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**AGRICULTURAL NGO'S AND THEIR PARTICIPATION IN  
THE SOIL EROSION AND WATER QUALITY MANAGEMENT  
PROBLEM, IN ONTARIO.**

by

Nanette McFadden

A Thesis  
presented to the University of Ottawa  
in fulfilment of the  
thesis requirement for the degree of  
Master of Arts  
in  
Geography



Nanette McFadden, Ottawa, Canada, 1994



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## ABSTRACT

The purpose of this research is to describe and analyze the present and the potential role of non-governmental organizations (NGO's) in the management of agricultural soil erosion and associated water quality decline (ASEWQ), in Ontario. It is believed that NGO's in the province are not generally involved in this resource problem. However, their contribution is potentially strong. This thinking coincides nicely with the aims of the World Commission on Environment and Development, which perceives NGO's to be among the most cost-effective initiators and implementors of local and national conservation strategies.

A series of five tasks are associated with this research purpose. These tasks include: the cataloguing of all agricultural NGO's in Ontario; the assessment of this NGO population's vertical interaction; the assessment of the NGO population's horizontal spread; analysis of NGO mobilization potential in the area of ASEWQ management; and finally, the characterization of degree of NGO favourability towards, and involvement in, ASEWQ management. These tasks are supported by conceptual and empirical models which reveal the potential influence of NGO's in this resource problem. Further, as an aid to investigation and model testing, a survey questionnaire is developed and implemented.

Research has led to the discovery of a very large and complex population of agricultural organizations in Ontario. The horizontal distribution of this population closely reflects the geographic configuration of agricultural activity in the province. The vertical distribution reveals a high degree of organizational affiliation and networking which gives the grassroots indirect access to provincial policy influence. Despite the size, complexity and general favourability of this population towards soil conservation, few NGO's have suitable potential to mobilize on the ASEWQ issue. As a result, only a few strategically placed and organized NGO's have any involvement in controlling agricultural soil erosion.

In conclusion, this research offers a series of recommendations to provincial government agricultural policy makers and future research avenues.

## RÉSUMÉ

Le présent projet de recherche vise à décrire et à analyser le rôle actuel et potentiel des organisations non-gouvernementales (ONG), dans l'aménagement de l'érosion des sols agricoles et le déclin associé de la qualité de l'eau, en Ontario. Bien que l'on croie que les ONG ne sont pas généralement impliquées dans ce problème de ressources, il faut cependant souligner que leur contribution pourrait être notable. Cette façon de penser correspond remarquablement bien aux buts de la Commission sur L'Environnement et le Développement qui perçoit les ONG comme étant les initiatrices et les agents les plus économiques de stratégies de conservation locales et nationales.

Le projet de recherche suivant comporte une série de cinq volets, dont: la nomenclature de toutes les ONG agricoles en Ontario; l'évaluation de l'interaction verticale de cet ensemble d'ONG; l'estimation de l'étendue horizontale de la population d'ONG; l'analyse de la mobilisation potentielle d'ONG dans le domaine de l'aménagement des sols agricoles et finalement, la caractérisation de l'intérêt et de la participation des ONG en matière du déclin associé de la qualité de l'eau. Des modèles conceptuels et empiriques révélant l'influence potentielle des ONG dans ce problème de ressources seront présentés à l'appui des différentes tâches. De plus, un sondage a été développé et mis en oeuvre pour seconder l'enquête.

La recherche a révélé une population complexe et abondante d'organisations agricoles en Ontario. La distribution horizontale de cette population reflète intimement la configuration géographique de l'activité agricole dans la province. La distribution verticale révèle un haut degré d'affiliation et de maillage des organisations qui fournit à la souche un accès indirect à l'influence en matière de lignes directrices au niveau provincial.

En dépit de leur taille, de leur complexité et des dispositions favorables que ces ONG portent envers la conservation

du sol, peu d'entre elles ont le potentiel requis pour mobiliser sur le sujet en question. En découle le fait que très peu d'ONG sont impliquées en quoi que ce soit dans le contrôle de l'érosion des sols agricoles.

En conclusion, ce projet de recherche offre aux responsables de politiques concernant l'agriculture au niveau provincial, une série de recommandations et des avenues de recherches futures.

## PREFACE

A few years ago, I had the opportunity to participate in a cooperative work program co-sponsored by the Department of Geography, University of Ottawa and the policy branch of Environment Canada. It was this experience which provided my first exposure to the urgency of the soil erosion and water quality decline problem. At that time the focus of my inquiry was with such watershed based institutional arrangements as Conservation Authorities. The Masters' program offered the opportunity to return to a long held interest in non-governmental structures. This interest dates back to undergraduate research on international NGO involvement in combating extension of the Garrison Diversion Unit of North Dakota, U.S.A..

The complex non-point source pollution problem has provided a unique opportunity to mesh together agricultural and environmental objectives, at a time when these objectives are increasingly perceived to be at odds. In the early stages of investigation, research was unexpectedly complicated by the lack of any comprehensive inventory of agricultural organizations in Ontario. This fact necessitated the creation of just such an inventory expressly for research. This document alone has generated a great deal of interest on the part of the Ontario Ministry of Agriculture and Food and Agriculture Canada.

Further, results of this thesis are eagerly anticipated by a variety of non-governmental organizations involved in soil conservation, as well as county extension and Conservation Authority personnel, involved in environmental and agricultural services.

## ACKNOWLEDGEMENTS

I would like to take this opportunity to thank the Ontario Ministry of Agriculture and Food (OMAF), for their funding of my research through the Soil and Water Environmental Enhancement Program. Additional financial support by the Department of Geography, University of Ottawa has also been appreciated.

Several individuals merit consideration here, for without their help, this thesis would never have been completed. First thanks go, of course, to my advisor, Dr. Roger D. Needham. Dr. Needham has carried me, despite my best efforts, to the successful conclusion of this thesis on a tidal wave of dynamism and faith. His extensive knowledge, generous advice and comprehensive library are all candidates for my eternal gratitude.

I would like to thank my mother, Tellous Taragnat, first, for her encouragement and support over the course of this thesis; and second, for her translation of the abstract. Her complete and successful commitment to her demanding responsibilities of family and teaching is admirable. She has set a high standard for emulation.

I must, now, also admit my gratitude to my patient husband, Dan Toews, for dragging me kicking and screaming into the world of computers. Not only did he teach me Wordperfect, but he also guided me in the computer generation of all thesis diagrams.

Further, I would like to offer a special thank-you to the School of Graduate Studies and the Department of Geography, of the University of Ottawa. My new son's extended illness very nearly derailed my commitments to research. Without the School's and the Department's consideration over my responsibilities to family, I should never have finished my work.

Finally, I would like to dedicate this document to my first geography teacher, my father, John McFadden. This dedication is in celebration of all of those tramps through the Gatineaux; all of those climbs up Puy-de-Pariou and Puy-de-Dome, near Mommy's hometown of Clermont-Ferrand, France; and, of course, all of those trips to Lindsay, Ontario, watching the Norwood Esker and Peterborough Drumlin Field go by. I want you to know that I was listening to you when you explained how these things came to be. I'll make sure that I pass this knowledge on to Samuel.

## LIST OF ACRONYMS

- AgCare- Agricultural Groups Concerned About Resources and the Environment
- ASEWQ - Agricultural soil erosion and water quality decline
- CCLCA - Cold Creek Landowners Association
- CFFO - Christian Farmers Federation of Ontario
- EFP - Environmental Farm Plan
- FSP - Foodland Stewardship Program
- FWI - Federated Women's Institute
- HSWCD - Huron Soil and Water Conservation District
- IUCN - International Union for the Conservation of Nature and Natural Resources
- LSP - Land Stewardship Program
- LSII - Land Stewardship II
- NFU - National Farmers Union
- NGO - Non-Governmental Organization
- OCA - Ontario Cattlemen's Association
- OCPA - Ontario Corn Producers Association
- OFA - Ontario Federation of Agriculture
- OFAC - Ontario Farm Animal Council
- OMAF - Ontario Ministry of Agriculture and Food
- OPA - Ontario Plowmen's Association
- OSCIA - Ontario Soil and Crop Improvement Association
- SCIA - Soil and Crop Improvement Association
- SWEEP - Soil and Water Environmental Enhancement Plan

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## CHAPTER I

### INTRODUCTION TO RESEARCH PROBLEM

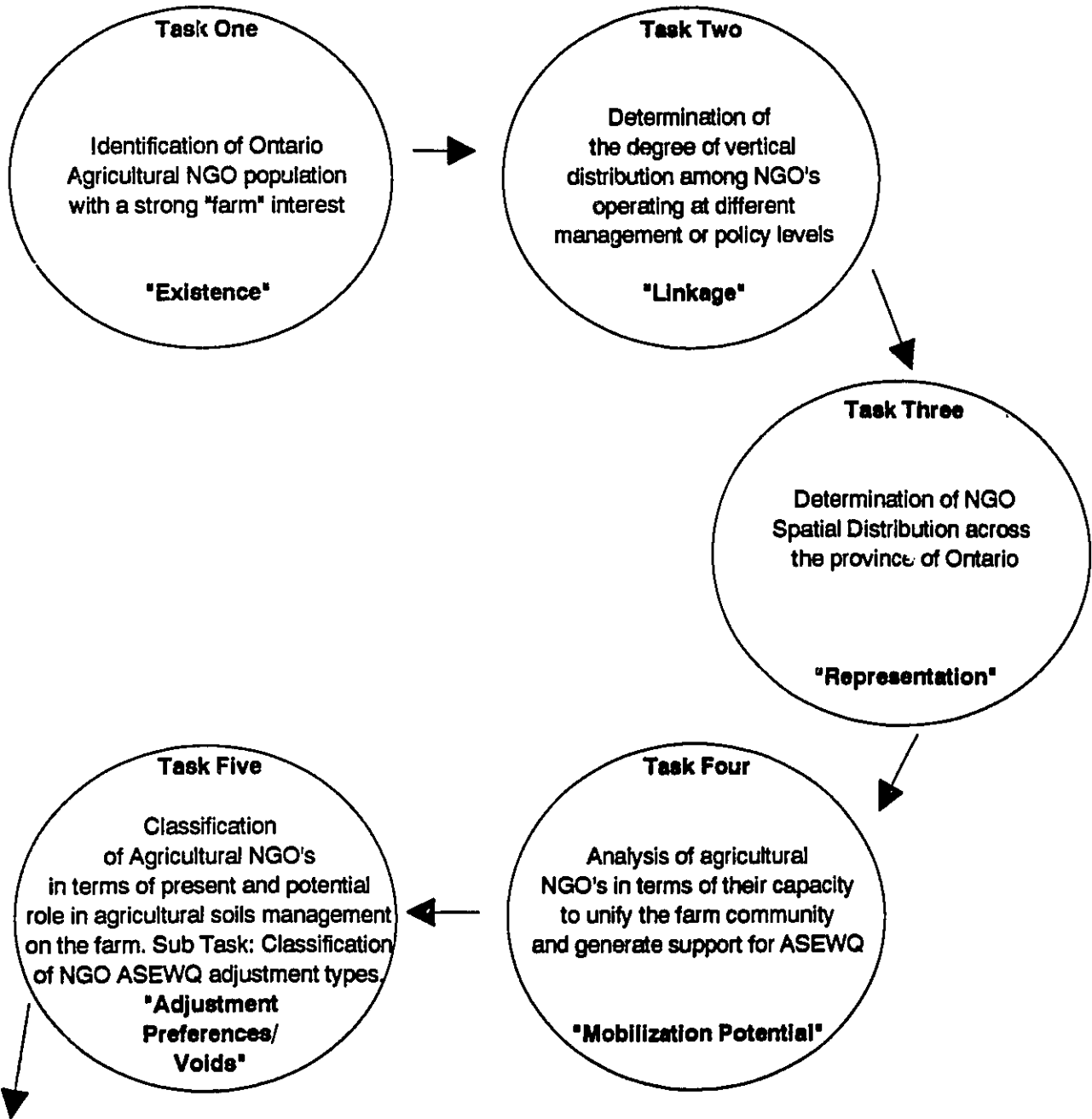
#### PURPOSE

The purpose of this thesis is *to describe and analyze the present and the potential role of non-governmental organizations (NGO's) in the management of agricultural soil erosion and associated water quality decline (ASEWQ) in Ontario*. Soil erosion in its various forms has been identified by both the federal and provincial governments as a most serious component of the soil degradation complex (Environment Canada, 1991, p.9-10; Sparrow, 1984, p.61) The seriousness of the soil erosion and water quality decline relationship ultimately resulted in the Soil and Water Environmental Enhancement Program (SWEET)-one of the largest research programmes to be initiated by the senior governments (Wall, et.al., 1989, p.15). This investigation is necessary because public policy literature related to NGO's primarily focusses on the highly visible, well advertised, and politically active NGO's with a broad environmental concern base. Such NGO's as Pollution Probe, Friends of the Earth, World Wildlife Fund and Ontario Federation of Naturalists exemplify this type. By contrast, little is known of the NGO role in specific resource sectors, such as agriculture, forestry, minerals and water (Lowe and Goyder, 1983). Present research addresses this information void by focussing upon the agricultural resource sector, its soil erosion problem, and NGO response to this malady.

Description and analysis are organized in terms of five tasks. These primary tasks become the central themes of the thesis' five descriptive chapters (Figure 1.1).

*First*, there is the task of comprehensively identifying all members of the agricultural NGO population in Ontario. The specific research interest is that group of NGO's that are sensitive to on-

# Figure 1.1: Research Tasks, Objectives and Products



<b>Research Products</b>	<ol style="list-style-type: none"> <li>1. Comprehensive inventory of farm NGO's in the province of Ontario.</li> <li>2. Description of NGO spatial distribution across Ontario.</li> <li>3. Description of NGO vertical interaction.</li> <li>4. Classification of Agricultural NGO's in terms of their managerial involvement and reaction to existing Ontario Policy and practice.</li> <li>5. Classification of ASEWQ adjustment types. Identification of adjustments prescribed and or considered by key agricultural NGO's; determination of adjustment voids</li> <li>6. Recommendations to Federal (Agricultural Canada) and Provincial (OMAF) Government Agencies.</li> </ol>
--------------------------	---

farm management of soil erosion and water quality decline. How many of these NGO's exist? Do they organize themselves according to farm interests or issues?

*Second*, there is the task of determining the degree of vertical interaction of NGO's operating at different management or policy levels, that is, local, county, regional, provincial and national. The specific research interest is the penchant of NGO's to reach upward or downward to effect policy making.

*Third*, there is the task of determining the horizontal or spatial distribution of NGO occurrence across Ontario. The specific research interest is the regionalization of farm interests and farm politics, particularly those that are found in southwestern Ontario; an area experiencing the most extreme case of soil and water quality decline.

*Fourth*, there is the task of identifying and tabulating the mobilization potential of *on-farm* organizations, The specific research interest is with the ability of NGO's to mobilize support or build consensus on ASEWQ issues.

*Fifth*, there is the task of classifying the agricultural NGO's in terms of their present and potential contribution to *on-farm* soil management. This classification process is facilitated by the use of a conceptual model that highlights NGO involvement and NGO reaction to existing Ontario soil management and policy. The specific research interest is the structure of the NGO population in terms of mandate.

There is also a secondary task. It is the task of identifying and classifying agricultural soil erosion adjustments (mechanisms) presently being prescribed by select agricultural NGO's. The results of these initiatives are expressed in a Hazard Adjustment Model (Table 1.1). The specific research interest is a description of the reliance of farmers on technological, behavioral or distributive means of combating agricultural soil erosion.

