned regulatory reviews were completed and any regulations that were set to expire were renewed. In total, 23 regulations were filed and 27 others were initiated and are expected to be completed during the first half of the 2011/2012 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:

- Developed a new *Review and Appeal Regulation* to clarify the review and appeal processes and enable a more effective, efficient and responsive administration of the review and appeal processes.
- Completed amendments to 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. The amendment regulation was a result of mandatory regulatory review, and in response to requests from some of the boards and commissions for greater ability to make financial decisions concerning investment of their assets. Council consulted extensively with clients, stakeholders, and financial experts during this review. The completed amendments will give our customers more flexibility in terms of investments, while responding to small organizations' financial needs and challenges. In particular, these amendments, requested by the boards and commissions, will enable them to better manage their financial assets in response to evolving business practices.

"...the proposed changes are satisfactory and it accomplishes what the Board has been attempting to do for some time".

Susan Gal, General Manager Alberta Egg Producers on the Plan Regulations Amendment Regulation

- Completed an *omnibus Plan Regulations Amendment Regulation*. This regulation made amendments to each of the 21 boards and commissions Plan Regulations to ensure they have the authority and obligation to manage their assets in accordance with the amended *Operation of Boards and Commissions Regulation*. The changes included adding provisions to the purposes and functions in each Plan, to:
 - Enable the boards and commissions to create a contingency fund for use with respect to unexpected crises related to the production and marketing of the regulated product,
 - Enable the boards and commissions to retain revenues from year to year,
 - Require the boards and commissions to comply with section 3 of the *Trustee Act* when investing its assets, and
 - Require the boards and commissions to establish policies for the management of its assets.

- Completed an amendment to enable Alberta Beef Producers (ABP) to collect a non-refundable levy.
 - The amendment reduced the service charge from \$3 to \$2 and established a non-refundable \$1 levy to be used to support the work of the Canadian Beef Cattle Research, Market Development and Promotion Agency in research and marketing beef products nationally and internationally.
 - With this change to ABP's regulations, all provinces will collect a non-refundable check-off for the Canada Board which will result in approximately \$1 million in annual levies on imported cattle and beef products. A recent study released by the by the Canadian Beef Cattle Research, Market Development and Promotion Agency in April 2010, indicated that every dollar per head going to this national organization earns around \$9 in benefits for cattle producers.

- Completed or initiated regulatory amendments resulting from Bill 43.
 - Four organizations were affected by this Bill: Alberta Beef Producers, Alberta Pork, Potato Growers of Alberta, and Alberta Lamb Producers.

Bill 43- *the Marketing of Agricultural Products Amendment Act*- made service charges refundable at the request of producers for all commissions under MAPA.

In 2009/2010, Council reviewed its policy on board member tenure and made a decision to increase it from six consecutive years to nine consecutive years. Boards and commissions are not obliged to adopt the policy, if it does not meet their needs.

Industry initiates discussion about forming a commission. Council plays facilitation and coaching role and does not deliberately plan and target specific industries or organizations to convince them to form a commission.

- Bill 43 is intended to strengthen accountability, provide producers with choice, and create consistency among all commissions.
 - Council completed amendments to ABP regulations in the 2009/2010 fiscal year and made significant progress towards completing regulatory amendments for the other three organizations. It is expected that the remaining amendments will be completed by the end of the first quarter of the 2011/12 fiscal year.
- Completed amendments to increase board member tenure from six consecutive years to nine consecutive years.
 - Council worked with six boards and commissions to complete amendments to their respective regulations to increase board member tenure from six consecutive years to nine consecutive years.
 - Requested by these organizations, these amendments will allow small organizations, such as Alberta Turkey Producers and Alberta Hatching Egg Producers to take advantage of a smaller producer pool (less than 50 producers) and utilize board member experience for an additional three years.
 - These amendments will also enable organizations that operate in a national supply management system to better serve the interests of their respective industries provincially and at the national level. It is expected that nine-year tenure will allow more participation on national boards.
 - Completed amendment to the Alberta Hatching Egg Producers (AHEP) regulations regarding authority to set minimum price.

Council worked with AHEP to amend their regulations by replacing the negotiating agency and arbitration process with authority for the board to set the minimum price to be paid to producers for eggs supplied to the hatcheries. The amendment is intended to provide a less expensive and more timely process for establishing minimum price.
 - Enabled and facilitated establishment of new commissions.
 - Council continued to work with the industry steering committees for the potential formation of an oat commission and an all wheat commission. Establishment of these organizations under MAPA will enable them to assess and collect service charges which can be used to leverage resources and access funding to promote their industries and undertake research and development programs and other initiatives that will strengthen the industry and contribute to its sustainable growth.

