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A SURVEY OF PRODUCERS' KNOWLEDGE AND ATTITUDES TOWARD MARKETING BOARDS OPERATING IN THE PROVINCE OF ALBERTA

by

 THOMAS E. SYDNESS

A THESIS

SUBMITTED TO THE FACULTY OF GRADUATE STUDIES AND RESEARCH IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION

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Date February 5, 1981

ABSTRACT

The role of agricultural marketing boards empowered under government legislation to act as compulsory, horizontal marketing organizations for specified natural products has recently come under intensive scrutiny by various consumer oriented groups. With these groups having considerable political influence it has become increasingly important that marketing boards fulfill the expectations of their producer members and that these expectations be based on a knowledge of the powers which are available to the specific boards. This approach is vital if marketing boards are to gain full producer support, which is required if this type of marketing organization is to survive.

A survey of producers representing the Alberta Turkey Growers' Marketing Board, Alberta Broiler Growers' Marketing Board, Alberta Egg and Fowl Marketing Board, Alberta Hog Producers' Marketing Board, Alberta Vegetable Growers' Marketing Board, Alberta Cattle Commission, Alberta Sheep and Wool Commission and Alberta Potato Commission was conducted in the fall of 1975 to measure producer knowledge and attitudes relative to each specific board and to compare these results against the degree of producer support for the board. The following hypotheses were tested:

The support exhibited for a marketing board is directly related to:

(1) the degree of knowledge that producers possess about board powers and authority;

(2) the degree of satisfaction held by producers regarding the effectiveness of board operations;

(3) the similarity of opinion between the board of directors towards the effectiveness of board operations; and

(4) the degree of benefit that producers perceive to occur as a result of board operations.

In all cases the results yeilded a significant positive correlation.

The study points out the importance of producer opinion and the awareness by marketing board administrators of this opinion. It is recommended by the author that each board initiate an effort of gathering as much information as possible relative to current producer opinion. This recommendation is based on the results of the survey and the conclusion that such information is necessary if board policies and procedures are to reflect producer wishes and fulfill expectations.

ACKNOWLEDGEMENTS

The author wishes to acknowledge the assistance of a number of people and organizations without whom this thesis would not have been completed.

In particular, the author would like to express his thanks to his Faculty advisor, Dr. Gilbert Reschenthaler, for the patient advise and guidance he offered throughout the preparation of the thesis.

Another Faculty member, Dr. Ronald Savitt, deserves mention for his role in the design of the research project. The research design utilized in this project was developed as part of the requirements for the course, Marketing 564, under the direction of Dr. Savitt.

To the Alberta Turkey Growers' Marketing Board, Alberta Broiler Growers' Marketing Board, Alberta Egg and Fowl Marketing Board, Alberta Hog Producers' Marketing Board, Alberta Vegetable Growers' Marketing Board, Alberta Cattle Commission, Alberta Sheep and Wool Commission, Alberta Potato Commission, and to the producers who gave of their time and expertise in responding to questions and questionnaires, the author would also like to express his thanks. The cooperation and support of Mr. Clarke Ferries, Chairman, Alberta Agricultural Products Marketing Council in providing the author the opportunity to undertake this study is greatly appreciated.

In addition, Miss Charlene Kuntz who worked diligently in typing the final draft of the thesis, deserves the author's appreciation and thanks.

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Chapter 1: INTRODUCTION

The Problem: Its Nature and Importance

The very existence of marketing board legislation permitting agricultural producers to act collectively in the marketing of their products implies sanction of the powers given under the legislation, not only by the public at large through their elected representatives but by the producers themselves. Agricultural marketing boards have evolved through the initiative of producers. The characteristics of supply and demand for agricultural products place the producer in a particularly vulnerable position. Marketing boards typically have a variety of objectives but the overriding goals are economic.

Marketing boards vary widely in their structure and powers. The effectiveness of marketing boards depends to a large extent on the objectives pursued, on the structure and powers and on the manner in which they are used. The conduct and performance of these different boards vary immensely from sector to sector in the agricultural industry. Consequently it is not possible to say that one form is more appropriate than another unless one spells out the contours of the agricultural policy it serves and the patterns of costs and benefits ascribable to the effective use of the specific mix of powers delegated by government to the board.

In the choice of marketing organization form or the mix of powers and objectives to be authorized for a marketing board, producers have had a dominant voice.

With public opinion becoming increasingly urban oriented, as the proportion of the population engaged in agricultural production decreases, pressures are being exerted on governments to limit the powers a marketing board may utilize in reaching its objectives. Unless producers exhibit a high degree of cohesiveness in support of this type of marketing form, the future of marketing boards as a means of collective action by producers in the market place is assuredly in doubt.

A marketing board operates in a changing world; and it will likely be unable to cope with new circumstances without serious periodic review of its policies and procedures. There are six factors which, although not all inclusive, are essential to the effective operations of a marketing board. These factors include:

(1) a desire for support of a marketing board at the producer level;

(2) provincial government enabling legislation;

(3) federal legislation where required;

(4) trained and experienced personnel familiar with the problems of marketing the commodity or commodities concerned;

(5) a need for effective market organization within the particular commodity market; and

(6) adequate financial support.

A marketing board, like any other organization, is established to fulfill the needs of the majority of its members. Thus, like other organizations, marketing boards are subject to criticism and opposition from those persons whose needs are not met or are not compatible with those of the organization. In order for a marketing board to effectively execute its objectives, it must possess the support of a majority of its members. The importance of this support is illustrated in the fact that the existence of a marketing board may be terminated by the same producers who originally gave support to its establishment.

Study Objectives

Within the context of the problem stated, the main objectives of the study are the following:

(1) to measure the degree of knowledge that producers have regarding the legislative jurisdiction and authority under which marketing boards are established and operate;

(2) to measure the degree of knowledge that producers have regarding the function and objectives of marketing boards;

(3) to measure the attitudes possessed by producers towards marketing boards;

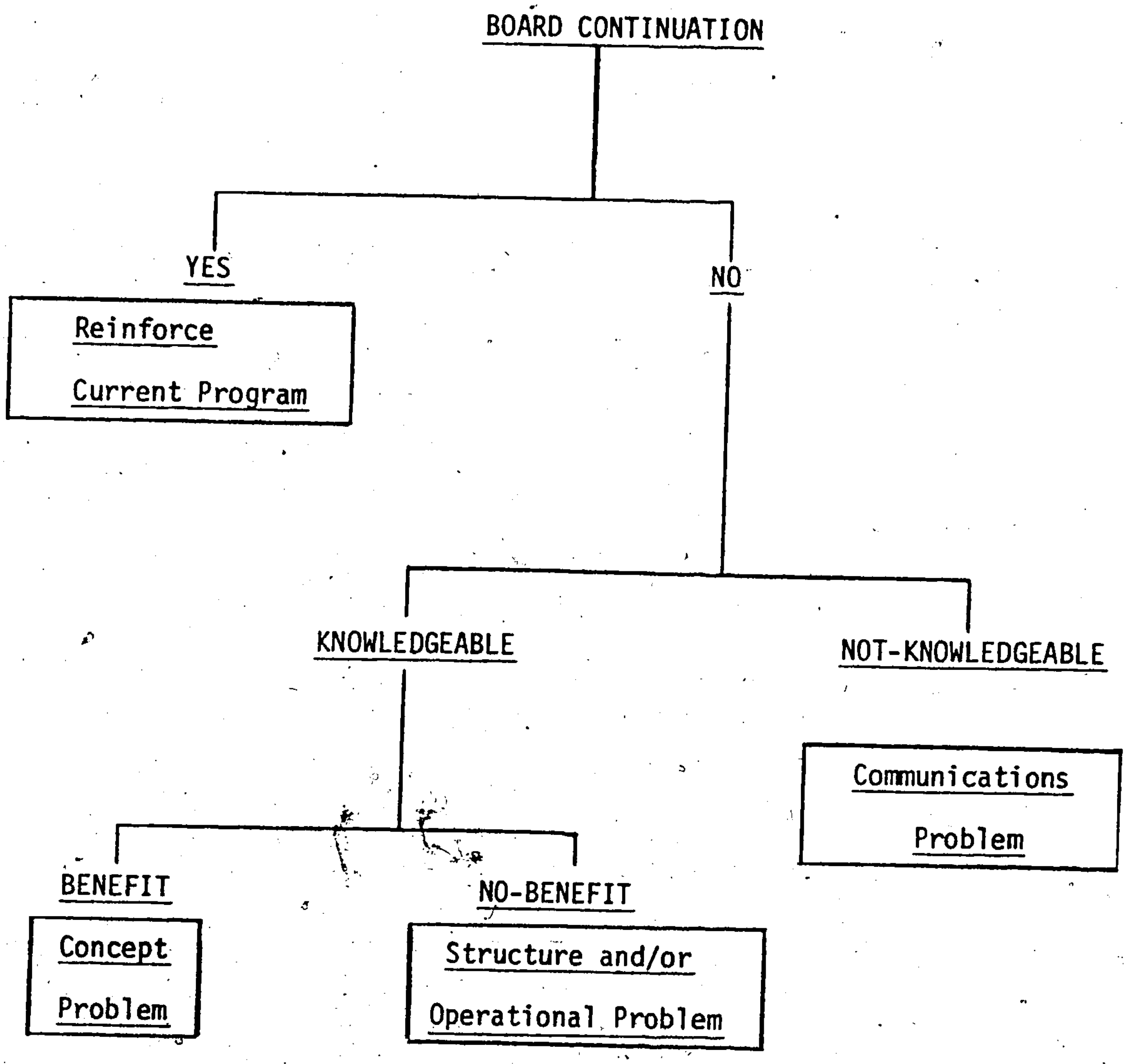
(4) to measure and compare the opinions of the boards of directors of marketing boards with those actually held by the producer; and

(5) to measure the degree of support exhibited by producers towards the continued operation of marketing boards.

In addition to the basic objectives of information gathering the study is designed to provide an indication of the specific areas of producer dissatisfaction, where these occur. Specifically, producer response to the questions of continuation of board operation, knowledge of board authority, and perceived benefit due to board operation can be analyzed to reveal general problem areas as outlined in figure 1-1. An analysis of responses to individual questions relating to producer knowledge and attitudes will provide the board with sufficient background information to enable it to formulate a plan of action to achieve a solution to any expressed producer dissatisfaction regarding its operation.

Figure 1-1

IDENTIFICATION OF PROBLEM AREAS
BY MEANS OF
PRODUCER RESPONSE GROUPINGS[a]



[a]Producer response to questions designed to measure opinions and attitude towards marketing board operations and effectiveness may be analyzed in relation to producer knowledge of board authority as a means of identifying general problem areas. This process is illustratively represented by this figure.

Hypotheses

It has been acknowledged that marketing boards must have support at the producer level in order to function effectively. The major factors which influence this support are: the knowledge the producer has regarding the board's structure, the attitude of the producer towards the board's operations, and thirdly, it would seem logical that the operation of the board must be of benefit to the producer to warrant his support. Also of primary importance are the opinions held by the board of directors regarding the board's effectiveness and the relationship of these opinions to those held by the producers as a whole. These determinates were used as a background against which were formulated the following hypotheses:

The support exhibited for a marketing board is directly related to:

(1) the degree of knowledge that producers possess about board powers and authority;

(2) the degree of satisfaction held by producers regarding the effectiveness of board operations;

(3) the similarity of opinion between the board of directors and the producers towards the effectiveness of board operations; and

(4) the degree of benefit that producers perceive to occur as a result of board operations.

Delimitations and Justification of the Study

The importance of this study seems to be accentuated because the amount of knowledge that exists in this area is very limited. Emperical knowledge about the human relationships between agricultural producers and marketing boards via board of directors and their respective opinions towards board operations is lacking.

Within the limitations of time and other resources, the overall orientation of this study relates to the knowledge and attitudes of agricultural producers toward marketing boards, but the specific emphasis here is restricted to those marketing boards operating under the jurisdiction of The Marketing of Agricultural Products Act (Alberta).[1]

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[1]Revised Statutes of Alberta 1970, chapter 225.

Chapter 2: REVIEW OF MARKETING BOARDS

Definition and Scope of Marketing Boards

Marketing boards[1] have been considered as one of several instruments available to producers and government in the implementation of government farm income and price policies. The roles played by marketing boards have varied from being vehicles for advertising and promoting and administrative directive to being active partners in molding and executing national and provincial farm policy.

Marketing boards, in general, have been viewed as a means of eliminating unnecessary competition among farmers. While the main intent in their establishment has been to organize producer agencies that would constitute "countervailing power" in agricultural commodity markets having only a few buyers;[2] there is, in fact, a wide spectrum

---

[1]A marketing board is defined as a "compulsory, horizontal marketing organization for primary or processed natural products, operating under government delegated authority." G. A. Hiscocks, "Market Regulation in Canada", Canadian Farm Economics Volume 7, Number 2 (June, 1972): 20-21. The compulsory feature of a marketing board means that all producers or firms producing a given product in a specified region are compelled by law to adhere to the regulations of a marketing plan which is usually approved by the majority of such producers or firms. Marketing boards are organized to exercise their functions over the output of all producers or firms participating in the marketing plan. Such functions may be applied at any stage in the marketing process from the raw product stage on through to the retail stage. Marketing boards must come under government authority in order to achieve compulsion and to provide a means of protecting the public interest and the interests of the producers or firms involved.

[2]J. J. Richter, "Are Marketing Boards an Effective Countervailing Power?" Agricultural Marketing Boards - Sixth Annual Workshop Report, (Saskatoon: CAES, 1961). There was, in fact, a situation of imperfect competition or, more precisely, oligopsony and monopsony, facing agricultural producers. Faced with the situation of a few very large buyers fixing prices of products, the major objective behind the creation of marketing boards was to consolidate the bargaining position of the agricultural producers by creating "countervailing power".

of objectives which can be served by marketing boards. Some of the more important ones are:

(1) marketing boards in their regulatory capacity can take steps to assure orderly marketing process;

(2) as a focal point for cooperation, the marketing boards can undertake research, extension and other programs intended to improve production and marketing standards;

(3) marketing boards can initiate or support promotion and advertising campaigns aimed at market expansion, both domestic and foreign, and

(4) in an attempt to bring about marketing efficiency, some of the boards can participate in, or even take charge of, certain parts of the marketing process - transportation, for example.

Classification of Marketing Boards

Closely associated with the question of definition of a marketing board, a system of classifying marketing boards is also important. Several marketing economists have developed functional classifications for marketing boards.

Morley[3] classified marketing boards into five categories based on major functions: (1) advisory and promotional; (2) quality control and coordinating; (3) price stabilizing; (4) export monopoloid and (5) domestic monopoloid. These classes, however, are broad in nature and cannot be used directly to specify and group individual

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[3] J. A. E. Morley, "Marketing Boards", Agricultural Producers and Their Markets, Edited by T. K. Warley (Oxford: Basil Blackwell, 1967).

marketing boards established on an individual commodity basis.[4] In addition, some degree of ambiguity is evident in these classifications. In practice, regulated marketing automatically implies an attempt to stabilize prices. Marketing boards are usually domestically monopoloid in practice, yet they can also be utilized to perform some additional exporting functions. Therefore, Morley's classification system is too general in outline and repetition can be evidenced in the taxonomic breakdown making this classification irrelevant to our analysis.

Wood[5] provides another classification according to: (1) legal status of marketing boards; (2) control over the board; and (3) the geographic domain. However, functional classification needs to be a realistic explanation of the characteristics of a marketing board in a given situation. Both Morley's and Wood's classifications are not fully specific and embody some features that could be eliminated by providing a more functional classification.

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[4] A broad distinction is provided between (a) non-trading boards which do not participate in the marketing process as buyers and sellers of the commodity in question, and (b) trading boards. In Morley's definition, advisory and quality-control boards, as such are non-trading. A price stabilization board may or may not engage in trade. If it does, it may do so along with other buying and selling enterprises. "Monopoloid" boards, possessing varying degrees of power, may resort to various monopolistic practices. Inasmuch as they operate as trading boards, they are bound to constitute the sole buyer, domestic seller and exporter of the commodity in question. Monopoloid boards may also act as non-trading boards which regulate and coordinate sales via quantity controls and fiscal measures rather than direct participation.

[5] A. W. Wood, "Marketing Boards: Farm Justice or Consumer GYP?" (paper presented at the Annual Meeting of The Consumers' Association, University of Toronto, Ontario, 1966).

For the purpose of this paper, a classification adapted by the author from a classification developed by Rizvi[6] based on legislative authority and the major function performed will be utilized to place the various marketing boards in context to each other and to their legislative environment. This classification is stated as follows:

(1) boards under federal jurisdiction;

(2) boards under provincial jurisdiction

(i) boards under marketing legislation,

(ii) boards under the Public Utility Act;

(3) boards with supply management provisions

(i) with marketing quotas,

(ii) with production quotas,

(iii) with delivery quotas;

(4) boards with provision to establish prices;

(5) boards with advisory and quality control provision only (non-trading board);

(6) boards with provisions to export the products;

(7) commissions[7] and agencies[8]

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[6] Rizvi, S. M. H. "Marketing Boards in Canada: An Evaluation of Their Quota Policies with Special Reference to the Broiler Chicken Industry." Ph.D. thesis, Department of Agricultural Economics and Rural Sociology, University of Alberta, Edmonton, 1974.

[7] The title "Commission" is used to refer to those boards where the board of directors may be appointed by the controlling government body or by the government and sometimes includes representatives from other parts of the marketing system. In general, Commissions can be classified as non-trading boards.

[8] The title "Agency" is used to refer to those boards established under federal legislation, specifically Bill C-176 which is the "Farm Products Marketing Agencies Act".

(i) under federal legislation,

(ii) under provincial legislation.

This classification provides an arrangement to understand the characteristics of the marketing boards operating in Canada under both federal and the provincial jurisdictions.

Dimensions of Marketing Boards in Alberta

Agriculture is a shared responsibility between the ten provincial governments and the federal government as set forth in the British North America Act. All provinces have some form of legislation which provides for the establishment of marketing boards within the province and with certain powers over the intra-provincial trade of specified commodities.[9] In addition, the federal government has passed legislation that provides for the establishment of national marketing agencies with powers over inter-provincial and export trade.[10]

The Alberta Agricultural Products Marketing Council is the provincial authority in the province of Alberta and has the power to establish (or to recommend to the provincial Minister of Agriculture

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[9] The "Alberta Agricultural Products Marketing Council" is established under "The Marketing of Agricultural Products Act", being chapter 225 of the Revised Statutes of Alberta, 1970. The Alberta Council is charged with the day-to-day administration of the Act, in addition to advising the provincial Minister of Agriculture on all matters relating to the establishment, operation and control of producer boards and commissions.

[10] The "National Farm Products Marketing Council" is the federal authority created under the "Farm Products Marketing Agencies Act", charged with the responsibilities of advising the federal Minister of Agriculture on all matters relating to the establishment and operation of Agencies under the Act. The National Council is also responsible for reviewing the operations in accordance with the Act.

to establish) commodity marketing boards within the province, with particular powers, each having a specific marketing plan.[11] An outline of the possibilities under the "Marketing of Agricultural Products Act" is shown in Table 2-1.

There are fourteen marketing boards functioning in the province of Alberta. The specific nature, organization and procedures of each are related to its principal commodity and associated problems, the relevant provincial or national legislation under which it is organized and the relative position of the commodity in the economy. A listing of the products under marketing board jurisdiction in Canada, by province, is shown in Table 2-2.

In an effort to set the various boards operating in Alberta in perspective they will be classified according to legislative authority and major function, in accordance with the classification presented previously, as shown in Table 2-3. Table 2-4 lists the respective powers and procedures of the various provincial marketing boards established under "The Marketing of Agricultural Products Act."

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[11]The marketing plan is passed by the Lieutenant Governor in Council and sets out the general objectives, intent and purpose to be implemented, the persons falling under the jurisdiction of the board or commission, election and/or appointment procedures and general functions and duties.

Table 2-1

OUTLINE OF MARKETING STRUCTURE ALTERNATIVES UNDER THE MARKETING OF AGRICULTURAL PRODUCTS ACT (ALBERTA)

BOARD	COMMISSION
1. Members are producers, elected by producers.	1. Members may be all producers or some combination of producers and trade, may be elected or appointed by the Lieutenant Governor in Council.
2. A plan for a Board must be voted upon by those producers deemed eligible to vote.	2. A plan for a Commission does not require a vote by producers, although a vote may be held.
3. Boards may: (a) negotiate prices with the trade for prices to be paid producers. (b) set prices to be paid producers, but must be guided by advise of Industry Advisory Committee. (c) sell the product for producers through a single sales agency. (Compulsory)	3. Commissions may: (a) establish quality standards and carry out advertising, educational and research programs. (b) provide for the establishment of a sales agency through which a farm product may be marketed on a voluntary basis.
4. Fee or levy can be collected on all the products marketed by producers. First receivers collect this levy and forward it to the Board.	4. Fee or levy can be collected on all the product marketed by producers. The levy may be collected directly from the producer, or first receivers collect and forward the levy to the Commission. In the case of a Commission that establishes a sales agency, all the product marketed is subject to the levy whether it is marketed through the sales agency or not.

Table 2-1 (continued)

5. Marketing quotas may be established.	5. Marketing quotas are not permissable.
6. Boards may collect information and inspect documents or premises relating to the production and marketing of regulated product.	6. Commissions may collect information and inspect documents or premises relating to the production and marketing of the regulated product.

Source: Alberta Agricultural Products Marketing Council.

Table 2-2

MARKETING BOARDS IN CANADA (1975)

PRODUCT	PROVINCE	NUMBER OF BOARDS OR COMMISSIONS
1. Broilers	British Columbia	1
	Alberta	1
	Saskatchewan	1
	Manitoba	1
	Ontario	1
	Quebec	1
	New Brunswick	1
	Nova Scotia	1
	Prince Edward Island	1
NOTE: A national agency established in 1979. Alberta is not a member of this agency.		
2. Cattle	Alberta	1
3. Dairy	British Columbia	1
	Alberta	1
	Saskatchewan	1
	Manitoba	1
	Ontario	2
	Quebec	4
	New Brunswick	2
	Nova Scotia	1
	Prince Edward Island	2
NOTE: In some provinces, the marketing of dairy products is under separate legislation. Canadian Dairy Commission established to regulate the production of industrial milk.		
4. Eggs	British Columbia	1
	Alberta	1
	Saskatchewan	1
	Manitoba	1
	Ontario	1
	Quebec	1
	New Brunswick	1
	Nova Scotia	1
	Prince Edward Island	1
	Newfoundland	1
NOTE: Also a national agency established in 1973.		

Table 2-2 (continued)

PRODUCT	PROVINCE	NUMBER OF BOARDS OR COMMISSIONS
5. Fruits	British Columbia	3
	Ontario	6
	Quebec	1
	New Brunswick	1
6. Grains	Ontario	2
NOTE: Commissions for education and promotion not included.		
7. Hogs	Alberta	1
	Saskatchewan	1
	Manitoba	1
	Ontario	1
	New Brunswick	1
	Nova Scotia	1
	Prince Edward Island	1
8. Honey	Manitoba	1
9. Oilseeds	Ontario	1
10. Turkeys	British Columbia	1
	Alberta	1
	Sasktchewan	1
	Manitoba	1
	Ontario	1
	Quebec	1
	New Brunswick	1
	Nova Scotia	1
NOTE: Also a national agency established in 1974.		
11. Sheep and Wool	Alberta	1
	Saskatchewan	1
	British Columbia	1
12. Tobacco	Ontario	1
	Quebec	2
	Nova Scotia	1
	Prince Edward Island	1

Table 2-2 (continued)

PRODUCT	PROVINCE	NUMBER OF BOARDS OR COMMISSIONS
13. Vegetables and Potatoes	British Columbia	3
	Alberta	3
	Manitoba	2
	Ontario	3
	Quebec	1
	Prince Edward Island	1
14. Other		
Dried Beans	Ontario	1
Maple Products	Quebec	1
Wool	Nova Scotia	1
CANADIAN WHEAT BOARD - for western grains		1

Source: Alberta Agricultural Products Marketing Council

Table 2-3

MARKETING BOARD CLASSIFICATION BY JURISDICTION AND FUNCTION

(1) Boards under federal jurisdiction:

Canadian Wheat Board
Canadian Dairy Commission
Canadian Egg Marketing Agency
Canadian Turkey Marketing Agency

(2) Boards under provincial jurisdiction:

(i) Boards under marketing legislation:

Alberta Broiler Growers' Marketing Board
Alberta Turkey Growers' Marketing Board
Alberta Egg and Fowl Marketing Board
Alberta Hog Producers' Marketing Board
Alberta Vegetable Growers' Marketing Board
Alberta Fresh Vegetable Marketing Board
Alberta Potato Commission
Alberta Cattle Commission
Alberta Sheep and Wool Commission

(ii) Boards under the Public Utility Act:

Alberta Dairy Control Board

(3) Boards with supply management provisions:

(i) Boards with marketing quotas:

Alberta Broiler Growers' Marketing Board
Alberta Turkey Growers' Marketing Board
Alberta Egg and Fowl Marketing Board

(ii) Boards with production quotas:

Alberta Dairy Control Board

(iii) Boards with delivery quotas:

Canadian Wheat Board

(4) Boards with provision to establish prices:

Alberta Broiler Growers' Marketing Board
Alberta Turkey Growers' Marketing Board
Alberta Egg and Fowl Marketing Board
Alberta Hog Producers' Marketing Board (via tele-type auction system)
Alberta Vegetable Growers' Marketing Board
Alberta Fresh Vegetable Marketing Board
Canadian Wheat Board

Table 2-3 (continued)

Boards with provision to establish prices (continued)

Canadian Dairy Commission
Alberta Dairy Control Board (via Public Utility Act)

(5) Boards with advisory and quality control provision only:
(non-trading board)

Alberta Potato Commission
Alberta Cattle Commission
Alberta Sheep and Wool Commission

(6) Boards with provisions to export the products:

Canadian Wheat Board
Canadian Dairy Commission
Canadian Egg Marketing Agency
Canadian Turkey Marketing Agency
Alberta Broiler Growers' Marketing Board
Alberta Turkey Growers' Marketing Board
Alberta Egg and Fowl Marketing Board
Alberta Hog Producers' Marketing Board
Alberta Fresh Vegetable Marketing Board

(7) Commission and Agencies:

(i) Under federal legislation

Canadian Dairy Commission
Canadian Egg Marketing Agency
Canadian Turkey Marketing Agency

(ii) Under provincial legislation:

Alberta Potato Commission
Alberta Cattle Commission
Alberta Sheep and Wool Commission

Table 2-4

POWERS AND PROCEDURES OF ALBERTA MARKETING BOARDS (1975)[a]

BOARDS \ POWERS	Pooling	Establish Consumer &/or Wholesale Price	Establish Producer Price	Quotas	Licensing	Control Interprovincial Trade	Control Exports	Control Imports	Purchase & Sell Product	Develop Markets	Promotion	Collect Levy
Alberta Turkey Growers' Marketing Board	X		X	X	X	X[b]	X[c]	X[b]	X	X	X	X
Alberta Broiler Growers' Marketing Board	X		X	X	X		X[c]		X	X	X	X
Alberta Egg and Fowl Marketing Board	X	X	X	X	X	X[b]	X[c]	X[b]	X	X	X	X
Alberta Hog Producers' Marketing Board	X				X		X[c]		X	X	X	X
Alberta Vegetable Growers' Marketing Board			X		X						X	X
Alberta Fresh Vegetable Marketing Board	X		X		X				X		X	X
Alberta Cattle Commission					X					X	X	X
Alberta Sheep & Wool Commission					X					X	X	X
Alberta Potato Commission					X		X[c]			X	X	X

[a] Except where otherwise noted powers are conferred pursuant to The Marketing of Agricultural Products Act (Alberta).

[b] Power exercised by national agency pursuant to the Farm Products Marketing Act (Canada).

[c] Power extended to provincial boards to collect levy on out of province marketings pursuant to the Agricultural Products Marketing Act (Canada).

Chapter 3: RESEARCH PROCEDURE AND METHODOLOGY

Research Design

The information sought in this study falls within three main categories:

(1) Socio-economic and demographic profile of producers;

(a) type of producer, i.e. commercial, mixed operation, part-time farmer,

(b) size of operation,

(c) experience,

(d) age,

(e) education,

(f) sources of information.

