

# WORKING DRAFT

## Alberta Agricultural Industry Governance Review Emerging Solutions Workbook

As a result of extensive industry consultations with over 400 stakeholders, including over 60 organizations, concepts for your consideration have emerged.

Categories of Change	Results	Comments
<b>A. Membership</b>		
<b>1. Board of Director Membership</b>	<b>Accept 95%</b> (20) Accept with Revisions 5% (1) Do not accept 0% (0)	Don't legislate this - enable it, change 'enable' to 'allow'
a. <u>Enable</u> Board and Commission <b>Board of Director membership</b> to include producers plus other industry representatives		
b. <u>Enable</u> and encourage <b>competency-based</b> Board and Commission board membership	<b>Accept 70%</b> (14) Accept with Revisions 30% (6) Do not accept 0% (0)	Take out 'encourage'
c. Boards and Commission Board of Directors need to be of <b>effective size (i.e. 8-12) for quality decision-making</b>	<b>Accept 55%</b> (11) Accept with Revisions 45% (9) Do not accept 0% (0)	Replace 'need' with 'should', remove the '(8-12)', and recognize that one size does not fit all
d. <u>Enable</u> Boards and Commissions to establish <b>Terms of Office policies</b> for board membership based on good governance practices	<b>Accept 90%</b> (19) Accept with Revisions 10% (2) Do not accept 0% (0)	Need to ensure that they have sunset clauses
e. Conduct <b>regular evaluations</b> for Board and individual director performance	<b>Accept 94%</b> (17) Accept with Revisions 6% (1) Do not accept 0% (0)	Enable this, encourage it but don't legislate it
f. Enable <b>removal of a Board member</b> due to non-performance, unethical behavior and/or conflict of interest.	<b>Accept 95%</b> (20) Accept with Revisions 5% (1) Do not accept 0% (0)	Enable this, encourage it but don't legislate it
<b>2. <u>Enable</u> Board and Commission membership</b> to include producers plus other industry representatives.	<b>Accept 100%</b> (11) Accept with Revisions 0% (0) Do not accept 0% (0)	Need to ensure that there are safeguards

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Categories of Change	Accept	Comments
<b>B. Role Clarity</b>		
3. <b>Marketing Council</b> needs to:	<b>Accept 82%</b> (9) Accept with Revisions 18% (2) Do not accept 0% (0)	Who defines the areas of competency?
a. Be led by a competency-based Board of Directors		
b. Be led by a Board of Directors that is of effective size (i.e. 8-12) for quality decision-making	<b>Accept 80%</b> (8) Accept with Revisions 20% (2) Do not accept 0% (0)	Remove '(8-12)' and recognize that one size does not fit all
c. Engage industry in the Marketing Council Board member selection process	<b>Accept 92%</b> (11) Accept with Revisions 8% (1) Do not accept 0% (0)	There is a need for transparency but recognize that Council members should be independent from the commodity groups
d. Facilitate industry leadership	<b>Accept 91%</b> (10) Accept with Revisions 9 % (1) Do not accept 0% (0)	Add 'development' and 'skills'
e. Act in the interests of the general public	Accept 36% (4) Accept with Revisions 5% (0) <b>Do not accept 64% (7)</b>	MC needs to look after the industry's needs not the general public's needs
f. Act in the interests of the agricultural industry, including individuals who are not currently active in organizations (silent majority)	<b>Accept 67%</b> (8) Accept with Revisions 25% (3) Do not accept 8% (1)	Remove 'silent majority', allow the democratic process to function, encourage producers to be part of the solution
g. Support and encourage sector self-determination	<b>Accept 100%</b> (11) Accept with Revisions 0% (0) Do not accept 0% (0)	
h. Respond in timely, proactive and strategic manner	<b>Accept 92%</b> (11) Accept with Revisions 8% (1) Do not accept 0% (0)	Change 'proactive' to 'responsive'
i. Have a name that reflects its core responsibilities	<b>Accept 69%</b> (9) Accept with Revisions 0% (0) Do not accept 31% (4)	Don't care about this, present name is low profile as it should be