Data needed for this research largely were obtained through the implementation and analysis of a survey questionnaire, directed to members of the agricultural NGO population. In addition, the

**TABLE 1.1: HAZARD ADJUSTMENT MODEL**

ADJUST TECHNOLOGICALLY TO AGRICULTURAL SOIL DEGRADATION (TECHNICAL MECHANISMS)	ADJUST BEHAVIOURALLY TO AGRIC. SOILS DEGRADATIONS (REGULATORY MECHANISMS)	ADJUST TO LOSSES RELATED TO AGRICULTURAL SOILS DEGRADATION (DISTRIBUTIVE MECHANISMS)			
I. MODIFY THE HAZARD CAUSE	II. MODIFY THE HAZARD EFFECT	III. MODIFY THE LOSS POTENTIAL	IV. SPREAD THE LOSS	V. PLAN FOR THE LOSS	VI. BEAR THE LOSS

Source: Adapted with modifications from Burton, Kates and White (1968), and Needham (1962).

simple contact-to-contact movement through the agricultural NGO population proved to be invaluable in the development of companion and complementary data sets on NGO organization, mandate, membership and location.

#### **CENTRAL POSITION**

The central position taken is that agricultural NGO's are not generally involved in the management of agricultural soils erosion and water quality. Their contribution to problem resolution is, however, potentially strong as receptive NGO classes exist within the larger population. Select classes possess mandates with much mobilization potential.

Non-governmental organizations increasingly are being perceived of as important participants in government policy making. Yet, their amorphous shape and often ill-understood and seemingly covert methods of involvement in the policy process create a rather limited understanding of their role. There is much to learn, therefore, about the real and potential influence exercised by NGO's and their possible unique contribution to the creation of more effective public policy (Pross, 1992, p.2).

The agricultural community's route to involvement in the resource problem lies in its non-governmental organizations. It is for this reason that examination of the role of agricultural NGO's is valuable. Grassroots involvement in issue resolution is desirable since soil erosion originates as an *on-farm* problem, exacerbated by farm management practices. The solutions lie in the use of *best-management-practices*, which consist of practical innovations or adjustments which improve and protect the soil resource. The resulting system works "...to satisfy production, economic and environmental concerns..." (Agriculture Canada, n.d., p.9). However, adoption of best-management-practices (BMP's) to combat soil erosion may be perceived initially as costly, with profits showing up, on average, only after several years of investment (Anderson and Knapik, 1984, p.64). Such a time scale represents a resistance to the farmer, as the viability of his

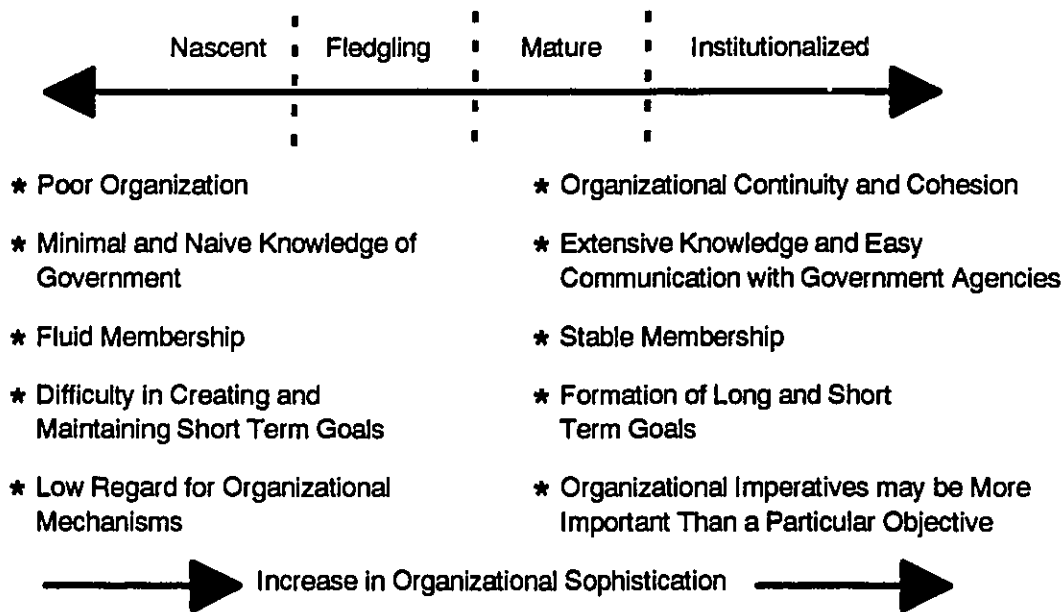
operations depends upon a shorter horizon. An agricultural association, conceivably, could become a conduit of support for soil conservation programs and mechanisms (Auburn and Baker, 1992, p.109; Gerber, 1992, p.118; Thompson, R. and Thompson, S., 1990, p.163). It would serve as an organizational link between government and the individual farmer. The former identifying society's needs for long term sustainable soil capacity and clean water, and the latter identifying the benefits and costs of BMP implementation, be they technological, behavioral, financial or informational in character.

#### DEFINITION OF TERMS

For the purposes of this thesis, the term *agricultural* in *agricultural NGO* is considered synonymous with the term *farm*. In other words, the NGO's are limited to those having a rural base, run by farmers or farm families for the benefit of farm business, affairs and community. This *on-farm* NGO focus necessarily excludes several different types of agricultural organizations. These exclusions include businesses operating with a profit motive (for example, manufacturers of farm machinery); nationally-based NGO's (for example, Soil Conservation Canada); quasi-governmental organizations (for example, Marketing Boards); and, academic and professional research organizations (for example, the University of Guelph, the Ontario Chapter of the Soil and Water Conservation Society and the Canadian Institute of Agrologists)

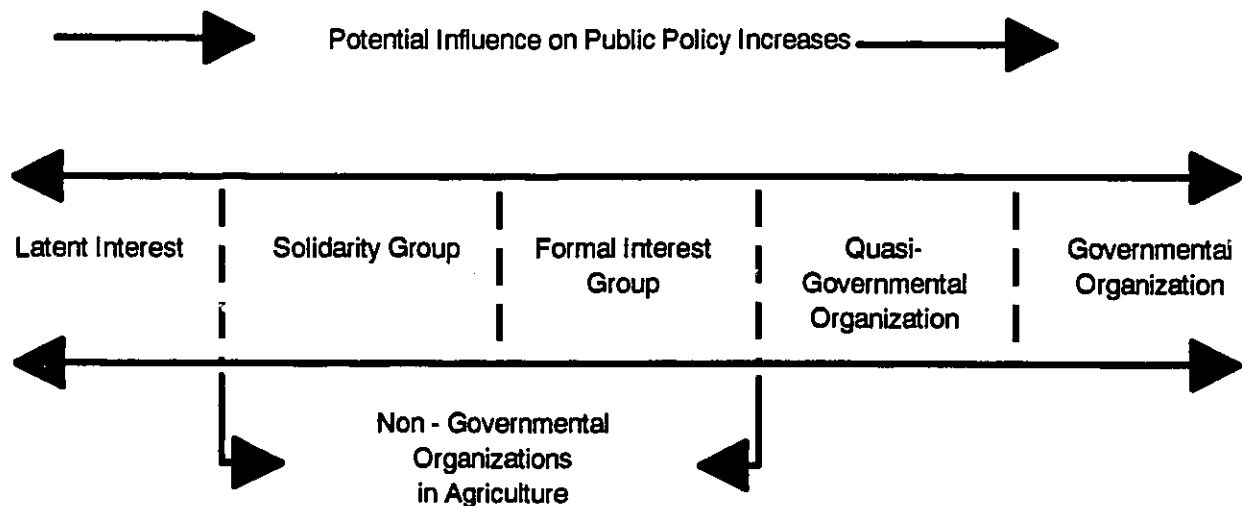
Further, an NGO is defined as an organization whose farm members are brought together out of a sense of *shared identity*. Group feeling may extend so far as to generate a united reaction to agricultural policy. However, this does not guarantee that there will be action on this interest. Such desires to influence the outcome of government decision making tend to be limited to those NGO's known as *formal interest* or *pressure groups* (Figure 1.2). The rest of the agricultural NGO population can be viewed as *solidarity groups* or organizations whose members share common interests, yet they cannot mobilize group effort to achieve policy goals (Figure

**Figure 1.2: Pross' Institutional Continuum Model as Applied to Formal Agricultural Interest Groups**



Source: Adapted from Pross (1986, p. 114-117) and Pross (1992, p. 111)

**Figure 1.3: Agricultural Policy Community (or A Population of Agricultural Interests)**



Source: Adapted with modifications from Pross (1986, p.6.) and Pross (1992, p.7.)

1.3). They would probably consist of groups of farmers dedicated to a cause, such as soil erosion reduction, but would lack the motivation, resolve or resources to attempt to influence conservation policy and practice beyond their farm gates. Solidarity groups have a lower profile than pressure groups. As a result, their identification is considerably more difficult. It often is dependent upon the memory of a rural extension agent, who has been consulted by solidarity groups on erosion matters.

In addition, it must be appreciated that within the agricultural community there exists farm interests distinct from the agricultural non-governmental organizations. One type is known as the latent interest group. It refers to unaggregated or dispersed farmers who have not yet assembled to formally recognized or act on shared concerns (Pross, 1992, p. 6; Stanbury, 1986, p.115). For example, there may exist individual farmers who are actively combating soil erosion on their own farms. However, according to definition, they would not have joined together to exchange information or farm equipment.

Formal contact with these farmers would be difficult, time consuming, and expensive, and would require a specialized survey technology. As a consequence, research is focussed on non-governmental organizations. In other words, the pressure group or interest group and, whenever possible, the farm solidarity group.

#### **PROBLEM DYNAMIC**

Problem context may be divided into four distinct areas of concern. *First*, the severity of agricultural soils erosion. *Second*, the severity of water quality (ASEWQ) decline. *Third*, the concept of sustainable agriculture. *Fourth*, the knowledge void related to agricultural NGO's. These concerns are considered in discussion to follow.

Agricultural soil erosion and water quality decline (ASEWQ) are two manifestations of a specific physical process. The fact

that one occurs *on-farm* and the other largely *off-farm*, brings into play the question of responsibility. Does problem resolution lie with the farmer, with government, or with both? The author takes the position that responsibility is shared. The farmer must become involved as his activities most directly influence erosion rates. Government must also participate, as control costs are immediate and initially high, and benefits do not accrue immediately to the farmer and are likely to be low. Senior managers, therefore, may have to implement bridge financing or other forms of incentives. Added to this, is the fact that although the agricultural community as a whole is the most significant contributor of non-point pollutants in rivers and lakes (Vigon, April 1985, pp. 180-181; United States Environmental Protection Agency, 1993, p.1-7), the individual farmer cannot justify accepting full responsibility for the cumulative effects of ASEWQ, especially when *off-farm* society members will benefit equally (Kerns and Kramer, April 1985, p.210). Beneficiaries would include such downstream and Great Lakes water users as sports and commercial fishermen, shippers, municipal water suppliers, tourists and recreationists, and a host of industrial and commercial enterprises. No less importantly, the Great Lakes fresh water ecosystem and all its non-human life forms would be at the top of any beneficiaries' list (Environment Canada, 1991, p.18-20).

### **1. Agricultural Soil Erosion**

In the context of the *on-farm* perspective, erosion problems manifest themselves as: loss of organic matter, reduced water storage capacity, loss of plant nutrients and exposure of infertile sub-soil (Brklacich, 1993; Brklacich et.al., 1990, p.300; Environment Canada, 1991, p.9-10; Science Council of Canada, 1986, p.9) They directly lead to a significant reduction in yield, land value, and farmer income. To counter act fertility loss, the farmer must further invest in increased use of fertilizer and hybrid seeds. Lost benefits of such nutrients as nitrogen, phosphorus and potassium, alone, cost American farmers seven billion dollars in

1985 (Duda, April 1985, pp. 226-227). Statistics for Ontario farmers put soil erosion costs at anywhere from \$68 million annually to \$192 million annually (Science Council of Canada, 1986, p.13; Fox and Coote, 1986, p. 85-92). Unquestionably, action must now be taken. The significance of soil erosion is increasing both in terms of severity and extent, such that some of the most valuable agricultural lands in Ontario are experiencing unacceptable levels of degradation. Fox and Coote, 1986 state:

"... Ontario is the province most affected by the erosion of agricultural land in terms of total soil loss and the size of on-farm economic impact..." (Fox and Coote, 1986, p.85)

Physical and economic statistics identify the problem magnitude. For example, in Southwestern Ontario, it has been estimated that continuous corn cultivation is responsible for a soil loss of 12 tonnes per hectare on relatively level land. A 10 percent slope will increase the soil loss value to 49 tonnes per hectare (Standing Committee on Agriculture, Fisheries and Forestry, 1984, p. 56).

Soil loss translates into reductions in crop yield. In the context of corn, various studies indicate a range of 30 to 36 percent reduction (Fox and Coote, 1986, p.85; Standing Committee on Agriculture, Fisheries and Forestry, 1984, p.58). The individual farmer, as a consequence can expect an annual gross revenue loss of between \$100 and \$400 per hectare, depending upon slope (Standing Committee on Agriculture, Fisheries and Forestry, 1984, p.57). As such enormous costs continue to be borne both environmentally and economically, there is an added element of concern. Even with the implementation of better management practices, restoration of soil potential will not be total. Rather, a maximum of 75 percent is all that can be hoped for (Anderson and Knapik, September 1984, p. 42). Therefore, there has already occurred a permanent 25 percent loss in Ontario agricultural soil potential.

## 2. Water Quality Decline

Agriculture, through its associated accelerated soil erosion, is considered to be the most significant source of non-point pollution. Yet the problem has historically received limited management attention, despite such prominence in water quality decline (Parse, et. al., 1985, p.59). Sediments, nutrients and chemical pesticides enter waterways creating a spectrum of environmental, ecological, and ultimately, economic problems (United States Environmental Protection Agency, 1993; Environment Canada, 1991, p.9-11; IJC, March 1980, p. 3).

The damage to water quality due to soil mismanagement is extensive and, at times permanent. For example, turbidity in the water due to the presence of sediment:

"...can increase the temperature of water, decrease the growth of submerged aquatic plants, decrease dissolved oxygen levels, and result in multiple stresses that cause fishkills..." (Duda, April 1985, pp. 225-226)

Variable levels of this turbidity will determine the damage extent. There are increased difficulties for sight-fed fish to see their prey; more unsuccessful spawning efforts; greater egg and larvae deaths; as well as the occurrence of clogged gills, also leading to death (Duda, April 1985, p.226).

The process whereby insecticides, herbicides, trace metals and plant nutrients are sorbed onto fine grained sediment adds another damage dimension. This leads to a greater concentration of pollutants in the food chain. Man, of course, assumes a position here through consumption of fish, or more commonly, water. As well, the binding of heavy metals and other toxic substances (ie: mercury) to sediment allows for their transportation and settlement on the lake bed, thus making clean-up extremely difficult (United States Environmental Protection Agency, 1993, p. 2-6; Environment Canada, 1991, p.9-11; PLUARG, July 1978, pp. 3-4).

Excess phosphorus loading is responsible for the aesthetically and ecologically unpleasant process of accelerated eutrophication. Manifestations of this problem are found in the Great Lakes, especially the shallower lakes Erie and Ontario, which have

progressively become less transparent and more fertile. These water bodies have experienced oxygen depletion in their lake bottoms; greater concentrations of chlorophyll; increased rates of growth of algae and cladophora, as well as taste and odour problems (United States Environmental Protection Agency, 1993, p. 2-6; Environment Canada, 1991, p.18-11; PLUARG, July 1978, pp. 20-21).