(2) Producer knowledge of board structure;

(a) legislative jurisdiction,

(b) authority and power of board.

(3) Producer opinions and attitudes towards board operations;

(a) effectiveness of board operation,

(b) perception of board benefit,

(c) attitude towards continuance of board,

(d) areas of concern and suggested changes to board structure and operation.

During the fall of 1975, information relating to the above categories was sought for each marketing board established under the authority of The Marketing of Agricultural Products Act, as outlined in table 3-1, with the exception of the Alberta Fresh Vegetable Marketing Board which had not become fully operational at the time of this study.

Table 3-1

LIST OF PRODUCER MARKETING BOARDS OPERATING IN ALBERTA (1975)

Name of Board/Commission	Function
Alberta Broiler Growers' Marketing Board	Set prices to producers and allot marketing quotas
Alberta Turkey Growers' Marketing Board	Set prices to producers and allot marketing quotas
Alberta Egg and Fowl Marketing Board	Set prices to producers and allot marketing quotas
Alberta Hog Producers' Marketing Board	Offer on teletype all market hogs to all potential buyers; marketing quotas are <u>not</u> used
Alberta Vegetable Growers' Marketing Board	Set prices to producers after negotiation with processors; individual contract for acreage issued by processor
Alberta Fresh Vegetable Marketing Board	Set prices to producers and establish a system of grading stations
Alberta Potato Commission	Collect levy or service charge for promotion, advertising, research, etc.
Alberta Cattle Commission	Collect levy or service charge for promotion, advertising, research, etc.
Alberta Sheep & Wool Commission	Collect levy or service charge for promotion, advertising, research, etc.

Source: Alberta Agricultural Products Marketing Council

In all areas of producer response, the replies were segmented according to the portion of producer income received through sale of the product under marketing board jurisdiction. The criteria used in segmenting the sample response to the various questions was:

(a) portion of income received from farm production, and

(b) portion of income received from production of the specific commodity under marketing board jurisdiction.

Applying the above criteria, the sample was initially segmented into those producers who earn the majority of their income from farm production and those who earn the majority of their income from off-farm activities or "part-time" producers. The full-time producers were further segmented into those who receive a majority of their income from production of the specific commodity under marketing board jurisdiction, termed "commercial" producers and "mixed" producers who receive a majority of their income from other farm production.

Responses to the survey questions are presented in both absolute and relative frequencies for all segments. The main text of this study will deal with the producer body as a whole, but in several areas of the study, data will also be presented on a response by segment basis.

Questionnaire Distribution and Sample Characteristics

Questionnaires[1] were designed to furnish data for each of the eight marketing boards surveyed, on an individual basis, for the previously mentioned categories. Representative samples were selected from the total number of producers registered with each of the eight

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[1]Appendix B.

marketing boards being studied and questionnaires were mailed to the selected producers. The samples were systematically selected from lists of the registered producers provided by each marketing board.

The samples, therefore, represent agricultural producers operating a farming enterprise in the province of Alberta and a portion, or all, of whose production is under the jurisdiction of a marketing board or boards. The appropriate questionnaire was also mailed to all members of the board of directors and delegate body (where applicable) of the marketing board being surveyed.

Scope of the Survey

In determining the degree of knowledge possessed by producers on the various subjects surveyed the producer responses were measured against the appropriate legislation under which the individual marketing boards were established and from which they derive their powers. In the section of the survey dealing with producer attitudes towards marketing boards an attempt is made to compare the opinions on the effectiveness of board operations as expressed by the board of directors, delegate body (where applicable), and the producers.

It was not the intent of the author to make specific comparisons between boards, but rather to analyze each board and the responses relating to it on an individual basis. Due to the diversity of marketing boards and the commodities which they represent, any specific comparison would, in most cases, be of little value. For the purposes of this study, the author has restricted any comparisons between boards to an overall analysis of their performance.

Chapter 4: THE ALBERTA TURKEY GROWERS' MARKETING BOARD

The Alberta Turkey Growers' Marketing Board, established in 1966 under authority of Alberta Regulation 298/66, provides for a producer-elected Board composed of five members. The Board's main functions are the setting of minimum prices at the producer level and the allocation of marketing quotas to individual producers within the province. Turkey production is regulated at the national level by the Canadian Turkey Marketing Agency which was established in 1974; therefore, the total quota allocation within a province is controlled by this Federal Agency.

Approximately 60 producers were registered with the Board in 1975 and a levy of one-third of one cent per pound of live weight turkey marketed was assessed to cover Board and Agency operations.

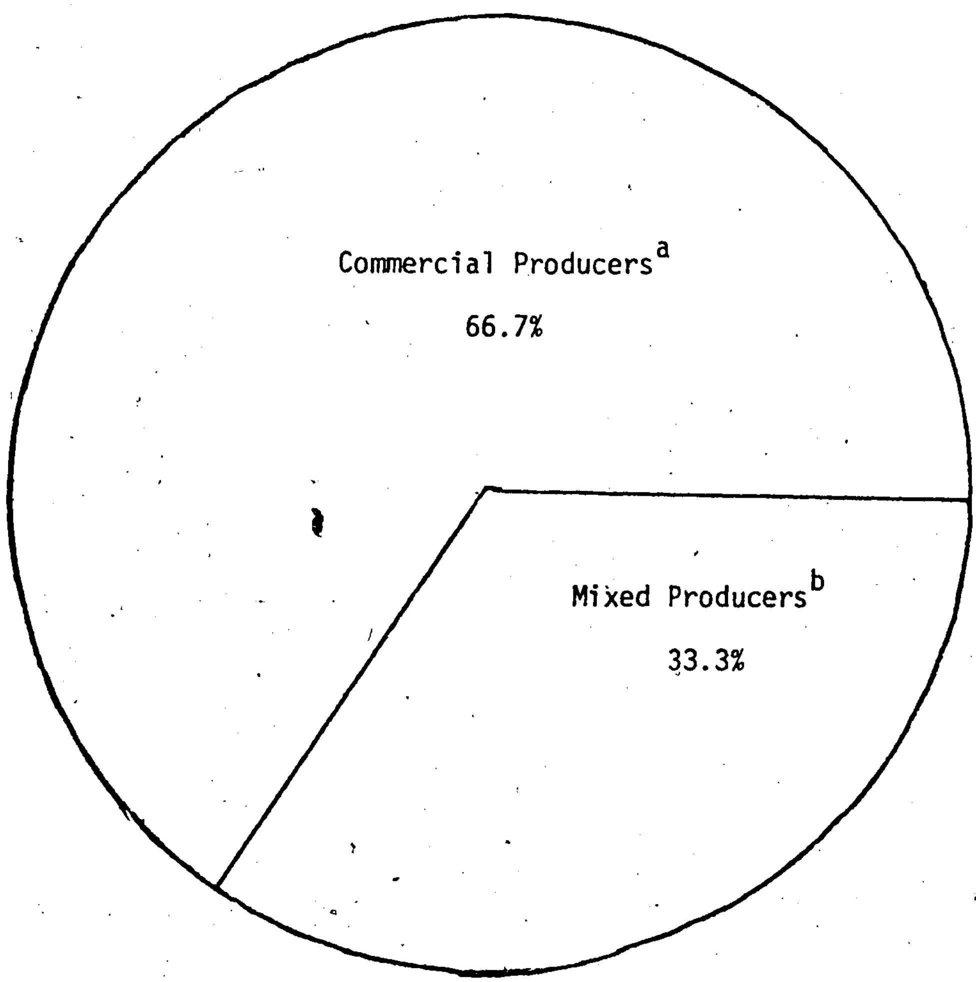
Survey Returns and Demographic Characteristics

Questionnaires were sent to all 57 active registered producers as well as to the five Board members. Fifteen producers completed and returned the questionnaire for a 26.3 percent return; four questionnaires were returned by the Board members.

The producer returns were segmented according to the portion of total income received through the sale of turkeys in accordance with the procedure outlined in Chapter 3. The segmentation profile of the responding producers is shown in Figure 4-1. It should be noted that there were no producers in the part-time category. The average producer represented by the sample has been issued a quota allowing him to market approximately 19,400 birds annually and has been engaged in turkey production for approximately 15 years. Eighty percent of the producers in the sample were over 35 years of age with 33 percent having attained some post-secondary education.

Figure 4-1

ALBERTA TURKEY GROWERS' MARKETING BOARD
SEGMENTATION PROFILE OF RESPONDING PRODUCERS (1975)



[a]Producers earning a majority of their annual income from turkey production.

[b]Producers earning a majority of their annual income from agricultural production other than turkey production.

As indicated in Table 4-1 most producers favored the Board manager as a source of information regarding Board operations. A majority also indicated that they would contact their Board member for such information.

Producer Knowledge of Board Structure

The Marketing of Agricultural Products Act (Alberta) establishes the Alberta Agricultural Products Marketing Council to supervise the operation of producer boards and marketing commissions. Most producers indicated their knowledge of the relationship of the Council to the Alberta Turkey Growers' Marketing Board as shown in Table 4-2.

The sample exhibited a high level of knowledge regarding the powers delegated to the Board under provincial legislation, as illustrated in Table 4-3. There were two exceptions, but in both cases the powers were not actively being utilized by the Board. Powers conferred on the Board through federal legislation were poorly understood by the producers in the sample.

Producer Opinion Toward Board Operations

In surveying the opinions that the producers have regarding the operational effectiveness of the Board the responses to the fifteen functional statements were initially assigned to one of three categories: (1) function is an objective of the Board, (2) function is not an objective of the Board, and (3) no response to survey statement. Responses to the statements were solicited from Board members as well as producers and a judgement as to which category the statement would be assigned was made according to which category obtained the majority of the responses. Where a respondent was of the opinion that the statement

Table 4-1

ALBERTA TURKEY GROWERS' MARKETING BOARD
PRODUCER INFORMATION SOURCES (1975)[a]

INFORMATION SOURCE	All Producers	Commercial	Mixed	Part-Time
Turkey Board Manager	14 (93.3)	10 (100.0)	4 (80.0)	----
Turkey Board Member	10 (66.7)	8 (80.0)	2 (40.0)	----
Agricultural Products Marketing Council	4 (26.7)	1 (10.0)	3 (60.0)	----
Alberta Agriculture	3 (20.0)	2 (20.0)	1 (20.0)	----
Minister of Agriculture	3 (20.0)	2 (20.0)	1 (20.0)	----
Your M.L.A.	3 (20.0)	2 (20.0)	1 (20.0)	----
Your Neighbour	2 (13.3)	1 (10.0)	1 (20.0)	----
Agriculture Canada	1 (6.7)	0 (0.0)	1 (20.0)	----
Alberta Export Agency	0 (0.0)	0 (0.0)	0 (0.0)	----
Alberta Consumer Affairs	0 (0.0)	0 (0.0)	0 (0.0)	----
Canadian Consumer's Council	0 (0.0)	0 (0.0)	0 (0.0)	----
Other	0 (0.0)	0 (0.0)	0 (0.0)	----
TOTAL POSSIBLE RESPONSES	15 (100.0)	10 (100.0)	5 (100.0)	----

[a]Responses are expressed in absolute frequencies with relative frequencies shown in parentheses. Responses to each information source were analyzed independently based on a total possible response.

Table 4-2

ALBERTA TURKEY GROWERS' MARKETING BOARD
PRODUCER KNOWLEDGE OF LEGISLATIVE AUTHORITY (1975)[a]

LEGISLATIVE AUTHORITY	All Producers	Commercial	Mixed	Part-Time
Agricultural Products Marketing Council	12 (80.0)	8 (80.0)	4 (80.0)	----
Alberta Agriculture	1 (6.7)	1 (10.0)	0 (0.0)	----
Agriculture Canada	1 (6.7)	0 (0.0)	1 (2.0)	----
Alberta Export Agency	0 (0.0)	0 (0.0)	0 (0.0)	----
Canadian Consumers Council	0 (0.0)	0 (0.0)	0 (0.0)	----
No Response	1 (6.7)	1 (10.0)	0 (0.0)	----
Total	15 (100.0)	10 (100.0)	5 (100.0)	----

[a]Responses are expressed in absolute frequencies with relative frequencies shown in parentheses.

Table 4-3

ALBERTA TURKEY GROWERS' MARKETING BOARD
PRODUCER KNOWLEDGE OF OPERATIONAL POWERS (1975)[a]

POWER	All Producers	Commercial	Mixed	Part-Time
to establish marketing quotas[b]	14 (93.3)	10 (100.0)	4 (80.0)	----
to collect a levy from producers for turkeys marketed[b]	14 (93.3)	10 (100.0)	4 (80.0)	----
to promote the consumption of turkey[b]	13 (86.7)	9 (90.0)	4 (80.0)	----
to establish producer price[b]	12 (80.0)	10 (100.0)	2 (40.0)	----
to license persons engaged in the marketing of turkeys[b]	11 (73.3)	8 (80.0)	3 (60.0)	----
to develop markets, both domestic and export[b]	9 (60.0)	6 (60.0)	3 (60.0)	----
to control imports[c]	4 (26.7)	4 (40.0)	0 (0.0)	----
to purchase and/or sell turkeys[b]	4 (26.7)	4 (40.0)	0 (0.0)	----
to pool prices[b]	4 (26.7)	3 (30.0)	1 (20.0)	----
to control interprovincial trade[c]	3 (20.0)	2 (20.0)	1 (20.0)	----
to control exports[d]	1 (6.7)	1 (10.0)	0 (0.0)	----
to establish consumer and/or wholesale prices	0 (0.0)	0 (0.0)	0 (0.0)	----
TOTAL POSSIBLE RESPONSES	15 (100.0)	10 (100.0)	5 (100.0)	----

[a]Responses are expressed in absolute frequencies with relative frequencies shown in parentheses. Responses to each power were analyzed independently based on a total possible response.

[b]Powers pursuant to The Marketing of Agricultural Products Act (Alberta).

[c]Powers pursuant to the Farm Products Marketing Agencies Act (Canada).

[d]Powers pursuant to the Agricultural Products Marketing Act (Canada).

was a Board function it was requested that the effectiveness of the Board in carrying out this objective be rated on a "Likert" scale. Both the Board members and the producers indicated by their responses that all of the functional statements were objectives of the Board. A measure of the Board's effectiveness in carrying out these objectives was established for each segment by calculating a weighted average for each statement based on the following scale:

Strongly Agree (+2)	⟷	Agree Somewhat (+1)	⟷	Disagree Somewhat (-1)	⟷	Strongly Disagree (-2)

Responses falling into the two other categories were assigned a value of zero. The results of these tabulations are shown in Table 4-4. The response calculations for both the Board members and producers were plotted on a profile graph (Figure 4-2) to more visually illustrate the areas of difference in opinion between these two segments regarding Board effectiveness in carrying out its objectives.

The responses from producers as a group were positive to all of the functional statements in the questionnaire. Board members responded more positively than the producer segment to all statements, with one exception where the weighted average of the responses were equal.

Producer perception of benefits derived by their individual turkey producing enterprise due to Board operations was high with 86.7 percent of replying producers indicating that they felt the Board to be of benefit. The main areas of benefit expressed by the sample were the stability the Board has brought to the market and the effect the Board has had in controlling vertical integration. In addition, the information made available to producers through the Board was cited as a benefit.

Table 4-4

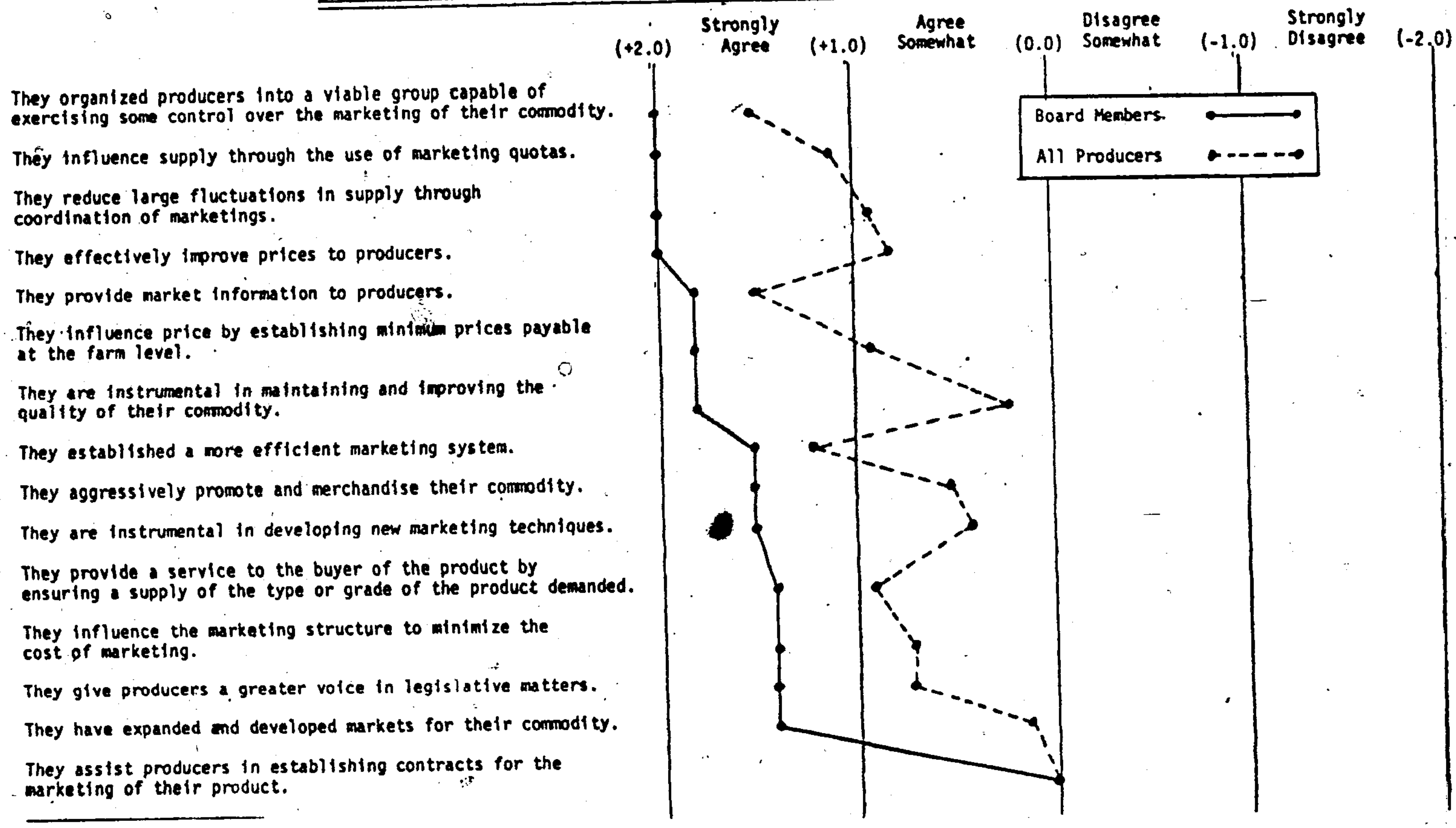
ALBERTA TURKEY GROWERS' MARKETING BOARD
COMPARISON OF RESPONSE TO STATEMENTS REGARDING OPERATIONAL EFFECTIVENESS BY SEGMENT (1975)[a]

STATEMENT	Board Members	All Producers	Commercial Producers	Mixed Producers	Part-Time Producers
1) They organized producers into a viable group capable of exercising some control over the marketing of their commodity.	2.0	1.5	1.8	0.8	----
2) They give producers a greater voice in legislative matters.	1.3	0.6	0.9	0.0	----
3) They are instrumental in developing new marketing techniques.	1.5	0.3	0.8	-0.6	----
4) They have expanded and developed markets for their commodity.	1.3	0.1	0.4	-0.6	----
5) They aggressively promote and merchandise their commodity.	1.5	0.5	0.6	0.4	----
6) They effectively improve prices to producers.	2.0	0.7	0.8	0.6	----
7) They assist producers in establishing contracts for the marketing of their product.	0.0	0.0	-0.2	0.4	----
8) They are instrumental in maintaining and improving the quality of their commodity.	1.8	0.2	0.3	0.0	----
9) They influence supply through the use of marketing quotas.	2.0	1.1	1.5	0.4	----
10) They influence price by establishing minimum prices payable at the farm level.	1.8	0.9	1.0	0.8	----
11) They provide market information to producers.	1.8	1.5	1.6	1.4	----
12) They reduce large fluctuations in supply through coordination of marketings.	2.0	0.9	1.3	0.2	----
13) They provide a service to the buyer of the product by ensuring a supply of the type or grade of the product demanded.	1.3	0.9	0.8	0.6	----
14) They established a more efficient marketing system.	1.5	1.2	1.4	0.8	----
15) They influence the marketing structure to minimize the cost of marketing.	1.3	0.6	1.0	-0.2	----

[a]The individual response to each operational statement was ranked on a Likert scale with a range from "strongly agree" (+2.0) to "strongly disagree" (-2.0). All responses to each statement were then averaged by segment and presented in this table as a segment response.

Figure 4-2

ALBERTA TURKEY GROWERS' MARKETING BOARD
PROFILE OF SEGMENT RESPONSE TO STATEMENTS REGARDING OPERATIONAL EFFECTIVENESS (1975)[a]



[a]The responses to the operational statements analyzed in Table 4-4 are presented graphically in this figure to illustrate any variance of opinion between board members and producers regarding the operational effectiveness of the Board.

A large majority, 93.3 percent, of the replying producers indicated their favor for the continued operations of the Board. The reason most often expressed was market stability brought about as a result of the Board's activities. The producer response to the two questions regarding Board benefit and continuation of operation are outlined in Tables 4-5 and 4-6. Comments by producers indicated that they felt that increased control was required by the Board to prevent further vertical integration in the turkey industry. Lack of knowledge regarding the function and establishment of the Canadian Turkey Marketing Agency was further illustrated in that 20 percent of the sample indicated the need for a national agency which was already in existence.

Summary and Recommendations

The Alberta Turkey Growers' Marketing Board appears to have attained an excellent relationship with its producers. The turkey producers surveyed exhibited a good understanding of the powers exercised by their Board and expressed a high level of support for the Board and its operations.

The Board publishes a producer newsletter on a regular basis and through this medium it is recommended that the Board provide additional information regarding the functioning and activities of the Canadian Turkey Marketing Agency. The Board could also use the newsletter to inform producers of its activity and support in the area of market development and research. This was the main area of difference of opinion between Board directors and producers as to the Board's operational effectiveness.

Table 4-5

ALBERTA TURKEY GROWERS' MARKETING BOARD
PRODUCERS PERCEIVING BENEFIT FROM BOARD OPERATIONS (1975)[a]

RESPONSE	All Producers	Commercial	Mixed	Part-Time
Yes	13 (86.7)	10 (100.0)	3 (60.0)	----
No	2 (13.3)	0 (0.0)	2 (40.0)	----
No Response	0 (0.0)	0 (0.0)	0 (0.0)	----
Total	15 (100.0)	10 (100.0)	5 (100.0)	----

Table 4-6

ALBERTA TURKEY GROWERS' MARKETING BOARD
PRODUCERS FAVORING CONTINANCE OF BOARD OPERATIONS (1975)[a]

RESPONSE	All Producers	Commercial	Mixed	Part-Time
Yes	14 (93.3)	10 (100.0)	4 (80.0)	----
No	1 (6.7)	0 (0.0)	1 (20.0)	----
No Response	0 (0.0)	0 (0.0)	0 (0.0)	----
Total	15 (100.0)	10 (100.0)	5 (100.0)	----

[a]Responses are expressed in absolute frequencies with relative frequencies shown in parentheses.

The survey indicates that the Board faces no problem in the area of producer relations and that current activities and programs have been effective from the producers point of view.

Chapter 5: THE ALBERTA BROILER GROWERS' MARKETING BOARD

The Alberta Broiler Growers' Marketing Board, established in 1966 under authority of Alberta Regulation 17/66, provides for a producer-elected Board composed of five members. The Board's main functions are the setting of minimum prices at the producer level and the allocation of marketing quotas to individual producers within the Province.

Approximately 130 producers were registered with the Board in 1975 and a levy of one-fifth of one cent per pound of live weight broiler chicken marketed was assessed to cover Board operations.

Survey Returns and Demographic Characteristics

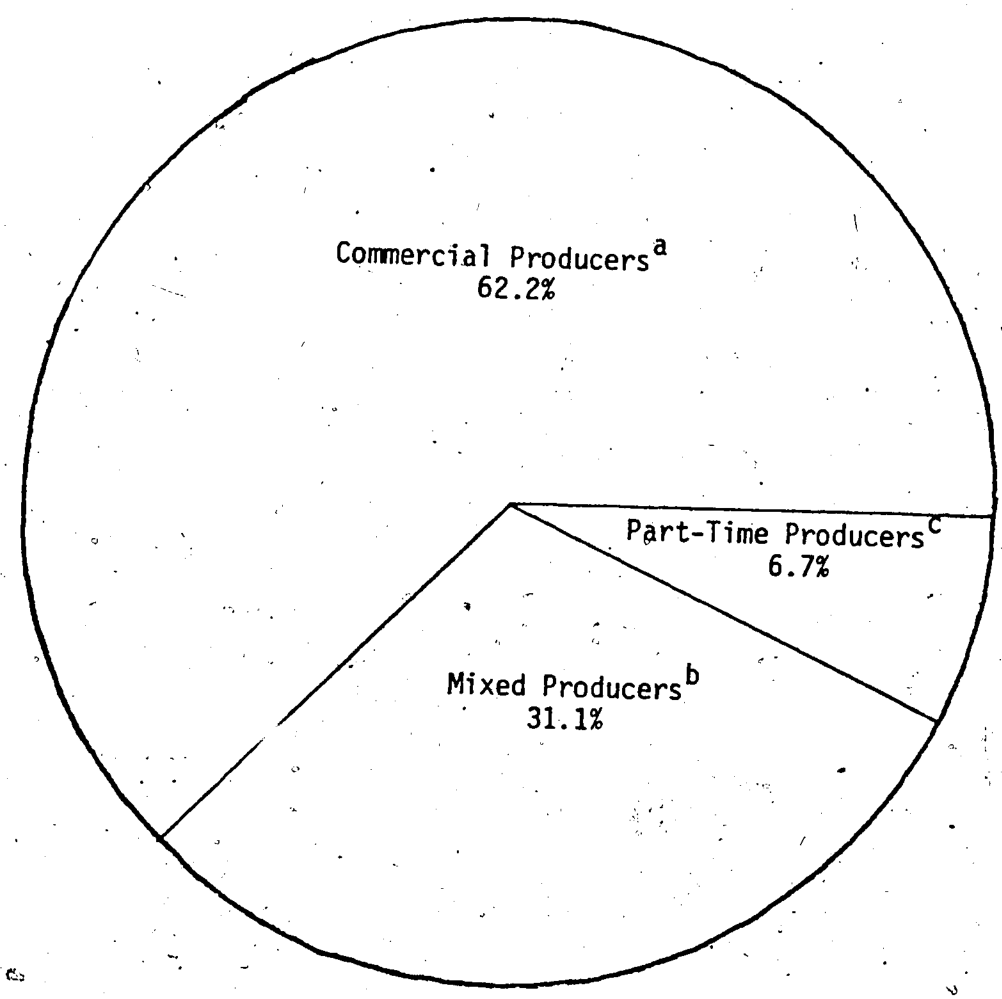
Questionnaires were sent to all 121 registered producers as well as to the five Board members. Forty-five producers completed and returned the questionnaire for a 37.2 percent return; three questionnaires were returned by the Board members.

The producer returns were segmented according to the portion of total income received through the sale of broiler chicken in accordance with the procedure outlined in Chapter 3. The segmentation profile of the responding producer is shown in Figure 5-1. The average producer represented by the sample had been issued a marketing quota of approximately 20,700 square feet per cycle[1] and had been engaged in broiler chicken production for approximately 11 years. Seventy-three percent of the producers in the sample were over 35 years of age with 20 percent having attained some post-secondary eduction.

[1]The Alberta Broiler Growers' Marketing Board issues quota on the basis of one square foot of production facility per bird per cycle. Broiler chicken in Alberta is currently being produced on a nine week cycle.

