

Results of
Industry Governance Review
Working Session
(November 23, 2007)

Agricultural Products Marketing Council

December 12, 2007

What is Industry Governance?

- **“*Good governance* is about both achieving desired results and achieving them in the right way”** (Institute of Governance)
- **“The use of institutions, structures of authority and even collaboration to allocate resources and coordinate or control activity in society or the economy”** (Wikimedia)
- **Competitiveness = hard work + good governance + brains** (The Economist, July 2007)

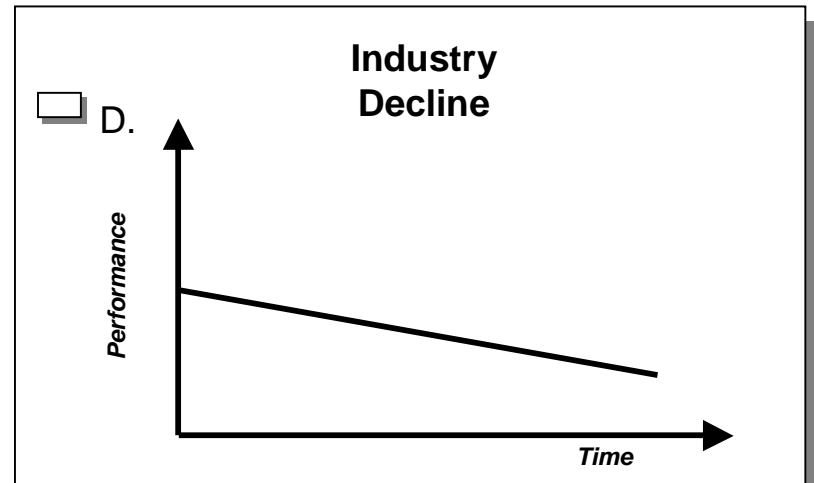
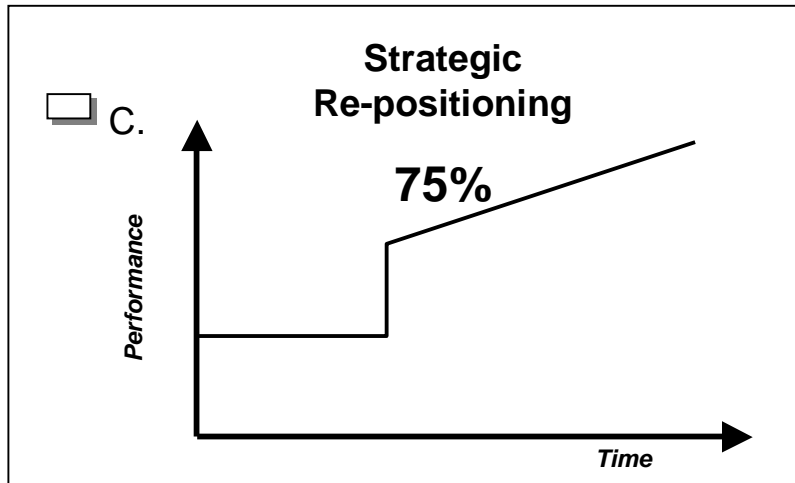
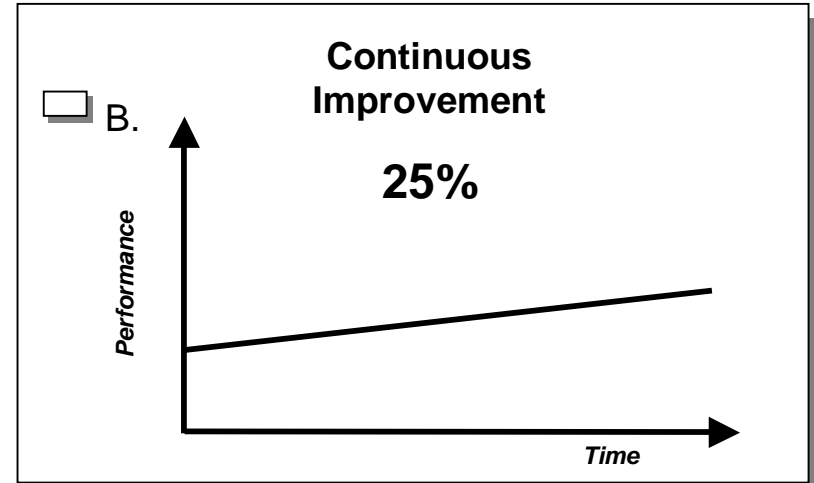
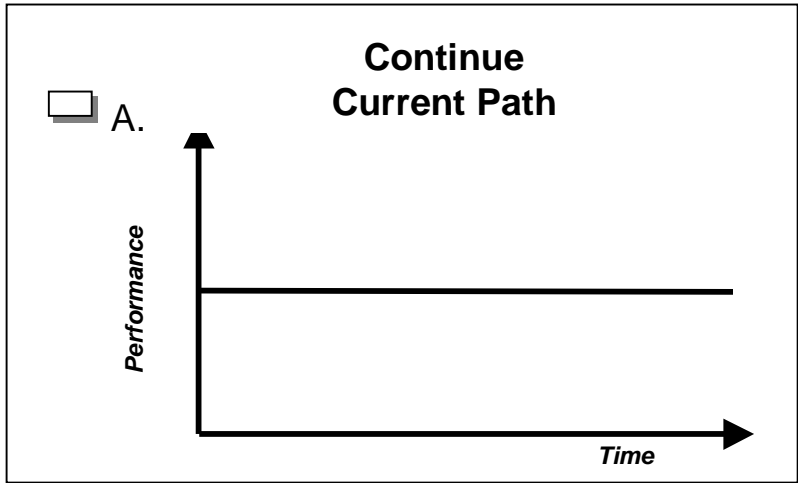
Good Governance Principles:

- Strategic direction
- Measurable impact
- Financial health
- System and Organizational performance
- Board and Director performance
- Risk management
- Legitimacy and voice

We're not Alone...