Excess sedimentation in the Great Lakes has historically imposed additional costs for water use associated with potability, aesthetics, fish spawning grounds and navigation (IJC, March 1980, p.3). Expensive cleanup and maintenance practices cover a wide range of problems, such as:

"...increased flood damage, stocking of fish in waters degraded by sediment, development of alternative water supplies, restoration of degraded lakes and control of nuisance weeds, dredging of waterways, removal of sediments from roads and ditches, and the channel alterations on dams that are constructed to mitigate flooding in areas with clogged channels... a reduction in commercial or sport fishing benefits, creation of erodible stream side deposits of sediment needing stabilization, the cost of government regulatory programs...and vast sums of money spent on research, monitoring, feasibility studies, and planning for abatement of agricultural pollution sources..." (Duda, April 1985, p. 226).

Great Lakes water quality has been a priority, and an international concern since 1972, with the signing of the "Great Lakes Water Quality Agreement", between Canada and the United States. This accord necessitated a similar arrangement between the federal and provincial governments. Formal problem recognition and its need for redress, came to lie with the "Canada/Ontario Agreement on Great Lakes Water Quality" of 1982 and its siblings.

The continued persistence of some pollution forms, for example, phosphorus, reveals certain limitations associated with those original agreements (PLUARG, July 1978, p.71). Reevaluation of the contribution of the non-point sources has created a new respect for the potential impact of diffuse pollutants: foremost of which are those from agriculture (PLUARG, July 1978, pp. 59- 61).

### 3. Sustainable Agriculture

The relationship between soil degradation and water quality decline is but one element in this issue. Also of concern are the resource decision-makers; each with his or her own goals, financial restraints and costs to bear. The complexity of the issue demands a more holistic framework in which to evaluate the resource problem. This framework is sustainable agriculture (Standing Committee on Agriculture, 1992, p.xv).

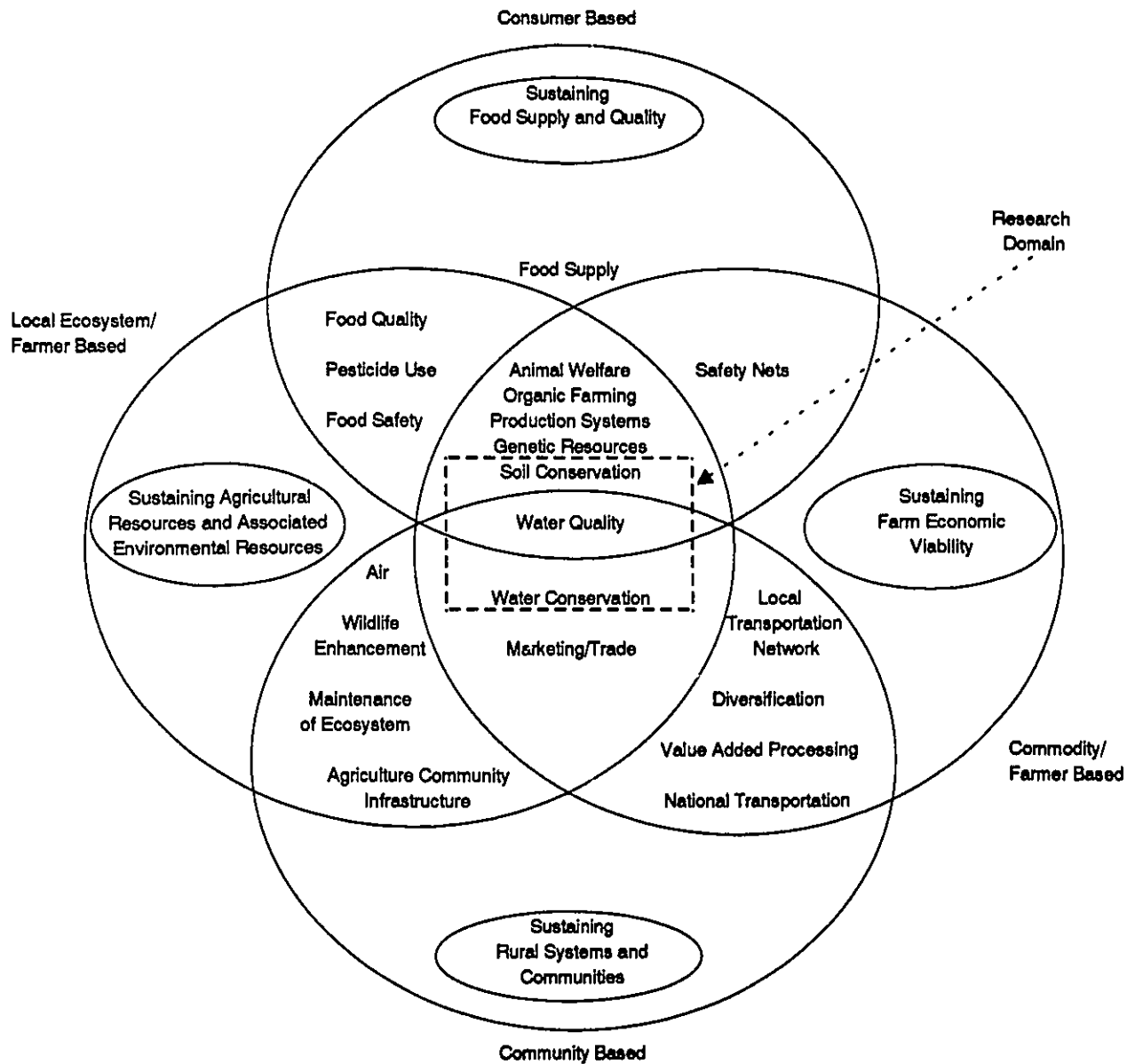
Sustainability in agriculture encompasses at least four important elements (Figure 1.4): stable food supply of good quality, long-term farm economic strength, viable rural systems and communities, and finally, sustained agricultural and environmental resources (Brklacich, 1992; Flora, 1992, p.39; Keating, 1993, p.17; Standing Committee on Agriculture, 1992, p.xvi; Brklacich, 1991, p.1; Francis, 1990, p.103; MacRea, et.al., 1990, p.76).

This research touches on all three elements. Its goal is to contribute to solution building. The identification of strategically placed *on-farm* NGO's offers the opportunity to mobilize key resource managers in the sustainable agriculture challenge.

The sociological component of sustainable agriculture is very important to this research. Viable farm family communities and agricultural NGO's are mutually interdependent. The NGO is the voice for the community. It "...empowers producers to make their own rational decisions on components and systems..." (Frank, 1990, p. 103). Farm organizations are only now being recognized for their potential resource base role (Sorensen, et. al., 1991, p.191; Enshayon, et. al., 1992, p.127).

This research attempts to address that slow recognition. It examines, not only the most well known agricultural interest groups, but also other less visible groups in the agricultural community, which may be able to help mitigate the ASEWQ problem.

**Figure 1.4: Four Perspectives of Sustainable Agriculture**



from: BRKLACICH, M. 1992. Paper presented in the context of GEG 7904, Graduate Resources Seminar, November 15, 1992.

#### **4. Agricultural NGO's**

Interest in NGO's and more specifically pressure groups recently has increased. Political scientists are realizing more fully the potential force of these organizations as initiators, facilitators, and manipulators of federal and provincial public policy (Coleman, 1985; Dawson, 1975; 1967; 1960,; Faulkner, 1982; Jackson, et. al., 1986; Pross, 1991, 1986, 1985, 1982, 1975; Stanbury, 1986; Thornburn, 1985; Van Loon and Whittington, 1986). However, little work has been done to study and model NGO influence and organization either at the provincial level (Stanbury, 1986), or in terms of a specific natural resource sector (Wilson, 1990, pp. 130-149; Forbes, 1985). This study would, therefore, provide further insight into the Canadian interest group milieu (Figure 1.2 and Figure 1.3). It may help to expand understanding of the relationship between NGO's and the provincial government; or more specifically, agricultural NGO's and The Ontario Ministry of Agriculture and Food (OMAF).

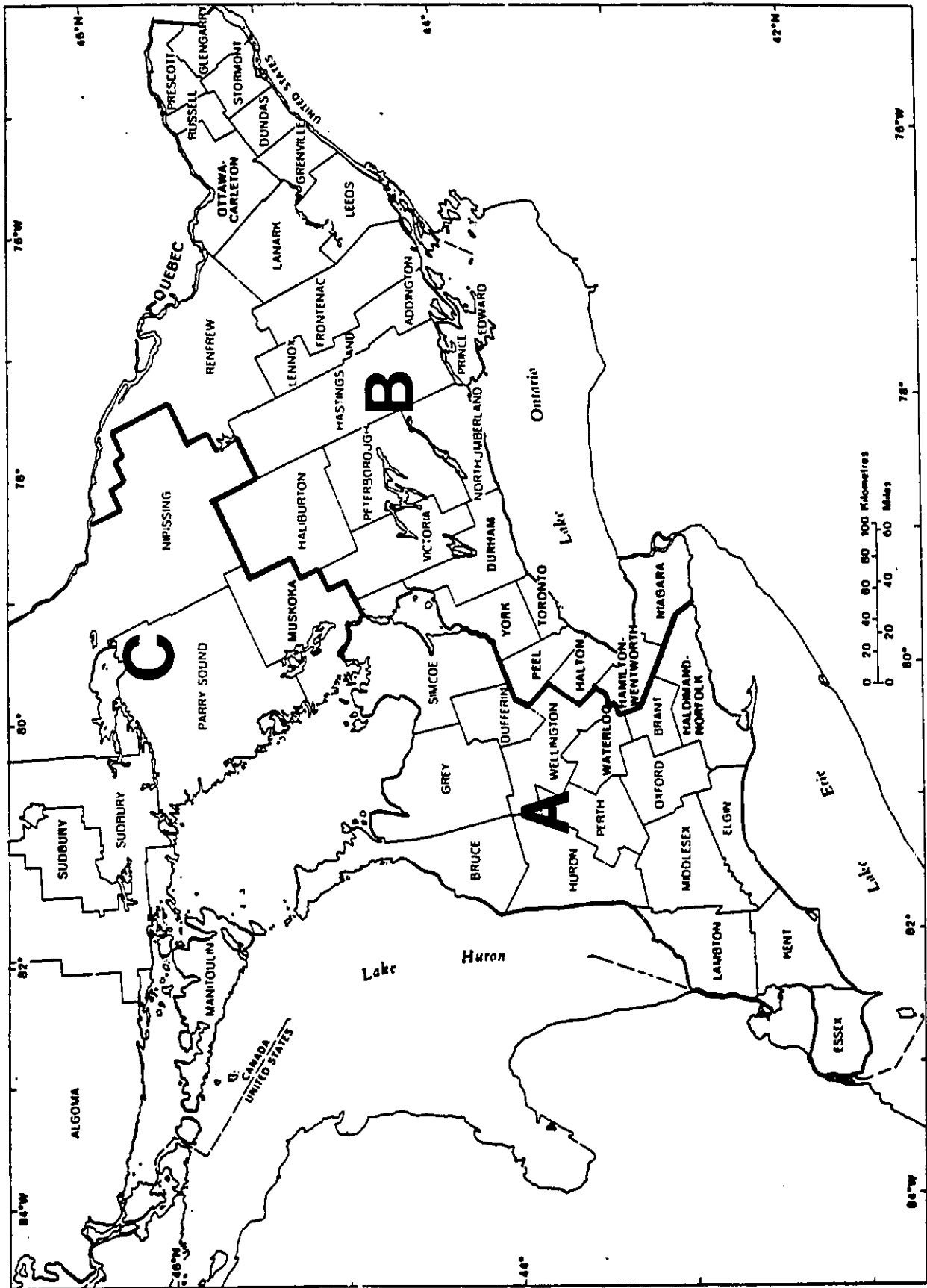
### **DEVELOPMENTS**

#### **1. Institutional Developments**

In 1983, Canada and the U.S. jointly committed themselves to solving the excess phosphorus loading problem via the signing of Annex III of the Great Lakes Agreement. The Federal/Provincial Interdepartmental Task Force responsible for Canada's part of the commitment, through the Canada/Ontario Agreement targeted Ontario cropland as responsible for two-thirds (200 tonnes per year) of the total Canadian phosphorus reduction figure. Achievement of the goal is expected to come through the implementation of BMP's for soil conservation and the development of regional strategies (Figure 1.5).

More recently, the need to specifically address the role of agricultural land management in both water and soil degradation, has been recognized through another federal-provincial arrangement: "The Soil and Water Environmental Enhancement Agreement" (Wall, et.al., 1989, pp.. 14-15). This research is, in fact, partially

Figure 1.5: Three Research Sub-Regions in Ontario



funded through its socio-economic evaluation component.

There is an important fact to retain from this listing of institutional arrangements. It is the appearance of increased senior management interest in the ASEWQ issue. It suggests that the desire to find solutions to soil and water quality decline has been, and is continuing to be, formalized only at the international, national and provincial levels. This serves to stress the importance and the timely nature of this research. Is there activity at the local management level? Is this initiative being seriously taken by agricultural NGO's at the county and local level, and more importantly at the farm level?

## **2. Latest Developments**

During the writing of the research conclusions, several exciting and pertinent developments were taking place in the realm of agricultural NGO involvement in the ASEWQ problem. It would have been elucidating to be able to include these new programs and projects in the body of research. It was necessary, however, to call closure to the search for these new arrangements, as well as the search for any hidden agricultural NGO's. Interestingly, each and every month the researcher receives information on previously unknown groups. This continuous communication string may be considered partial evidence of the complexity and evolutionary nature of the agricultural NGO population (Aspinall, D., Personal Communication, July 28, 1993; Carnegie, K., Personal Communication, July 23, 1993 and May 14 1993; Cherny, N., Personal Communication, July 28, 1993; Lang, H., Personal Communication, July 28, 1993; Schmidt, K., Personal Communication, July 26, 1993).

The latest developments impacting upon research include the following programs and projects:

1. *The Environmental Farm Plan*-this pilot project, begun in January 1993, was initiated and developed by a coalition of provincial agricultural organizations, OMAF and Agriculture Canada.

"...farmers defined seventeen key areas of environmental concern to agriculture. By completing Environmental Farm

Plans, farm families will be able to take a holistic, indepth look at the environment on their farm, noting areas of potential environmental risk, and identifying simple solutions tailored to their individual operation..."(Wiley, 1993, pp.3-4).

2. *Rural Conservation Clubs Program*-this program was developed under Canada's Green Plan and announced in December of 1992.

"...(it) was established to support innovative research and demonstration projects in environmentally sustainable agriculture. The goal of the program was to promote an exchange of environmental ideas and practices in agricultural communities..."( Agriculture Canada, n.d., p.1)

Future research would benefit from an examination of the impact of these programs upon NGO's and ASEWQ. But it is beyond the realm of this investigation now. *It is surprising to think, however, that the provincial and federal governments initiated these programs without a comprehensive knowledge of those NGO's in the agricultural community with a soil and water conservation interest.*

#### CHAPTER DEVELOPMENT

Information and observations associated with research are organized in a series of chapters. These will be developed in the following manner.

Chapter II, literature review, attempts to provide an overview of key references which were most influential in establishing the direction and defining the substance of research. The literature review is organized into five major themes or information fields. These fields include public policy determinants; public policy and NGO's; the environment, natural resources policy and NGO's; agriculture and NGO's; and finally, sustainable agriculture, soil erosion and the *on-farm* interest.

Chapter III is a description of methodology for each of five investigative research tasks. The focus is upon the survey research technology employed to develop data from observations associated with inventory creation; agricultural NGO classification; and

finally, agricultural soil adjustment identification and classification.