Figure 5-1

ALBERTA BROILER GROWERS' MARKETING BOARD
SEGMENTATION PROFILE OF RESPONDING PRODUCERS (1975)



[a]Producers earning a majority of their annual income from broiler chicken production.

[b]Producers earning a majority of their annual income from agricultural production other than broiler chicken production.

[c]Producers earning a majority of their annual income from other than agricultural production.

As indicated in Table 5-1, most producers favored the Board manager as a source of information regarding Board operations. A majority also indicated that they would contact their Board member for such information.

Producer Knowledge of Board Structure

The Marketing of Agricultural Products Act (Alberta) establishes the Alberta Agricultural Products Marketing Council to supervise the operation of producer boards and marketing commissions. Less than half of the producers surveyed indicated their knowledge of the relationship of the Council to the Alberta Broiler Growers' Marketing Board as shown in Table 5-2. A relatively large number of producers felt that Alberta Agriculture was the government authority responsible for the operation of the Board. It is difficult to determine whether the response to this section of the questionnaire was due to a lack of knowledge regarding the Alberta Agricultural Products Marketing Council or a result of the close association of the Council with Alberta Agriculture. The author would suggest that the response to the section on legislative authority was a result of the close association between the Council and Alberta Agriculture. This hypothesis is based on the relatively large number of producers actually indicating an awareness of the Council.

The sample exhibited a high level of knowledge regarding the powers delegated to the Board under provincial legislation, as illustrated in Table 5-3. There were two exceptions, but in both cases the powers were not actively being utilized by the Board. The power conferred on the Board through federal legislation was not well known to producers as this is the power to collect a levy on exported product and since most producers market intra-provincially.

Table 5-1

ALBERTA BROILER GROWERS' MARKETING BOARD
PRODUCER INFORMATION SOURCES (1975)[a]

INFORMATION SOURCE	All Producers	Commercial	Mixed	Part-Time
Broiler Board Manager	40 (88.9)	26 (92.9)	11 (78.6)	3 (100.0)
Broiler Board Member	26 (57.8)	15 (53.6)	9 (64.3)	2 (66.7)
Agricultural Products Marketing Council	5 (11.1)	1 (3.6)	3 (21.4)	1 (33.3)
Alberta Agriculture	4 (8.9)	3 (10.7)	1 (7.1)	0 (0.0)
Minister of Agriculture	2 (4.4)	1 (3.6)	1 (7.1)	0 (0.0)
Your Neighbour	2 (4.4)	1 (3.6)	1 (7.1)	0 (0.0)
Canadian Consumers Council	1 (2.2)	1 (3.6)	0 (0.0)	0 (0.0)
Your M.L.A.	1 (2.2)	1 (3.6)	0 (0.0)	0 (0.0)
Agriculture Canada	1 (2.2)	0 (0.0)	1 (7.1)	0 (0.0)
Alberta Export Agency	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)
Alberta Consumer Affairs	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)
Other	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)
TOTAL POSSIBLE RESPONSES	45 (100.0)	28 (100.0)	14 (100.0)	3 (100.0)

[a]Responses are expressed in absolute frequencies with relative frequencies shown in parentheses. Responses to each information source were analyzed independently based on a total possible response.

Table 5-2

ALBERTA BROILER GROWERS' MARKETING BOARD
PRODUCER KNOWLEDGE OF LEGISLATIVE AUTHORITY (1975)[a]

LEGISLATIVE AUTHORITY	All Producers	Commercial	Mixed	Part-Time
Agricultural Products Marketing Council	21 (46.7)	13 (46.4)	5 (35.7)	3 (100.0)
Alberta Agriculture	13 (28.9)	10 (35.7)	3 (21.4)	0 (0.0)
Agriculture Canada	3 (6.7)	1 (3.6)	2 (14.3)	0 (0.0)
Canadian Consumers Council	1 (2.2)	0 (0.0)	1 (7.1)	0 (0.0)
Alberta Export Agency	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)
No Response	7 (15.6)	4 (14.3)	3 (21.4)	0 (0.0)
Total	45 (100.0)	28 (100.0)	14 (100.0)	3 (100.0)

[a]Responses are expressed in absolute frequencies with relative frequencies shown in parentheses.

Table 5-3

ALBERTA BROILER GROWERS' MARKETING BOARD
PRODUCER KNOWLEDGE OF OPERATIONAL POWERS (1975)[a]

POWER	All Producers	Commercial	Mixed	Part-Time
to establish marketing quotas[b]	44 (97.8)	27 (96.4)	14 (100.0)	3 (100.0)
to establish producer price[b]	42 (93.3)	27 (96.4)	12 (85.7)	3 (100.0)
to license persons engaged in the marketing of broilers[b]	40 (88.9)	25 (89.3)	12 (85.7)	3 (100.0)
to collect a levy from producers for broilers marketed[b]	39 (86.7)	25 (89.3)	12 (85.7)	2 (66.7)
to promote the consumption of chicken[b]	38 (84.4)	25 (89.3)	12 (85.7)	1 (33.3)
to develop markets, both domestic and export[b]	35 (77.8)	22 (78.6)	10 (71.4)	3 (100.0)
to control exports[c]	8 (17.8)	4 (14.3)	3 (21.4)	1 (33.3)
to control interprovincial trade	7 (15.6)	4 (14.3)	3 (21.4)	0 (0.0)
to control imports	7 (15.6)	3 (10.7)	3 (21.4)	1 (33.3)
to purchase and/or sell broilers[b]	7 (15.6)	3 (10.7)	2 (14.3)	2 (66.7)
to pool prices[b]	5 (11.1)	3 (10.7)	2 (14.3)	0 (0.0)
to establish consumer and/or wholesale prices	5 (11.1)	2 (7.1)	1 (7.1)	2 (66.7)
TOTAL POSSIBLE RESPONSE	45 (100.0)	28 (100.0)	14 (100.0)	3 (100.0)

[a]Responses are expressed in absolute frequencies with relative frequencies shown in parentheses. Responses to each power were analyzed independently based on a total possible response.

[b]Powers pursuant to The Marketing of Agricultural Products Act (Alberta).

[c]Powers pursuant to the Agricultural Products Marketing Act (Canada).

Producer Opinion Toward Board Operations

In surveying the opinions that the producers have regarding the operational effectiveness of the Board, the responses to the fifteen functional statements in the questionnaire were ranked and analyzed using the method outlined in Chapter 4. Responses to the statements were solicited from Board members as well as producers. Both the Board members and the producers indicated by their responses that all of the functional statements were objectives of the Board. The results of this section of the survey are shown in Table 5-4. The analysis of the responses for both the Board members and producers were plotted on a profile graph (Figure 5-2) to more visually illustrate the areas of difference in opinion between these two segments regarding Board effectiveness in carrying out its objectives. The responses from the producers as a group were positive to all of the functional statements in the questionnaire. Board members responded more positively than the producer segment to all statements, with one exception where Board members responded negatively to the statement.

Producer perception of benefits derived by their individual broiler producing enterprise due to Board operations was high with 91.1 percent of replying producers indicating that they felt the Board to be of benefit. The main area of benefit expressed by the sample was the increased prices producers received for their product as a result of Board operations.

A large majority, 97.8 percent, of the replying producers indicated their favor for the continued operation of the Board. The reason most often expressed for the continuation of the Board and its activities was the controls it has placed on vertical integration in the broiler chicken

Table 5-4

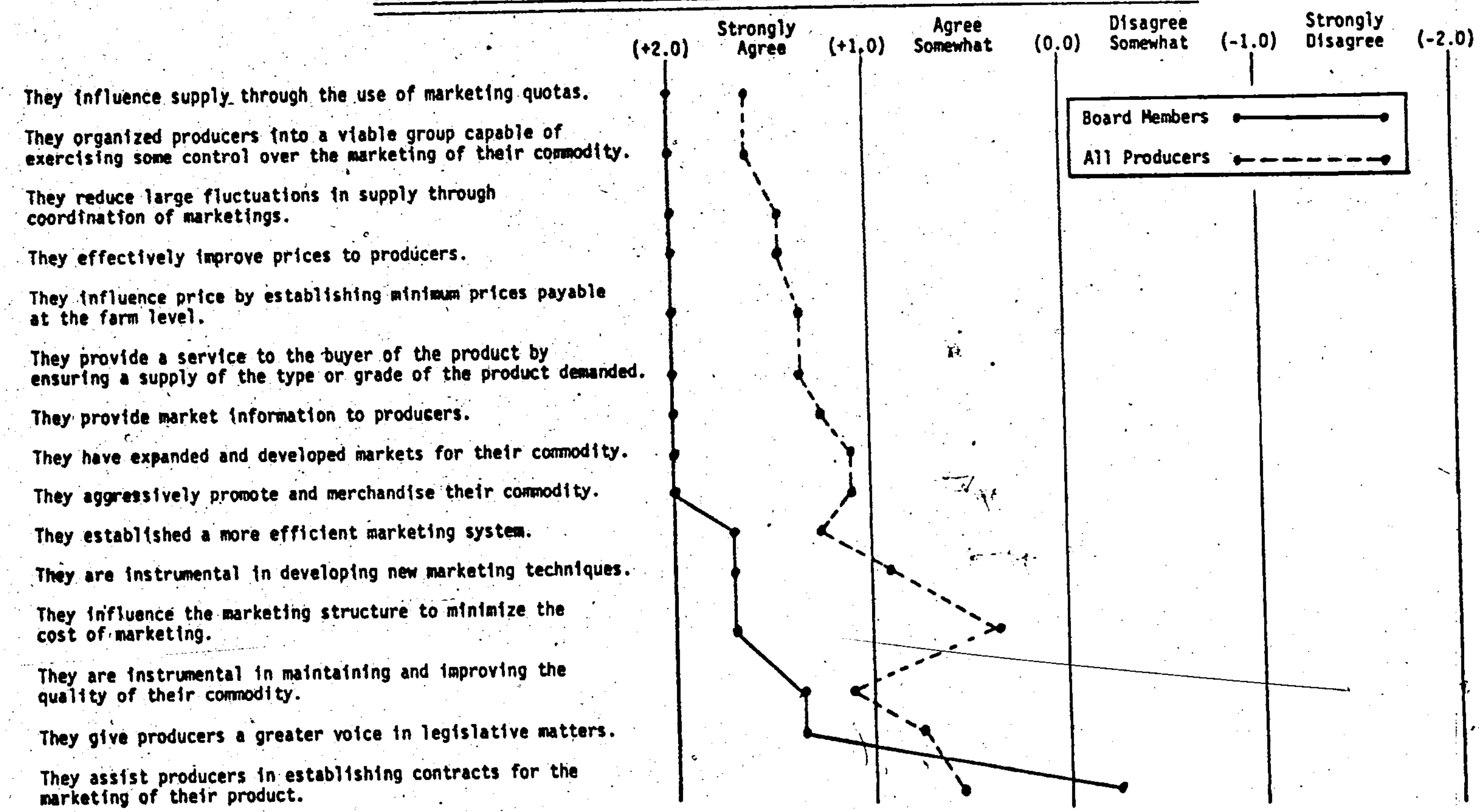
ALBERTA BROILER GROWERS' MARKETING BOARD
COMPARISON OF RESPONSE TO STATEMENTS REGARDING OPERATIONAL EFFECTIVENESS BY SEGMENT (1975)[a]

STATEMENT	Board Members	All Producers	Commercial Producers	Mixed Producers	Part-Time Producers
1) They organized producers into a viable group capable of exercising some control over the marketing of their commodity.	2.0	1.6	1.5	1.6	2.0
2) They give producers a greater voice in legislative matters.	1.3	0.7	0.7	0.6	1.3
3) They are instrumental in developing new marketing techniques.	1.7	1.0	0.9	1.1	1.3
4) They have expanded and developed markets for their commodity.	2.0	1.1	1.1	1.2	1.0
5) They aggressively promote and merchandise their commodity.	2.0	1.1	1.1	1.1	1.3
6) They effectively improve prices to producers.	2.0	1.5	1.6	1.5	1.3
7) They assist producers in establishing contracts for the marketing of their product.	-0.3	0.4	0.3	0.5	0.7
8) They are instrumental in maintaining and improving the quality of their commodity.	1.3	1.1	1.3	0.8	NR
9) They influence supply through the use of marketing quotas.	2.0	1.6	1.7	1.6	0.7
10) They influence price by establishing minimum prices payable at the farm level.	2.0	1.4	1.4	1.5	1.0
11) They provide market information to producers.	2.0	1.3	1.5	0.7	1.3
12) They reduce large fluctuations in supply through coordination of marketings.	2.0	1.5	1.7	1.1	1.3
13) They provide a service to the buyer of the product by ensuring a supply of the type or grade of the product demanded.	2.0	1.4	1.4	1.4	1.3
14) They established a more efficient marketing system.	1.7	1.3	1.5	0.9	1.3
15) They influence the marketing structure to minimize the cost of marketing.	1.7	0.4	0.4	0.4	NR

[a]The individual response to each operational statement was ranked on a Likert scale with a range from "strongly agree" (+2.0) to "strongly disagree" (-2.0). All responses to each statement were then averaged by segment and presented in this table as a segment response.

Figure 5-2

ALBERTA BROILER GROWERS' MARKETING BOARD
PROFILE OF SEGMENT RESPONSE TO STATEMENTS REGARDING OPERATIONAL EFFECTIVENESS (1975)[a]



[a]The responses to the operational statements analyzed in Table 5-4 are presented graphically in this figure to illustrate any variance of opinion between board members and producers regarding the operational effectiveness of the Board.

industry. Market stability brought about by the Board's activities was also cited as a reason for its continuance. The producer response to the two questions regarding Board benefit and continuation of operation are outlined in Tables 5-5 and 5-6. Comments by producers indicated that their main concern was a desire to obtain an increase in their current quota allocation. A number of producers indicated that they would welcome increased communication from the Board.

Summary and Recommendations

The Alberta Broiler Growers' Marketing Board appears to have an excellent relationship with its producers. The broiler producers surveyed exhibited a good understanding of the powers exercised by the Board and expressed a high level of support for the Board and its operations.

The main concern raised by the producers was the desire for an increase in the amount of quota allocation to them.[2] The survey also indicated that producer opinion on Board effectiveness in the area of market development was not at as high a level as that expressed by the Board's directors.

The survey indicates that the Board faces no problem in the area of producer relations and that current activities and programs have been effective from the producers point of view.

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[2]Subsequent to the conduct of the survey the Alberta Broiler Growers' Marketing Board has implemented a revised policy relating to quota allocation which has resulted in a substantial amount of new quota being allocated.

Table 5-5

ALBERTA BROILER GROWERS' MARKETING BOARD
PRODUCERS PERCEIVING BENEFIT FROM BOARD OPERATIONS (1975)[a]

RESPONSE	All Producers	Commercial	Mixed	Part-Time
Yes	41 (91.1)	26 (92.9)	14 (100.0)	1 (33.3)
No	4 (8.9)	2 (7.1)	0 (0.0)	2 (66.7)
No Response	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)
Total	45 (100.0)	28 (100.0)	14 (100.0)	3 (100.0)

Table 5-6

ALBERTA BROILER GROWERS' MARKETING BOARD
PRODUCERS FAVORING CONTINUANCE OF BOARD OPERATIONS (1975)[a]

RESPONSE	All Producers	Commercial	Mixed	Part-Time
Yes	44 (97.8)	28 (100.0)	14 (100.0)	2 (66.7)
No	1 (2.2)	0 (0.0)	0 (0.0)	1 (33.3)
No Response	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)
Total	45 (100.0)	28 (100.0)	14 (100.0)	3 (100.0)

[a]Responses are expressed in absolute frequencies with relative frequencies shown in parentheses.

Chapter 6: THE ALBERTA EGG AND FOWL MARKETING BOARD

The Alberta Egg and Fowl Marketing Board was established in 1968 under authority of Alberta Regulation 156/68 and provided for a producer-elected Board composed of seven members. In 1973, membership on the Board was increased to eight members in order to attain a more equal representation for all areas of the province. The Canadian Egg Marketing Agency was established in 1973 with power to regulate quota at the national level. In 1975, the power to set producer paying prices for A-Large grades was transferred from the province to the Canadian Egg Marketing Agency by federal-provincial agreement. With increased control being exercised at the federal level, the main function of the Board is the allocation of marketing quotas to individual producers within the province.

Approximately 400 producers are regulated by the Board in 1975[1] with a levy of seven cents per dozen eggs marketed assessed to cover Board and Agency operations.

Survey Returns and Demographic Characteristics

Questionnaires were sent to all 413 registered quota holding producers as well as to the eight Board members. One hundred and fifteen producers completed and returned the questionnaire for a 27.8 percent return; all eight questionnaires were returned by the Board members.

The producer returns were segmented according to the portion of total income received through the sale of eggs in accordance with the procedure outlined in Chapter 3. The segmentation profile of the

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[1] Regulations require that all egg producers in Alberta register with the Alberta Egg and Fowl Marketing Board, but producers possessing less than 200 birds may apply to be exempted from Board regulations.

responding producers is shown in Figure 6-1. The average producer represented by the sample has been issued a quota allowing him to market approximately 95,300 dozen eggs annually and has been engaged in egg production for approximately 17 years. Seventy-seven percent of the producers in the sample were over 35 years of age with 15 percent having attained some post-secondary education.

As indicated i[illegible]l a large majority of producers favored both the Board manag[illegible] Board member as sources of information regarding Board o[illegible] A number of producers also indicated that they would contact the [illegible]erta Agr[illegible]ultural Products Marketing Council for such information.

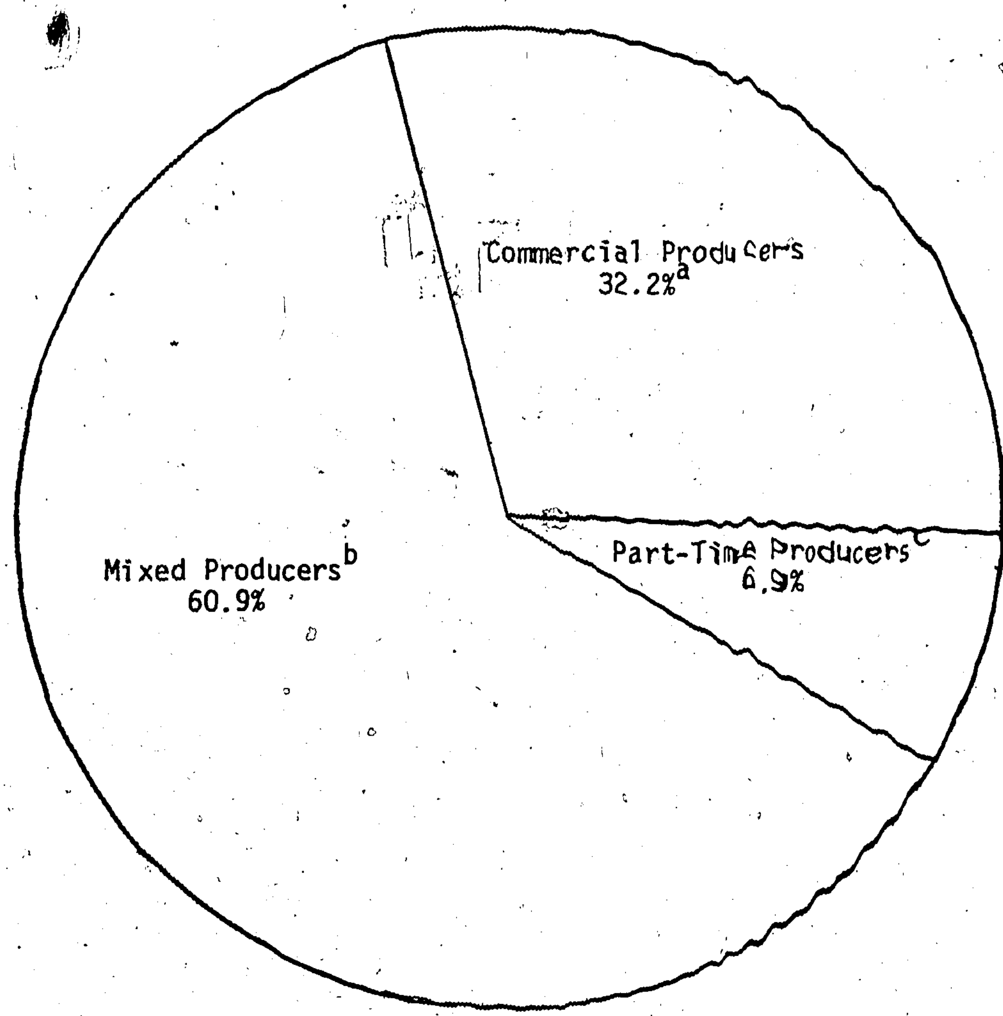
<u>Producer Knowledge of Board Structure</u>

The Marketing of Agricultural Products Act (Alberta) establishes the Alberta Agricultural Products Marketing Council to supervise the operation of producer boards and marketing commissions. A majority of the producers indicated their knowledge of the relationship of the Council to the Alberta Egg and Fowl Marketing Board as shown in Table 6-2.

The sample exhibited a relatively high level of knowledge regarding the powers delegated to the Board under provincial legislation, as illustrated in Table 6-3. There were three exceptions, but in two cases the powers were not actively being utilized by the Board. Powers conferred on the Board through federal legislation do not have a directly visible affect on the individual producer, which probably accounts for the low level of producer knowledge in this area.

Figure 6-1

ALBERTA EGG AND FOWL MARKETING BOARD
SEGMENTATION PROFILE OF RESPONDING PRODUCERS (1975)



[a]Producers earning a majority of their annual income from egg production.

[b]Producers earning a majority of their annual income from agricultural production other than egg production.

[c]Producers earning a majority of their annual income from other than agricultural production.

Table 6-1

ALBERTA EGG AND FOWL MARKETING BOARD PRODUCER INFORMATION SOURCES (1975)[a]

INFORMATION SOURCE	All Producers	Commercial	Mixed	Part-Time
Egg Board Manager	86 (74.8)	28 (75.7)	51 (72.9)	7 (87.5)
Egg Board Member	74 (64.3)	24 (64.9)	42 (60.0)	8 (100.0)
Agricultural Products Marketing Council	35 (30.4)	13 (35.1)	19 (27.1)	3 (37.5)
Minister of Agriculture	21 (18.3)	6 (16.2)	15 (21.4)	0 (0.0)
Alberta Agriculture	18 (15.7)	4 (10.8)	12 (17.1)	2 (25.0)
Your M.L.A.	12 (10.4)	3 (8.1)	9 (12.9)	0 (0.0)
Agriculture Canada	6 (5.2)	1 (2.7)	4 (5.7)	1 (12.5)
Your Neighbour	4 (3.5)	0 (0.0)	4 (5.7)	0 (0.0)
Canadian Consumers Council	1 (0.9)	1 (2.7)	0 (0.0)	0 (0.0)
Alberta Export Agency	1 (0.9)	0 (0.0)	1 (1.4)	0 (0.0)
Alberta Consumer Affairs	1 (0.9)	0 (0.0)	1 (1.4)	0 (0.0)
Other	1 (0.9)	0 (0.0)	1 (1.4)	0 (0.0)
TOTAL POSSIBLE RESPONSE	115 (100.0)	37 (100.0)	70 (100.0)	8 (100.0)

[a]Responses are expressed in absolute frequencies with relative frequencies shown in parentheses. Responses to each information source were analyzed independently based on a total possible response.

Table 6-2

ALBERTA EGG AND FOWL MARKETING BOARD
PRODUCER KNOWLEDGE OF LEGISLATIVE AUTHORITY (1975)[a]

LEGISLATIVE AUTHORITY	All Producers	Commercial	Mixed	Part-Time
Agricultural Products Marketing Council	68 (59.1)	24 (64.9)	40 (57.1)	4 (50.0)
Alberta Agriculture	17 (14.8)	5 (13.5)	10 (14.3)	2 (25.0)
Agriculture Canada	15 (13.0)	3 (8.1)	10 (14.3)	2 (25.0)
Canadian Consumers Council	1 (0.9)	1 (2.7)	0 (0.0)	0 (0.0)
Alberta Export Agency	1 (0.9)	0 (0.0)	1 (1.4)	0 (0.0)
No Response	13 (11.3)	4 (10.8)	9 (12.9)	0 (0.0)
Total	115 (100.0)	37 (100.0)	70 (100.0)	8 (100.0)

[a]Responses are expressed in absolute frequencies with relative frequencies shown in parentheses.

Table 6-3

ALBERTA EGG AND FOWL MARKETING BOARD
PRODUCER KNOWLEDGE OF OPERATIONAL POWERS (1975)[a]

POWER	All Producers	Commercial	Mixed	Part-Time
to collect a levy from producers for eggs marketed[b]	102 (88.7)	36 (97.3)	62 (88.6)	4 (50.0)
to establish marketing quotas[b]	100 (87.0)	33 (89.2)	61 (87.1)	6 (75.0)
to establish producer price[b]	97 (84.3)	31 (83.8)	59 (84.3)	7 (87.5)
to license persons engaged in the marketing of eggs[b]	86 (74.8)	27 (73.0)	53 (75.7)	6 (75.0)
to promote the consumption of eggs[b]	83 (72.2)	30 (81.1)	49 (65.7)	7 (87.5)
to purchase and/or sell eggs[b]	61 (53.0)	18 (48.6)	38 (54.3)	5 (62.5)
to develop markets, both domestic and export[b]	48 (41.7)	21 (56.8)	24 (34.3)	3 (37.5)
to establish consumer and/or wholesale prices[b]	34 (29.6)	9 (24.3)	24 (34.3)	1 (12.5)
to control interprovincial trade[c]	23 (20.0)	6 (16.2)	12 (17.1)	5 (62.5)
to control imports[c]	23 (20.0)	4 (10.8)	15 (21.4)	4 (50.0)
to pool prices[b]	16 (13.9)	1 (2.7)	15 (21.4)	0 (0.0)
to control exports[d]	14 (12.2)	2 (5.4)	10 (14.3)	2 (25.0)
TOTAL POSSIBLE RESPONSE	115 (100.0)	37 (100.0)	70 (100.0)	8 (100.0)

[a] Responses are expressed in absolute frequencies with relative frequencies shown in parentheses. Responses to each power were analyzed independently based on a total possible response.

[b] Powers pursuant to The Marketing of Agricultural Products Act (Alberta).

[c] Powers pursuant to the Farm Products Marketing Agencies Act (Canada).

[d] Powers pursuant to the Agricultural Products Marketing Act (Canada).

Producer Opinion Toward Board Operations

In surveying the opinions that the producers have regarding the operational effectiveness of the Board the responses to the fifteen functional statements in the questionnaire were ranked and analyzed using the method outlined in Chapter 4. Responses to the statements were solicited from Board members as well as producers. Both the Board members and the producers indicated by their responses that all of the functional statements were objectives of the Board. The results of this section of the survey are shown in Table 6-4. The response calculations for both Board members and producers were plotted on a profile graph (Figure 6-2) to more visually illustrate the areas of difference in opinion between these two segments regarding Board effectiveness in carrying out its objectives. The responses from the producers as a group were positive to all of the functional statements in the questionnaire with the exception of two statements which received a negative response. Board members generally responded more positively than the producer segment to all statements except in two cases where producer response was more positive. The Board members responded negatively to only one of the functional statements.

Producer perception of benefits derived by their individual egg producing enterprise due to Board operations was relatively high with 66.1 percent of replying producers indicating that they felt the Board to be of benefit. It should be noted that 6.1 percent of the responding producers expressed no opinion. The main area of benefit expressed by the sample was the increase in returns from egg production brought about as a result of the Board's operation.