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j. Provide for an effective appeal process for B&C's regarding: <ul style="list-style-type: none"> <li>i. Marketing Council's decisions</li> <li>ii. B&amp;C decisions</li> </ul>	<b>Accept 70% (7)</b> Accept with Revisions 30% (3) Do not accept 0% (0)	Not sure if this is needed for all B&Cs, not clear what this is referring to
4. The <b>Government of Alberta</b> (as a whole) needs to have a better working relationship with industry	<b>Accept 100% (11)</b> Accept with Revisions 0% (0) Do not accept 0% (0)	This is also true for MC, add 'agricultural' in front of 'industry'
5. The <b>Ministry of Agriculture and Food</b> needs to have a better working relationship with industry	<b>Accept 100% (11)</b> Accept with Revisions 0% (0) Do not accept 0% (0)	The current agricultural department needs to start listening to the industry
6. Clarify the <b>roles</b> of other significant players in industry governance: <ul style="list-style-type: none"> <li>a) Provincial Boards/Commissions</li> <li>b) National Boards/ Commissions/Organizations</li> <li>c) Others??</li> </ul>	<b>Accept 100% (9)</b> Accept with Revisions 0% (0) Do not accept 0% (0)	Who is confused? Need a list of acronyms, difficult to look at national organizations when you have limited influence on them

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<b>C. Research and Development</b>		
7. <u>Enable</u> the development of a strategic, industry-led <b>Research and Development (R&amp;D)</b> system:	<b>Accept 86%</b> (12) Accept with Revisions 14% (2) Do not accept 0% (0)	Change 'enable ' to 'allow', this needs to be coordinated nationally and internationally as well, add 'demonstration' to 'research & development', ensure that this is industry led!
a. Industry and government jointly identify R&D priorities for the short, medium and long term.	<b>Accept 74%</b> (12) Accept with Revisions 26% (5) Do not accept 0% (0)	Need to include academia in the process, ensure that this is truly industry-led
b. Develop an investment strategy and implementation plan to ensure funding of the priorities identified in a (above).	<b>Accept 100%</b> (19) Accept with Revisions 0% (0) Do not accept 0% (0)	Industry leads and government need to facilitate this to happen, use the Greenbox WTO rules
c. Funding is allocated as follows: <ul style="list-style-type: none"> <li>• Government funds public interest issues</li> <li>• Government and industry fund joint priorities</li> <li>• Industry funds initiatives identified as industry priorities</li> </ul>	<b>Accept 77%</b> (10) Accept with Revisions 8% (1) Do not accept 15% (2)	All R&D is in the public interest, hard to distinguish between these categories, need to be mindful of the smaller industries
8. <u>Enable</u> Boards and Commissions to:		
a. Own intellectual property	<b>Accept 71%</b> (12) Accept with Revisions 12% (2) Do not accept 17% (3)	Is it really possible? This is not the B&C's purpose...they are not equipped to deal with this
b. Receive royalties to be invested for the betterment of the industry.	<b>Accept 75%</b> (12) Accept with Revisions 13% (2) Do not accept 13% (2)	Should only be invested into R&D, very difficult to implement and put into practice, put the \$ into a central fund for agriculture, consider charging a food tax for this purpose, need to set up a separate entity
c. Be granted or receive shares in companies that utilize R&D in which they (i.e. B&C) have invested.	<b>Accept 63%</b> (10) Accept with Revisions 31% (5) Do not accept 6% (1)	Potential conflict of interest, possible liability issues, need to be very careful, need to be a separate entity

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<b>D. Leadership and Professional Development</b>		
9. Enhance industry-wide <b>capabilities</b> in good <b>governance and leadership</b> :	<b>Accept 95%</b> (20) Accept with Revisions 5% (1) Do not accept 0% (0)	Need to bring groups together on a regular basis for strategic planning. Need to ensure that the right people are involved. Need to identify all leadership programs across the province
a. Expand and enhance industry-wide coordination of leadership and professional development initiatives.		
b. Selectively invest in key areas for industry-wide leadership.	<b>Accept 100%</b> (18) Accept with Revisions 0% (0) Do not accept 0% (0)	Ensure that government is included in this - they need these opportunities as well
c. Co-create a strategy to effectively engage youth (18 – 35) in the industry.	<b>Accept 95%</b> (19) Accept with Revisions 5% (1) Do not accept 0% (0)	Need to link with academia, need to have a positive attitude about agriculture, colleges and universities need to give exposure to Boards/Commissions, 4H is very important, change the age of youth to 6-35
d. Co-create a strategy to develop future leadership for the industry.	<b>Accept 95%</b> (19) Accept with Revisions 0% (0) Do not accept 5% (1)	Is a taskforce needed to do this? May need professional help to develop a strategy, leaders are born - not made
<b>E. Communication and Engagement</b>		
10. Significantly more members of the industry are <b>passionate and engaged</b> in the betterment of the industry.	<b>Accept 84%</b> (16) Accept with Revisions 11% (2) Do not accept 5% (1)	Need to encourage leadership for this to happen, needs to be industry-led, usually takes a crisis, does not belong as part of the review, great statement but impossible to achieve
11. <u>Enable</u> the development of a coordinated, strategic, and industry-led <b>communication and engagement strategy</b> for the public on food and agriculture.	<b>Accept 95%</b> (18) Accept with Revisions 5% (1) Do not accept 0% (0)	Big role for government...need effective education for kids/public - where does your pizza come from?, need to teach the teacher, what are our key messages?
12. Enhance industry-wide communication processes to ensure they are <b>effective and efficient</b> .	<b>Accept 95%</b> (18) Accept with Revisions 5% (1) Do not accept 0% (0)	Industry-wide is too narrow - need to be cross-industries