Chapters IV, V, VI, VII and VIII are concerned with observation and discussion of survey results. Individual chapters address specific tasks. Survey data are to be used in each case to test models developed in association with these tasks.

Chapter IV, for example, is devoted to Research Task One: *The comprehensive identification and description of the agricultural NGO population in Ontario*. Focus is upon the examination and factor analysis of an inventory document created by this research: The General Inventory of Agricultural NGO's in Ontario.

Chapter V, more specifically, is devoted to Research Task Two: *The description and analysis of agricultural NGO vertical distribution or integration*. Focus is upon categorization of NGO's according to a hierarchy of four agricultural policy domains, from the local community to the provincial level.

Chapter VI is devoted to Research Task Three: *The description and analysis of agricultural NGO horizontal distribution*. Focus is upon spatial categorization of the NGO population. This is accomplished by determining degrees of unitary and multiple occurrence.

Chapter VII is devoted to Research Task Four: *The determination of mobilization potential in a select group of agricultural NGO's*. This is achieved by identifying and tabulation eight variables which may affect an NGO's ability to mobilize support on agricultural issues.

Chapter VIII is devoted the Research Task Five: *The classification of select agricultural NGO's*. This is accomplished according to a nine-block model measuring degrees of favourability towards, and involvement in, ASEWQ problem management. There is an addendum to this task in the form of Sub-task Five. Because of the availability of data it has been possible to, briefly, *identify and classify soil adjustments being used by the core agricultural NGO's*. The model to be tested in this case is a theoretical versus actual range of choice of ASEWQ adjustments.

Chapter IX is devoted to Research Task Six: *The synthesis of discussion* related to the five previous investigative research tasks and *the formulation of recommendations related to ASENQ management.*

## CHAPTER II

### LITERATURE REVIEW

#### PURPOSE

The purpose of this chapter is quite specific, it attempts to provide an overview of key references which were most influential in establishing the direction and defining the substance of the research project at hand (Table 2.1). The literature review is purposefully organized into five major themes or information fields. These fields include: public policy determinants; public policy and NGO's; the environment, natural resources policy and NGO's; agriculture and NGO's; and finally, sustainable agriculture, soil erosion and the on-farm interest.

In organizing the literature review in this way, particular attention is afforded key concepts and issues addressed by the authors. The attempt is to identify major knowledge voids or major questions that the authors themselves are posing about the themes and patterns in the literature.

#### PROBLEM OVERVIEW

An event has recently taken place which has openly shown the evolving importance of environmental non-governmental organizations in the international public policy forum. The Rio conference, in Rio de Janeiro in June of 1992, involved 179 nations and literally hundreds of environmental non-governmental organizations (Carley and Christie, 1993, p.267; Keating, 1993, p.v). These environmental NGO's participated in the world's largest conference of interest groups that have as their mandate issues and concerns related to both environmental integrity and natural resources management. More specifically, the Rio conference was considered so important that while the plenipotentiaries and leaders from over 170 nations met, a parallel conference was held for all the environmental NGO's.

**TABLE 2.1: SELECT REFERENCES RELATED TO NGO'S AND ENVIRONMENTAL MANAGEMENT**

**PUBLIC POLICY DETERMINANTS**

Dickerson and Flanagan (1990)	Salisbury (1975)
Doern and Phidd (1987)	Stanbury (1986)
Jackson and Jackson (1990)	Van Loon and
Ontario Economic Council(1977)	Whittington(1987)
Pal (1987)	Ward (1987)
Pross (June 1985;	Williams and
Summer 1982; Spring 1975)	Whittington(1990)

**PUBLIC POLICY AND NGO'S: THEORIES, MODELS AND SECTORS**

Coleman and Skogstad (1990)	Paltiel (1982)
Coleman and Stanbury (1991)	Phillips (1991)
Dawson (1975)	Prethus (1975; 1973)
Engleman and Schwartz (1975)	Pross (1992; 1986; 1975)
Faulkner (1982)	Thornburn (1985)
Laycock (1987)	

**THE ENVIRONMENT, NATURAL RESOURCES POLICY AND NGO'S**

Batie (1988)	Keating (1993)
Boardman (1992)	Mathews (1991)
Bruntland (1987)	Pross and McCorquodale
Carley and Christie (1993)	(1990)
Colburn, et.al. (1990)	Trzyna and Childers (1992)
Dawson (1975)	Zinn and Blodgett (1989)
Environment Canada (1991)	
Environment Liaison Center(1986)	

**AGRICULTURE AND NGO'S**

Auburn and Baker (1992)	Pletsch (1984)
Cebotarev and Beattie (1985)	Skogstad (1990; 1987; 1985)
Dawson (1967; 1960)	Thompson and Thompson
Enshayan et.al. (1992)	(1990)
Fuller (1985)	Veeraraghavan (1985)
Forbes (1985)	Wilson (1990)
Gerber (1992)	Wood (1975)
Jones (1946)	

**SUSTAINABLE AGRICULTURE, SOIL EROSION AND THE ON-FARM INTEREST**

Busby (1990)	MacRea (1990)
Brightwell (1992)	Manning (1986)
Brklacich (1991)	May (1992)
Doering (1992)	Miller (1990)
Flora (1992)	Napier (1986)
Francis (1990)	Neher (1992)
Korshing (1983)	Rahm and Huffman (1984)
Lockeretz (1990)	White (1975; 1961)
Lowrance (1992)	

Documentation after the Rio conference has indicated that the most substantive scientific work and the most substantive position papers on such themes as protecting the atmosphere, combating deforestation, agricultural sustainability and conservation of biodiversity came from the environmental NGO community (Keating, 1993). The point being made is that environmental NGO's have gained in lustre and respect significantly since the first Earth day in 1970. It was not all too long ago, in that decade of the 1970's, that environmental NGO's were considered the sensationalist fringe of that population of public policy actors that attempted to influence the direction of government action. In the 1990's, there is so much evidence that groups such as the International Union for Conservation of Nature and Natural Resources (IUCN), World Wildlife Fund, and Friends of the Earth and others are just as important and just as powerful in terms of their ability to mobilize public opinion and to produce scientific argument that they can no longer be ignored by key governments (Nelson and Eidsvik, 1990; Bruntland, 1987, p.326; Environment Liaison Centre, 1986). In fact, some authors have gone so far as to say that Environmental NGO's are now part of a decision-making triad at all policy levels. The triad is government, industry and NGO's (Carley and Christie, 1993, p.265; Mathews, 1991, p.36; Nelson and Eidsvik, 1990, p.70).

## **MAJOR THEMES OF THE LITERATURE REVIEW**

### **1. Public Policy Determinants**

What has been identified by the literature as the major determinants of public policy and the niche of NGO's? There are four sub-themes that will be examined. *First*, the influence of internal sources within government; *second*, the influence of the regional constituency for the individual member of parliament; *third*, the influence of advisory groups, institutions and think tanks; and *fourth*, the influence of pressure groups.

It is particularly important to note the relevance of the Canadian experience on the topic of public policy determinants.

There is an enviable quantity of research available on American public policy, government decision-making, and the activities and influence of American pressure groups. Unfortunately, these sources of information, however valuable in the American context, are of little use in the Canadian one. The American republic offers its citizens not only a different system of government from that of Canadian federalism and parliament, but also the attendant difference in citizen and group access points for public policy influence (Sproule-Jones, 1993; Smith 1993, p.65; Harrison and Hoberg, 1991; Dickerson and Flanagan, 1990, p.222; Leslie, 1987, p.ix; Thorburn, H.G., 1985, p.3; Dawson, H.J., 1975, p.30). *The unique division of responsibilities between the provincial and federal governments often necessitates that national NGO's have parallel provincial and national structures within their organizations* (Stanbury, 1986, p.111). It would further seem that American organizations are at a more advanced stage of evolution than are their Canadian counterparts (Dawson, 1975, p.50). Certainly, some of the earliest agricultural organizations in Ontario found genesis first in the United States. The Patrons of Husbandry (The Grange), of the late nineteenth century, is an example (Veeraraghavan, S., 1986, p.121; Wood, 1975; Jones 1946), as well as such rural-educational organizations as the 4-H clubs (Pletsch, 1984, p.122).

The *first* policy determinant to be considered is that of the *influence of internal sources within government*. These internal sources include the Prime Ministers Office; Privy Council Office; Cabinet; cabinet committees; the Treasury Board; the Federal-Provincial Relations Office and the Department of Finance, among others (Dickerson and Flanagan, 1990, p.331; Jackson, et.al., 1990; Ward, 1987; Doern and Phidd, 1983, p.176). This list contains many of the institutions and individuals necessary to initiated and implement laws, policies and programs. Some of these initiators and implementors represent access points for various groups seeking to influence public policy (Coleman and Stanbury, 1991, p.271). These external influences, each with their own policy agenda's, include

pressure groups, regional constituencies and advisory institutions (Laycock, 1987; Pal, 1987, p.81; Doern and Phidd, 1983, p.528; Ontario Economic Council, 1977).

The *second* policy determinant consists of the *influence of the regional constituency upon the individual Member of Parliament* (Pal and Seidle, 1993, p.199). Members of Parliament include everything from private members to cabinet ministers: a vast array of individuals with highly variable abilities to initiate and support new public policy (MacDonald and Sharpe, 1991, p.186). All, however, are accountable to their particular home town constituency (Doern and Phidd, 1983, p.547) . If nothing else, Members of Parliament are motivated to support constituent interests because they want to be re-elected (Munroe, et.al., 1991; Ontario Economic Council, 1977, p.24). This rewarding ombudsman role is believed by some to take time away from the member's policy oriented tasks (Jackson, 1986, p.360). However, the ombudsman role can positively influence the policy formulation role, for it can make the Member of Parliament more sensitive to poorly drafted legislation. As a result the MP may be in a position to alter and minimize the impact of legislation which does not favour the constituency (Van Loon and Whittington, 1987, p.609).

The *third* policy determinant concerns the *influence of advisory groups, institutions and think tanks* (Jackson, et.al., 1990, p.395; Stanbury, 1986, p.36). These include non-profit research groups which may or may not experience university affiliation (Van Loon and Whittington, 1987, p.421). Examples of such organizations include the Institute for Research on Public Policy, the Fraser Institute, the Science Council of Canada and the Business Council on National Issues. These organizations attempt to affect public policy by disseminating research information. They may not, in fact, be interested in specific policy problems, but rather choose to affect the terms of debate in a general policy area (Pal, 1987, p.94). These groups tend to focus upon various forms of policy analyses, trend tracking and attendant calls for policy reform (Pal, 1987, p.92). They present their position on

policy issues via the media, formal publication or, in some cases, representation before ministers or committees (Doern and Phidd, 1983, p.535). Government may be inclined to carefully consider the advice of these groups because the quality of their information lends legitimacy to their policy issues. The problem lies in the fact that these institutions tend to focus upon medium and long-term policy advisement, while government is primarily concerned with short-term policy requirements (Doern and Phidd, 1983, p.535)

The *fourth* policy determinant to be considered is that of the *influence of pressure groups* (Laycock, 1987). The activities of this element have grown over the last twenty-five years, such that pressure groups are being perceived with increasing alarm by policy makers and the public. The pressure or special interest, by definition, implies an exclusion of the interests or rights of the public-at-large (Van Loon and Whittington, 1987, p.405; Stanbury, 1986, p.115). "An Act to Register Lobbyists" (Revised Statutes, 1985, Chapter 44, fourth supplement) attests to this alarm. It expresses a fervent desire to control the perceived secretive and elitist relationship that certain communities of interest seem to enjoy with internal government (Pross, 1992, p.56; Coleman and Stanbury, 1991, pp.271-288; Jackson et. al., 1990, p.534; Thorburn, 1985, p.8; Ontario Economic Council, 1977, p.31; Presthus, 1973, p.255). It is only in the last two decades that political scientists have begun to seriously re-evaluate and legitimate the relationship between pressure groups and the government (Pross, 1992 and Pross, 1975). Increasingly, there is interest in evaluating how the activities of these organizations may be enhanced to support policy formulation (Pross, 1992, p.16; Phillips, 1991). Present research will address this idea of an enhanced symbiotic NGO/government relationship, in terms of ASEWQ management.

The review of the four public policy determinants leads to a realization: NGO's represent an element of the policy process for which little is known, beyond the pressure group and the think tank. There are knowledge voids related to NGO population

structure, function and overall size. As Jackson maintains, "...the number of interest groups is extraordinarily large and has not been fully catalogued..."(Jackson, 1990, p.548). Interest or *pressure groups* form but a portion of the NGO population. The cataloguing of *all* NGO's, let alone determinations of organization and function, would be a truly monumental task.

It may be useful, at this point, to make note of the definition of the *pressure group* as opposed to that of the *non-governmental organization*. Pressure groups are often referred to in the literature as lobby, interest, public interest or special interest groups. These are all variations on a theme: "...organizations whose members act together to influence public policy in order to promote their common interest..."(Pross, 1992, p.3). Salisbury (1975) offers a similar definition: "...organized association which engages in activity related to government decisions..."(Salisbury, 1975, p.175). *NGO's*, on the other hand, encompass a wider population of interest aggregation. Within the NGO population, one will certainly find the pressure group, but there is also a range of organizations, associations and clubs which do not turn their efforts to public policy influence. There is some indication of the characteristics of this element of the policy community in the political science literature. References to *solidarity groups* "...whose heightened awareness of their common interests has moved them to support one another informally...", may give a sense of the aims of those NGO's not considered to be pressure groups (Pross, 1992, p.7). This last statement is made with some caution, however, for the term *informally* is troubling to this researcher. There are many NGO's without any interest in public policy, despite the presence of a formal mandate or constitution. Such constitutions may influence internal behaviour and decision-making. However, the fact remains that current pressure group models may have limitations when applied in a comprehensive way to the NGO population. These are paradigms in which many NGO's may not find a comfortable fit.

## 2. Public policy and NGO's

The relationship between NGO's and government is an evolving one, with new legislation and emerging trends on how these relationships are forged and maintained (Pross and Stewart, 1993, p.109; Phillips, 1991, p.184; Dawson, 1975, p.50). These relationships are important because they are often at the centre of public policy creation and change. A few models have been presented in the context of Canadian public policy influence of NGO's and the classification of pressure groups. Among these have been Presthus's elite accommodation model (Presthus, 1975, p.351; Thorburn, 1985, p.9) Presthus's paired opposite categories (Van Loon and Whittington, 1987, p.407; Presthus, 1973, p.67) as well as Engleman and Schwartz's economic/non-economic classification (Engleman and Schwartz, 1975). However, in the domain of Canadian public policy and the impact and influence of pressure groups, one name stands out, that of Paul Pross, a professor at the School of Public Administration, Dalhousie University.

The work of Paul Pross has been evolving for 18 years and particularly in his books Group Politics and Public Policy, (first ed. 1986; second ed. 1992) and Pressure Group Behaviour in Canadian Politics (1975). He has attempted to model build and to pose several questions during his model building exercise. These key questions, which underlie his research include: how do pressure groups work; what do they do; how do they relate to other political institutions; why do we have pressure groups; what developments have made them so prominent; are they now essential institutions; do they pose a danger to Canadian society; and finally, can they be safely absorbed into the political system (Pross, 1992, p.2)?