Table 6-4

ALBERTA EGG AND FOWL MARKETING BOARD
COMPARISON OF RESPONSE TO STATEMENTS REGARDING OPERATIONAL EFFECTIVENESS BY SEGMENT (1975)[a]

STATEMENT	Board Members	All Producers	Commercial Producers	Mixed Producers	Part-Time Producers
1) They organized producers into a viable group capable of exercising some control over the marketing of their commodity.	1.6	1.1	1.4	1.0	0.9
2) They give producers a greater voice in legislative matters.	0.8	0.4	0.4	0.3	1.0
3) They are instrumental in developing new marketing techniques.	0.8	0.5	0.3	0.6	0.5
4) They have expanded and developed markets for their commodity.	0.6	0.3	0.3	0.4	0.1
5) They aggressively promote and merchandise their commodity.	1.0	0.4	0.1	0.5	1.1
6) They effectively improve prices to producers.	1.6	1.1	1.1	1.0	1.8
7) They assist producers in establishing contracts for the marketing of their product.	-0.6	-0.1	-0.5	0.0	0.5
8) They are instrumental in maintaining and improving the quality of their commodity.	0.8	0.1	-0.1	0.2	1.0
9) They influence supply through the use of marketing quotas.	1.9	1.3	1.4	1.1	1.9
10) They influence price by establishing minimum prices payable at the farm level.	1.6	0.9	1.2	0.7	1.0
11) They provide market information to producers.	1.0	0.6	0.1	0.9	0.9
12) They reduce large fluctuations in supply through coordination of marketings.	0.5	0.8	0.9	0.8	0.1
13) They provide a service to the buyer of the product by ensuring a supply of the type or grade of the product demanded.	0.9	0.6	0.4	0.5	1.1
14) They established a more efficient marketing system.	0.9	0.7	0.5	0.7	1.2
15) They influence the marketing structure to minimize the cost of marketing.	0.3	-0.1	-0.4	0.0	0.3

[a]The individual response to each operational statement was ranked on a Likert scale with a range from "strongly agree" (+2.0) to "strongly disagree (-2.0). All responses to each statement were then averaged by segment and presented in this table as a segment response.

Figure 6-2

ALBERTA EGG AND FOWL MARKETING BOARD
PROFILE OF SEGMENT RESPONSE TO STATEMENTS REGARDING OPERATIONAL EFFECTIVENESS (1975)[a]

They influence supply through the use of marketing quotas.

They organized producers into a viable group capable of exercising some control over the marketing of their commodity.

They effectively improve prices to producers.

They influence price by establishing minimum prices payable at the farm level.

They provide market information to producers.

They aggressively promote and merchandise their commodity.

They established a more efficient marketing system.

They provide a service to the buyer of the product by ensuring a supply of the type or grade of the product demanded.

They are instrumental in developing new marketing techniques.

They give producers a greater voice in legislative matters.

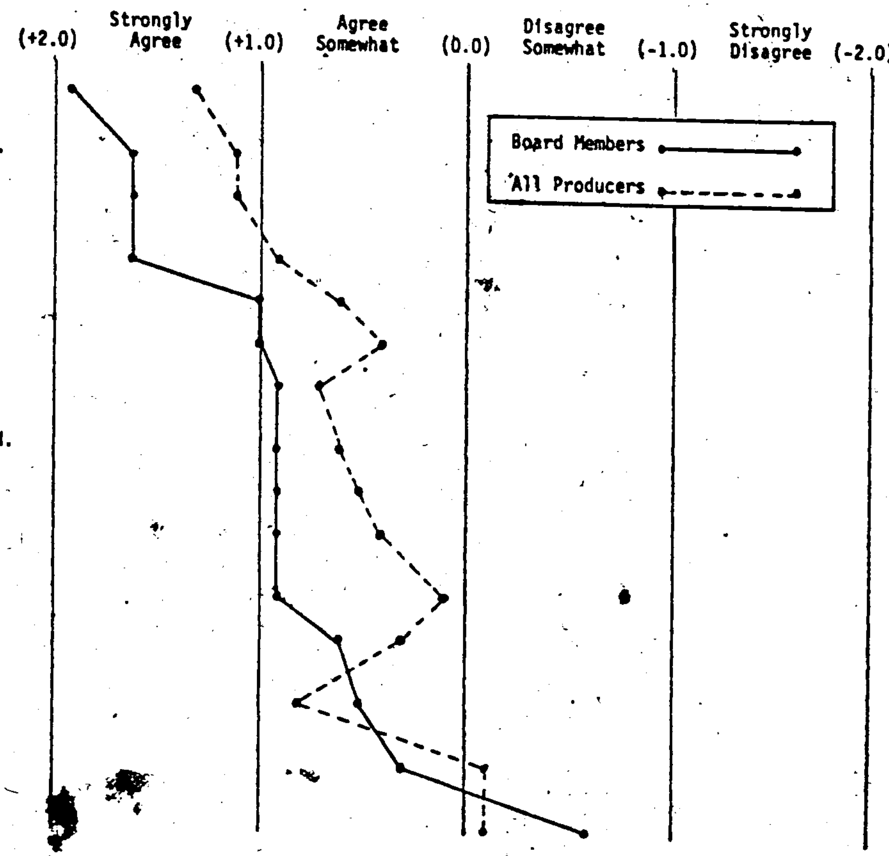
They are instrumental in maintaining and improving the quality of their commodity.

They have expanded and developed markets for their commodity.

They reduce large fluctuations in supply through coordination of marketings.

They influence the marketing structure to minimize the cost of marketing.

They assist producers in establishing contracts for the marketing of their product.



[a]The responses to the operational statements analyzed in Table 6-4 are presented graphically in this figure to illustrate any variance of opinion between board members and producers regarding the operational effectiveness of the Board.

A large majority, 73.9 percent, of the replying producers indicated their favor for the continued operation of the Board. Again it should be noted that 6.1 percent of the responding producers expressed no opinion. The reasons most often expressed for the continued operation of the Board were market stability and the increased returns brought about as a result of the Board's activities. The producer response to the two questions regarding Board benefit and continuation of operation are outlined in Tables 6-5 and 6-6. Comments by producers indicated that many were of the opinion that the marketing levy being charged for the Board and Agency operations were excessive. Discontent with the operation of the Canadian Egg Marketing Agency was also expressed by a number of producers. A desire for changes to the Board's quota policy to allow for an increased allocation of quota to producers was also noted.

Summary and Recommendations

The Alberta Egg and Fowl Marketing Board appears to have attained a good relationship with its producers. The egg producers surveyed exhibited a good understanding of the powers exercised by their Board and expressed a relatively high degree of support for the Board and its operations.[2]

The main area of discontent expressed by producers was the amount of levy collected by the Board. It should be noted that 5½ cents out of the total 7 cents per dozen eggs marketed collected by the Board during 1975 was to cover the operation of the Canadian Egg Marketing Agency.

[2] In December, 1975, the Alberta Agricultural Products Marketing Council conducted an official plebiscite on the termination of the Alberta Egg and Fowl Marketing Board. This plebiscite resulted in 79.6 percent of the producers expressing support for the continued operation of the Board.

Table 6-5

ALBERTA EGG AND FOWL MARKETING BOARD
PRODUCERS PERCEIVING BENEFIT FROM BOARD OPERATIONS (1975)[a]

RESPONSE	All Producers	Commercial	Mixed	Part-Time
Yes	76 (66.1)	30 (81.1)	39 (55.7)	7 (87.5)
No	32 (27.8)	4 (10.8)	27 (38.6)	1 (12.5)
No Response	7 (6.1)	3 (8.1)	4 (5.7)	0 (0.0)
Total	115 (100.0)	37 (100.0)	70 (100.0)	8 (100.0)

Table 6-6

ALBERTA EGG AND FOWL MARKETING BOARD
PRODUCERS FAVORING CONTINUANCE OF BOARD OPERATIONS (1975)[a]

RESPONSE	All Producers	Commercial	Mixed	Part-Time
Yes	85 (73.9)	30 (81.1)	48 (68.6)	7 (87.5)
No	23 (20.0)	4 (10.8)	18 (25.7)	1 (12.5)
No Response	7 (6.1)	3 (8.1)	4 (5.7)	0 (0.0)
Total	115 (100.0)	37 (100.0)	70 (100.0)	8 (100.0)

[a]Responses are expressed in absolute frequencies with relative frequencies shown in parentheses.

Another concern raised by producers was the desire for an increase in the amount of quota allocated to them. Again it should be noted that the total amount of quota available to be allocated within the province is controlled by C.E.M.A.

Producer response to the questions regarding operational effectiveness indicated that producers felt that the Board could be more active in improving the quality of their product.[3]

The survey indicated that the Board faces no problem in the area of producer relations and that current activities and programs have been effective from the point of view of most producers. Producer opinions regarding the national agency are less favorable and the provincial Board should make every effort to ensure that national actions do not jeopardize the support of Alberta producers for the Board.

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[3]It should be noted that since the conduct of this survey the Alberta Egg and Fowl Marketing Board has initiated an Egg Quality Program in cooperation with Alberta Agriculture.

Chapter 7: THE ALBERTA HOG PRODUCERS' MARKETING BOARD

The Alberta Hog Producers' Marketing Board was established in 1968 under authority of Alberta Regulation 195/68 and provided for a producer elected Board composed of seven directors and thirty-five district delegates. In 1973 membership on the Board was increased to nine directors with a corresponding increase in district delegates to forty-five. The Board's main function is the operation of a central selling system through which all market hogs produced in Alberta are offered for sale to potential buyers.

Approximately 18,000 producers were registered with the Board in 1975 and a levy of seventy-five cents per hog marketed was assessed to cover Board operations.[1]

Survey Returns and Demographic Characteristics

Questionnaires were sent to 1,042 registered producers as well as to the nine Board directors and forty-five District Delegates. One hundred and fifty-four producers completed and returned the questionnaire for a 14.8 percent return; six questionnaires were returned by the Board directors and 27 were returned by the District Delegates.

The producer returns were segmented according to the portion of total income received through the sale of hogs in accordance with the procedure outlined in Chapter 3. The segmentation profile of the responding producers is shown in Figure 7-1. The average producer represented by the sample marketed approximately 377 hogs annually and

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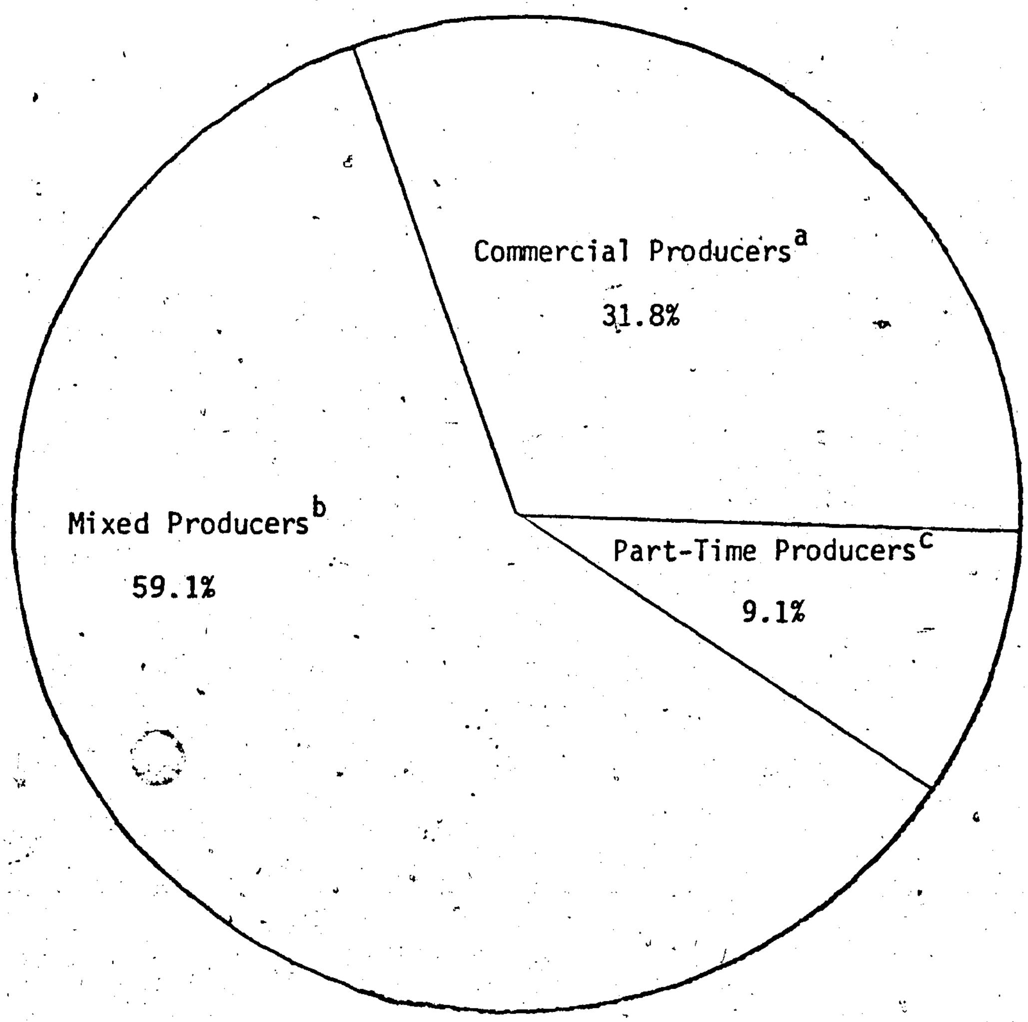
[1] The levy assessed by the Alberta Hog Producers' Marketing Board was increased from forty-five cents to seventy-five cents per hog marketed in 1975 and was further increased to the current level of one dollar in 1976.

Figure 7-1

ALBERTA HOG PRODUCERS' MARKETING BOARD
SEGMENTATION PROFILE OF RESPONDING PRODUCERS (1975)



[a]Producers earning a majority of their annual income from hog production.

[b]Producers earning a majority of their annual income from agricultural production other than hog production.

[c]Producers earning a majority of their annual income from other than agricultural production.

had been engaged in the hog business for almost 19 years. Eighty percent of the producers in the sample were over 35 years of age with 18 percent having attained some post-secondary education.

As indicated in Table 7-1 most producers favored their Board director as a source of information regarding Board operations. A majority also indicated that they would contact the Board manager for such information.

Producer Knowledge of Board Structure

The Marketing of Agricultural Products Act (Alberta) establishes the Alberta Agricultural Products Marketing Council to supervise the operation of producer boards and marketing commissions. Less than half of the producers surveyed indicated their knowledge of the relationship of the Council to the Alberta Hog Producers' Marketing Board as shown in Table 7-2. A large number of producers felt that Alberta Agriculture was the government authority responsible for the operation of the Board. It is difficult to determine whether the response to this section of the questionnaire is due to a lack of knowledge regarding the Alberta Agricultural Products Marketing Council or a result of the close association of the Council with Alberta Agriculture. The author would suggest that the response is a result of the close association between the Council and Alberta Agriculture. This hypothesis is based on the relatively large number of producers actually indicating an awareness of the Council.

The sample exhibited a moderate level of knowledge regarding the powers delegated to the Board under provincial legislation, as illustrated in Table 7-3. There were two exceptions, but in one case the power was not actively being utilized by the Board. The power conferred on the

Table 7-1

ALBERTA HOG PRODUCERS' MARKETING BOARD
PRODUCER INFORMATION SOURCES (1975)[a]

INFORMATION SOURCE	All Producers	Commercial	Mixed	Part-Time
Hog Board Director	115 (74.7)	39 (79.6)	67 (73.6)	9 (64.3)
Hog Board Manager	90 (58.4)	30 (61.2)	52 (57.1)	8 (57.1)
Agricultural Products Marketing Council	30 (19.5)	10 (20.4)	17 (18.7)	3 (21.4)
Alberta Agriculture	30 (19.5)	7 (14.3)	20 (22.0)	3 (21.4)
Minister of Agriculture	20 (13.0)	8 (16.3)	11 (12.1)	1 (7.1)
Your M.L.A.	15 (9.7)	3 (6.1)	11 (12.1)	1 (7.1)
Your Neighbour	10 (6.5)	3 (6.1)	5 (5.5)	2 (14.3)
Alberta Export Agency	6 (3.9)	1 (2.0)	4 (4.4)	1 (7.1)
Agriculture Canada	3 (1.9)	1 (2.0)	1 (1.1)	1 (7.1)
Alberta Consumer Affairs	1 (0.6)	0 (0.0)	1 (1.1)	0 (0.0)
Canadian Consumers Council	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)
Other	10 (6.5)	8 (16.3)	2 (2.2)	0 (0.0)
TOTAL POSSIBLE RESPONSE	154 (100.0)	49 (100.0)	49 (100.0)	14 (100.0)

[a]Responses are expressed in absolute frequencies with relative frequencies shown in parentheses. Responses to each information source were analyzed independently based on a total possible response.

Table 7-2

ALBERTA HOG PRODUCERS' MARKETING BOARD
PRODUCER KNOWLEDGE OF LEGISLATIVE AUTHORITY (1975)[a]

LEGISLATIVE AUTHORITY	All Producers	Commercial	Mixed	Part-Time
Agricultural Products Marketing Council	70 (45.5)	24 (49.0)	38 (41.8)	8 (57.1)
Alberta Agriculture	58 (37.7)	19 (38.8)	36 (39.6)	3 (21.4)
Agriculture Canada	6 (3.9)	0 (0.0)	5 (5.5)	1 (7.1)
Alberta Export Agency	5 (3.2)	1 (2.0)	3 (3.3)	1 (7.1)
Canadian Consumers Council	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)
No Response	15 (9.7)	5 (10.2)	9 (9.9)	1 (7.1)
Total	154 (100.0)	49 (100.0)	91 (100.0)	14 (100.0)

[a]Responses are expressed in absolute frequencies with relative frequencies shown in parentheses.

Table 7-3

ALBERTA HOG PRODUCERS' MARKETING BOARD
PRODUCER KNOWLEDGE OF OPERATIONAL POWERS (1975)[a]

POWER	All Producers	Commercial	Mixed	Part-Time
to purchase and/or sell hogs[b]	115 (74.7)	40 (81.6)	66 (72.5)	9 (64.3)
to develop markets, both domestic and export[b]	114 (74.0)	39 (79.6)	67 (73.6)	8 (57.1)
to collect a levy from producers for hogs marketed[b]	110 (71.4)	39 (79.6)	64 (70.3)	7 (50.0)
to promote the consumption of pork[b]	102 (66.2)	40 (81.6)	55 (60.4)	7 (50.0)
to establish producer price	46 (29.9)	7 (14.3)	34 (37.4)	5 (35.7)
to license persons engaged in the marketing of hogs[b]	33 (21.4)	11 (22.4)	21 (23.1)	1 (7.1)
to establish marketing quotas	31 (20.1)	8 (16.3)	18 (19.8)	5 (35.7)
to pool prices[b]	22 (14.3)	11 (22.4)	9 (9.9)	2 (14.3)
to control exports[c]	22 (14.3)	6 (12.2)	14 (15.4)	2 (14.3)
to control interprovincial trade	21 (13.6)	7 (14.3)	12 (13.2)	2 (14.3)
to control imports	16 (10.4)	6 (12.2)	10 (11.0)	0 (0.0)
to establish consumer and/or wholesale prices	8 (5.2)	2 (4.1)	5 (5.5)	1 (7.1)
TOTAL POSSIBLE RESPONSES	154 (100.0)	49 (100.0)	91 (100.0)	14 (100.0)

[a] Responses are expressed in absolute frequencies with relative frequencies shown in parentheses. Responses to each power were analyzed independently based on a total possible response of 154.

[b] Powers pursuant to The Marketing of Agricultural Products Act (Alberta).

[c] Powers pursuant to the Agricultural Products Marketing Act (Canada).

Board through federal legislation was not well known to producers as this is the power to collect a levy on exported product and most producers do not ship hogs directly to out of province markets.

Producer Opinion Toward Board Operations

In surveying the opinions that the producers have regarding the operational effectiveness of the Board the responses to the fifteen functional statements in the questionnaire were ranked and analyzed using the method outlined in Chapter 4. Responses to the statements were solicited from Board directors and District Delegates as well as producers. Producer responses indicated this group was of the opinion that all of the functional statements were objectives of the Board. The Board directors believed that only twelve of the fifteen functional statements were Board objectives while the response from the District Delegates indicated that thirteen of the statements were objectives. The results of this section of the survey are shown in Table 7-4. The response calculations for the Board directors, District Delegates, and producers were plotted on a profile graph (Figure 7-2) to more visually illustrate the areas of difference in opinion among these three segments, regarding Board effectiveness in carrying out its objectives. The responses of the District Delegates are generally of the same level as those of the Board directors with the exception of the functional statement in which the objective was in question. While the responses from the Board directors were more positive the responses from the producers as a group also tended to be relatively positive in most cases.

Producer perception of benefits derived by their individual hog producing enterprise due to Board operations was moderate with 51.3 percent of replying producers indicating that they felt the Board to be of benefit.

Table 7-4

ALBERTA HOG PRODUCERS' MARKETING BOARD
COMPARISON OF RESPONSE TO STATEMENTS REGARDING OPERATIONAL EFFECTIVENESS BY SEGMENT (1975)[a]

SEGMENT	Board Directors	District Delegate	All Producers	Commercial Producers	Mixed Producers	Part-Time Producers
1) They organized producers into a viable group capable of exercising some control over the marketing of their commodity.	1.3	1.4	0.6	0.6	0.5	0.6
2) They give producers a greater voice in legislative matters.	1.2	0.9	0.0	-0.1	0.0	-0.1
3) They are instrumental in developing new marketing techniques.	1.7	1.7	1.0	1.4	0.9	0.5
4) They have expanded and develbped markets for their commodity.	1.5	1.7	0.9	1.2	0.9	0.4
5) They aggressively promote and merchandise their commodity.	0.7	0.9	0.3	0.8	0.1	0.2
6) They effectively improve prices to producers.	1.2	0.7	0.1	0.2	0.0	-0.1
7) They assist producers in establishing contracts for the marketing of their product.	1.8	1.7	1.2	1.4	1.1	0.9
8) They are instrumental in maintaining and improving the quality of their commodity.	1.0	0.6	0.3	0.2	0.1	0.5
9) They influence supply through the use of marketing quotas.	N.O.[b]	N.O.[b]	-0.5	-0.5	-0.5	-0.4
10) They influence price by establishing minimum prices payable at the farm level.	N.O.[b]	N.O.[b]	-0.6	-0.5	-0.6	-0.7
11) They provide market information to producers.	1.7	1.6	1.2	1.4	1.0	1.3
12) They reduce large fluctuations in supply through coordination of marketings.	0.7	0.9	-0.1	-0.1	-0.1	-0.8
13) They provide a service to the buyer of the product by ensuring a supply of the type or grade of the product demanded.	N.O.[b]	0.2	0.0	0.0	0.1	-0.4
14) They established a more efficient marketing system.	1.8	1.5	0.5	0.7	0.4	0.3
15) They influence the marketing structure to minimize the cost of marketing.	1.7	0.9	0.1	0.3	0.0	0.4

[a]The individual response to each statement was ranked on a Likert scale with a range from "stongly agree" (+2.0) to "strongly disagree" (-2.0). All responses to each statement were then averaged by segment and presented in this table as a segment response.

[b]Response indicated statement was not a Board objective.

Figure 7-2

ALBERTA HOG PRODUCERS' MARKETING BOARD
PROFILE OF SEGMENT RESPONSE TO STATEMENTS REGARDING OPERATIONAL EFFECTIVENESS (1975)[a]

They assist producers in establishing contracts for the marketing of their product.

They established a more efficient marketing system.

They are instrumental in developing new marketing techniques.

They provide market information to producers.

They influence the marketing structure to minimize the cost of marketing.

They expanded and developed markets for their commodity.

They organized producers into a viable group capable of exercising some control over the marketing of their commodity.

They give producers a greater voice in legislative matters.

They effectively improve prices to producers.

They are instrumental in maintaining and improving the quality of their commodity.

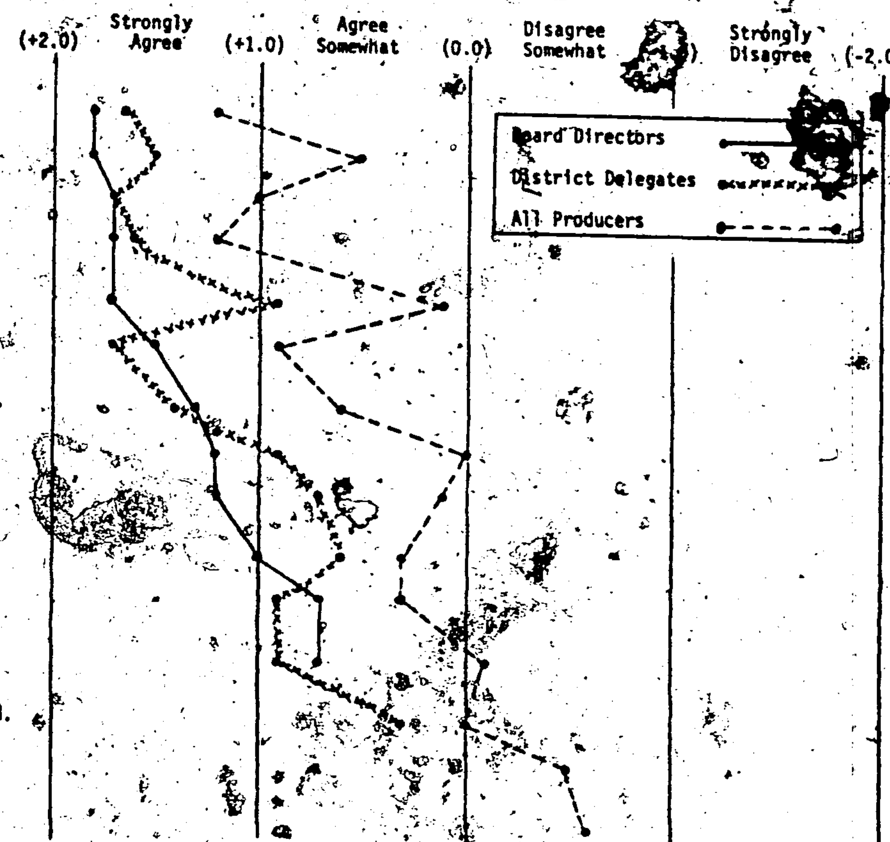
They aggressively promote and merchandise their commodity.

They reduce large fluctuations in supply through coordination of marketings.

They provide a service to the buyer of the product by ensuring a supply of the type or grade of the product demanded.

They influence supply through the use of marketing quotas.

They influence price by establishing minimum prices payable at the farm level.



[a]The responses to the operational statements analyzed in Table 7-4 are presented graphically in this figure to illustrate any variance of opinion between board directors, district delegates, and producers regarding the operational effectiveness of the Board.

It should be noted that 14.3 percent of the responding producers expressed no opinion. The main area of benefit expressed by the sample was the increase in returns from hog production brought about as a result of the Board's activities. The establishment of export contracts for hogs was also perceived as a major benefit of the Board's operation.

A fair majority, 61.7 percent of the replying producers indicated their favor for the continued operation of the Board. Again, it should be noted that 14.3 percent of the responding producers expressed no opinion. The reasons most often expressed for the continued operation of the Board were marketing efficiency and the increased returns brought about as a result of the Board's operation. The producer response to the two questions regarding Board benefit and continuation of operation are outlined in Tables 7-5 and 7-6. Comments by producers indicated that there was conflict of opinion as to the need for increased control by the Board over the marketing system. A number of producers indicated that they would favor the implementation of price pooling.[2]

Summary and Recommendations

The Alberta Hog Producers Marketing Board appears to have attained a moderate relationship with its producers although the survey indicates that the Board's effectiveness is somewhat below producer expectations. The hog producers surveyed only exhibited a moderate understanding of the powers exercised by their Board, but expressed a fair degree of support for the Board and its operations.

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[2] It should be noted that since the conduct of this survey the Alberta Hog Producers Marketing Board has implemented a system of price pooling.

Table 7-5

ALBERTA HOG PRODUCERS' MARKETING BOARD
PRODUCERS PERCEIVING BENEFIT FROM BOARD OPERATIONS (1975)[a]

RESPONSE	All Producers		Commercial		Mixed		Part-Time	
Yes	79	(51.3)	30	(61.2)	42	(46.2)	7	(50.0)
No	53	(34.4)	12	(24.5)	38	(41.8)	3	(21.4)
No Response	22	(14.3)	7	(14.3)	11	(12.1)	4	(28.6)
Total	154	(100.0)	49	(100.0)	91	(100.0)	14	(100.0)

Table 7-6

ALBERTA HOG PRODUCERS' MARKETING BOARD
PRODUCERS FAVORING CONTINUANCE OF BOARD OPERATIONS (1975)[a]

RESPONSE	All Producers		Commercial		Mixed		Part-Time	
Yes	95	(61.7)	33	(67.3)	55	(60.4)	7	(50.0)
No	37	(24.0)	9	(18.4)	25	(27.5)	3	(21.4)
No Response	22	(14.3)	7	(14.3)	11	(12.1)	4	(28.6)
Total	154	(100.0)	49	(100.0)	91	(100.0)	14	(100.0)

[a]Responses are expressed in absolute frequencies with relative frequencies shown in parentheses.