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<b>F. Accountability</b>		
13. All industry organizations are formed and exist based on: a. effective <b>accountability</b> mechanisms and measures.	<b>Accept 94%</b> (15) Accept with Revisions 31% (1) Do not accept 0% (0)	Do not use plebiscites to do this
b. <b>transparent and democratic</b> mechanisms for creating, continuing, amalgamating and/or dissolving of organizations	<b>Accept 100%</b> (17) Accept with Revisions 0% (0) Do not accept 0% (0)	This will evolve over time, provisions for this are already in the Act
14 a. <u>Enable</u> legislation for Board/Commission for member choice for <b>total, partial, or no refundability</b>	<b>Accept 73%</b> (11) Accept with Revisions 7% (1) Do not accept 20% (3)	No refundability should be allowed, refundability is not an acceptable accountability mechanism, one size does not fit all
b. <u>Enable</u> the ability to <b>direct levies</b> (whole or in part) where levy payers want them to go	Accept 28% (5) Accept with Revisions 6% (1) <b>Do not accept 66% (12)</b>	Why have a Board then? The Boards should decide this. Do not have uniformed members deciding on things like this.
c. <u>Enable</u> the ability to <b>utilize a portion of levy funds</b> for cross-industry priorities and initiatives	<b>Accept 44%</b> (7) Accept with Revisions 12% (2) <b>Do not accept 44% (7)</b>	Why have a Board then? The Boards should decide this.

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<b>G. Efficiency and Effectiveness</b>		
15. To increase efficiencies and accuracy, <u>enable</u> an <b>individual organization or third- party</b> to provide	<b>Accept 89%</b> (17) Accept with Revisions 11% (2) Do not accept 0% (0)	Change 'enable' to 'allow'
a. levy collection services		
b. administrative services	<b>Accept 86%</b> (18) Accept with Revisions 14% (3) Do not accept 0% (0)	May run into interprovincial barriers
16. <u>Enable</u> , support and fund mechanisms for effective industry <b>collaboration</b> :	<b>Accept 88%</b> (14) Accept with Revisions 12% (2) Do not accept 0% (0)	Need groups like ALIDF to fund this - make it happen
a. multi-commodity interests		
b. broad, over-arching issues	<b>Accept 89%</b> (16) Accept with Revisions 11% (2) Do not accept 0% (0)	Need a general farm organization - just do it...government should help
c. cross-sectoral (e.g. oil and gas, forestry, environment, health)	<b>Accept 88%</b> (14) Accept with Revisions 12% (2) Do not accept 0% (0)	This group needs some teeth, needs to be prompted/initiated by industry
17. <u>Enable</u> organizations to adopt/adapt the <b>organizational structure(s)</b> they require (e.g. Incorporation, not for profit)	<b>Accept 76%</b> (13) Accept with Revisions 18% (3) Do not accept 6% (1)	Also allow for cooperatives, this is beyond the B&C's purpose, change 'enable' to 'allow'
18. Enhance Provincial, Regional, National and International <b>involvement</b> and <b>harmonization</b> for improving overall industry effectiveness	<b>Accept 88%</b> (15) Accept with Revisions 12% (2) Do not accept 0% (0)	Share best practices

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19. <b>Industry policy and actions</b> clearly support and encourage economically viable and sustainable operations (business orientation)	<b>Accept 89%</b> (17) Accept with Revisions 11% (2) Do not accept 0% (0)	Include NGOs too
20. <b>Government policy and actions</b> clearly support and encourage economically viable and sustainable operations (business orientation)	<b>Accept 89%</b> (16) Accept with Revisions 11% (2) Do not accept 0% (0)	
21. Identify <b>criteria</b> (e.g. establish minimum income, number of livestock, acres) for: a. being a member of an organization	<b>Accept 57%</b> (8) Accept with Revisions 14% (2) Do not accept 29% (4)	This should be at the discretion of each organization, should be refundable, refundability equals accountability, yes - the part-time tax-write-off farmers are killing the industry
b. being required to pay a levy	<b>Accept 62%</b> (8) Accept with Revisions 8% (1) Do not accept 31% (4)	This should be at the discretion of each organization, should be refundable, yes - the part-time tax-write-off farmers are killing the industry