If the work of Paul Pross is not reviewed or assessed then one is not doing research in the domain of pressure groups and NGO's, according to one of Canada's most prominent political scientists (Jackson, personal communication, 1986). Particularly in the context of Canadian experience, Pross is widely referenced and is considered pre-eminent (Burt, 1990, p.17; Burt, 1990, p.339; Jackson, 1990, p.549; Van Loon and Whittington, 1987, p.408; Doern

and Phidd, 1983, p.76; Paltiel, 1982, p.203). His model building exercise has led to the development of a series of useful typologies for pressure groups (Figures 1.2 and 1.3). These typologies, which define pressure group goals, organizational features and communication with government, include institutionalized, mature, fledgling and nascent groups (Pross, 1992 and Pross 1986). **Institutionalized groups** are characterized by multiple, broadly defined collective and selective objectives; extensive human and financial resources; strong public relations, use of the media for favourable ads and press releases; and finally, regular contact with policy makers, representation on advisory boards and staff exchanges (Pross, 1986, pp.121-122). **Mature groups** are characterized by multiple broadly defined and collective objectives; alliances with other groups; staffs which include professionals; presentation of briefs to public bodies; some public relations and press releases; and finally, regular contact with policy makers (Pross, 1986, pp.121-122). **Fledgling groups** are characterized by multiple but closely related objectives; a small staff; presentation of briefs to public bodies; and finally, a mixture of confrontation and regular contact with politicians and other policy makers (Pross, 1986, pp.121-122). **Nascent groups** consist of the newest forms of organization (Pross, 1992, p.99). They are characterized by single, narrowly defined objectives; small membership; no paid staff; publicity-focussed protests and confrontation with politicians (Pross, 1986, pp.121-122).

It should be noted that Pross tends to limit his research efforts to the pressure group elements of the larger population of NGO's. In his work, mention of **solidarity groups** and **latent interest** provide only tantalizing glimpses of the extent to which interests are present in democratic society. The latent interest, incidentally, refers to "...individuals and corporations (who) energetically protect their individual interest, but do not feel the need to recognize their mutual interest and promote it collectively..." (Pross, 1992, p.7). Part of what this thesis

attempts to accomplish is to determine the degree to which Pross's work on pressure groups may be applied to the larger NGO population. Present research examines a sector of interest: agriculture. It attempts to catalogue the non-governmental element of this interest community, including pressure groups, solidarity groups and some marketing board elements. It further describes this agricultural interest community's structure in terms of vertical integration and horizontal spread. Following Pross's conviction that pressure groups are an essential, useful element of policy making, present research seeks to assess the agricultural NGO community's usefulness in terms of a specific resource problem (Pross, 1992, p.2). Finally, it attempts to identify how NGO's, both adversarial and supportive of government resource management, may be absorbed into the ASEWQ policy process.

### 3. Environment, natural resources policy and NGO's

There is a major knowledge void in the realm of environment, natural resources and NGO's. NGO's and pressure groups have been identified in other public policy domains, particularly *native affairs* (Pross, 1992, p.8; Clark and Simpson, 1991, p.153; Phillips, 1991, p.185), *women's movement* (Jeffrey, 1993; Pross, 1992, p.191; Phillips, 1991, p.185; Burt, S., 1990, p.191; Cebotarev and Beattie, 1986, p.255), *consumerism* (Pross, 1992, p. 8; Coleman, 1990, p.100), *national parks and protected areas* (Nelson and Eidsvick, 1990, p.68; Nelson, 1987), *forestry* (Grant, W.P., 1990, p.118; Wilson, 1990, p.141; Hodgins and Benidickson, 1989) and *fisheries* (Pross and McCorquodale, 1990, p.34). Some of these domains have found voice through "...the major middle-class social movements of the 1970's..." (Pross, 1992, p.8). Their ranks include such organizations as the Assembly of First Nations, National Indian Brotherhood, National Action Committee on the Status of Women, Concerned Farm Women, Consumers Association of Canada, Friends of Temagami, Sierra Club of Western Canada, Friends of Clayoquot Sound, Canadian Wildlife Federation, Fisheries Council of Canada and the Maritime Fishermen's Union. However, in the area

of the environment, with the exception of some general names, we know very little about the overall NGO structure within resource sectors and surrounding major resource issues. Though the names of these *pressure groups* can be identified in broad resource sectors and surrounding major environmental issues, such as destruction of old growth forests or collapse of the east coast fishery, no one has attempted to comprehensively examine NGO's within a complete resource sector.

#### **4. Agriculture and NGO's**

Agriculture represents one of the oldest communities of interest in Ontario, with some select NGO's appearing prior to 1850 (Wood, 1975, p.29; Jones 1946, p.156). Despite this fact, chronicals of the agricultural movement are few and far between (Wood, 1975, p.xxvi). Documentation which does exist tends to be either from the early part of this century, or of the incidental biography and case-study variety. Examples include histories of those organizations such as the Agricultural Societies, considered to be the oldest and most venerable, or the most issue prominent, such as the Ontario Federation of Agriculture (Cebotarev and Beattie, 1985, p.260; Fuller, 1985, p.10; Veeraraghavan, 1985, p.123; Jones, 1946, p.156-168). This leads to a rather fragmented and incomplete impression of the history of agricultural organizations (Pross, 1992, p.8; Cebotarev and Beattie, 1985; Wood, 1975). Certainly there is a vast sea of other agricultural groups receiving little or no attention.

Reference to the foundation dates of on-farm organizations reveal that the majority are products of this century. Various experiences of Ontario society have led to blooms of NGO's, including the depression and the farm movement, women's movement and the ecological-organic movement, to name a few. If one adds to this all of the commodity groups which aptly summarize Ontario's varied agricultural economy, one is left with a truly heterogeneous collection of organizations.

The social and economic history literature describes the

evolution of agriculture in Ontario. The lengthy agricultural legacy is spiced with some key names—the Patrons of Husbandry (the Grange), the Farmers Association and the Ontario Federation of Agriculture (Veeraraghavan, S., 1986, p.121; Wood, 1975; Jones 1946). With such a history one might expect a greater quantity of contemporary research related to Ontario farm movements, their organization and their influence. However, the agricultural sector is one of the most complex in the Canadian economy.

"...developing food policy is a complex process for several reasons. For most products, production itself has become an involved, highly skilled and scientific operation. Frequently, the output from the production of one commodity is used as an input for the production of another product, such as grain to produce livestock, poultry or milk. In addition, there is competition amongst farmers for scarce resources such as credit, land, fuel, skilled labour, research and government programs. Finally, the many actors and the nature of the stakes involved, as each of them pursue their own interests, results in a highly complex and difficult area for policy-making..."(Forbes, 1985, p.1).

Perhaps the complexity of the Agri-Food business is one of the reasons that not many people have studied the organization and structure of NGO's. Researchers grappling with this complex policy community have posed questions along the following lines. What is the impact of federalism on Canadian agricultural policy-making; how is national policy developed in the Canadian farm and food processing industries; and, how effective is the farm lobby at affecting the outcome of federal agricultural policy (Skogstad, 1987; Forbes, 1985; Wilson, 1990)? Yet, there are still some unresolved questions, particularly relating to horizontal and vertical organization and structure, mobilization potential and mandates.

The fact remains that even in the most recent research, the focus is on the most prominent, often national, agricultural organizations and their involvement in agro-economic issues. Studies on the role of the agricultural policy community and its effects upon policy formulation have tended to find focus in two

areas. *First*, there has been an emphasis upon the most prominent lobby or pressure groups (Rugman and Anderson, 1990, p.70; Wilson, 1990, p.130; Dawson, 1975, p.29; Dawson, 1967, p.450). This has excluded the significant non-policy influencing element of the NGO population. *Second*, there has been much research attention upon the role of the wider policy community with its variety of institutional players (Coleman and Skogstad, 1990; Skogstad, 1987; Forbes, 1985, p.12). This has taken focus away from the grassroots, on-farm agricultural policy perspective.

This literature and research bias justifies the case study selected for examination in this thesis.

##### **5. Sustainable Agriculture, Soil Erosion and the On-Farm Interest**

This *agricultural NGO* case study serves as an entry point for the examination of sustainable agriculture on the farm. It satisfies that part of the sustainable agriculture definition which seeks to enhance the role of rural systems and communities (Keating, 1993, p.17; Flora, 1992; Standing Committee on Agriculture, 1992, p.xvi; Brklacich, 1991, p.1; Francis, 1990, p.103, MacRea, et.al., 1990, p.76). A cautionary note is needed here. The whole concept of sustainable agriculture is an amorphous one, as it is discussed in so many environmental and resource contexts. At the most general level it "...meets the needs of the present without compromising the ability of future generations to meet their needs..." (Bruntland, 1987, p.43). Beyond that, there are a host of specific and often intermeshed tenets which have been proposed. In the context of agriculture, these tenets include: farm level decision-making which is harmonious with ecological soundness and which reduces off-farm environmental damage; promotion of short and long term agricultural economic viability; promotion of short and long term food quality and supply; use of the ecosystem or watershed as the landscape management unit; sustaining and enhancing the role of the family farm; diversifying farm production activities; and finally, active participation of the local community (Keating, 1993, p.17; Brightwell, 1992, p.3;

Doering, 1992, p.27; Flora, 1992, p.38; Neher, 1992, p.53; Brklacich, 1991, p.1).

The focus on the rural community and the on-farm NGO is especially timely for two reasons. *First*, the farm community is shrinking, in the face of declining farm income. As a result, there are growing fears over the continued viability of the family farm (Francis et.al., 1990, p.157; Fuller, 1985, p.32). Such changes in the character of the community are detrimental to the aims of sustainable resource managers, who seek greater grassroots and NGO involvement in resource conservation (Keating, 1993, p.46; World Commission on Environment and Development, 1987, p.319). Sustainable resource managers consider the family farm to be an integral feature of a viable rural community (Doering, 1992, p.27; Flora, 1992, p.39; Francis, et.al., 1990, p.158).

*Second*, the rural community is increasingly perceived to be at odds with the urban enviro-conscious community (Williams, 1990, p.28; Veeraraghavan, 1985, p.137).

"...although public support for agriculture is still prevalent, it is eroding as the impacts of agricultural practices and policies...are increasingly perceived as negative and severe..."(Williams, 1990, p.28).

This erosion of support is visible on a spectrum of agricultural issues from water quality decline to animal rights (Kolkman, 1988, p.4; Miller, 1988, p.8). Many senior government managers and environmental organizations have traditionally favoured a regulatory approach to resource conservation, such as fines for polluters. This is quite different from the voluntary compliance approach that Ontario farmers find most comfortable (Colborn, 1990, p.46; Orazem, et.al., 1989, p.837; Zinn and Blodgett, 1989, p.184-186). Further, environmental organizations are placing agricultural issues on their agenda. This could lead to the urban enviro-conscious community determining agricultural soil erosion adjustments (Williams, 1990, p.30; Batie, S., 1988, p.1). Such adjustments could include regulatory responses (Jordan and Elnagheb, 1992, p.73).

It is in the rural community's best interest, therefore, to take leadership on the non-point pollution and soil erosion problem. The opportunity for this leadership lies in the agricultural NGO's (Auburn and Baker, 1992, p.109; Enshayan, Stinner and Stinner, 1992, p.128; Gerber, 1992, p.121; Sorensen and Porterfield, 1991, p.189; Francis, et.al., 1990, p.158; Miller, 1990, p.151; Thompson and Thompson, 1990, pp.163-167). The existence of agricultural NGO's is the result of farmer ability to organize and develop networks to deal with on-farm and rural community concerns (Busby, 1990, p.90; Skogstad, 1990, p.59). As can be seen from the dates of the literature cited above, the recognition of this potential NGO leadership role is quite recent. Farmer managed community-based sustainable agricultural organizations are a fairly new phenomenon (Gerber, 1992, p.118; Thompson and Thompson, 1990, p.163).

Previous research on grassroots participation in soil conservation has focussed upon such factors as farmer perception of erosion problem and adjustments (Napier, et.al., 1986, p.109); farmer implementation of erosion adjustments (Rahma and Huffman, 1984, p.405; Lee, 1980, p.1070) and measurable results of such implementation (Korsching, et.al., 1983, p.428). These factors are often considered in conjunction with characteristics of the *individual* farm (size, type and land ownership) or the *individual* farmer (age, education or extension service use), as opposed to farmer *networks* or *NGO's* (Lockeretz, 1990, p.517).

Despite the fact that many consider the farm lobby to be one of the most powerful nationally and internationally (Wilson, 1990, p.135), we seem to obtain only glimpses of the provincial and local on-farm movement through the selective eyes of the media. On particular contentious issues we may claim awareness of such groups as the *Ontario Federation of Agriculture* or *Farmers Against the Check-off*, but we do not know how they fit in to the overall NGO picture. This particular case study will explore and fill knowledge voids about the on-farm NGO movement. It will also fulfil obligations from the Bruntland Report, the National Round Table

Report of Canada, and the Canadian Council of Resource and Environment Ministers strategy for sustainable development in Canada. All of these reports called for major assessments of the mobilization potential at the local level (Bruntland, 1987, p.327). This on-farm movement is moving parallel to other local movements, such as that of Forestry Canada's Model Forest Program, which exhibits federal and provincial cooperation. In this example, the Model Forest Program demands the creation of partnerships and advisory panels, at the local level. They are assigned the task of developing integrated action plans for watersheds and other appropriate management units. This particular example also demonstrates that the watershed unit continues to be central to integrated local and regional management strategies (May, 1992). However, that is the case for forestry. The fact remains that no one researcher is comprehensively looking at the structure and the organization of the local grassroots level or the on-farm movement.

Soil quality is an important component of sustainable agriculture (Figure 1.4). It supports human population through food production, reduces plant and erosion stress and impacts upon good water quality (Haberern, 1992, p.3; Parr, et.al., 1992, p.9). By inference, then, farmer adjustment to the ASEWQ problem is also key to sustainable agriculture (Hendrix, et. al. 1992, p.72). To the best of the author's knowledge, a systematic classification of agricultural soil erosion adjustments has not appeared in the literature. Published work has typically been limited to descriptions of adjustment types in terms of engineering or mitigation mechanisms. This description is not comprehensive enough for management purposes. It does not describe the range of possible adjustments in terms of management options, categories or individual types; nor does it offer the attendant understanding of NGO perception of erosion hazard. The literature associated with natural and man-induced hazards represents an attractive conceptual basis for the exploration of this adjustment theme. The Natural Hazards School, which evolved out of the early work of Gilbert White and others at the universities of Chicago, Clark, Colorado

and Toronto, has identified erosion as a hazard like other geophysical and biophysical processes (floods, fire, hurricane and tornado). In this context, man's relationship with these natural forces may be defined in terms of human adjustments, which either manipulate the environment or promote environmental-behavioral harmony. This range of possible adjustments ultimately determines the type of man-environment relationships which exists. The central idea in this man-environment paradigm is that an increased sensitivity to natural forces and their interaction with social processes is helpful in developing institutional arrangements to cope with a variety of geophysical and biophysical events (Burton et. al., 1968, p.5). This adaptive management concept also has underpinnings in Harlan Barrow's "Geography as Human Ecology". For:

"...man, while capable of powerful actions, possesses severe and shifting limits on both his ability to perceive and understand the world around him and to choose among appropriate courses of action. These limitations, arising from nature, personality, society and culture, provide the bounds within which rational action may take place..." (Burton, et. al. 1968, p.6).

It is from this research tradition that the Theoretical Range of Choice Model is borrowed. Present research will attempt to apply this model to the natural hazard of soil erosion and associated adjustments.