While producers expressed considerable support for the Board's efforts in market development they did tend to question the effectiveness of the domestic marketing system and the associated costs of operation.[3] The opinions expressed by the District Delegates more closely reflected the views of the producers on these matters than did those of the Board directors.

The survey indicates that the Board faces no immediate problem in the area of producer relations, but that an increased effort in communicating to producers more details on Board programs and activities and the powers available to the Board under legislation could further serve to benefit this relationship.

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[3] It should be noted that since the conduct of this survey the Alberta Hog Producers Marketing Board has implemented a revised marketing system. Costs of operation have remained unchanged.

Chapter 8: THE ALBERTA VEGETABLE GROWERS' MARKETING BOARD

The Alberta Vegetable Growers' Marketing Board was established in 1958 under previous marketing legislation. In 1970, the Board was re-established pursuant to The Marketing of Agricultural Products Act (Alberta) under authority of Alberta Regulation 368/70 and provided for a producer-elected Board composed of seven members. The Board's main function is the setting of minimum prices at the producer level after negotiations with the vegetable processors.

Approximately 130 producers were registered with the Board in 1975 and a levy of one percent of the total sale price of vegetables marketed for processing was assessed to cover Board operations.

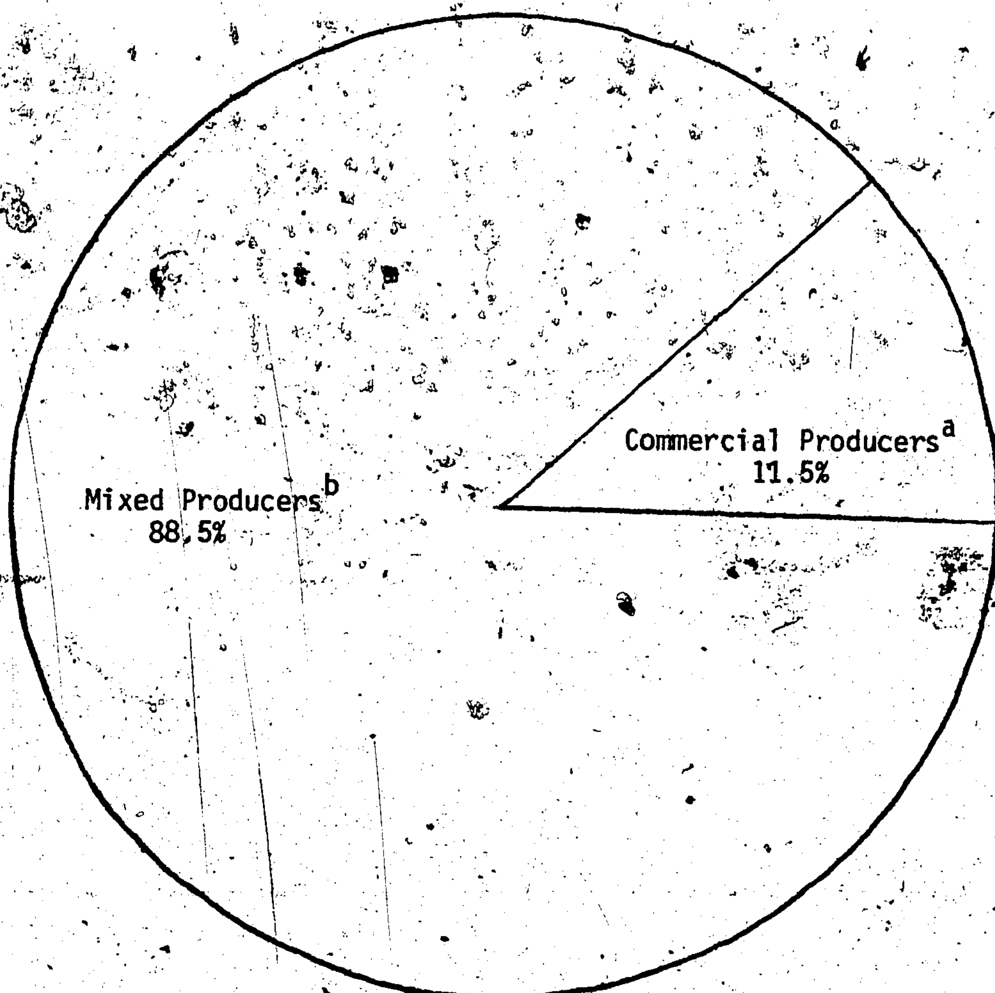
Survey Returns and Demographic Characteristics

Questionnaires were sent to all 127 registered producers as well as to the seven Board members. Twenty-six producers completed and returned the questionnaire for a 20.5 percent return; two questionnaires were returned by the Board members.

The producer returns were segmented according to the portion of total income received through the sale of vegetables for processing in accordance with the procedure outlined in Chapter 3. The segmentation profile of the responding producers is shown in Figure 8-1. It should be noted that there were no producers in the part-time category. The average producer represented by the sample produced approximately 87 acres of vegetables for processing annually and had been engaged in vegetable production for approximately nine years. Sixty-two percent of the producers in the sample were over 35 years of age with 35 percent having attained some post-secondary education.

Figure 8-1

ALBERTA VEGETABLE GROWERS' MARKETING BOARD
SEGMENTATION PROFILE OF RESPONDING PRODUCERS (1975)



[a]Producers earning a majority of their annual income from vegetable production.

[b]Producers earning a majority of their annual income from agricultural production other than vegetable production.

As indicated in Table 8-1 most producers favored their Board member as a source of information regarding Board operations. Half of the producers also indicated that they would contact the Board manager for such information.

Producer Knowledge of Board Structure

The Marketing of Agricultural Products Act (Alberta) establishes the Alberta Agricultural Products Marketing Council to supervise the operation of producer boards and marketing commissions. Half of the producers surveyed indicated their knowledge of the relationship of the Council to the Alberta Vegetable Growers' Marketing Board as shown in Table 8-2. A relatively large number of producers felt that Alberta Agriculture was the government authority responsible for the operation of the Board. It is difficult to determine whether the response to this section of the questionnaire is due to a lack of knowledge regarding the Alberta Agricultural Products Marketing Council or a result of the close association of the Council with Alberta Agriculture. The author would suggest that the response to the section on legislative authority is a result of the close association between the Council and Alberta Agriculture. This hypothesis is based on the relatively large number of producers actually indicating an awareness of the Council.

The sample exhibited a fair level of knowledge regarding the powers delegated to the Board under provincial legislation as illustrated in Table 8-3.

Producer Opinion Toward Board Operation

In surveying the opinions that the producers have regarding the operational effectiveness of the Board the responses to the fifteen

Table 8-1

ALBERTA VEGETABLE GROWERS' MARKETING BOARD
PRODUCER INFORMATION SOURCES (1975)[a]

INFORMATION SOURCES	All Producers	Commercial	Mixed	Part-Time
Vegetable Board Member	18 (69.2)	2 (66.7)	16 (69.6)	----
Vegetable Board Manager	13 (50.0)	1 (33.3)	12 (52.2)	----
Agricultural Products Marketing Council	8 (30.8)	3 (100.0)	5 (21.7)	----
Alberta Agriculture	8 (30.8)	0 (0.0)	8 (34.8)	----
Minister of Agriculture	4 (15.4)	1 (33.3)	3 (13.0)	----
Agriculture Canada	2 (7.7)	0 (0.0)	2 (8.7)	----
Your Neighbour	2 (7.7)	0 (0.0)	2 (8.7)	----
Your M.L.A.	2 (7.7)	0 (0.0)	2 (8.7)	----
Alberta Export Agency	0 (0.0)	0 (0.0)	0 (0.0)	----
Alberta Consumer Affairs	0 (0.0)	0 (0.0)	0 (0.0)	----
Canadian Consumers Council	0 (0.0)	0 (0.0)	0 (0.0)	----
Other	2 (7.7)	0 (0.0)	2 (8.7)	----
TOTAL POSSIBLE RESPONSES	26 (100.0)	3 (100.0)	23 (100.0)	----

[a]Responses are expressed in absolute frequencies with relative frequencies shown in parentheses. Responses to each information source were analyzed independently based in a total possible response.

Table 8-2

ALBERTA VEGETABLE GROWERS' MARKETING BOARD
PRODUCER KNOWLEDGE OF LEGISLATIVE AUTHORITY (1975)[a]

LEGISLATIVE AUTHORITY	All Producers	Commercial	Mixed	Part-Time
Agricultural Products Marketing Council	13 (50.0)	2 (66.7)	11 (47.8)	----
Alberta Agriculture	11 (42.3)	1 (33.3)	10 (43.5)	----
Agriculture Canada	0 (0.0)	0 (0.0)	0 (0.0)	----
Alberta Export Agency	0 (0.0)	0 (0.0)	0 (0.0)	----
Canadian Consumers Council	0 (0.0)	0 (0.0)	0 (0.0)	----
No Response	2 (7.7)	0 (0.0)	2 (8.7)	----
Total	26 (100.0)	3 (100.0)	23 (100.0)	----

[a]Responses are expressed in absolute frequencies with relative frequencies shown in parentheses.

Table 8-3

ALBERTA VEGETABLE GROWERS' MARKETING BOARD
PRODUCER KNOWLEDGE OF OPERATIONAL POWERS (1975)[a]

POWER	All Producers	Commercial	Mixed	Part-Time
to establish producer price[b]	19 (73.1)	2 (66.7)	17 (73.9)	----
to promote the consumption of processed vegetables[b]	16 (61.5)	2 (66.7)	14 (60.9)	----
to collect a levy from producers for vegetables marketed[b]	15 (57.7)	2 (66.7)	13 (56.5)	----
to license persons engaged in the marketing of vegetables for processing[b]	13 (50.0)	3 (100.0)	10 (43.5)	----
to develop markets, both domestic and export	10 (38.5)	1 (33.3)	9 (39.1)	----
to pool prices	7 (26.9)	1 (33.3)	6 (26.1)	----
to establish marketing quotas	6 (23.1)	1 (33.3)	5 (21.7)	----
to purchase and/or sell vegetables	3 (11.5)	1 (33.3)	2 (8.7)	----
to establish consumer and/or wholesale prices	3 (11.5)	0 (0.0)	3 (13.0)	----
to control interprovincial trade	2 (7.7)	0 (0.0)	2 (8.7)	----
to control exports	0 (0.0)	0 (0.0)	0 (0.0)	----
to control imports	0 (0.0)	0 (0.0)	0 (0.0)	----
TOTAL POSSIBLE RESPONSES	26 (100.0)	[illegible] (100.0)	23 (100.0)	----

[a]Responses are expressed in absolute frequencies with relative frequencies shown in parentheses. Responses to each power were analyzed independently based upon [illegible] possible response.

[b]Powers pursuant to The Marketing of Agricultural Products Act (Alberta).

functional statements in the questionnaire were ranked and analyzed using the method outlined in Chapter 4. Responses to the statements were solicited from Board members as well as producers. The producers indicated by their responses that all of the functional statements were objectives of the Board. With only two Board members replying to the questionnaire a difficulty arose in analyzing this section of the survey where the opinion of the two members differed on whether or not the functional statement represented a Board objective. In all cases at least one of the two replying members indicated the statement to be a Board function; therefore, in order to allow a comparison with the responses from the producer segment the response from the Board members has been treated as being positive to all fifteen functional statements. Where the two replying Board members differ in opinion this has been noted for clarification in interpreting the survey. The results of this section of the survey are shown in Table 8-4. The response calculations for both the Board members and producers were plotted on a profile graph (Figure 8-2) to more visually illustrate the areas of difference in opinion between these two segments regarding Board effectiveness in carrying out its objectives. The responses from the producers as a group were positive to a majority of the functional statements. There were four negative responses and in only one case did the Board members differ from the producers in their assessments. The Board members responded less positively than the producer segment to eight of the functional statements and expressed a negative response in six instances.

Producer perception of benefits derived by their individual vegetable growing enterprise due to Board operations was relatively high

Table B-4

ALBERTA VEGETABLE GROWERS' MARKETING BOARD
COMPARISON OF RESPONSE TO STATEMENTS REGARDING OPERATIONAL EFFECTIVENESS BY SEGMENT (1975)[a]

STATEMENT	Board Members	All Producers	Commercial Producers	Mixed Producers	Part-Time Producers
1) They organized producers into a viable group capable of exercising some control over the marketing of their commodity.	1.0[b]	0.9	[illegible]	0.8	----
2) They give producers a greater voice in legislative matters.	1.0	0.1	N.O.[c]	0.1	----
3) They are instrumental in developing new marketing techniques.	-1.0[b]	0.5	0.7	0.5	----
4) They have expanded and developed markets for their commodity.	0.5[b]	0.1	N.O.[c]	0.1	----
5) They aggressively promote and merchandise their commodity.	1.0	-0.1	-0.3	-0.1	----
6) They effectively improve prices to producers.	1.5	1.0	1.0	1.0	----
7) They assist producers in establishing contracts for the marketing of their product.	1.5	1.1	0.7	1.2	----
8) They are instrumental in maintaining and improving the quality of their commodity.	-0.5[b]	0.2	N.O.[c]	0.1	----
9) They influence supply through the use of marketing quotas.	-0.5[b]	0.0	N.O.[c]	0.0	----
10) They influence price by establishing minimum prices payable at the farm level.	0.5	0.6	1.0	0.5	----
11) They provide market information to producers.	0.5[b]	0.2	1.0	0.1	----
12) They reduce large fluctuations in supply through coordination of marketings.	-1.0[b]	-0.2	0.3	-0.3	----
13) They provide a service to the buyer of the product by ensuring a supply of the type or grade of the product demanded.	-1.0[b]	-0.1	N.O.[c]	-0.1	----
14) They established a more efficient marketing system.	0.0	[illegible]	-0.3	0.4	----
15) They influence the marketing structure to minimize the cost of marketing.	-0.5[b]	-0.2	-1.0	-0.1	----

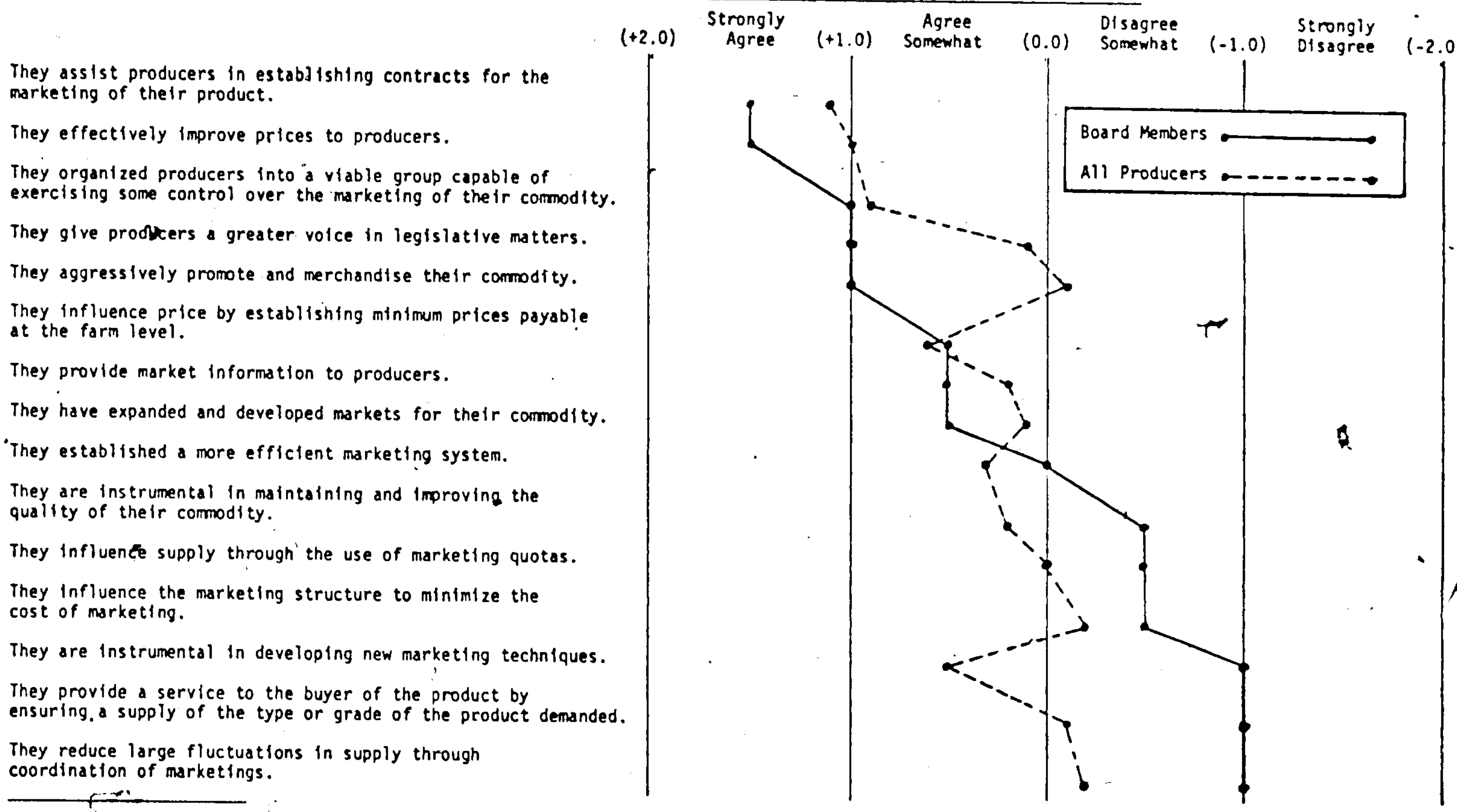
[a] The individual response to each operational statement was ranked on a Likert scale with a range from "strongly agree" (+2.0) to "strongly disagree" (-2.0). All responses to each statement were then averaged by segment and presented in this table as a segment response.

[b] Only one of the two responding Board members indicated the statement was a Board objective.

[c] Response indicated statement was not a Board objective.

Figure 8-2

ALBERTA VEGETABLE GROWERS' MARKETING BOARD
PROFILE OF SEGMENT RESPONSE TO STATEMENTS REGARDING OPERATIONAL EFFECTIVENESS (1975)[a]



[a]The responses to the operational statements analyzed in Table 8-4 are presented graphically in this figure to illustrate any variance of opinion between board members and producers regarding the operational effectiveness of the Board.

with 65.4 percent of replying producers indicating that they felt the Board to be of benefit. It should be noted that 30.8 percent of the responding producers expressed no opinion. The main area of benefit expressed by the sample was the increase in returns from vegetable production brought about due to increased bargaining power resulting from the Board's role in negotiating producer prices and contracting terms with the processors.

A good majority, 69.2 percent, of the replying producers indicated their favor for the continued operation of the Board. It should be noted that no producer indicated a negative position on this question but that 30.8 percent of the responding producers did not express an opinion. The reason expressed for favoring the Board's continuance was again the improved returns due to the increased bargaining power created by the Board's activities. The producer response to the two questions regarding Board benefit and continuation of operation are outlined in Tables 8-5 and 8-6. Comments indicated that a number of producers felt that increased communication between the Board and producers was required.

Summary and Recommendations

The Alberta Vegetable Growers' Marketing Board appears to have attained a good relationship with its producers. The vegetable growers surveyed exhibited a fair understanding of the powers exercised by their Board and expressed good support for the Board and its operations.

Producer comments indicated that the Board was somewhat weak in the area of producer communications with a number of producers expressing a desire to be kept more informed of Board activities. This weakness could probably be remedied by the Board publishing a short newsletter

Table 8-5

ALBERTA VEGETABLE GROWERS' MARKETING BOARD
PRODUCERS PERCEIVING BENEFIT FROM BOARD OPERATIONS (1975)[a]

RESPONSE	All Producers	Commercial	Mixed	Part-Time
Yes	17 (65.4)	2 (66.7)	15 (65.2)	----
No	1 (3.8)	0 (0.0)	1 (4.[illegible])	- -
No Response	8 (30.8)	1 (33.3)	7 (30.4)	-
Total	26 (100.0)	3 (100.0)	23 (100.0)	----

Table 8-6

ALBERTA VEGETABLE GROWERS' MARKETING BOARD
PRODUCERS FAVORING CONTINUANCE OF BOARD OPERATIONS (1975)[a]

RESPONSE	All Producers	Commercial	Mixed	Part-Time
Yes	18 (69.2)	2 (66.7)	16 (69.6)	----
No	0 (0.0)	0 (0.0)	0 (0.0)	----
No Response	8 (30.8)	1 (33.3)	7 (30.4)	----
Total	26 (100.0)	3 (100.0)	23 (100.0)	----

[a]Responses are expressed in absolute frequencies with relative frequencies shown in parentheses.

outlining some of its current activities and other information of interest to producers on a quarterly or bi-yearly basis.

Producer response to the questions regarding operational effectiveness indicated that the producers felt the Board could be more active in the promotion of their product. In responding to the operational effectiveness of the Board, the producers responded more positively than the Board members in a number of cases.

The survey indicates that the Board faces no problem in the area of producer support and that the current activities and programs have been effective from the point of view of almost all producers.

Chapter 9: THE ALBERTA CATTLE COMMISSION

The Alberta Cattle Commission was established in 1969 under authority of Alberta Regulation 170/69 at which time the Commission was composed of five members, all of whom were appointed by the Lieutenant Governor in Council and who were representing various organizations involved in the cattle industry. In the latter part of 1975 the structure of the Commission was amended to provide for a combination of elected and appointed members as well as a system of zone representatives. The Commission is currently composed of seventeen members, nine of whom are elected through a zone system, three are elected to represent the Province at large and the remaining five are appointed directly by representative organizations. In addition, there are ninety zone representatives elected by producers inclusive of the nine elected Commission members. The Commission's main function is to conduct and support promotional, educational and research programs relative to the cattle industry.

Approximately 35,000 producers were registered with the Commission in 1975 and a levy of ten cents per head of cattle marketed was assessed to cover Commission operations.[1]

Survey Returns and Demographic Characteristics

Questionnaires were sent to 1,491 registered producers as well as to the seventeen Commission members and the remaining 81 zone representatives. One hundred and fifty-four producers completed and

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[1]Effective May 1, 1976 the levy assessed by the Alberta Cattle Commission was increased to twenty cents per head of cattle marketed.

returned the questionnaire for a 10.3 percent return; 13 and 35 questionnaires were returned by the Commission members and zone representatives, respectively.

The producer returns were segmented according to the portion of total income received through the sale of cattle in accordance with the procedure outlined in Chapter 3. The segmentation profile of the responding producers is shown in Figure 9-1. The average producer represented by the sample marketed approximately 165 head of cattle annually and had been engaged in the cattle business for almost 25 years. Eighty-six percent of the producers in the sample were over 35 years of age with 22% having attained a post-secondary education.

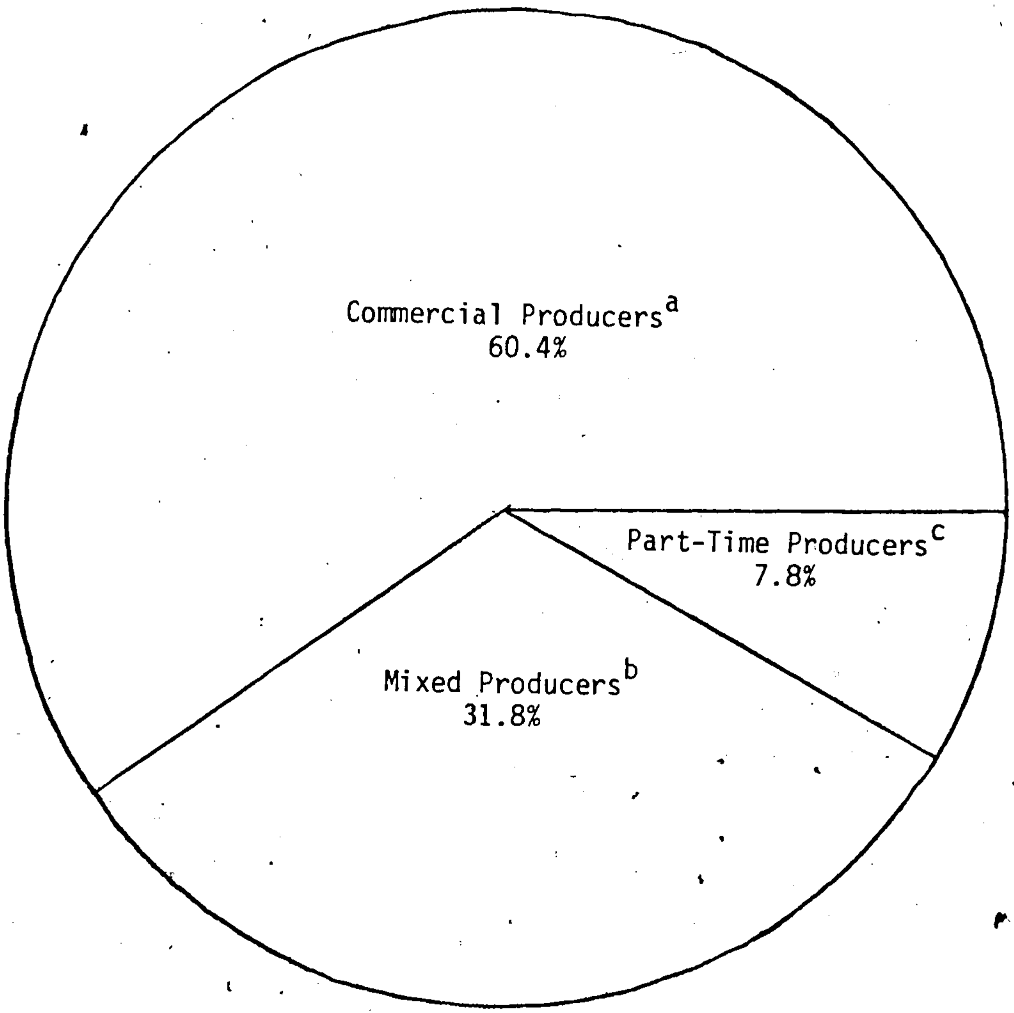
As indicated in Table 9-1 none of the persons or organizations named in the questionnaire were a source of information to a majority of the sample. The major sources of information regarding Commission operations were members of the Commission and Alberta Agriculture; other significant sources were the Minister of Agriculture, the Commission Manager and the local Member of the Legislative Assembly.

Producer Knowledge of Commission Structure

The Marketing of Agricultural Products Act (Alberta) establishes the Alberta Agricultural Products Marketing Council to supervise the operation of producer boards and marketing commissions. Table 9-2 indicates that a majority of the producers surveyed were of the opinion that Alberta Agriculture was responsible for the operation of the Alberta Cattle Commission. It is difficult to determine whether the response to this section of the questionnaire is due to a lack of knowledge regarding the Alberta Agricultural Products Marketing Council or a result of the

Figure 9-1

ALBERTA CATTLE COMMISSION
SEGMENTATION PROFILE OF RESPONDING PRODUCERS (1975)



[a]Producers earning a majority of their annual income from cattle production.

[b]Producers earning a majority of their annual income from production other than cattle production.

[c]Producers earning a majority of their annual income from other than agricultural production.

Table 9-1

ALBERTA CATTLE COMMISSION
PRODUCER INFORMATION SOURCES (1975)[a]

INFORMATION SOURCE	All Producers	Commercial	Mixed	Part-Time
Cattle Commission Member	74 (48.1)	51 (54.8)	19 (38.8)	4 (33.3)
Alberta Agriculture	67 (43.5)	42 (45.2)	20 (40.8)	5 (41.7)
Minister of Agriculture	51 (33.1)	34 (36.6)	15 (30.6)	2 (16.7)
Cattle Commission Manager	49 (31.8)	32 (34.4)	14 (28.6)	3 (25.0)
Your M.L.A.	38 (24.7)	24 (25.8)	14 (28.6)	0 (0.0)
Agricultural Products Marketing Council	14 (9.1)	4 (4.3)	9 (18.4)	1 (8.3)
Your Neighbour	9 (5.8)	5 (5.4)	4 (8.2)	0 (0.0)
Agriculture Canada	8 (5.2)	4 (4.3)	3 (6.1)	1 (8.3)
Alberta Consumer Affairs	4 (2.6)	2 (2.2)	2 (4.1)	0 (0.0)
Alberta Export Agency	3 (1.9)	1 (1.1)	2 (4.1)	0 (0.0)
Canadian Consumers Council	2 (1.3)	1 (1.1)	1 (2.0)	0 (0.0)
Other	3 (1.9)	2 (2.2)	1 (2.0)	0 (0.0)
TOTAL POSSIBLE RESPONSES	154 (100.0)	93 (100.0)	49 (100.0)	12 (100.0)

[a]Responses expressed in absolute frequencies with relative frequencies shown in parentheses. Responses to each information source were analyzed independently based on a total possible response.