- Progress has been made towards the potential establishment of an all wheat commission. Council worked with interested wheat producers to secure funding and complete a producer survey to gauge Alberta wheat producers' support for an all wheat commission. The majority of producers surveyed (57%) are in favour of establishing an all wheat commission. Encouraged by the positive survey results in support of an all wheat commission, a steering committee comprised of wheat producers was formed. The committee, with coaching from Council, has developed a comprehensive business plan and is planning to hold more consultations with wheat producers in Alberta. The potential target date for establishing the all wheat commission is August 2012.
 - Progress has been made towards establishment of an oat commission in Alberta. Council has been working diligently with the steering committee of oat growers.
 - Council will continue to work with these groups, as required.
- Completed or commenced regulatory amendments in support of various industry initiatives such as:
 - Amendments to the Alberta Chicken Producers (ACP) regulations to implement mandatory compliance with the Animal Care Program by December 1, 2011 and phase in stocking density by December 1, 2013. Compliance with the Animal Care Program is a proactive measure to ensure the appropriate care of birds on the farm while giving extra assurance to consumers that chicken producers are continuing to improve the welfare of the chickens.
 - Amendments to the Alberta Chicken Producers (ACP) regulations to revise the production sleeve to respond to seasonal and market factors. Specifically, these amendments will address the under-production issue in Alberta, and will enable Alberta to target 100% quota utilization. The proposed amendments will also support the case for Alberta's allocation proposal at the national level.
 - Amendments to Alberta Pork regulations to enable implementation of the hog traceability system in Alberta. This national initiative is a foundation for managing industry risks and supporting food safety and animal health. The integrity of this system may also translate into market opportunities for Alberta's livestock and meat industries to differentiate their products.

Council administers two types of regulatory amendments:

1. Legislated mandatory regulatory review for ongoing relevancy and necessity; usually every five years.

2. Regulatory amendment initiated by boards or commissions at any time.

- Completed amendments to the Alberta Soft Wheat Producers Commission regulations to clarify dealer obligations and producer liability with respect to service charge. These amendments are intended to reduce slippage. Slippage results in significant loss of revenue to the organization which negatively impacts the level and the quality of services provided to the membership.
- Completed or initiated regulatory amendments for various boards and commissions regarding a wide range of aspects such as election processes, changing regional boundaries, and extending the expiry date of regulations. These changes, requested by the boards and commissions, will enable these organizations to respond to their industry and organization needs and continue to operate in an orderly manner under MAPA.

Policy

Development of enabling policies associated with boards and commissions remains an important role for Council. Overall, these policies are intended to address current and future industry needs and enable boards and commissions to embrace effective governance practices.

▪ *Board Director Term of Office Policy*

Six boards and commissions have adopted the *Board Director Term of Office* policy. As a result, Council worked with these organizations to make the required regulatory changes. The *Board Director Term of Office* policy framework is responsive to expressed need by the industry and is intended to allow for board changeover and involvement of youth while allowing small organizations to take advantage of a smaller producer pool and utilize board member experience for an additional three years.

▪ *Board Director Removal Policy*

Two boards and commissions have adopted the *Board Director Removal* policy. This policy provides all boards of directors with the tools and ability to remove a director as required, 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.

Boards or commissions, who decide to adopt a policy that requires amendments to their regulations, should submit a request to Council to initiate the amendments.

Strategic Goal 3 – Strategically Serving and Providing Value to 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).

This goal includes initiatives aimed at increased understanding of Council's role as well as our owner's 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.

Highlights of Accomplishments

Liaison role between Minister and boards and commissions

As indicated in a previous section, Council hosted a productive one day session attended by Minister Hayden, ARD Executives, other ARD staff and representatives of the 21 boards and commissions.

Engagement with Owner - Understanding Owner's needs and expectations

- The "Mandate and Roles" document, outlining the Council's and Minister's respective roles, mandates, and responsibilities within the MAPA framework, was approved by both parties. 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 kept the Minister informed about activities and achievements of Council through regular communication such as "Key Messages" from each Council meeting.

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 information related to their respective industries, their needs, challenges and opportunities. Furthermore, through

Council has an essential role in acting as the liaison between the boards and commissions and the Ministry.

The "Mandate and Roles" document is an important step towards mutual understanding of Minister and Council roles under MAPA.

these information sessions, our customers 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.
 - 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 2010/11 fiscal year. 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.
 - To keep abreast of our clients' issues and opportunities, Council members and staff attended a number of zone, district, regional and annual general meetings of all boards and commissions. Council staff also replied to inquiries from boards and commissions, as needed.
- In addition to face-to-face meetings, emails and telephone calls, Council redesigned and updated its website to enhance communication and better serve our clients and stakeholders.

"Wow! A lot of information in a short time, excellent job."
Participant at the Pulse Growers of Alberta Brown Bagger Session



ARD staff attending the Alberta Elk Commission Brown Bagger session.



Alberta Lamb Producers(ALP) Brown Bagger session: ARD staff and ALP board directors networking.