#### **SUMMARY**

This literature review has woven together a complex variety of agricultural, economic and sociological disciplines, research priorities and issues. It is clear that the sustainable development strategy represents a considerable challenge to the melding talents of agricultural policy makers. But where does this leave the rest of the agricultural policy community? More specifically, what sort of response can be expected of on-farm organizations? Clearly, sustainable development has targeted them for participation in ASEQ management. But agricultural NGO's, despite a possible moral support for conservation initiatives, are faced with a host of

other pressures and debates, which impinge upon farming in Ontario. This spectrum of issues includes, among others: the farm financial crisis, the farm organization funding issue (Government of Ontario, 1993, Bill 42) and the animal rights lobby. Such a ledger of complex issues may be a bellringer for a complex population of agricultural NGO's. With this in mind, this thesis will attempt to determine if the complexity issue in agriculture masks the real sensitivity of organizations to the ASEWQ problem.

It is surprising to think that key strategists in the agricultural policy domain for the province are helping to initiate new policies, programs and projects, in the realm of agricultural soils erosion and water quality decline, without the benefit of comprehensive knowledge of the structure and organization of on-farm NGO's. If indeed the agriculture policy strategists do have comprehensive knowledge of the agricultural community it would be a very late addition to their knowledge set. No one has declared that such an encyclopedia exists and this research, unless otherwise advised is the first comprehensive encyclopedia of on-farm NGO's in Ontario.

## CHAPTER III

### RESEARCH DESIGN AND METHODOLOGY

#### PURPOSE

The purpose of this chapter is to provide an overview of the methodology used to gather and analyze raw data on agricultural NGO's, their mandates, their participation in the management of agricultural soil erosion, as well as the identification of soil erosion adjustments.

The methodology is organized in terms of five stages or "tasks". Each task reflects rather complex exercises in identification, classification and analysis (Figure 1.1). Further, two means of data acquisition predominate. There is a methodology related to identification of NGO's, where a networking process is found useful. There is also a methodology related to the gathering of new data, where a questionnaire is necessary. Data gathered as a result of the successful execution of these tasks serve as the foundation for the description and analysis in Chapters 4-8.

The most important research instrument is the *survey questionnaire*. A major section of this chapter is devoted to the description of this questionnaire's design and its contribution to the research problem.

Each of the five research tasks is discussed in terms of its data requirements, data acquisition techniques and interpretation devices (Moser and Kalton 1971; Oppenheim 1966). Data requirements and acquisition techniques are both covered in sections pertaining to objectives, data requirements and search phases. Finally, interpretation devices are identified in sections concerning research products. Such devices include the inventories, models and tabulated data necessary to support the research.

**TASK ONE: IDENTIFICATION OF ONTARIO NGO POPULATION****A. OBJECTIVE**

The objective of this task is to *identify and describe the agricultural NGO population of Ontario*. Identification is accomplished in terms of the numbers and distribution of NGO's across the province. NGO description is facilitated by grouping according to classes of agricultural interest or policy fields. Methodology related to the data acquisition for this task is summarized in Figure 3.1.

**B. DATA REQUIREMENTS**

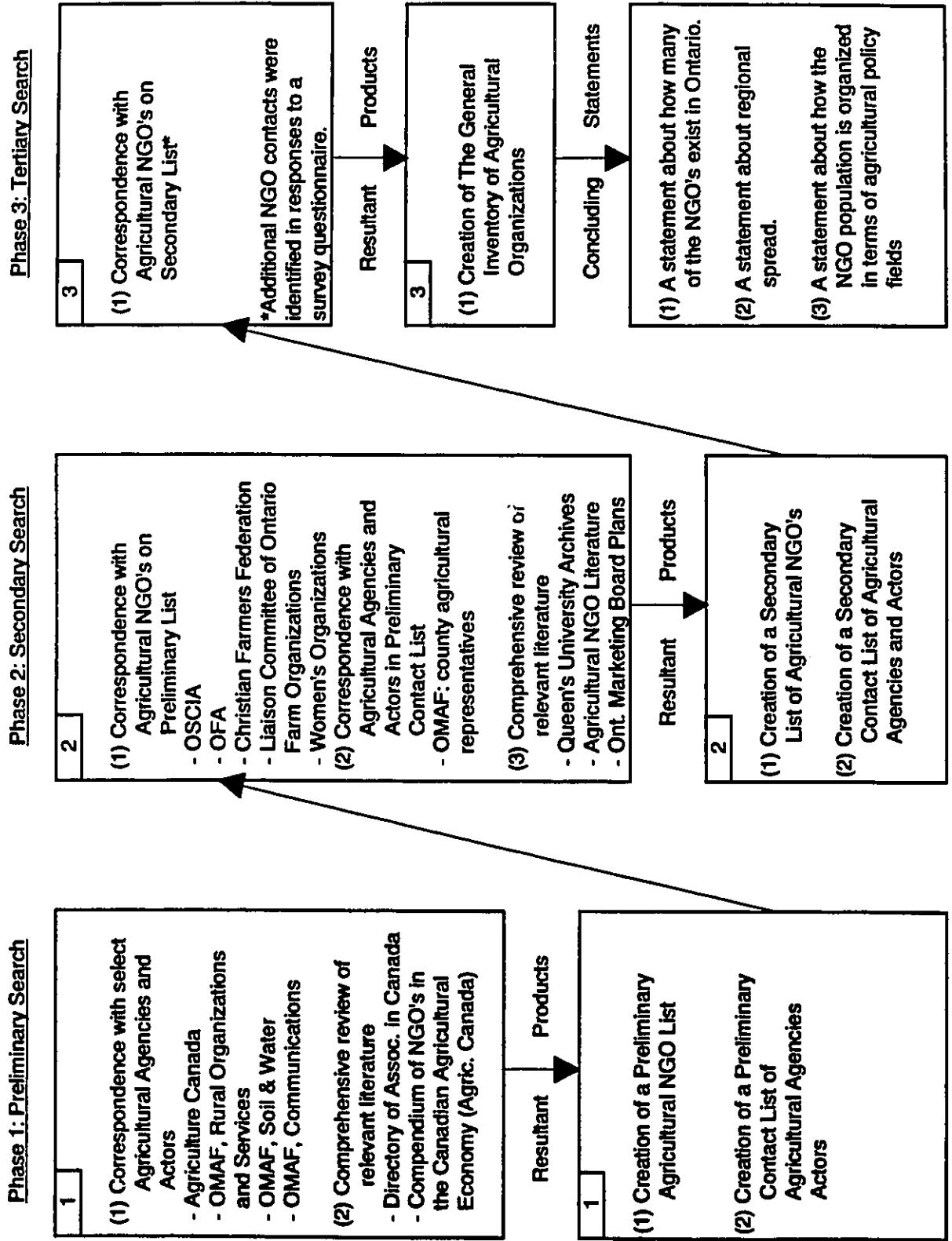
Development of an NGO identification strategy is necessary because a comprehensive list or encyclopedia of agricultural groups presently does not exist for Ontario. The registration of lobbyists, a process which makes public their names, organizational affiliations and issues lobbied on, is a relatively recent development at the federal level ("An Act Respecting the Registration of Lobbyists", Revised Statutes. 1985. Chapter 44). As yet, there exists no registration of organizations attempting to affect public policy at the provincial level, and certainly not in the domain of interest groups. The NGO lists maintained by Agriculture Canada and the Ontario Ministry of Agriculture and Food proved to be inadequate. More will be said about this situation later.

**C. SEARCH PHASES**

The development of an Inventory of Agricultural NGO's may be divided into three search phases (Figure 3.1). These phases define levels of investigation which seek out progressively more obscure sources of information. These sources of information consist of reviews of relevant literature, NGO correspondence and membership lists, as well as, contact and correspondence with various NGO's, Marketing Boards and governmental agencies.

Despite the description of the search in three phases, it should be stressed that much was happening simultaneously. The

# Figure 3.1: Task One - Agricultural NGO Identification



following is a review, providing highlights of the search process.

### **1. Preliminary Search**

In order to determine the size of the population of agricultural NGO's, as well as to establish initial contacts, it was necessary to formulate a preliminary search.

Data compilation began with such sources as The Directory of Associations in Canada (Land, 1986) and Agriculture Canada's unpublished "Compendium of Non-Governmental Organizations in the Canadian Agricultural Economy" (Agriculture Canada, 1986). The former, one of the more complete such directories in existence provided only a partial listing of Ontario's agricultural organizations. The latter was somewhat more insightful as it identified *nationally based NGO's* in terms of mandate, membership, size of industry and lobbying potential. However, the Agriculture Canada document was of limited utility because of its national focus. Considerable time was expended determining if those national organizations possessed provincial affiliates in Ontario.

Other sources explored in the preliminary search were the NGO contact lists of the Communications, Rural Organizations and Services, and Soil and Water branches, of the Ontario Ministry of Agriculture and Food (OMAF). This search ultimately produced a preliminary agricultural NGO list, as well as a preliminary contact list of both governmental and non-governmental agricultural agencies that may have the potential to assist in the identification exercise.

### **2. Secondary Search**

The search products (NGO list and contact list) previously identified provided the basis for the secondary search. In this phase, agricultural NGO's from the primary contact list were contacted in order to identify other network or affiliated NGO's. These efforts provided mixed results as such larger, more influential organizations as the Ontario Federation of Agriculture (OFA) were not enthusiastic about parting with a *membership list*

*considered private information.* As a contingency plan, it was necessary to attend the OFA's annual meeting, as well as review its archival files (correspondence and meeting minutes) at Queen's University, Kingston. Other organizations, however, were very forthcoming with any data they could offer. In this latter category were several farm women's groups; the Liaison Committee of Ontario Farm Organizations; as well as some of the regional Soil and Crop Improvement Associations. Example letters requesting information from some of these NGO's may be found in Appendix 3.1. It was such 'contact-through-contact' searching which resulted in the identification of many small and local soil conservation groups, such as the Brant-Norfolk Conservation Club.

Ultimately, the most valuable sources of inventory data were the agricultural NGO lists provided by the fifty-four offices of agricultural representatives in Ontario. The formal information request eventually generated a 100% response rate (Appendix 3.2). But, it must be said that there was some hesitancy to supply NGO lists by several county offices. These county lists, along with the regional SCIA contact lists and the Marketing Plans for all of the commodity boards, provided the majority of the inventory data. Their receipt was considered critical as they provided the best opportunity to capture the local level and small scale grass roots organizations; especially those groups of farmers who might have an organized interest in soil conservation but without much public profile.

This secondary search produced a more comprehensive list of agricultural NGO's than did the preliminary round. It included approximately 1000 organization names, including some of the least visible, yet more interesting, farm groups. From this list it was possible to develop a secondary contact list of agricultural non-governmental agencies, for use in the tertiary search phase.

### **3. Tertiary Search**

This final search phase in the agricultural NGO identification process was distinguished by a hunt for the most obscure on-farm

organizations. Investigation proceeded in much the same contact-through-contact manner as previous efforts. At this point, the aim was to determine *first*, if the less visible NGO's networked with any other low profile organizations and *second*, if there existed any soil management NGO's not previously identified. The search provided only a few additional names, including the Cold Creek Land Owners Association.

By the end of the tertiary phase, it was believed that virtually all of the agricultural organizations had been discovered, as repeat NGO's were becoming more common on any new lists. It should be noted that a survey questionnaire, to be discussed later, also probed for leads on previously unidentified NGO's. This meant that throughout the research, the agricultural NGO identification task required systematic periodic updating.

The product of this last search phase was a tertiary list of agricultural NGO's. Its integration with the agricultural NGO lists of the primary and secondary search phases are the substance of a document: The General Inventory of Agricultural NGO's in Ontario (Appendix 1). It fills the information void previously identified, and serves the purpose of an NGO encyclopedia. This document has been well received by the Ontario Ministry of Agriculture and Food (Needham and McFadden, 1989).

#### D. RESEARCH PRODUCTS

The General Inventory of Agricultural NGO's in Ontario comprehensively identifies the population of on-farm organizations in Ontario. It further attempts to classify strategically this population. *One of the dominant residual messages remaining after this exercise is a realization of the complexity of the agricultural economy of Ontario;* a major resistance in itself to researchers and others attempting to rationalize its structure and organization.

The Inventory contains four, increasingly specific, levels of definition. *First*, the term *agricultural policy field* refers to six broad areas of agricultural interest. These are Livestock, Crop

Management and Production, Land Management, Dairy Products, General Farm Management and Rural-Social Concerns or Interest. These policy fields have been defined in order to be congruent with the organization of Ontario Agricultural Statistics, maintained by both OMAF and Statistics Canada. *Second*, the *commodity/interest family* breaks down the policy fields into twenty-five more specific sub-interests. There is a different number of commodity/interest families for each policy field. As a consequence, Livestock has seven commodity/interest families, Crop Management and Production has four, Land Management has three, Dairy Products has two, General Farm Management has four and Rural-Social Concerns and Interests has five. Examples of such families include Cattle (Livestock), Field Crops (Crop Management and Production) and Soil Conservation (Land Management). *Third*, the commodity/interest families are subdivided into groups of *commodity/interest types*. There are 175 such types in the Inventory. This classification level characterizes NGO's by commonness of organizational mandate. NGO's found within the same commodity/interest type have similar constitutions and responsibilities. The Cattle interest family, for example, is made up of 31 interest types, including Cattle Breeders Associations, Holstein Clubs and Dairy Herd Improvement Associations. *Fourth*, the commodity/interest types are made up of groups of *agricultural NGO's*. These consist of alphabetical listings of all of the affiliated agricultural organizations, local and provincial, which fit within the interest type mandate. Therefore, within the population of 1167 NGO's listed, are such examples as the Elgin Holstein Club and the Oxford County Corn Producers Association.