Table 9-2

ALBERTA CATTLE COMMISSION
PRODUCER KNOWLEDGE OF LEGISLATIVE AUTHORITY (1975)[a]

LEGISLATIVE AUTHORITY	All Producers	Commercial	Mixed	Part-Time
Alberta Agriculture	88 (57.1)	55 (59.1)	26 (53.1)	7 (58.3)
Agricultural Products Marketing Council	23 (14.9)	13 (14.0)	8 (16.3)	2 (16.7)
Agriculture Canada	11 (7.1)	6 (6.5)	3 (6.1)	2 (16.7)
Alberta Export Agency	3 (1.9)	2 (2.2)	1 (2.0)	0 (0.0)
Canadian Consumers Council	3 (1.9)	2 (2.2)	1 (2.0)	0 (0.0)
No Response	26 (16.9)	15 (16.1)	10 (20.4)	1 (8.3)
Total	154 (100.0)	93 (100.0)	49 (100.0)	12 (100.0)

[a]Responses are expressed in absolute frequencies with relative frequencies shown in parentheses.

close association of the Council with Alberta Agriculture. The author would suggest that the response to the section on legislative authority is a result of a lack of knowledge by producers regarding the authority of the Council. This hypothesis is based on the small number of producers actually indicating an awareness of the Council as compared to Alberta Agriculture.

The sample exhibited a poor level of knowledge regarding the powers delegated to the Commission under provincial legislation, as illustrated in Table 9-3. Generally the powers under which the Commission operates are poorly understood as is evidenced by the fact that in excess of 40 percent of the producers did not realize that the Commission is deducting a levy on all cattle that they market. The low response to the licensing provision may be somewhat explained by the fact that the Commission does not directly license producers but does issue licenses to "livestock dealers" through whom cattle are marketed.

Producer Opinion Toward Commission Operations

In surveying the opinions that the producers have regarding the operational effectiveness of the Commission the responses to the fifteen functional statements in the questionnaire were ranked and analyzed using the method outlined in Chapter 4. Responses to the statements were solicited from Commission members and Zone Representatives as well as producers. Producer responses indicated this group was of the opinion that all of the functional statements were objectives of the Commission. The Commission members believed that only eight of the fifteen functional statements were Commission objectives while the response from the Zone Representatives indicated that eleven of the statements were objectives.

Table 9-3

ALBERTA CATTLE COMMISSION
PRODUCER KNOWLEDGE OF OPERATIONAL POWERS (1975)[a]

POWER	All Producers	Commercial	Mixed	Part-Time
to promote the consumption of beef[b]	93 (60.4)	57 (61.3)	29 (59.2)	7 (58.3)
to collect a levy from producers for cattle marketed[b]	90 (58.4)	56 (60.2)	26 (53.1)	8 (66.7)
to develop markets, both domestic and export[b]	76 (49.4)	46 (49.5)	23 (46.9)	7 (58.3)
to control imports	24 (15.6)	14 (15.1)	9 (18.4)	1 (8.3)
to license persons engaged in the marketing of cattle[b]	21 (13.6)	12 (12.9)	8 (16.3)	1 (8.3)
to control exports	20 (13.0)	10 (10.8)	8 (16.3)	2 (16.7)
to establish producer price	18 (11.7)	10 (10.8)	8 (16.3)	0 (0.0)
to control interprovincial trade	16 (10.4)	9 (9.7)	6 (12.2)	1 (8.3)
to establish marketing quotas	14 (9.1)	9 (9.7)	4 (8.2)	1 (8.3)
to purchase and/or sell cattle	12 (7.8)	7 (7.5)	4 (8.2)	1 (8.3)
to establish consumer and/or wholesale prices	9 (5.8)	5 (5.4)	4 (8.2)	0 (0.0)
to pool prices	6 (3.9)	3 (3.2)	2 (4.1)	1 (8.3)
TOTAL POSSIBLE RESPONSES	154 (100.0)	93 (100.0)	49 (100.0)	12 (100.0)

[a]Responses are expressed in absolute frequencies with relative frequencies shown in parentheses. Responses to each power were analyzed independently based on a total possible response.

The results of this section of the survey are shown in Table 9-4. The response calculations for the Commission members, Zone Representatives, and producers were plotted on a profile graph (Figure 9-2) to more visually illustrate the areas of difference in opinion among these three segments, regarding Commission effectiveness in carrying out its objectives.

The responses of the Zone Representatives closely parallel those of the Commission members with the exception of the three functional statements in which the objective was in question. While the responses from the Commission members were generally positive in nature the responses obtained from the producers tended to be somewhat neutral with no strong opinion expressed, either positive or negative, to any of the statements.

Producer perception of benefits derived by their individual cattle producing enterprise due to Commission operations was low with only 22.1 percent of replying producers indicating that they felt the Commission to be of benefit. It should be noted that 28.6 percent of the responding producers expressed no opinion. The main reason expressed for the lack of perceived benefit was the current low prices, over which the Commission has no control. The promotional activities of the Commission were perceived as the main benefit of its operation.

Despite the low perceived benefit, 42.9 percent of replying producers indicated their favor for the continued operation of the Commission. Again, it should be noted that 28.6 percent of the responding producers expressed no opinion. The reason most often expressed for the continued oepration of the Commission was the role of the Commission in providing a voice for producers in industry matters. The producer response

Table 9-4

ALBERTA CATTLE COMMISSION
COMPARISON OF RESPONSE TO STATEMENTS REGARDING OPERATIONAL EFFECTIVENESS BY SEGMENT (1975)[a]

STATEMENT	Commission Members	Zone Representatives	All Producers	Commercial Producers	Mixed Producers	Part-Time Producers
1) They organized producers into a viable group capable of exercising some control over the marketing of their commodity.	N.O.[b]	0.7	0.0	0.1	-0.1	-0.2
2) They give producers a greater voice in legislative matters.	1.5	1.6	0.3	0.3	0.2	0.1
3) They are instrumental in developing new marketing techniques.	1.2	0.9	0.2	0.3	-0.1	0.4
4) They have expanded and developed markets for their commodity.	0.9	0.4	-0.1	-0.1	-0.3	0.1
5) They aggressively promote and merchandise their commodity.	0.8	0.7	-0.1	0.0	-0.3	-0.1
6) They effectively improve prices to producers.	0.0	-0.5	-0.6	-0.7	-0.5	-0.7
7) They assist producers in establishing contracts for the marketing of their product.	0.5	-0.3	-0.3	-0.4	-0.3	0.0
8) They are instrumental in maintaining and improving the quality of their commodity.	0.8	0.4	0.1	0.1	0.0	0.5
9) They influence supply through the use of marketing quotas.	N.O.[b]	N.O.[b]	-0.4	-0.5	-0.3	-0.5
10) They influence price by establishing minimum prices payable at the farm level.	N.O.[b]	N.O.[b]	-0.4	-0.3	-0.5	-0.7
11) They provide market information to producers.	1.1	0.8	0.4	0.4	0.5	0.8
12) They reduce large fluctuations in supply through coordination of marketings.	N.O.[b]	N.O.[b]	-0.4	-0.5	-0.4	-0.3
13) They provide a service to the buyer of the product by ensuring a supply of the type or grade of the product demanded.	N.O.[b]	N.O.[b]	-0.1	-0.2	0.0	-0.1
14) They established a more efficient marketing system.	N.O.[b]	-0.3	-0.2	-0.2	-0.3	-0.3
15) They influence the marketing structure to minimize the cost of marketing.	N.O.[b]	-0.5	-0.3	-0.4	-0.2	-0.2

[a]The individual responses to each operational statement was ranked on a Likert scale with a range from "strongly agree" (+2.0) to "strongly disagree" (-2.0). All responses to each statement were then averaged by segment and presented in this table as a segment response.

[b]Response indicated statement was not a Board objective.

Figure 9-2

ALBERTA CATTLE COMMISSION

PROFILE OF SEGMENT RESPONSE TO STATEMENTS REGARDING OPERATIONAL EFFECTIVENESS (1975)[a]

They give producers a greater voice in legislative matters.

They are instrumental in developing new marketing techniques.

They provide market information to producers.

They have expanded and developed markets for their commodity.

They aggressively promote and merchandise their commodity.

They are instrumental in maintaining and improving the quality of their commodity.

They assist producers in establishing contracts for the marketing of their product.

They effectively improve prices to producers.

They organized producers into a viable group capable of exercising some control over the marketing of their commodity.

They established a more efficient marketing system.

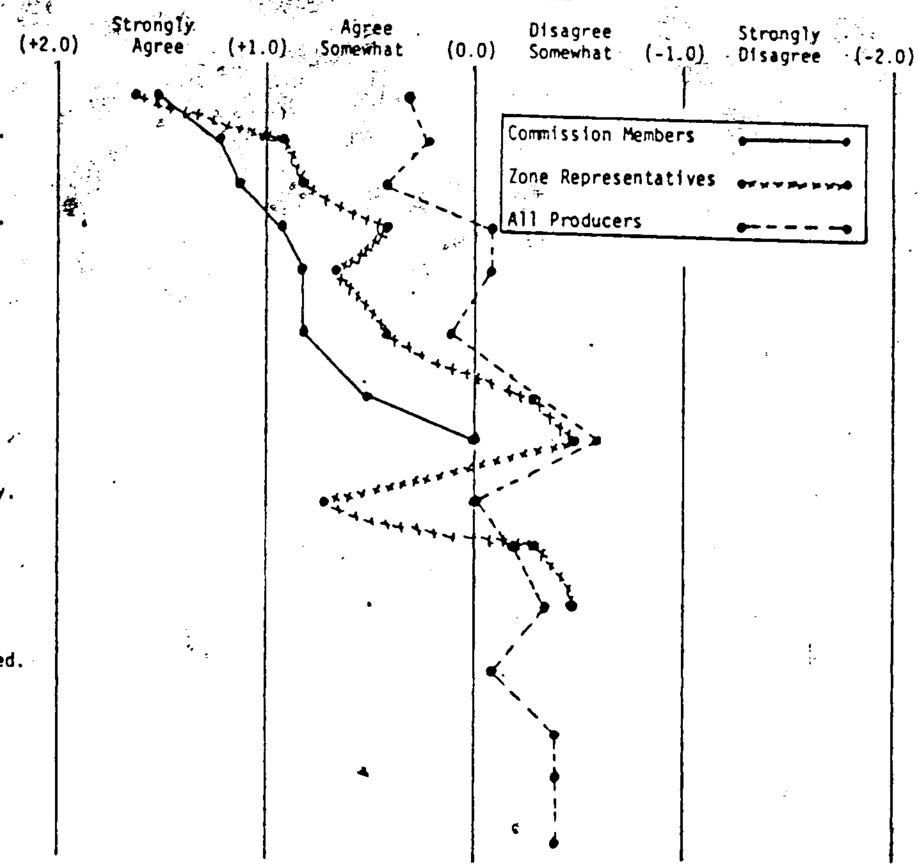
They influence the marketing structure to minimize the cost of marketing.

They provide a service to the buyer of the product by ensuring a supply of the type or grade of the product demanded.

They influence price by establishing minimum prices payable at the farm level.

They influence supply through the use of marketing quotas.

They reduce large fluctuations in supply through coordination of marketings.



[a]The responses to the operational statements analyzed in Table 9-4 are presented graphically in this figure to illustrate any variance of opinion between Commission members, zone representatives and producers regarding the operational effectiveness of the Commission.

to the two questions regarding Commission benefit and continuation of operation are outlined in Tables 9-5 and 9-6. Comments by producers indicated that many felt that increased communication between the Commission and producers was required. Further expansion of the Commission's promotional activities was also suggested. The producer segment appeared to be in conflict regarding the desire for improved prices versus the need for increased control over their marketing system.

Summary and Recommendations

The Alberta Cattle Commission would appear to have not attained a satisfactory relationship with its producers, but it is anticipated that the restructuring of the Commission which occurred in 1975 will improve this situation. The producers surveyed exhibited a poor understanding of the powers exercised by their Commission which may, in part, account for the somewhat negative producer response regarding the operational effectiveness of the Commission. The survey indicated a degree of support for the Commission, although less than one-quarter of the producers felt that the Commission's operations had been of any benefit to their individual enterprise.

The survey indicates that the Commission should be concerned regarding its relationship with producers, but that an increased effort in communicating to producers more details on Commission programs and activities and the powers available to the Commission under legislation could serve to benefit this relationship.[11]

[11] It should be noted that subsequent to the restructuring of the Alberta Cattle Commission in 1975 and the conduct of this survey the Commission has increased its activities relative to producer relations through publication of a newsletter and the conduct of producer meetings.

Table 9-5

ALBERTA CATTLE COMMISSION
PRODUCERS PERCEIVING BENEFIT FROM COMMISSION OPERATIONS (1975)[a]

RESPONSE	All Producers	Commercial	Mixed	Part-Time
Yes	34 (22.1)	20 (21.5)	13 (26.5)	1 (8.3)
No	76 (49.4)	47 (50.5)	20 (40.8)	9 (75.0)
No Response	44 (28.6)	26 (28.0)	16 (32.7)	2 (16.7)
Total	154 (100.0)	93 (100.0)	49 (100.0)	12 (100.0)

Table 9-6

ALBERTA CATTLE COMMISSION
PRODUCERS FAVORING CONTINUANCE OF COMMISSION OPERATIONS (1975)[a]

RESPONSE	All Producers	Commercial	Mixed	Part-Time
Yes	66 (42.9)	41 (44.1)	19 (38.8)	6 (50.0)
No	44 (28.6)	26 (28.0)	14 (28.6)	4 (33.3)
No Response	44 (28.6)	26 (28.0)	16 (32.7)	2 (16.7)
Total	154 (100.0)	93 (100.0)	49 (100.0)	12 (100.0)

[a]Responses are expressed in absolute frequencies with relative frequencies shown in parentheses.

Chapter 10: THE ALBERTA SHEEP AND WOOL COMMISSION

The Alberta Sheep and Wool Commi ion, established in 1972 under authority of Alberta Regulation 23/72, provides for a producer-elected Commission composed of seven members. The Commission's main function is to conduct and support promotional, educational and research programs relative to the sheep industry.

Approximately 2,500 producers were registered with the Commission in 1975 and a levy of twenty-five cents per head of sheep marketed and one cent per pound of wool marketed was assessed to cover Commission operations.

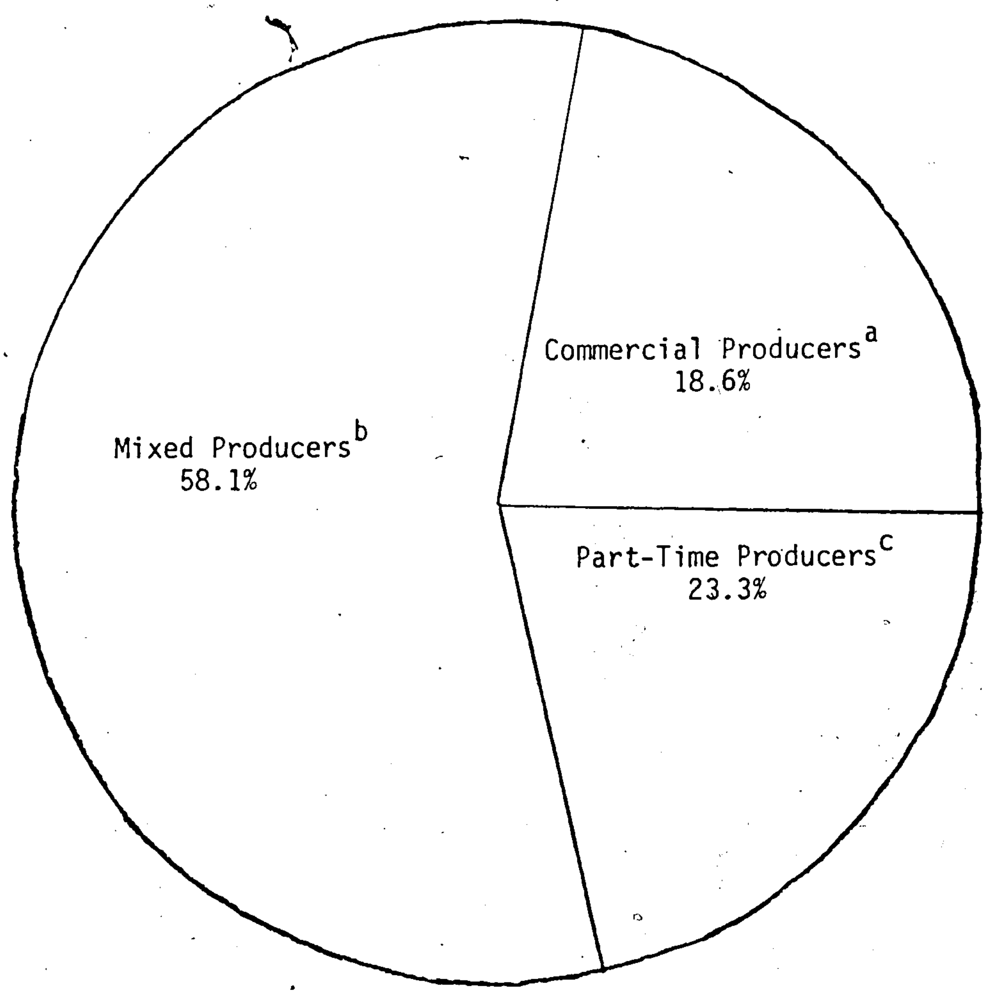
Survey Returns and Demographic Characteristics

Questionnaires were sent to 442 registered producers as well as to the seven Commission members. Eighty-six producers completed and returned the questionnaire for a 19.5 percent return; five questionnaires were returned by the Commission members.

The producer returns were segmented according to the portion of total income received through the sale of sheep and wool in accordance with the procedure outlined in Chapter 3. The segmentation profile of the responding producers is shown in Figure 10-1. The average producer represented by the sample marketed 180 head of sheep annually and had been engaged in the sheep business for more than 14 years. Seventy-three percent of the producers in the sample were over 35 years of age with 42 percent having attained a post-secondary education. As indicated in Table 10-1 a maj ity of producers favored both their Commission member and the Commission manager as a source of information regarding Commission operations. A majority also indicated that they would contact

Figure 10-1

ALBERTA SHEEP AND WOOL COMMISSION
SEGMENTATION PROFILE OF RESPONDING PRODUCERS (1975)



[a]Producers earning a majority of their annual income from sheep production.

[b]Producers earning a majority of their annual income from other than sheep production.

[c]Producers earning a majority of their annual income from other than agricultural production.

Table 10-1

ALBERTA SHEEP AND WOOL COMMISSION
PRODUCER INFORMATION SOURCES (1975)[a]

INFORMATION SOURCE	All Producers	Commercial	Mixed	Part-Time
Sheep Commission Member	57 (66.3)	11 (68.8)	33 (66.0)	13 (65.0)
Sheep Commission Manager	49 (57.0)	11 (68.8)	27 (54.0)	11 (55.0)
Alberta Agriculture	44 (51.2)	6 (37.5)	26 (52.0)	12 (60.0)
Minister of Agriculture	20 (23.3)	8 (18.8)	15 (30.0)	2 (10.0)
Agricultural Products Marketing Council	10 (11.6)	2 (12.5)	7 (14.0)	1 (5.0)
Your Neighbour	6 (7.0)	0 (0.0)	4 (8.0)	2 (10.0)
Your M.L.A.	4 (4.7)	1 (6.3)	2 (4.0)	1 (5.0)
Agriculture Canada	1 (1.2)	0 (0.0)	1 (2.0)	0 (0.0)
Alberta Export Agency	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)
Alberta Consumer Affairs	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)
Canadian Consumers Council	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)
Other	4 (4.7)	0 (0.0)	3 (6.0)	1 (5.0)
TOTAL POSSIBLE RESPONSES	86 (100.0)	16 (100.0)	50 (100.0)	20 (100.0)

[a]Responses are expressed in absolute frequencies with relative frequencies shown in parentheses. Responses to each information source were analyzed independently based on a total possible response.

Alberta Agriculture with a number of producers indicating that they would go directly to the Minister of Agriculture for such information.

Producer Knowledge of Commission Structure

The Marketing of Agricultural Products Act (Alberta) establishes the Alberta Agricultural Products Marketing Council to supervise the operation of producer boards and marketing commissions. Table 10-2 indicates that a majority of the producers surveyed were of the opinion that Alberta Agriculture was responsible for the operation of the Alberta Sheep and Wool Commission. It is difficult to determine whether the response to this section of the questionnaire is due to a lack of knowledge regarding the Alberta Agricultural Products Marketing Council or a result of the close association of the Council with Alberta Agriculture. The author would suggest that the response to the section on legislative authority is a result of a lack of knowledge by producers regarding the authority of the Council. This hypothesis is based on the relatively small number of producers actually indicating an awareness of the Council as compared to Alberta Agriculture.

The sample exhibited a fair level of knowledge regarding the powers delegated to the Commission under provincial legislation, as illustrated in Table 10-3. There was one exception, but in this case the power was not actively being utilized by the Commission.

Producer Opinion Toward Commission Operations

In surveying the opinions that the producers have regarding the operational effectiveness of the Commission the responses to the fifteen functional statements in the questionnaire were ranked and analyzed using the method outlined in Chapter 4. Responses to the statements

Table 10-2

ALBERTA SHEEP AND WOOL COMMISSION
PRODUCER KNOWLEDGE OF LEGISLATIVE AUTHORITY (1975)[a]

LEGISLATIVE AUTHORITY	All Producers	Commercial	Mixed	Part-Time
Alberta Agriculture	51 (59.3)	9 (56.3)	29 (58.0)	13 (65.0)
Agricultural Products Marketing Council	19 (22.1)	5 (31.3)	12 (24.0)	2 (10.0)
Agriculture Canada	7 (8.1)	1 (6.3)	3 (6.0)	3 (15.0)
Alberta Export Agency	1 (1.2)	0 (0.0)	1 (2.0)	0 (0.0)
Canadian Consumers Council	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)
No Response	8 (9.3)	1 (6.3)	5 (10.0)	2 (10.0)
Total	86 (100.0)	16 (100.0)	50 (100.0)	20 (100.0)

[a]Responses are expressed in absolute frequencies with relative frequencies shown in parentheses.

Table 10-3

ALBERTA SHEEP AND WOOL COMMISSION
PRODUCER KNOWLEDGE OF OPERATIONAL POWERS (1975)[a]

POWER	All Producers	Commercial	Mixed	Part-Time
to promote the consumption of lamb and wool[b]	74 (86.0)	12 (75.0)	43 (86.0)	19 (19.5)
to develop markets, both domestic and export[b]	61 (70.9)	14 (87.5)	32 (64.0)	15 (75.0)
to collect a levy from producers for sheep and wool marketed[b]	60 (69.8)	13 (81.3)	36 (72.0)	11 (55.0)
to purchase and/or sell sheep and wool	33 (38.4)	6 (37.5)	18 (36.0)	9 (45.0)
to establish producer price	22 (25.6)	4 (25.0)	13 (26.0)	5 (25.0)
to pool prices	16 (18.6)	2 (12.5)	9 (18.0)	5 (25.0)
to control interprovincial trade	7 (8.1)	2 (12.5)	3 (6.0)	2 (10.0)
to establish marketing quotas	7 (8.1)	0 (0.0)	7 14.0)	0 (0.0)
to control imports	6 (7.0)	1 (6.3)	4 (8.0)	1 (5.0)
to establish consumer and/or wholesale prices	6 (7.0)	0 (0.0)	5 (10.0)	1 (5.0)
to license persons engaged in the marketing of sheep and wool[b]	5 (5.8)	1 (6.3)	2 (4.0)	2 (10.0)
to control exports	3 (3.5)	0 (0.0)	3 (6.0)	0 (0.0)
TOTAL POSSIBLE RESPONSES	86 (100.0)	16 (100.0)	50 (100.0)	20 (100.0)

[a]Responses are expressed in absolute frequencies with relative frequencies shown in parentheses. Responses to each power were analyzed independently based on a total possible response.

[b]Powers pursuant th The Marketing of Agricultural Products Act (Alberta).

were solicited from Commission members as well as producers. Producer responses indicated this group was of the opinion that all of the functional statements were objectives of the Commission. The Commission members believed that only thirteen of the fifteen functional statements were Commission objectives. The results of the survey are shown in Table 10-4.

The response calculations for both the Commission members and producers were plotted on a profile graph (Figure 10-2) to more visually illustrate the areas of difference in opinion between these two segments regarding Commission effectiveness in carrying out its objectives. The responses from the producers as a group were positive to most of the functional statements in the questionnaire with the exception of three statements which received a negative response. Commission members responded more positively than the producer segment to all statements, with the two exceptions where the Commission members indicated that the functional statements were not objectives of the Commission.

Producer perception of benefits derived by their individual sheep producing enterprise due to Commission operations was relatively high with 62.8 percent of replying producers indicating that they felt the Commission to be of benefit. It should be noted that 11.6 percent of the responding producers expressed no opinion. The main area of benefit expressed by the sample was the increase in lamb prices brought about as a result of the Commission's activities. The Commission does not have any direct control over price paid to producers but was involved in the establishment of a cooperative lamb processing plant in Alberta which did have an effect on the lamb market and tended to increase producer prices.