SECTION III: SUPPLEMENTAL INFORMATION

Marketing Boards and Commissions Information

The 21 marketing 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 charges, 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>Alfalfa Seed Commission Box 2158, Brooks, AB T1R 1C8 Telephone: 403-362-4449 Fax: 403-362-4495 Email: manager@alfalfaseed.com Website: www.alfalfaseedab.com</p>
	<p>Alberta Barley Commission #200, 3601A-21 Street NE Calgary, AB T2E 6T5 Telephone: 403-291-9111 Fax: 403-291-0190 Email: barleyinfo@albertabarley.com Website: www.albertabarley.com</p>
	<p>Alberta Beef Producers #320, 6715-8 Street NE Calgary, AB T2E 7H7 Telephone: 403-275-4400 Fax: 403-274-0007 Email: abpfeedback@albertabeef.org Website: www.albertabeef.org</p>
	<p>Beekeepers Commission of Alberta #102, 11434-168 Street Edmonton, AB T5M 3T9 Telephone: 780-489-6949 Fax: 780-487-8640 Email: gertie.adair@albertabeekeepers.org Website: www.albertabeekeepers.org</p>

	<p>Bison Producers of Alberta #114, 501 – 11 Avenue Nisku, AB T9E 7N5 Telephone: 780-955-1995 Fax: 780-955-1990 Email: info@bisoncentre.com Website: www.bisoncentre.com</p>
	<p>Alberta Canola Producers Commission #170, 14315-118 Avenue Edmonton, AB T5L 4S6 Telephone: 780-454-0844 Fax: 780-451-6933 Email: web@canola.ab.ca Website: www.canola.ab.ca</p>
	<p>Alberta Chicken Producers 2518 Ellwood Drive SW Edmonton, AB T6X 0A9 Telephone: 780-488-2125 Fax: 780-488-3570 Email: abcp@chicken.ab.ca Website: www.chicken.ab.ca</p>
	<p>Alberta Egg Producers Board #101, 90 Freeport Blvd NE Calgary, AB T3J 5J9 Telephone: 403-250-1197 Fax: 403-291-9216 Email: info@eggs.ab.ca Website: www.eggs.ab.ca</p>
	<p>Alberta Elk Commission 4603-61 Avenue Leduc, AB T9E 7A4 Telephone: 780-980-7582 Fax: 780-980-7591 Email: info@albertaelk.com Website: www.albertaelk.com</p>
	<p>Alberta Hatching Egg Producers #301, 8925-51 Avenue Edmonton, AB T6E 5J3 Telephone: 780-434-8414 Fax: 780-434-9552 Email: ahemb@telusplanet.net Website: www.albertahatchingeggs.ca</p>

	<p>Alberta Lamb Producers Agriculture Centre 97 East Lake Ramp NE Airdrie, AB T4A 0C3 Telephone: 403-948-8533 Fax: 403-912-1455 Email: info@ablamb.ca Website: www.ablamb.ca</p>
	<p>Alberta Milk 1303-91 Street SW Edmonton, AB T6X 1H1 Telephone: 780-453-5942 Fax: 780-455-2196 Email: msouthwood@albertamilk.com Website: www.albertamilk.com</p>
<p>Alberta Peace Region Forage Seed Growers</p>	<p>Alberta Peace Region Forage Seed Growers Box 6135 Fort St. John, BC V1J 4H6 Telephone: 877-630-2198 Fax: 250-789-6884 Email: sburton@xplornet.com Website: www.peaceforageseed.ca</p>
	<p>Alberta Pork Producers Development Corporation 4828-89 Street Edmonton, AB T6E 5K1 Telephone: 780-474-8288 Fax: 780-479-5128 Email: info@albertapork.com Website: www.albertapork.com</p>
	<p>Potato Growers of Alberta 6008-46 Avenue Taber, AB T1G 2B1 Telephone: 403-223-2262 Fax: 403-223-2268 Email: pga@albertapotatoes.ca Website: www.albertapotatoes.ca</p>
	<p>Alberta Pulse Growers Commission #220 5906-50 Street Leduc, AB T9E 0R6 Telephone: 780-986-9398 Fax: 780-980-2570 Email: office@pulse.ab.ca Website: www.pulse.ab.ca</p>

	<p>Alberta Soft Wheat Producers Commission Box 875 Lethbridge, AB T1J 3Z8 Telephone: 403-345-6550 Fax: 403-380-4189 Email: aswp@telusplanet.net Website: none</p>
	<p>Alberta Sugar Beet Growers 4900-50 Street Taber, AB T1G 1T3 Telephone: 403-223-1110 Fax: 403-223-1022 Email: sugarmb@telusplanet.net Website: www.absugar.ab.ca</p>
 <p>ALBERTA TURKEY PRODUCERS</p>	<p>Alberta Turkey Producers 4828-89 Street Edmonton, AB T6E 5K1 Telephone: 780-465-5755 Fax: 780-465-5528 Email: info@albertaturkey.com Website: www.albertaturkey.com</p>
	<p>Alberta Vegetable Growers (Processing) 5317-50 Avenue Taber, AB T1G 1V3 Telephone: 403-223-4242 Fax: 403-223-3130 Email: avgp@telusplanet.net Website: none</p>
	<p>Alberta Winter Wheat Producers Commission 1065 Deer River Circle SE Calgary, AB T2J 6Z6 Telephone: 403-271-0939 Fax: 403-380-3889 Email: rwistead@telus.net Website: www.wintercereals.ca</p>

Alberta Agricultural Products Marketing Council

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