The General Inventory of Agricultural NGO's in Ontario is also organized according to selected *regions*. The first *regional* section is the comprehensive document, listing all non-farm NGO's in the *province*. The next three *regional* sections present the same information from a broad watershed perspective. These watersheds or

sub-regions are:

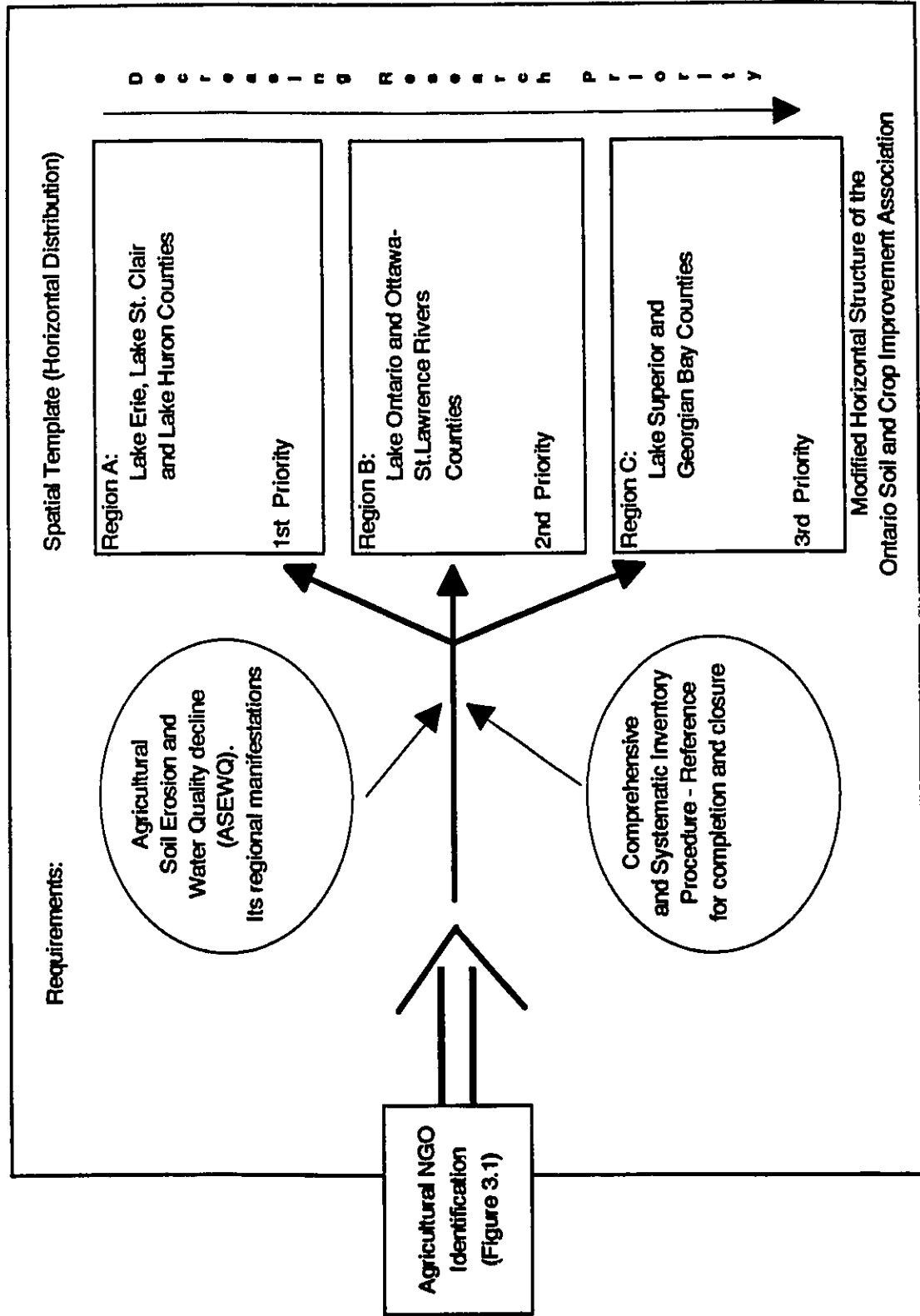
- a) Lake Erie, Lake St. Clair, and Lake Huron (16 counties)
- b) Lake Ontario and Ottawa-St. Lawrence Rivers (25 counties); and
- c) Lake Superior and Georgian Bay (10 counties/districts)

This *regional, or spatial template* is adopted from the organizational structure of the Ontario Soil and Crop Improvement Association (Figure 3.2). It is useful for several reasons. *First*, this structure is largely compatible with the organization of county agricultural representatives for the Ontario Ministry of Agriculture and Food (OMAF). This is important because much of the investigation into the existence of individual NGO's has been carried out through the help of these agricultural officials at the county level. *Second*, this structure links similar agricultural economies. Sub-region A's boundaries enclose the Southwestern Ontario region, characteristically associated with the most intensive agricultural activity. Sub-region B, consisting of Central and Eastern Ontario, is less productive agriculturally than is A. Sub-region C consists of Northern Ontario and thus has a rather limited role in the provincial agricultural economy. *Third*, the sub-regions and associated counties are appropriately defined on a watershed basis. Much of the literature on ASEWQ management stresses the importance of attacking the non-point source pollution problem from the point of view of the watershed (Mitchell and Shrubsole, 1992; Lowrance, 1992; McNeil and Windsor(ed), 1990; Coburn, 1989; Mitchell and Gardner, 1983). The watershed perspective is uniquely appreciative of the land-water relationship.

"...(it) can be defined as providing either the hydrologic input to surface water...or the hydrologic input to ground water... The watershed integrates land use, cropping systems, climate, soils, hydrogeology, and cultural factors into a "watershed response". The watershed response is essentially a movement of water and water-borne substances...

Watersheds can also be used as the geographic basis for other measurements of landscape structure, function and response." (Lowrance, 1992, p.107).

**Figure 3.2: Spatial Organization of Agricultural NGO's in Ontario**



In sum, the Inventory's spatial template acknowledges the watershed in a manner which marries well with the province's regional agricultural economies. The spatial template further permits the comparison of agricultural NGO's, commodity/interest types and families among the different regions of the province.

#### **E. CONCLUDING STATEMENTS**

Task One's identification and description of the agricultural NGO population in Ontario allows three important descriptive statements to be made. The *first* is related to the number of agricultural NGO's which exist in the province. The *second*, is about the regional spread of these agricultural organizations. The *third*, is the organization of the NGO population in terms of agricultural policy fields.

Successful completion of Task One provides a data source, the Inventory, which is both uniquely comprehensive and absolutely necessary for this investigation. An understanding of the size and breadth of the agricultural NGO population is implicit in the exploration of the role of NGO's in the ASEWQ problem.

#### **TASK TWO: DETERMINATION OF NGO VERTICAL DISTRIBUTION**

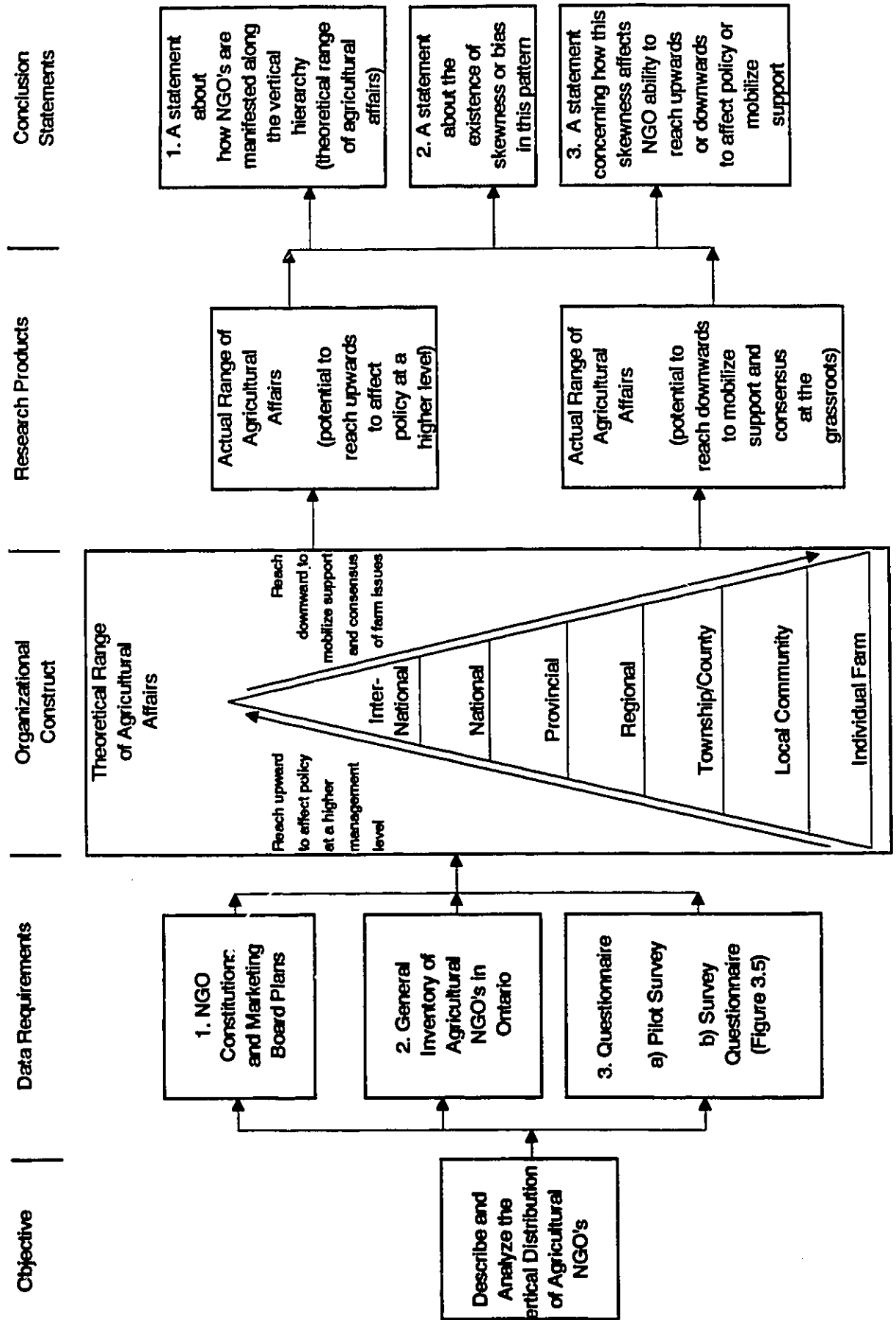
##### **A. OBJECTIVE**

The objective of Task Two is *to describe and analyze the vertical organization and interaction of NGO's operating at different management or policy levels*. The vertical dimension or scale includes individual farm, local community, township/county, regional, provincial, national and international agricultural policy domains (Figure 3.3). In essence this vertical scale represents a Theoretical Range of Agricultural Affairs. The Affairs Range can be described at each level, as NGO's representative of each level are examined and classified.

##### **B. DATA REQUIREMENTS**

To accomplish the aims of Task Two, three information sets are

**Figure 3.3: Task Two - Determination of NGO Vertical Distribution**



required. The *first* set is the constitutions of NGO's, as well as the Marketing Plans of the Ontario Marketing Boards. These documents provide information associated with mandate, election procedures, annual meetings, membership characteristics and communication links. The *second* set is the General Inventory of Agricultural NGO's in Ontario. As described previously, this document provides the population of organizations whose vertical distribution is to be assessed. The *third* set is an iterative survey questionnaire with several information fields which probes for mandate, membership characteristics and communication links for select organizations.

The development and implementation of the survey questionnaire proceeded in two phases, consisting of a pilot and a main survey. These are summarized in Figure 3.4.

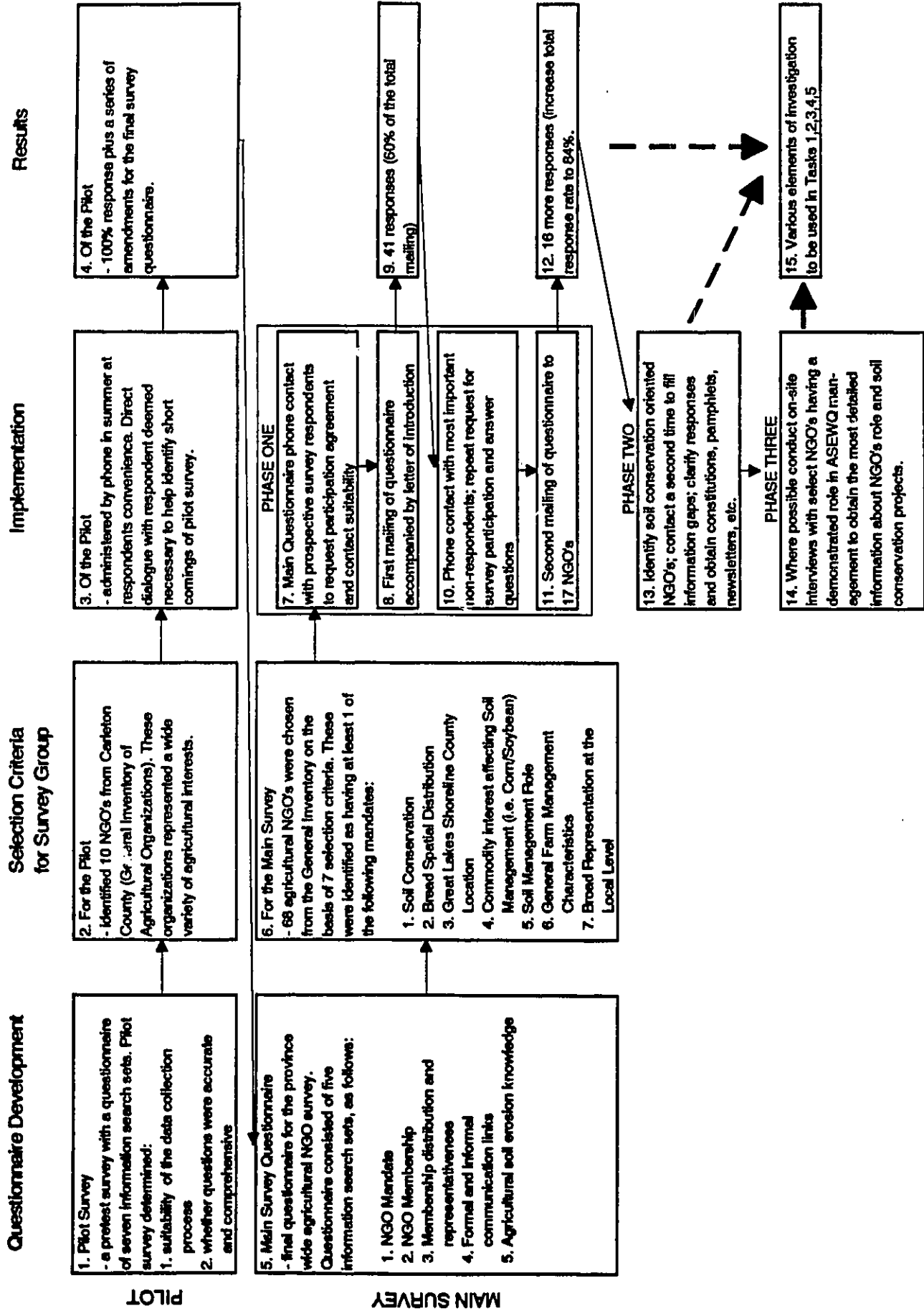
#### 1. Pilot Survey

The pilot survey's purpose was to establish the appropriateness of the data collection process, as well as determine the accuracy and comprehensiveness of the questionnaire as a survey instrument.

The pilot survey questionnaire was four pages long and consisted of seven information fields. These fields included: mandate of NGO, NGO membership size, distribution of membership, organization representativeness, formal and informal communication links, organization knowledge of agricultural soil erosion and finally, soil erosion adjustment knowledge (Appendix 3.3). This information mix was deemed necessary to provide data and information relevant, not only Task Two, but also to Tasks One, Three, Four and Five.

In identifying the pretest group for the pilot survey, two factors were considered. *First*, there was a need for cost effectiveness, hence, the choice of local organizations in Carleton County. *Second*, there was a need for survey group variety. This was to anticipate the questionnaire's effectiveness at addressing a range of responses across all of the possible NGO

# Figure 3.4: Methodology Related To Survey Questionnaire



commodity/interest families in the Agricultural Inventory. Ten farm organizations in Carleton County were chosen out of the agricultural representative's contact list. These included the Soil and Crop Improvement Association; Corn Producers Association; Carleton Federation of Agriculture; Milk Committee; the Plowmens' Association; Farm Safety Association; Junior Farmers Association; 4-H Leaders Association and Pork Producers Association.

The preliminary questionnaire was administered via a phone survey. Implementation through this direct form of communication with respondents was necessary to help identify any shortcomings of the questionnaire approach, as well as clarify and reword any murky questions. The telephone provided the most direct and convenient communication link. Respondents were otherwise reluctant to make appointments to conduct interviews during the agriculturally busy summer months.

The pilot survey generated a 100 percent response. It affirmed the usefulness of the survey questionnaire as a data collection tool, albeit with some important and appropriate adjustments. Changes for the main questionnaire included the rewording of select questions; the reorganization and subdivision of question sets; as well as some duplicate questioning to assess response consistency.

## **2. Research Survey**

The final research questionnaire represented a survey instrument of seven pages (Appendix 3.4). It was organized according to six sections or information fields. The sections probed for information related to organization mandate, NGO membership, membership distribution and representativeness, formal and informal communication among members, agricultural soil erosion and finally, agricultural soil erosion adjustments. In total, twenty-nine questions were posed. The larger size of the final document allowed for the addition of critical questions as well as greater space for answering. To enhance the meaning or purpose of each question, the most important words were italicized.