Table 10-4

ALBERTA SHEEP AND WOOL COMMISSION
COMPARISON OF RESPONSE TO STATEMENTS REGARDING OPERATIONAL EFFECTIVENESS BY SEGMENT (1975)[a]

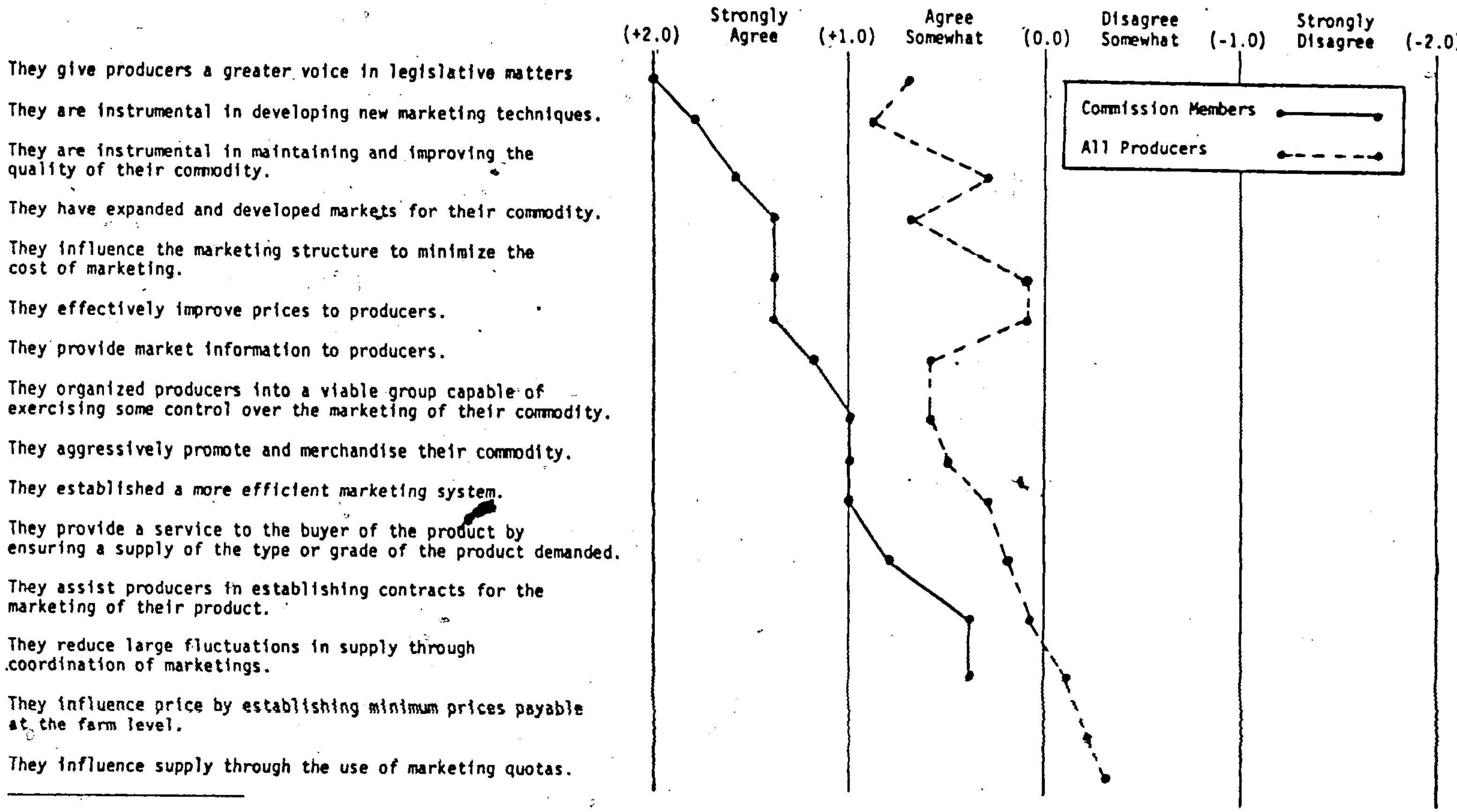
STATEMENT	Commission Members	All Producers	Commercial Producers	Mixed Producers	Part-Time Producers
1) They organized producers into a viable group capable of exercising some control over the marketing of their commodity.	1.0	0.6	1.1	0.3	0.7
2) They give producers a greater voice in legislative matters.	2.0	0.7	0.8	0.5	0.9
3) They are instrumental in developing new marketing techniques.	1.8	0.9	1.1	0.8	1.0
4) They have expanded and developed markets for their commodity.	1.4	0.7	0.8	0.6	0.8
5) They aggressively promote and merchandise their commodity.	1.0	0.5	0.9	0.4	0.4
6) They effectively improve prices to producers.	1.4	0.1	0.4	0.0	0.1
7) They assist producers in establishing contracts for the marketing of their product.	0.4	0.1	0.2	0.0	0.3
8) They are instrumental in maintaining and improving the quality of their commodity.	1.6	0.3	0.6	0.3	0.2
9) They influence supply through the use of marketing quotas.	N.O.[b]	-0.5	-0.5	-0.6	0.6
10) They influence price by establishing minimum prices payable at the farm level.	N.O.[b]	-0.3	-0.1	-0.4	0.0
11) They provide market information to producers.	1.2	0.6	0.6	0.5	1.0
12) They reduce large fluctuations in supply through coordination of marketings.	0.4	-0.2	0.1	-0.3	-0.1
13) They provide a service to the buyer of the product by ensuring a supply of the type or grade of the product demanded.	0.8	0.2	0.4	0.1	0.5
14) They established a more efficient marketing system.	1.0	0.3	0.4	0.3	0.5
15) They influence the marketing structure to minimize the cost of marketing.	1.4	0.1	0.5	-0.1	0.3

[a]The individual response to each operational statement was ranked on a Likert scale with a range from "strongly agree" (+2.0) to "strongly disagree" (-2.0). All responses to each statement were then averaged by segment and presented in this table as a segment response.

[b]Response indicated statement was not a Commission objective.

Figure 10-2

ALBERTA SHEEP AND WOOL COMMISSION
PROFILE OF SEGMENT RESPONSE TO STATEMENTS REGARDING OPERATIONAL EFFECTIVENESS (1975)[a]



[a]The responses to the operational statements analyzed in Table 10-4 are presented graphically in this figure to illustrate any variance of opinion between commission members and producers regarding the operational effectiveness of the Commission

A large majority, 81.4 percent, of the replying producers indicated their favor for the continued operation of the Commission. Again it should be noted that 11.6 percent of the responding producers expressed no opinion. The reason most often expressed for the continued operation of the Commission was the role of the Commission in providing a voice for producers in industry matters. The promotional activities undertaken by the Commission were also cited as a reason for its continued operation. The producer response to the two questions regarding Commission benefit and continuation of operation are outlined in Tables 10-5 and 10-6. Comments by producers indicated that their major concern was the poor market conditions relative to wool. A further increase in the promotional programs conducted by the Commission was suggested by some producers as well as more communications between the Commission and producers. Government sponsored programs aimed at increasing sheep production appeared to be well received by producers with a number citing the need for such programs.

Summary and Recommendations

The Alberta Sheep and Wool Commission appears to have attained a good relationship with its producers although the survey indicates that the Board's effectiveness is somewhat below producer expectations. The sheep producers surveyed exhibited only a fair understanding of the powers exercised by their Commission, but expressed a high level of support for the Commission and its operations.

Although producers appear to fully support the Commission's efforts in market development they also tend to question the effectiveness of these programs. The effectiveness and support for the Commission's promotional programs was not questioned. The Commission maintains a close

Table 10-5

ALBERTA SHEEP AND WOOL COMMISSION
PRODUCERS PERCEIVING BENEFIT FROM COMMISSION OPERATIONS (1975)[a]

RESPONSE	All Producers	Commercial	Mixed	Part-Time
Yes	54 (62.8)	13 (81.3)	27 (54.0)	14 (70.0)
No	22 (25.6)	3 (18.8)	14 (28.0)	5 (25.0)
No Response	10 (11.6)	[illegible] (0.0)	9 (18.0)	1 (5.0)
Total	86 (100.0)	16 (100.0)	50 (100.0)	20 (100.0)

Table 10-6

ALBERTA SHEEP AND WOOL COMMISSION
PRODUCERS FAVORING CONTINUANCE OF COMMISSION OPERATIONS (1975)[a]

RESPONSE	All Producers	Commercial	Mixed	Part-Time
Yes	70 (81.4)	15 (93.8)	38 (76.0)	17 (85.0)
No	6 (7.0)	1 (6.3)	3 (6.0)	2 (10.0)
No Response	10 (11.6)	0 (0.0)	9 (18.0)	1 (5.0)
Total	86 (100.0)	16 (100.0)	50 (100.0)	20 (100.0)

[a]Responses are expressed in absolute frequencies with relative frequencies shown in parentheses.

relationship with government in the publication of a newsletter and the operation of government supported production and marketing programs. Unlike some other commodities sheep producers do not appear to object to the involvement of government in the operation of their industry.

The survey indicates that the Commission faces no major problem in the area of producer relations, but that the Commission should consider placing an increased emphasis on market development orientated programs.

Chapter 11: THE ALBERTA POTATO COMMISSION

The Alberta Potato Commission was established in 1966 under authority of Alberta Regulation 149/66 at which time the Commission was composed of seven members, all of whom were appointed by the Lieutenant Governor in Council and who were representing various segments of the potato industry.[1] The Commission's main function is to conduct and support promotional, educational and research programs relative to the potato industry.

Approximatley 210 producers were registered with the Commission in 1975 and a levy of six and one-half cents per hundredweight of potatoes marketed (basis Canada Number 1 and Canada Number 2 Grade) was assessed to cover Commission operations.

Survey Returns and Demographic Characteristics

Questionnaires were sent to all 208 registered producers as well as to the seven Commission members. Sixty producers completed and returned the questionnaire for a 28.8 percent return; two questionnaires were returned by the Commission members.

The producer returns were segmented according to the portion of total income received through the sale of potatoes in accordance with the procedure outlined in Chapter 3. The segmentation profile of the responding producers is shown in Figure 11-1. The average producer represented by the sample produced approximately 127 acres of potatoes annually and had been engaged in potato production for more than 18 years. Eighty-two percent of the producers in the sample were over 35 years of age with 28 percent having attained a post-secondary education.

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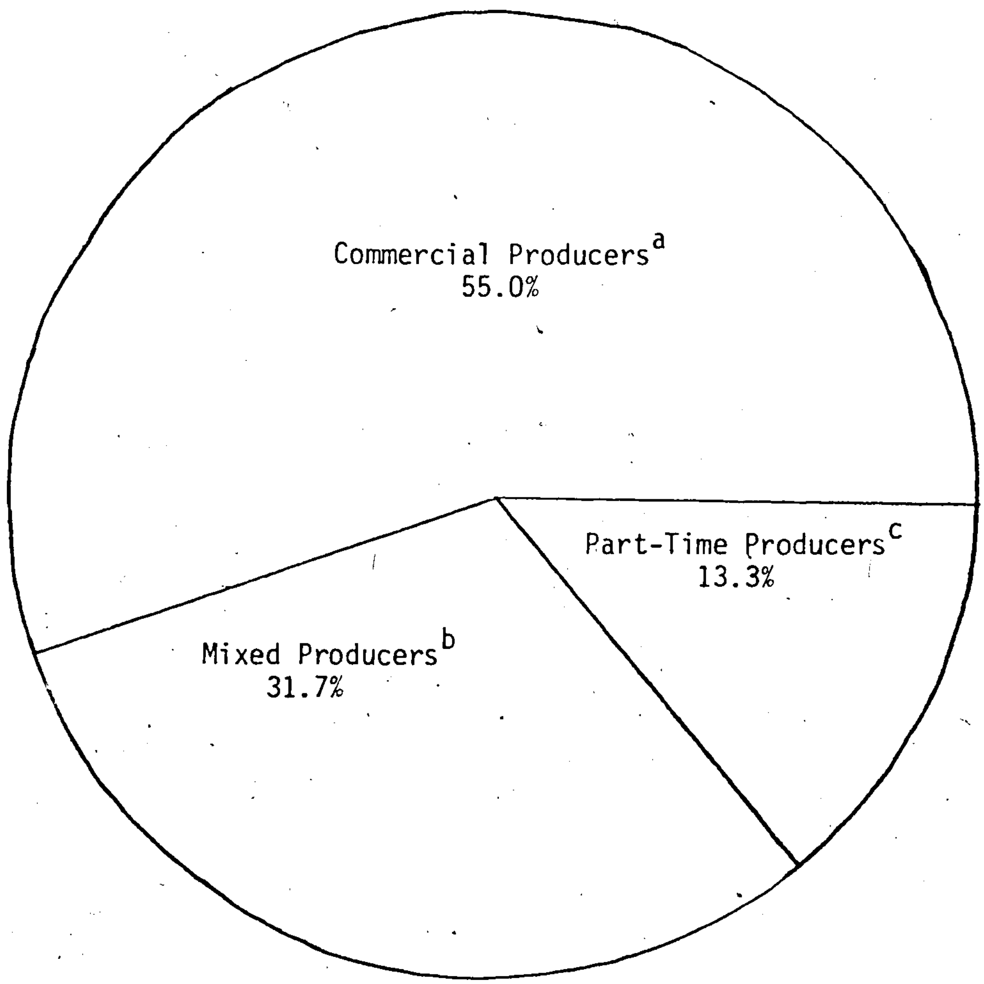
[1] In the latter part of 1976 the structure of the Commission was amended to provide for an elected Commission composed of seven producer members.

Figure 11-1

ALBERTA POTATO COMMISSION
SEGMENTATION PROFILE OF RESPONDING PRODUCERS (1975)



[a] Producers earning a majority of their annual income from potato production.

[b] Producers earning a majority of their annual income from agricultural production other than potato production.

[c] Producers earning a majority of their annual income from other than agricultural production.

As indicated in Table 11-1 most producers favored the Commission manager as a source of information regarding Commission operations. A majority also indicated that they would contact their Commission member for such information. Alberta Agriculture and the Agricultural Products Marketing Council were also sources of information for a number of producers.

Producer Knowledge of Commission Structure

The Marketing of Agricultural Products Act (Alberta) establishes the Alberta Agricultural Products Marketing Council to supervise the operation of producer boards and marketing commissions. Table 11-2 indicates that a majority of the producers surveyed were of the opinion that Alberta Agriculture was responsible for the operation of the Alberta Potato Commission. It is difficult to determine whether the response to this section of the questionnaire is due to a lack of knowledge regarding the Alberta Agricultural Products Marketing Council or a result of the close association of the Council with Alberta Agriculture. The author would suggest that the response to the section on legislative authority is a result of the close association between the Council and Alberta Agriculture. This hypothesis is based on the relatively large number of producers actually indicating an awareness of the Council.

The sample exhibited a good level of knowledge regarding the powers delegated to the Commission under provincial legislation, as illustrated in Table 11-3.

Producer Opinion Toward Commission Operations

In surveying the opinions that the producers have regarding the operational effectiveness of the Commission the responses to the fifteen

Table 11-1

ALBERTA POTATO COMMISSION
PRODUCER INFORMATION SOURCES (1975)[a]

INFORMATION SOURCE	All Producers	Commercial	Mixed	Part-Time
Potato Commission Manager	45 (75.0)	28 (84.8)	14 (73.7)	3 (37.5)
Potato Commission Member	33 (55.0)	20 (60.6)	9 (47.4)	4 (50.0)
Alberta Agriculture	20 (33.3)	7 (21.2)	11 (57.9)	2 (25.0)
Agricultural Products Marketing Council	15 (25.0)	10 (30.3)	3 (15.8)	2 (25.0)
Minister of Agriculture	7 (11.7)	5 (15.2)	2 (10.5)	0 (0.0)
Your M.L.A.	6 (10.0)	5 (15.2)	1 (5.3)	0 (0.0)
Your Neighbour	3 (5.0)	0 (0.0)	2 (10.5)	1 (12.5)
Alberta Consumer Affairs	1 (1.7)	1 (3.0)	0 (0.0)	0 (0.0)
Agriculture Canada	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)
Alberta Export Agency	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)
Canadian Consumers Council	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)
Other	3 (5.0)	2 (6.1)	1 (5.3)	0 (0.0)
TOTAL POSSIBLE RESPONSES	60 (100.0)	33 (100.0)	19 (100.0)	8 (100.0)

[a]Responses are expressed in absolute frequencies with relative frequencies shown in parentheses. Responses to each information source were analyzed independently based on a total possible response.

Table 11-2

ALBERTA POTATO COMMISSION
PRODUCER KNOWLEDGE OF LEGISLATIVE AUTHORITY (1975)[a]

LEGISLATIVE AUTHORITY	All Producers	Commercial	Mixed	Part-Time
Alberta Agriculture	31 (51.7)	15 (45.5)	12 (63.2)	4 (50.0)
Agricultural Products Marketing Council	25 (41.7)	16 (48.5)	6 (31.6)	3 (37.5)
Agriculture Canada	2 (3.3)	0 (0.0)	1 (5.3)	1 (12.5)
Alberta Export Agency	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)
Canadian Consumers Council	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)
No Response	2 (3.3)	2 (6.1)	0 (0.0)	0 (0.0)
Total	60 (100.0)	33 (100.0)	19 (100.0)	8 (100.0)

[a] Responses are expressed in absolute frequencies with relative frequencies shown in parentheses.

Table 11-3

ALBERTA POTATO COMMISSION
PRODUCER KNOWLEDGE OF OPERATIONAL POWERS (1975)[a]

POWER	All Producers	Commercial	Mixed	Part-Time
to collect a levy from producers for potatoes marketed[b]	46 (76.7)	30 (90.9)	12 (63.2)	4 (50.0)
to license persons engaged in the marketing of potatoes[b]	44 (73.3)	26 (78.8)	13 (68.4)	5 (62.5)
to promote the consumption of potatoes[b]	42 (70.0)	29 (87.9)	9 (47.4)	4 (50.0)
to develop markets, both domestic and export[b]	30 (50.0)	17 (51.5)	9 (47.4)	4 (50.0)
to establish producer price	11 (18.3)	1 (3.0)	10 (52.6)	0 (0.0)
to control imports	4 (6.7)	1 (3.0)	2 (10.5)	1 (12.5)
to establish consumer and/or wholesale prices	4 (6.7)	0 (0.0)	3 (15.8)	1 (12.5)
to purchase and/or sell potatoes	4 (6.7)	0 (0.0)	3 (15.8)	1 (12.5)
to establish marketing quotas	2 (3.3)	0 (0.0)	1 (5.3)	1 (12.5)
to pool prices	1 (1.7)	0 (0.0)	1 (5.3)	0 (0.0)
to control interprovincial trade	1 (1.7)	0 (0.0)	1 (5.3)	0 (0.0)
to control exports[c]	1 (1.7)	0 (0.0)	0 (0.0)	1 (12.5)
TOTAL POSSIBLE RESPONSE	60 (100.0)	33 (100.0)	19 (100.0)	8 (100.0)

[a]Responses are expressed in absolute frequencies with relative frequencies shown in parentheses. Responses to each power were analyzed independently based on a total possible response.

[b]Powers pursuant to The Marketing of Agricultural Products Act (Alberta).

[c]Powers pursuant to the Agricultural Products Marketing Act (Canada).

functional statements in the questionnaire were ranked and analyzed using the method outlined in Chapter 4. Responses to the statements were solicited from Commission members as well as producers. The producers indicated by their responses that all of the functional statements were objectives of the Commission. With only two Commission members replying to the questionnaire a difficulty arose in analyzing this section of the survey where the opinion of the two members differed on whether or not the functional statement represented a Commission objective. This situation occurred with regard to five of the functional statements; the members agreed that seven of the statements represented Commission objectives and that three were not objectives of the Commission. In order to allow a comparison with the responses from the producer segment the response from the Commission members has been treated as being positive to the five functional statements where total agreement did not occur. Where the two replying Commission members differ in opinion this has been noted for clarification in interpreting the survey. The results of this section of the survey are shown in Table 11-4.

The response calculations for both the Commission members and producers were plotted on a profile graph (Figure 11-2) to more visually illustrate the areas of difference in opinion between these two segments regarding Commission effectiveness in carrying out its ojbectives. The responses from the producers as a group were relatively neutral with no strong attitudinal response either positive or negative to any of the statements. The responses from the Commission members were positive to all objective statements.

Table 11-4

ALBERTA POTATO COMMISSION
COMPARISON OF RESPONSE TO STATEMENTS REGARDING OPERATIONAL EFFECTIVENESS BY SEGMENT (1975)[a]

STATEMENT	Commission Members	All Producers	Commercial Producers	Mixed Producers	Part-Time Producers
1) They organized producers into a viable group capable of exercising some control over the marketing of their commodity.	1.5	0.4	0.4	0.2	0.8
2) They give producers a greater voice in legislative matters.	2.0	0.6	0.5	0.6	0.9
3) They are instrumental in developing new marketing techniques.	1.5	0.3	0.1	0.6	0.8
4) They have expanded and developed markets for their commodity.	1.0	0.3	0.2	0.3	0.6
5) They aggressively promote and merchandise their commodity.	1.0[b]	0.4	0.3	0.3	0.6
6) They effectively improve prices to producers.	0.5[b]	-0.1	0.0	-0.4	0.3
7) They assist producers in establishing contracts for the marketing of their product.	1.0[b]	0.4	0.5	0.2	0.6
8) They are instrumental in maintaining and improving the quality of their commodity.	2.0	0.5	0.5	0.4	0.8
9) They influence supply through the use of marketing quotas.	N.O.[c]	-0.6	-0.8	-0.5	0.1
10) They influence price by establishing minimum prices payable at the farm level.	N.O.[c]	-0.2	-0.3	-0.1	N.R.[d]
11) They provide market information to producers.	1.5	1.0	1.0	1.2	0.9
12) They reduce large fluctuations in supply through coordination of marketings.	N.O.[c]	-0.4	-0.6	-0.2	-0.4
13) They provide a service to the buyer of the product by ensuring a supply of the type or grade of the product demanded.	1.0	-0.2	-0.4	0.1	0.0
14) They established a more efficient marketing system.	0.5[b]	-0.4	-0.6	-0.3	N.R.[d]
15) They influence the marketing structure to minimize the cost of marketing.	1.0[b]	-0.5	-0.7	-0.3	N.R.[d]

[a]The individual response to each operational statement was ranked on a Likert scale with a range from "strongly agree" (+2.0) to "strongly disagree" (-2.0). All responses to each statement were then averaged by segment and presented in this table as a segment response.

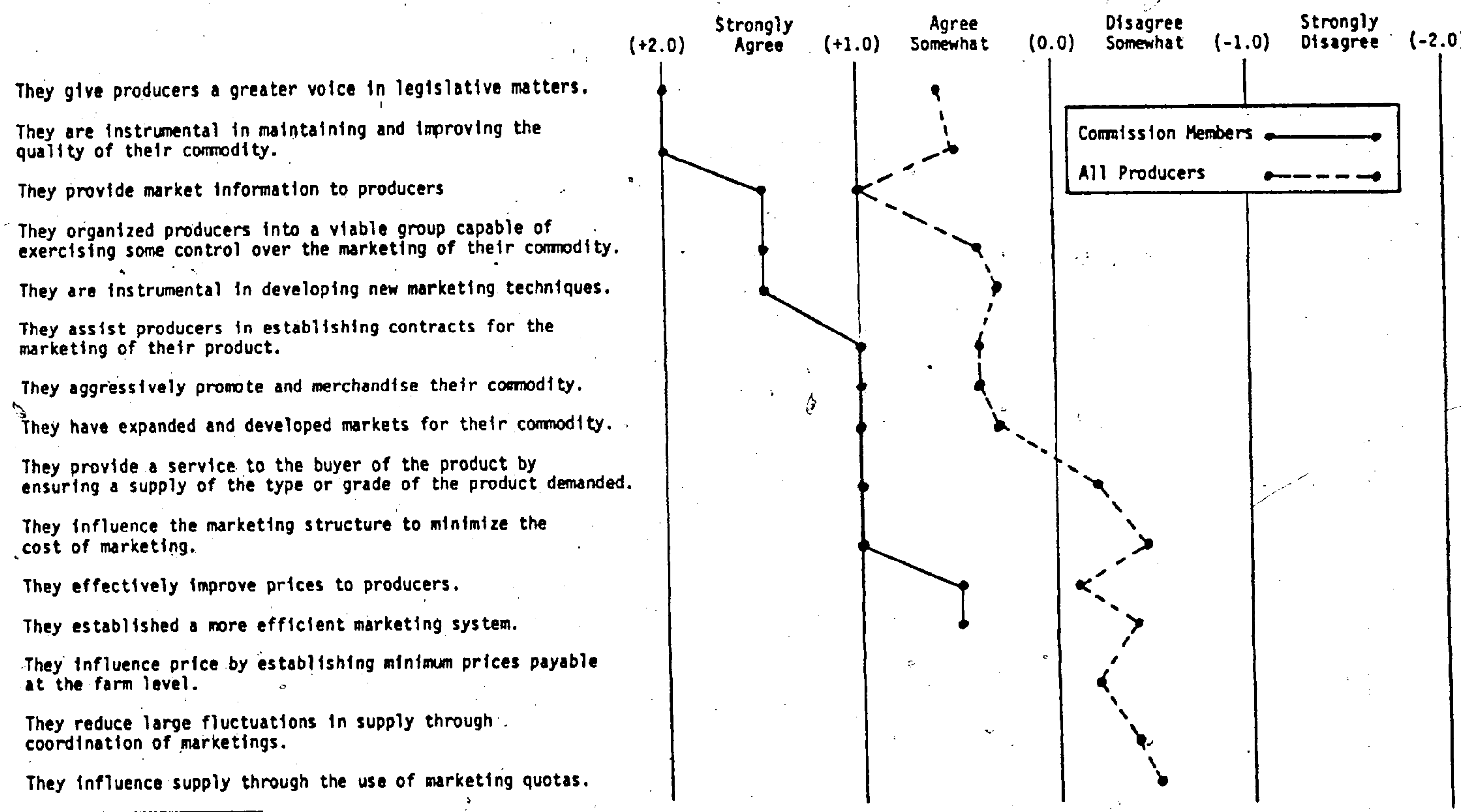
[b]Only one of the two responding Commission members indicated the statement as a Commission objective.

[c]Response indicated was not a Commission objective.

[d]No response to statement.

Figure 11-2

ALBERTA POTATO COMMISSION
PROFILE OF SEGMENT RESPONSE TO STATEMENTS REGARDING OPERATIONAL EFFECTIVENESS (1975)[a]



[a]The responses to the operational statements analyzed in Table 11-4 are presented graphically in this figure to illustrate any variance of opinion between commission members and producers regarding the operational effectiveness of the Commission.

Producer perception of benefits derived by their individual potato producing enterprise due to Commission operations was moderate with 51.7 percent of replying producers indicating that they felt the Commission to be of benefit. It should be noted that 3.3 percent of the responding producers expressed no opinion. The main area of benefit expressed by the sample was the information available to producers through the activities of the Commission.

A fair majority, 60.0 percent, of the replying producers indicated their favor for the continued operation of the Commission. Again, it should be noted that 3.3 percent of the responding producers expressed no opinion. The reason most often expressed for the continued operation of the Commission was the role of the Commission in providing a voice for producers in industry matters. The producer response to the two questions regarding Commission benefit and continuation of operation are outlined in Tables 11-5 and 11-6. Comments by producers indicated that many felt that increased communication between the Commission and producers was required. A number of producers indicated their desire for the establishment of a marketing board to replace the Commission.

Summary and Recommendation

The Alberta Potato Commission appears to have attained only a moderate relationship with its producers. The potato producers surveyed exhibited a good understanding of the powers available to their Commission under legislation, with many producers expressing a need for increased powers so as to be able to exert more power in the market place.

Producers responded favorably to the Commission's activities in promotion of their product and communicating with producers, but expressed

Table 11-5

ALBERTA POTATO COMMISSION
PRODUCERS PERCEIVING BENEFIT FROM COMMISSION OPERATIONS (1975)[a]

RESPONSE	All Producers	Commercial	Mixed	Part-Time
Yes	31 (51.7)	18 (54.5)	8 (42.1)	5 (62.5)
No	27 (45.0)	15 (45.5)	9 (47.4)	3 (37.5)
No Response	2 (3.3)	0 (0.0)	2 (10.5)	0 (0.0)
Total	60 (100.0)	33 (100.0)	19 (100.0)	8 (100.0)

Table 11-6

ALBERTA POTATO COMMISSION
PRODUCERS FAVORING CONTINUANCE OF COMMISSION OPERATIONS (1975)[a]

RESPONSE	All Producers	Commercial	Mixed	Part-Time
Yes	36 (60.0)	17 (51.5)	13 (58.4)	6 (75.0)
No	22 (36.7)	16 (48.5)	4 (21.1)	2 (25.0)
No Response	2 (3.3)	0 (0.0)	2 (10.5)	0 (0.0)
Total	60 (100.0)	33 (100.0)	19 (100.0)	8 (100.0)

[a]Responses are expressed in absolute frequencies with relative frequencies shown in parentheses.

a need for the Commission to become more active in the marketing of potatoes. Despite the fact that two previous attempts to establish a marketing board with more powers than the present Commission were defeated in a plebiscite, there still appears to be considerable producer support for this concept.

The survey indicates that the Commission may have some concern regarding its relationship with producers and should continue to keep producers informed regarding its programs and activities. It is questionable whether or not the current Commission structure will be able to meet producer expectations in the area of marketing due to the limited legislative authority available to a commission. The final decision as to what type of marketing structure is best for the potato industry lies with the producers who will have to make the choice and then support whatever organizational structure is chosen if it is to be successful and meet their expectations.

Chapter 12: ANALYSIS AND EVALUATION OF HYPOTHESES

Evaluation of Research

The magnitude and the volume of data produced by the survey was such that only a general analysis of the participating boards was possible within the confines of this report. Sufficient data is presented to provide a basis for a more in-depth review and further study on an individual board or commodity approach.

Quantitative data obtained by this type of research is often very stark and usually requires a degree of subjective analysis to yield meaningful results or conclusions. With this in mind the author has attempted to utilize the data obtained as a foundation upon which subjective judgements may be made relative to the validity of the hypotheses stated in Chapter 1.