- Board Governance Task Force
(At A Crossroads)
- Ontario Federation of Agriculture
- Dairy Farmers of Canada

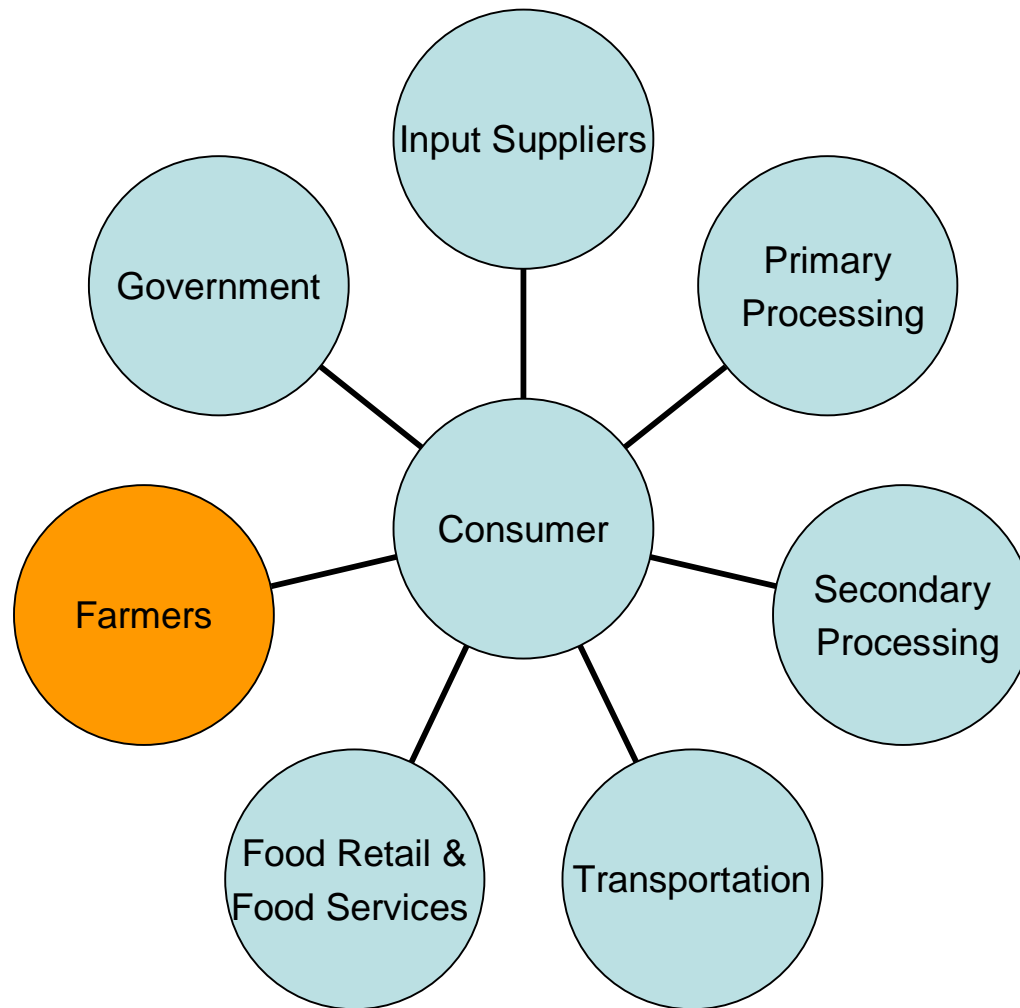
Pace of Implementation



Why has this Review become bigger than Marketing Council's mandate?

- The agricultural industry is a complex system
- Solutions are found collectively in policy, legislation, cultural shifts, clarity of roles, organizational structures, processes, and leadership

Farmers are one piece of a large, dynamic and interconnected industry



Key Steps in the Industry Governance Review

- March 2, 2006
- November 16, 2006
- Consultation with 20 Boards and Commissions + other industry stakeholders
- Regional Cross-commodity Discussion Groups
- November 23, 2007
- Co-creation of recommendations by Boards and Commissions, industry stakeholders, Marketing Council and the Minister
- Spring 2008

Industry Governance Working Group

Marketing Council Members:

Don Macyk (Council Chair)

Kenton Ziegler

Doris Ludlage

Marketing Council Staff:

Jackson Gardner (GM)

Maryann Urbanowski

Freda Molenkamp-Oudman (lead)

Agriculture & Food Staff:

Bob Prather

Martine Bolinger

Framework Partners Inc.:

Donna Finley

- Actively communicate and engage stakeholders
- Oversee the governance review process ensuring it is transparent, open, timely, action oriented and confidential where appropriate
- Listen to industry and work with industry to co-create recommendations for improvement

Industry Governance Group

Marketing Council Members:

Kenton Ziegler (co-chair)

Doris Ludlage (co-chair)

Industry Representatives:

Darcy Fitzgerald

Ellen Goddard

Ron Axelson

Doug Hooper/Barb Isman

Rick Istead

Don Brookbank

Mike Leslie

Framework Partners Inc.:

Donna Finley

- Foster a supportive, trusting and open environment with stakeholders
- Provide input from a broader industry-wide perspective
- Assist in co-creating recommendations for improvement