Analysis of Survey Results

The basis of comparison for the hypotheses being tested is the producer response to section E (2) of the questionnaire which relates to producer opinion towards the continuation of the marketing board being surveyed. The results of this part of the survey are summarized in Table 12-1. The data obtained from the survey will be analyzed using correlation analysis to determine the closeness of the relationships between the producers opinions toward the continued operation of the marketing boards surveyed and the following factors:

(1) the degree of knowledge that producers possess about board powers and authority,

(2) the degree of satisfaction held by producers regarding the effectiveness of board operations,

Table 12-1

PRODUCER SUPPORT FOR
CONTINUANCE OF BOARD OPERATIONS (1975)

Name of Board	Producers Favoring Continuance of Board
Alberta Broiler Growers' Marketing Board	97.8%
Alberta Turkey Growers' Marketing Board	93.3%
Alberta Sheep and Wool Commission	81.4%
Alberta Egg and Fowl Marketing Board	73.9%
Alberta Vegetable Growers' Marketing Board	69.2%
Alberta Hog Producers' Marketing Board	61.7%
Alberta Potato Commission	60.0%
Alberta Cattle Commission	42.9%

(3) the similarity of opinion between the board of directors and the producers towards the effectiveness of board operations, and

(4) the degree of benefit that producers perceive to occur as a result of board operations.

For the purpose of testing the hypothesis that the true population value of the coefficient of correlation is significantly different from zero the test statistic provided by the Student's t distribution will be used. In addition to calculate confidence limits for the true value of the population correlation coefficient the Fisher's Z transformation procedure will be applied.

<u>The first hypothesis</u> presented was that the support exhibited for the continued operation of a marketing board is directly related to the degree of knowledge that producers possess about board power and authority. Producer support for the marketing board can be compared to the producer response to section C of the questionnaire which tests producer knowledge of board powers and authority. The results of this comparison are presented in Table 12-2.

The coefficient of correlation between these two factors is positive ($r = 0.738$) and would indicate that knowledge of board powers and authority is a positive factor in determining producer support for marketing board operations. This relationship is significantly greater than zero ($t = 2.679 > t_{.05} = 2.447$) at the 95 percent level of significance. Using this same level of significance the confidence limits for the true value of the population correlation coefficient lie between 0.070 and 0.949. If we reduce the confidence limits to the 90 percent level this range is narrowed to between 0.207 to 0.934.

Table 12-2

COMPARISON OF PRODUCER SUPPORT AND KNOWLEDGE OF BOARD POWERS (1975)

Name of Board	Producer Support	Producer Knowledge of Board Powers[a]
Alberta Broiler Growers' Marketing Board	97.8%	63.7%
Alberta Turkey Growers' Marketing Board	93.3%	53.9%
Alberta Sheep and Wool Commission	81.4%	58.1%
Alberta Egg and Fowl Marketing Board	73.9%	49.8%
Alberta Vegetable Growers' Marketing Board	69.2%	60.6%
Alberta Hog Producers' Marketing Board	61.7%	48.1%
Alberta Potato Commission	60.0%	54.3%
Alberta Cattle Commission	42.9%	45.5%

[a]This figure is calculated by taking a weighted average of those producers indicating a knowledge of the actual board powers expressed as a percentage.

The second hypothesis presented was that the support exhibited for the continued operation of a marketing board is directly related to the degree of satisfaction held by producers regarding the effectiveness of board operations. In this case the producer support for the marketing board, as outlined in Table 12-1, can be compared to the producer response to section D of the questionnaire which surveyed producer opinion regarding the boards effectiveness in carrying out their objectives. Table 12-3 presents a comparison of these opinions with the producer support for the board.

The data collected supports this hypothesis with a positive coefficient of correlation ($r = 0.843$) between the two factors and thus indicates that producer satisfaction regarding the effectiveness of marketing board operations is a major factor in determining producer support for the continuance of such board operations. This relationship is highly signifcant and statistically greater than zero ($t = 3.838 > t_{.01} = 3.707$) at the 99 percent level of significance. In this case the confidence limits for the true value of the population correlation coefficient, at the 95 percent level of significance, lie between 0.336 and 0.971.

The author maintains the position that producer knowledge of board powers and authority is an important factor in formulating meaningful producer expectations of and opinion towards the effectiveness of board operations, but does not necessarily ensure that such opinion will be positive unless warranted by successful board operations. This proposition is partially supported by the analyses of the first two hypotheses where both factors, i.e. knowledge of board powers and authority and the degree of satisfaction regarding board effectiveness, were shown

Table 12-3

COMPARISON OF PRODUCER SUPPORT AND
OPINION REGARDING BOARD EFFECTIVENESS (1975)

Name of Board	Producer Support	Producer Opinion Regarding Board Effectiveness[a]
Alberta Broiler Growers' Marketing Board	97.8%	0.73
Alberta Turkey Growers' Marketing Board	93.3%	1.16
Alberta Sheep and Wool Commission	81.4%	0.38
Alberta Egg and Fowl Marketing Board	73.9%	0.57
Alberta Vegetable Growers' Marketing Board	69.2%	0.29
Alberta Hog Producers' Marketing Board	61.7%	0.51
Alberta Potato Commission	60.0%	0.23
Alberta Cattle Commission	42.9%	-0.01

[a]This figure is calculated by taking an average of the producer response to the positive operational statements regarding the boards effectiveness in carrying out its objectives. These responses were measured against the following scale:

Strongly Agree (+2.0) ⟷ Agree Somewhat (+1.0) ⟷ Disagree Somewhat (-1.0) ⟷ Strongly Disagree (-2.0) to be positively correlated to the level of producer support for the continued operation of marketing boards. By analyzing the relationship between these two factors we find that the coefficient of correlation between producer knowledge of board powers and authority and producer satisfaction regarding board effectiveness while positive ($r = 0.345$) is not statistically significant ($t = 0.901 > t_{.5} = 0.718$). We also note that the 95 percent confidence limits for the true value of the population correlation coefficient contain a negative quantity with the range being between -0.478 and 0.846. This situation can, at least partially, be explained by referring to Figure 1-1 as presented in Chapter 1. By applying the data and results presented in this analysis it becomes apparent that knowledge of board powers and authority by producers does not ensure producer support for their continuance. The author would suggest that certain boards may have been experiencing some structural or operational difficulties at the time the survey was conducted which could account for this somewhat conflicting situation.[1]

The third hypothesis presented is an extension of the previous analysis in that it compares the responses regarding effectiveness of board operations received from producers with those of the board of directors. The hypothesis is that the support exhibited for the continued operation of a marketing board is directly related to the similarity between the board of directors and the producers in their opinions towards the effectiveness of board operations. The difference in the response

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[1]It should be noted that subsequent to the conduct of this survey both the Alberta Cattle Commission and the Alberta Potato Commission have substantially altered their structure. In addition the Alberta Hog Producers' Marketing Board has implemented several major changes to its operational procedures.

between producers and the board of directors to section C of the questionnaire as compared to producer support for the board is outlined in Table 12-4.

The absolute variation in opinion between producers and the boards of directors regarding the effectiveness of marketing board operations is inversely correlated ($r = -0.215$) to the degree of pro[illegible] support for continuance of board operations, but this relationship is not statistically significant ($t = 0.539 > t_{.7} = 0.404$). In an attempt to analyze the relationship between the opinions held by the boards of directors and the opinions held by producers the opinions of these two groups regarding effectiveness of board operations were statistically analyzed and yielded a coefficient of correlation that was positive ($r = 0.598$), but again this relationship was not significant ($t = 1.825 > t_{.2} = 1.440$). The final step in determining the relationship of the opinion of the boards of directors to producer support for the continuance of marketing board operations also resulted in a non-significant positive correlation ($r = 0.502$, $t = 1.430 > t_{.3} = 1.134$).

From the results of this analysis the author concludes that the opinions expressed by the boards of directors do not necessarily reflect or have any relationship to the opinions held by producers regarding marketing board effectiveness nor do they have a relationship to the degree of producer support for the continuance of board operations. The author would therefore emphasize the importance to board administrators of having some measure of actual producer opinion and not establishing operational policy of a marketing board solely on the opinions of those persons directly associated with board operations, i.e. directors.

Table 12-4

COMPARISON OF THE DIFFERENCE BETWEEN PRODUCER AND DIRECTOR OPINION RELATIVE TO PRODUCER SUPPORT (1975)

Name of Board	Producer Support	Opinion Regarding Board Effectiveness[a]		
		Producers	Directors	Difference
Alberta Broiler Growers' Marketing Board	97.8%	0.73	1.69	0.96
Alberta Turkey Growers' Marketing Board	93.3%	1.16	1.54	0.38
Alberta Sheep and Wool Commission	81.4%	0.38	1.18	0.80
Alberta Egg and Fowl Marketing Board	73.9%	0.57	0.91	0.34
Alberta Vegetable Growers' Marketing Board	69.2%	0.29	.20	0.09
Alberta Hog Producers' Marketing Board	61.7%	0.51	1.36	0.85
Alberta Potato Commission	60.0%	0.23	1.21	0.98
Alberta Cattle Commission	42.9%	-0.01	0.85	0.86

[a] Director opinion was calculated by the same method as producer opinion which is outlined in the footnote to Table 12-3.

In the opinion of the author the analysis of this hypothesis is very important in that it emphasizes the need of active participation by all producers in the operation of their particular marketing board. More specifically this analysis indicates the degree of control that the average producer has over the operation of his board in that it shows the importance of having a line of communication between the elected member/director and the producer and the importance of the attitudes and opinions of the average producer. A major challenge facing marketing board administration is the prevention of apathy among producers with regard to the actual operation of their particular board. Such a situation, if not rectified, could ultimately mean that the policies and future direction of that board would be determined by only a small minority of producers. Should these producers not represent the views of the majority it could ultimately result in the termination of the boards existence to the determent of all producers.

The fourth hypothesis presented was that the support for the continued operation of a marketing board is directly related to the degree of benefit that producers perceive to occur as a result of board operations. Producer support for the marketing board measured by section E (2) of the questionnaire can be compared to the producer response for section E (1) which relates to the perceived benefit to the producer due to the operation of the marketing board. These results are summarized in Table 12-5.

The coefficient of correlation between these two factors is highly positive ($r = 0.963$) and statistically significant at the 99.9 percent level of significance ($t = 8.737 > t_{.001} = 5.959$). The confidence limits

Table 12-5

COMPARISON OF PRODUCER SUPPORT AND BENEFIT OF BOARD OPERATIONS (1975)

Name of Board	Producer Support	Producer Benefit From Board Operations[a]
Alberta Broiler Growers' Marketing Board	97.8%	91.1%
Alberta Turkey Growers' Marketing Board	93.3%	86.7%
Alberta Sheep and Wool Commission	81.4%	62.8%
Alberta Egg and Fowl Marketing Board	73.9%	66.1%
Alberta Vegetable Growers' Marketing Board	69.2%	65.4%
Alberta Hog Producers' Marketing Board	61.7%	51.3%
Alberta Potato Commission	60.0%	51.7%
Alberta Cattle Commission	42.9%	22.1%

[a]Percentage of producers indicating a benefit resulting from board operations.

for the true value of the population correlation coefficient, at the 95 percent level of significance, lie between 0.804 and 0.994.

The results of this analysis indicate that direct economic returns to the producer's individual enterprise due to marketing board activities is a very significant factor in formulating producer opinion regarding the continued operation of that board. Although the improvement of the economic well-being of producers is the major goal of all marketing boards the author is concerned that from the producer's point of view direct results or the yield of benefits to the producer's own operation may be a more significant factor in determining the degree of producer support for a board than a knowledge of its objectives and the methods by which results are achieved. This situation could tend to discount any long term benefits that may accrue due to a boards operation and could result in reduced producer support and ultimate termination in the short term.

During the course of the study a further hypothesis was put forward, and that is that the support exhibited for a marketing board is inversely related to the number of producers that the board regulates. The statistics to test this hypothesis are readily available from the materials previously presented and are summarized in Table 12-6. Based on past performance this hypothesis was proved correct by a statistical analysis of the data which resulted in a relatively large negative correlation ($\hat{r} = -0.751$) statistically significant at the 95 percent level ($t = 2.788 > t_{.05} = 2.447$). It is important to note that the confidence limits, at the 95 percent level of significance, for the true value of the population correlation coefficient have a relatively wide range between 0.090 and 0.952. The author tends to discount the significance

Table 12-6

COMPARISON OF PRODUCER SUPPORT AND
SIZE OF PRODUCER BODY (1975)

Name of Board	Producer Support	Number of Producers Regulated
Alberta Broiler Growers' Marketing Board	97.8%	130
Alberta Turkey Growers' Marketing Board	93.3%	60
Alberta Sheep and Wool Commission	81.4%	2,500
Alberta Egg and Fowl Marketing Board	73.9%	400
Alberta Vegetable Growers' Marketing Board	69.2%	130
Alberta Hog Producers' Marketing Board	61.7%	18,000
Alberta Potato Commission	60.0%	210
Alberta Cattle Commission	42.9%	35,000

of the number of producers regulated as a major limiting factor affecting the degree of support for a marketing board. Boards regulating large numbers of producers generally tend to have available greater resources with which to work and therefore should be just as able to effectively fulfill their objectives with the resulting benefits to producers.

Chapter 13: SUMMARY AND RECOMMENDATIONS

Studies in the area of marketing legislation and marketing boards usually relate to policy or economic issues, often overlooking the organizational aspects and administration of these boards. This research is intended to emphasize the importance of effective organization and responsive administration in the successful operation of legislated producer marketing organizations.

The marketing board as an organizational tool has given enormous possibilities to producers for the future growth and prosperity of their commodity industries. Marketing boards can effectively organize their commodity industries to achieve maximum development of markets and influence marketing structure changes in order to minimize the cost of marketing and achieve greater efficiencies throughout the system. In addition to maintaining or increasing the net income of agricultural producers, marketing boards can seek to enhance stability of production and net income through coordinated marketing plans geared to reduce fluctuations in production and marketing. They can also seek to achieve and maintain maximum efficiencies in the marketing of their commodities. To foster long-run growth within the industry they may strive for new product development and market expansion. They may also seek equity among producers to assure that each producer will share in the growth of the industry in relation to his capacity and ability to produce.

General Recommendations

There are many things that marketing boards can do. The range of activities is far wider than any existing marketing board has undertaken and it is unlikely that any board would adopt all of them. However, marketing boards should re-examine their present programs and adopt those activities which are more in line with the specific expectations of their producers. The following list illustrates the broad scope of specific activities that may be undertaken by marketing boards.

1. They can effectively organize producers into a viable group capable of achieving solutions to their common problems.
2. They can give producers a greater voice in legislative or regulatory matters.
3. They can be instrumental in developing new products.
4. They can be instrumental in expanding present markets and in developing new markets - both domestic and foreign.
5. They can be instrumental in aggressively promoting and merchandising their commodity.
6. They can effectively bargain for improved prices and delivery terms.
7. They can ensure the contracting of realistic volumes of commodities produced under contract.
8. They can be strumental in the development and adopting of improved grade standards and grading techniques.
9. They can influence supply, directly or indirectly, through contracts or quotas (delivery quotas, marketing quotas or production quotas) with producers.
10. They can influence price indirectly through some form of supply control or directly by establishing minimum prices, maximum prices, price ranges or fixed prices at the farm level, wholesale level or retail level.

11. They can seek to achieve product market price discrimination by controlling the flow of product into two or more differentiated markets.
12. They can provide market intelligence and market information to producers and buyers.
13. They can seek to alleviate chronic fluctuations in supply through coordination of production and marketing.
14. They can provide a service to the buyer of the product by pooling and supplying larger volumes of the type or grade of the product demanded.
15. They can assume, to some degree, the functions of marketing, by-passing the established "middlemen" in the marketing channels and passing on to the producer any savings in margins.
16. They can organize and/or influence the marketing structure of the commodity to minimize the cost of marketing throughout the whole system.

While the improvement of net farm income must be the ultimate goal of any activity undertaken by a marketing board this should be achieved in a reasonable and rational manner without placing undue restrictions on producers or an excessive demand upon those segments of society that process or consume the commodity. Although the most visible path to net farm income improvement is through direct price escalation, this may not be the most acceptable in the long-run and most certainly is not the only method. To achieve improved net farm income it is possible for marketing boards to direct their activities and marketing strategies to a number of other factors.

1. Volume marketed. If the commodity has a fairly elastic demand, net income may be improved in the aggregate by increasing the volume marketed.
2. Farm Production Costs. A board may promote and support production research and assist producers in the adoption of new production techniques which will result in lower production costs.
3. Farm Marketing Costs. A board may be able to achieve savings in farm marketing costs by pooling or by assembling larger quantities for sale and shipment. It may also coordinate the distribution of products within and between areas to minimize transportation costs.
4. Marketing Margins. By providing additional services to buyers or assuming certain marketing functions, a board may be able to pass on to the producers some portion of the normal marketing margins. In addition, an aggressive marketing research program may result in improved efficiencies in the marketing channel resulting in lower aggregate marketing margins.

To attain whatever objectives they have set for themselves, it is necessary for marketing boards to assume a positive and aggressive philosophy. They must be market oriented and aggressive merchandisers of their commodity and not just controllers.

The responsibility of a marketing board is to be rational in the development and operation of its marketing plan to assure not only the improvement of net farm income but to maintain or enhance the long-run competitive position of the commodity. Agricultural producers have a unique opportunity to achieve control over the production and marketing of their commodities. The future, however, depends upon the orientation of each commodity group and how well each understands its objectives and develops and operates its own marketing plan.

Specific Recommendations

It is the opinion of the author that factors such as structure, administration, communication, and the degree of involvement in the marketing system are major factors which determine producer opinions towards and support for any particular marketing board. These factors vary greatly between various marketing boards, as indicated in the study, and should receive primary consideration when changes to or development of such marketing organizations are being contemplated. The philosophy of various commodity groups towards the production and marketing of their product varies considerably and thus accounts for much of the variation in the operation of marketing boards. It is vital that those persons involved in the operation and administration of marketing boards be aware of producer opinions and attitudes as they relate to the operation of these boards. Due to the dynamic nature of the agricultural industry and its producers this type of awareness requires an ongoing effort.

It is, therefore, the recommendation of the author that each individual marketing board initiate a program to monitor these opinions and attitudes. This study should serve as a benchmark upon which to start such a program, but the author would suggest that individual programs should be more specific and consider any factors that may be important to the individual commodity, e.g. regional differences. The author would also recommend that each marketing board undertake a major communications and informational program to ensure that all producers registered with the board are fully aware of the purposes and objectives of the board and how it functions as well as the legislative powers available to meet the stated objectives. The ultimate goal of such an activity would be to have all producers fully informed as to the various aspects of marketing board operations in order that meaningful opinions may be formulated and communicated to board administrators. It would be the expectation of the author that this program would be conducted by each marketing board in cooperation with the Alberta Agricultural Products Marketing Council.

The availability of relevant data in this area would provide the administrators responsible for the operation of marketing boards the opportunity to be more responsive to producer expectations and opinions towards those factors that affect producer support for these boards and for appropriate action to be undertaken. Such action should help to ensure a high degree of continuing producer support and thus contribute to the longivity of the marketing board system as an effective means of improving the economic well-being of agricultural producers.

Conclusion

Marketing boards can have a major effect on agriculture in the future. The implications of boards are in some instances partly hidden during the discussion that leads up to their establishment. In some cases, boards have been adopted by producers because they are believed to be a type of magic that will automatically solve most of the economic problems associated with farming. Sometimes, very little consideration is given to the long-run effects. This type of reasoning is not sufficient.

If marketing boards are to be used by agricultural producers in the future, they must be fully aware of:

(a) their objectives;

(b) the type of controls, if any, to be used; and

(c) how the controls are to be administered.

In conclusion, it is vital that producers, themselves, understand the many aspects of a marketing board and its operation that must be considered when attempting to evaluate them. It is only after such consideration that proper evaluation can be made by producers and meaningful opinions formulated as to their effectiveness.

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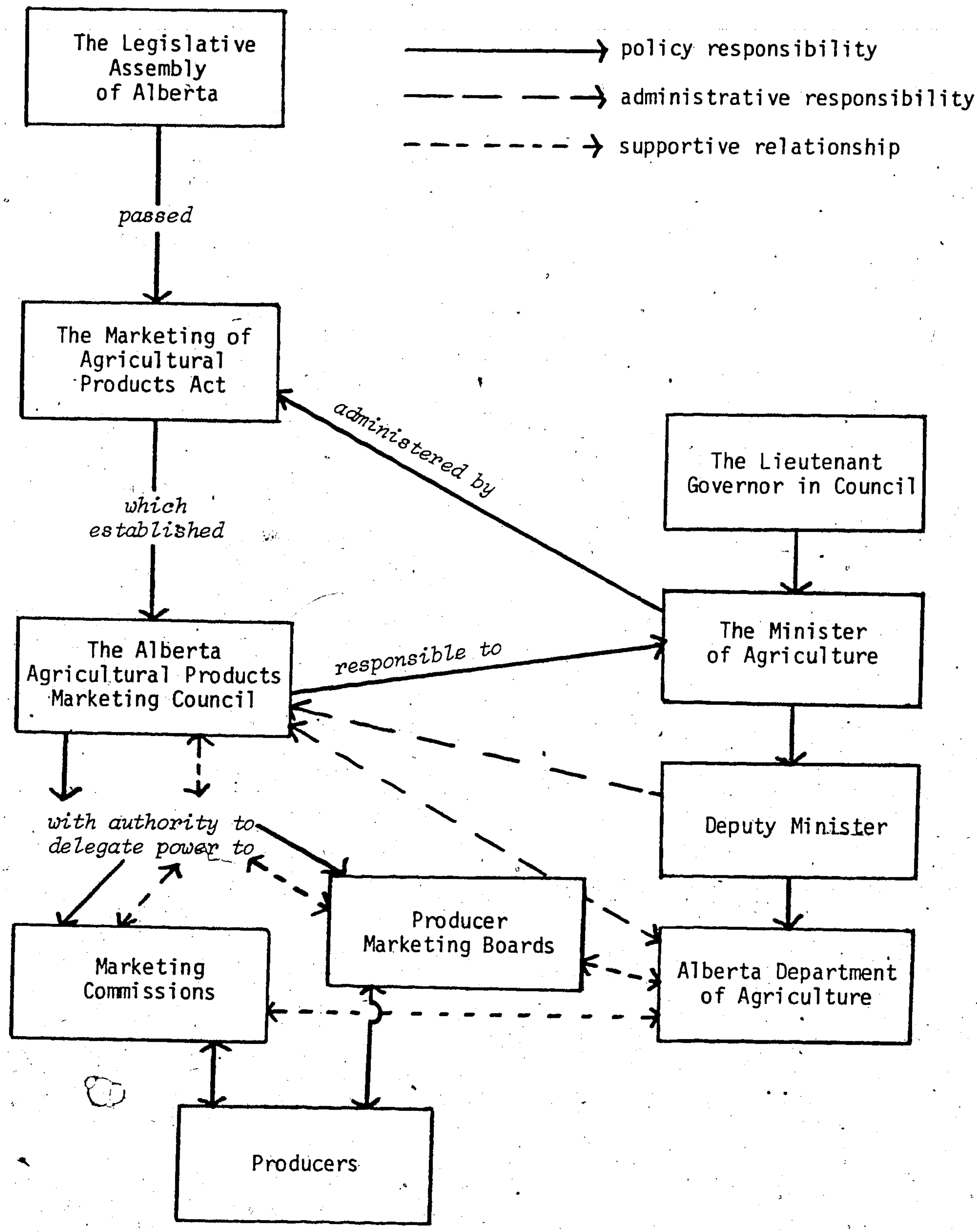
APPENDIX A

THE MARKETING OF AGRICULTURAL PRODUCTS ACT

FLOW DIAGRAM



The Legislative Assembly of Alberta
policy responsibility
administrative responsibility
supportive relationship
passed
The Marketing of Agricultural Products Act
administered by
The Lieutenant Governor in Council
which established
The Alberta Agricultural Products Marketing Council
responsible to
The Minister of Agriculture
Deputy Minister
with authority to delegate power to
Producer Marketing Boards
Marketing Commissions
Alberta Department of Agriculture
Producers

APPENDIX B

SURVEY QUESTIONNAIRE

FACULTY OF BUSINESS ADMINISTRATION AND COMMERCE

THE UNIVERSITY OF ALBERTA
EDMONTON, CANADA
T6G 2G1

Dear Turkey Grow[illegible]

We are conducting a survey of Alberta's Agricultural producers. The purpose of this research is to find out your opinions on the Alberta Turkey Growers' Marketing Board. This research is being conducted as a Master's thesis project for the Faculty of Business Administration, University of Alberta.

Your name was randomly selected from a list of producers supplied by the Board. Your answers are very important to the accuracy of our research.

It will take only a short time to answer the questions on the enclosed questionnaire and to return it in the stamped self-addressed envelope. All answers, of course, are anonymous.

Please return the completed questionnaire at your earliest convenience.

Thank you for your help.

Sincerely,

T. E. Sydness
M. B. A. Candidate

TES:ssb

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[1] All questionnaires were prepared using a similar format with appropriate changes for each specific marketing board and commodity.

PRODUCER SURVEY

A. 1) Do you derive a majority of your income from farming?

YES____________

NO____________

2) What is the size of your turkey quota?

____________birds/year

3) Is turkey production your major farming enterprise?

YES____________

NO____________

4) How many years have you been engaged in turkey production?

____________years

5) Which of the following categories is applicable to you?

(a) Age:

Under 25 ____________

25-34 ____________

35-49 ____________

50-64 ____________

65 & over____________

(b) Education: Elementary ______

High School ______

Technical School ______

University ______

B. 1) The government authority responsible for the operation of the Alberta Turkey Growers' Marketing Board is: (check ✓ only one)

Agriculture Canada ______

Alberta Export Agency ______

Alberta Agriculture ______

Agricultural Products Marketing Council ______

Canadian Consumers Council ______

2) If you had a question concerning the operation of the Alberta Turkey Growers' Marketing Board which of the following would you contact? (you may check ✓ more than one)

Alberta Agriculture ______

Agriculture Canada ______

Alberta Export Agency ______

Alberta Consumer Affairs ______

Canadian Consumers Council ______

Turkey Board Member ______

Agricultural Products Marketing Council ______

Turkey Board Manager ______

Minister of Agriculture ______

Your Neighbor ______

Your M.L.A. ______

Other (please specify) ______

______

C. Which of the following powers has the Alberta Turkey Growers' Marketing Board got? (check ✓ as many as is appropriate)

______ (a) to pool prices

______ (b) to establish consumer and/or wholesale prices

______ (c) to establish producer price

______ (d) to establish marketing quotas

______ (e) to license persons engaged in the marketing of turkeys

______ (f) to control interprovincial trade

______ (g) to control exports

______ (h) to control imports

______ (i) to purchase and/or sell turkeys

______ (j) to develop markets, both domestic and export

______ (k) to promote the consumption of turkey

______ (l) to collect a levy from producers for turkeys marketed

D. How well do you feel the Alberta Turkey Growers' Marketing Board is carrying out its objectives? (please indicate (✓) your response to the statements below)

	Strongly Agree	Agree Somewhat	Disagree Somewhat	Strongly Disagree	This activity is not one of the Board's objectives
1) They organized producers into a viable group capable of exercising some control over the marketing of their commodity.					
2) They give producers a greater voice in legislative matters.					
3) They are instrumental in developing new marketing techniques.					
4) They have expanded and developed markets for their commodity.					
5) They aggressively promote and merchandise their commodity.					
6) They effectively improve prices to producers.					
7) They assist producers in establishing contracts for the marketing of their product.					
8) They are instrumental in maintaining and improving the quality of their commodity.					
9) They influence supply through the use of marketing quotas.					
10) They influence price by establishing minimum prices payable at the farm level.					
11) They provide market information to producers.					
12) They reduce large fluctuations in supply through coordination of marketings.					
13) They provide a service to the buyer of the product by ensuring a supply of the type or grade of the product demanded.					
14) They established a more efficient marketing system.					
15) They influence the marketing structure to minimize the cost of marketing.					

E. 1) Has the existence of the Alberta Turkey Growers' Marketing Board benefited your farming operation?

YES____________

NO____________

Please give reasons:

2) Do you favor the continuation of the Alberta Turkey Growers' Marketing Board?

YES____________

NO____________

Please give reasons:

3) Additional Comments (please include any suggestions that you may have on how the Alberta Turkey Growers' Marketing Board could improve its operations):