The questionnaire was made up of both open and closed

questions. The open style was adopted in areas where the researcher considered it appropriate to encourage a detailed or opinion laden answer. The closed style was adopted in areas where the researcher, based upon the experience of the pilot survey, felt it possible to anticipate the range of answers to a specific question. The closed style also served to clarify the researcher's interpretation of the question, preventing possible confusion on the part of the respondent. Organization and justification of individual sections and questions is provided in Appendix 3.5.

Data collection for the main survey took place in three phases. The *first* phase consisted of repeated questionnaire mailing. The *second* phase consisted of further telephone interviews with NGO's interested in soil conservation. The *third* phase consisted of a final in-depth, on-site interview with select NGO's having a demonstrated role in ASEWQ management.

#### **a) Questionnaire Distribution**

The questionnaire mailing proceeded in a systematic fashion. The first mailing consisted of blanket coverage of 68 NGO's from 50 different commodity/interest types. This sample was selected on the basis of seven criteria.

*First*, questionnaires were sent to all NGO's with a visible interest in soil conservation, for example the Soil and Crop Improvement Association. All one-of-a-kind organizations of this type were sampled. This was done to assure the inclusion of the most active participants in soil conservation, as well as, to identify the range of soil erosion adjustment being used or considered on-farm. *Second*, all NGO's having a broad spatial distribution across a sub-region and/or province were selectively sampled (ie: not more than twice per sub-region). This permitted the examination of those organizations enjoying wide membership and thus, potentially, wide mobilization potential over a broad area. *Third*, sampling for sub-regions A and B were concentrated on the coastal counties. Coastal counties with a soil erosion problem were judged to have the greatest potential impact upon agricultural non-

point source water pollution. *Fourth*, specific attention was focussed upon NGO's associated with agricultural commodities most related to soil erosion or erosion control; for example, row crops such as corn, soybeans, beans and potatoes. Such organizations, through various cropping procedures, might have a role to play in the ASEWQ problem resolution. *Fifth*, specific attention was focussed upon NGO's associated with agricultural technologies most related to soil erosion; for example, the Plowmens Association, Organic Crop Improvement Association and Community Pasture Association. These organizations might be amenable to, or already instituting, new soil management technologies. *Sixth*, general farm management organizations with the greatest potential to influence provincial agricultural policy were included. These also have strength in membership, financial resources and some research involvement. Examples fitting this criterion included the Ontario Federation of Agriculture, Christian Farmers Federation and the Junior Farmers. *Seventh*, all NGO's having broad representation at the county level were included, for example, the Pork Producers Association. The purpose, here, was to include all organizations with grass-roots mobilization potential, regardless of a soil conservation involvement or interest.

Before the mailing process began, the NGO representatives were contacted by telephone. This was done to ensure that they were the most knowledgeable contact for their group, as well as obtain their agreement to participate in the survey. It was hoped that this overture might encourage a higher rate of return. Once again, however, contact by phone was hampered by respondent working hours. In the end, all participants in the mailed survey had agreed to participate.

The questionnaire was sent with a covering letter which identified the researcher, the nature of the research and a telephone number for inquiries about the survey. A final incentive contained in the mailed package was a self-addressed and stamped envelope, as per survey research protocols.

Despite the telephone contact and the presence of the return

envelope, many of the questionnaires were not returned quickly. The survey commenced in a fall season, coinciding with harvest, and therefore, was hampered by farm work schedule. To deal with the problem of slow, or non response it was necessary to conduct a comprehensive follow-up campaign into the winter and spring months. Graduate research field seasons and the period of availability of respondents, therefore, were not always congruent. During the course of questionnaire distribution, copies of the survey package were mailed to some sixteen agricultural organizations not previously part of the sample. These groups were identified in the earliest, returned questionnaires. For example, the Organic Crop Improvement Association's questionnaire identified NGO communication with five other unknown organizations.

**b) Survey of NGO's Sensitive to Soil Conservation**

The second phase of survey implementation took place after the receipt of all completed questionnaires. At this point it was now possible to identify the NGO's with a recognizable mandate or interest in the area of soil conservation. These organizations were contacted a second time, by telephone, to obtain any missed information, clarification of information, and to probe for additional comment on NGO role in soil conservation.

**c) Intensive Survey of NGO's Committed to Soil Conservation**

In the third phase of survey implementation, it was deemed important to conduct on-site interviews. This phase was focussed on selected NGO's having a demonstrated role in the realm of ASEWQ management. Both supporters and adversaries of provincial government soil conservation policy were considered, including the Christian Farmers Federation of Ontario, the Ontario Federation of Agriculture, the Huron Soil and Water Conservation District and the Cold Creek Landowners Association.

The data collection process thus described, with its pilot survey, main survey, questionnaire implementation, printed matter collection and interview dialogue provided information for the

successful completion of all research Tasks. However, it is in the context of Task Two: Determination of NGO Vertical Distribution, that the main survey questionnaire initially appeared most useful.

#### **C. ORGANIZATIONAL CONSTRUCT FOR SURVEY RESEARCH RESULTS**

The organizational construct for Task Two is based upon a Theoretical Range of Agricultural Affairs (Figure 3.3). Moving up and through this vertical hierarchy implies a sensitivity to agricultural issues spread over a larger area. It also captures the potential of NGO's to reach upwards to affect policy at a higher management level. Inversely, moving down through this hierarchy and its layers implies greater issue sensitivity to local problems. The Theoretical Range of Agricultural Affairs thus represents the hypothetical or conceptual model for the investigation of NGO vertical interaction. The transformation of this Theoretical model to an Actual Range of Agricultural Affairs model, through an analysis of survey research results, completes Task Two.

#### **D. RESEARCH PRODUCTS**

Task Two has produced an Actual Range of Agricultural Affairs Model that reflects NGO ability to affect policy at a high level (Figure 3.3). It also has produced a parallel Actual Range Model that reflects NGO ability to mobilize support and build consensus at the local or farm level.

In the case of the "Actual Range of Agricultural Affairs: NGO Ability to Influence Policy", each NGO in the population and identified in the Inventory (Appendix 1), is plotted in terms of its highest potential to reach upwards to affect agricultural policy. This plotting is dependant upon a series of data sources: the aforementioned Inventory of Agricultural Organizations in Ontario, available NGO constitutions and Marketing Board Plans. The Inventory, simply by its listing of NGO names, provides a primary classification of the management level at which NGO's operate. For example, the Prescott County Swine Association obviously functions at a township/county level. The consistency with which this system

worked is confirmed by reference to available constitutions, other association printed matter and marketing plans.

In the case of the "Actual Range of Agricultural Affairs: NGO Ability to Mobilize Local Level Support", each NGO in the population is plotted in terms of its lowest level of agricultural affairs sensitivity. This task is aided by the use of constitutions, marketing plans and, where possible, specific questionnaire responses. Focus is upon data related to election procedures, communication links and nature of membership. An organization with a strong consensus building ability might be characterized as drawing delegates and executive from the grassroots, sustaining large membership, communicating directly and frequently with members, attending to specific on-farm problems of individual members and having direct membership. Each of these characteristics offers a clue as to degree of NGO sensitivity to agricultural issues at the grassroots level.

#### **E. CONCLUDING STATEMENTS**

Task Two's determination of NGO vertical distribution generates knowledge and insight in three domains. *First*, the manifestation of NGO's across the Theoretical Range of Agricultural Affairs. *Second*, the existence of skewness or bias in this NGO-agricultural affairs pattern. And *third*, the NGO ability to reach upward to affect policy. This Task facilitates, therefore, an understanding of the different management levels at which agricultural organizations in Ontario operate. It further provides a window on how these NGO's interact to influence policy.

#### **TASK THREE: DETERMINATION OF NGO HORIZONTAL DISTRIBUTION**

##### **A. OBJECTIVE**

The objective of this task is to *describe and analyze the horizontal or spatial distribution of agricultural NGO's across Ontario.*

It is believed that NGO spatial distribution is sensitive to changing patterns of agricultural activity and production. NGO

types with broad mandates, therefore, should exhibit **multiple occurrence** or a large number of local NGO affiliates spread across the province. NGO types with unusual interests or narrowly practiced activities and forms of production should have a small number of local affiliates in a few specific counties. These would include organizations experiencing, what is termed, **unitary occurrence**. The examination of these patterns of multiple versus unitary occurrence, at the provincial and regional levels, provide the basis of discussion for NGO horizontal distribution. The methodology for this task is summarized in Figure 3.5.

#### B. DATA REQUIREMENTS

To accomplish the aims of Task Three, two information sets are required. The **first** of these sets is the General Inventory of Agricultural Organizations. This document, once again, provides the NGO population whose horizontal distribution is to be assessed. The **second** information set is OMAF's Agricultural Statistics for Ontario. This overview provides data necessary to understand the spatial distribution of agriculture. Such data as crop production levels, value of production, size and number of census farms, as well as other useful variables are presented on a county and a regional basis.

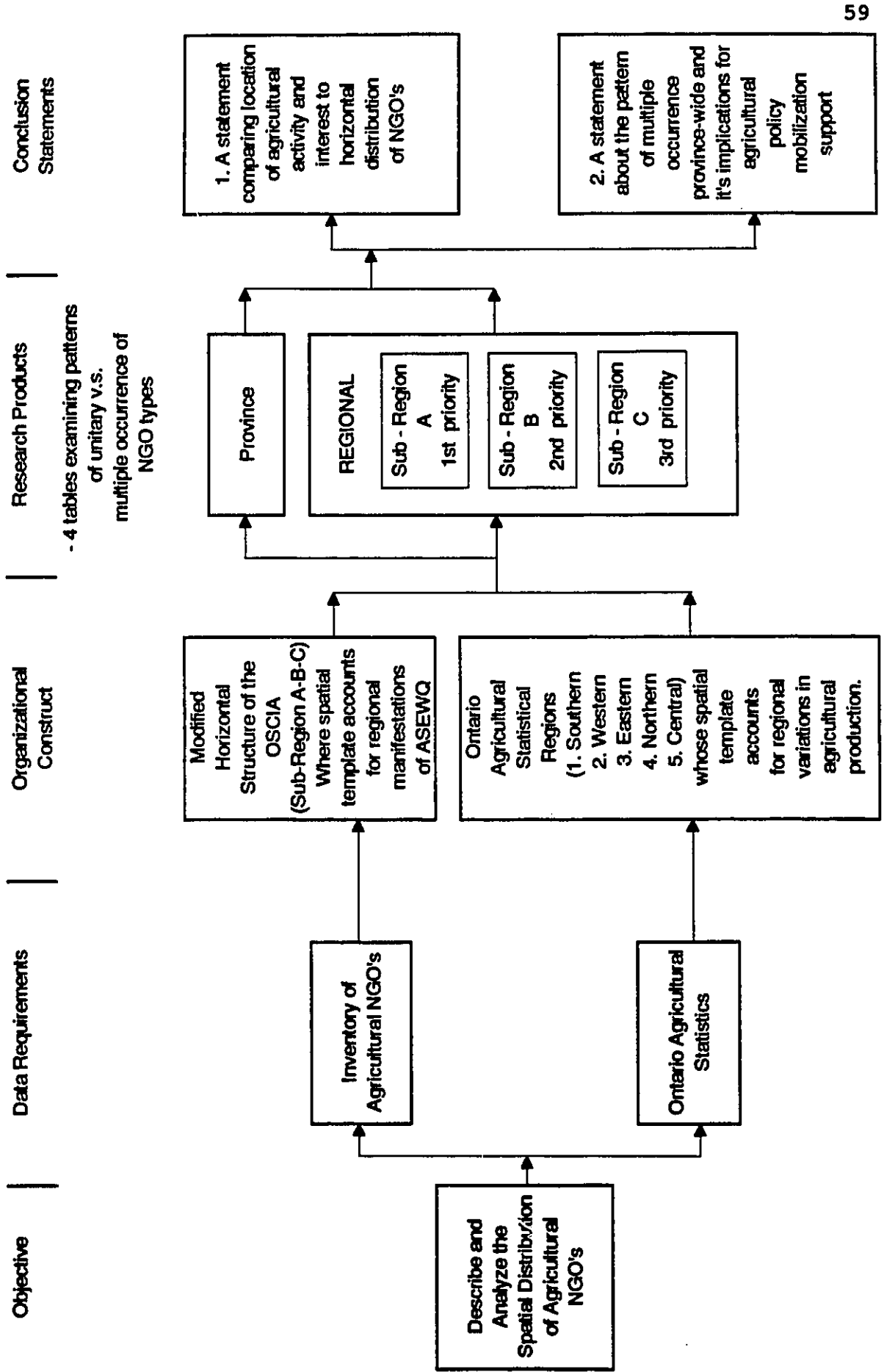
#### C. ORGANIZATIONAL CONSTRUCT FOR RESEARCH PRODUCTS

The General Inventory and the Agricultural Statistics organize and present data and information in a variety of regional ways.

In the case of the General Inventory, as described previously, its internal structure is defined by three sub-regions-A (Lake Erie, Lake St. Claire and Lake Huron), B (Lake Ontario and Ottawa-St. Lawrence Rivers) and C (Lake Superior and Georgian Bay)-developed from the administrative structure of the OSCIA. This particular spatial template is sensitive to regional differences in the intensity of Ontario's ASEWQ problem.

In the case of the Agricultural Statistics for Ontario, its internal structure is defined by five statistical regions. These

# Figure 3.5: Task Three - Determination of NGO Horizontal Distribution



include Southern, Western, Central, Eastern and Northern Ontario. This particular spatial template is characteristic of the provincial government's data gathering and is sensitive to regional variations in the agricultural economy. Although these two spatial templates do not overlap perfectly, the degree of boundary compatibility is enough to be useful.

#### **D. RESEARCH PRODUCTS**

The research products for Task Three are four tables. Each displays patterns of agricultural NGO occurrence at provincial and sub-regional levels.

Each table is distinguished by an x,y-axis relationship which expresses the number of NGO's per commodity/interest type. In the case of the provincial horizontal distribution, the entire population of agricultural NGO's contained in the General Inventory is plotted. This is simply accomplished by referring to the General Inventory and calculating how many affiliated NGO's there are for each of the commodity/interest types. The horizontal distribution tables for each of the sub-regions A, B and C are compiled in the same manner.

The four tables elaborate upon the frequency of multiple and unitary NGO occurrence in the province and its subregions. The analysis becomes extremely insightful when the individual commodity/interest types of the General Inventory are related to the four tables. It is thus possible to see how the location of commodity production and particular rural interests affects the presence of NGO's and NGO types, in different regions of the province.

#### **E. CONCLUDING STATEMENTS**

Task Three's determination of NGO horizontal distribution generates knowledge and insight in two research domains (Figure 3.5). *First*, the comparison of the location of agriculture and particular agricultural activities to the horizontal distribution of NGO's. *Second*, the pattern of province-wide multiple occurrence

and its potential as an agricultural policy mobilization tool.

Successful completion of Task Three permits an understanding of how farm activity and agricultural NGO's are related across the agricultural landscape. Further, the successful identification of NGO's with broad horizontal distribution or strong multiple occurrence, enables Task Three to set the stage for Task Four.

#### **TASK FOUR: DETERMINATION OF NGO MOBILIZATION POTENTIAL**

##### **A. OBJECTIVE**

The objective of Task Four is *to classify and analyze a select group of agricultural NGO's according to mobilization potential.* Mobilization potential refers to an NGO's ability to motivate and unify its membership around a cause, issue or project. In this case, focus is upon the potential to generate support within the farm community for soil conservation. Methodology related to this task is summarized in Figure 3.6.

##### **B. DATA REQUIREMENTS**

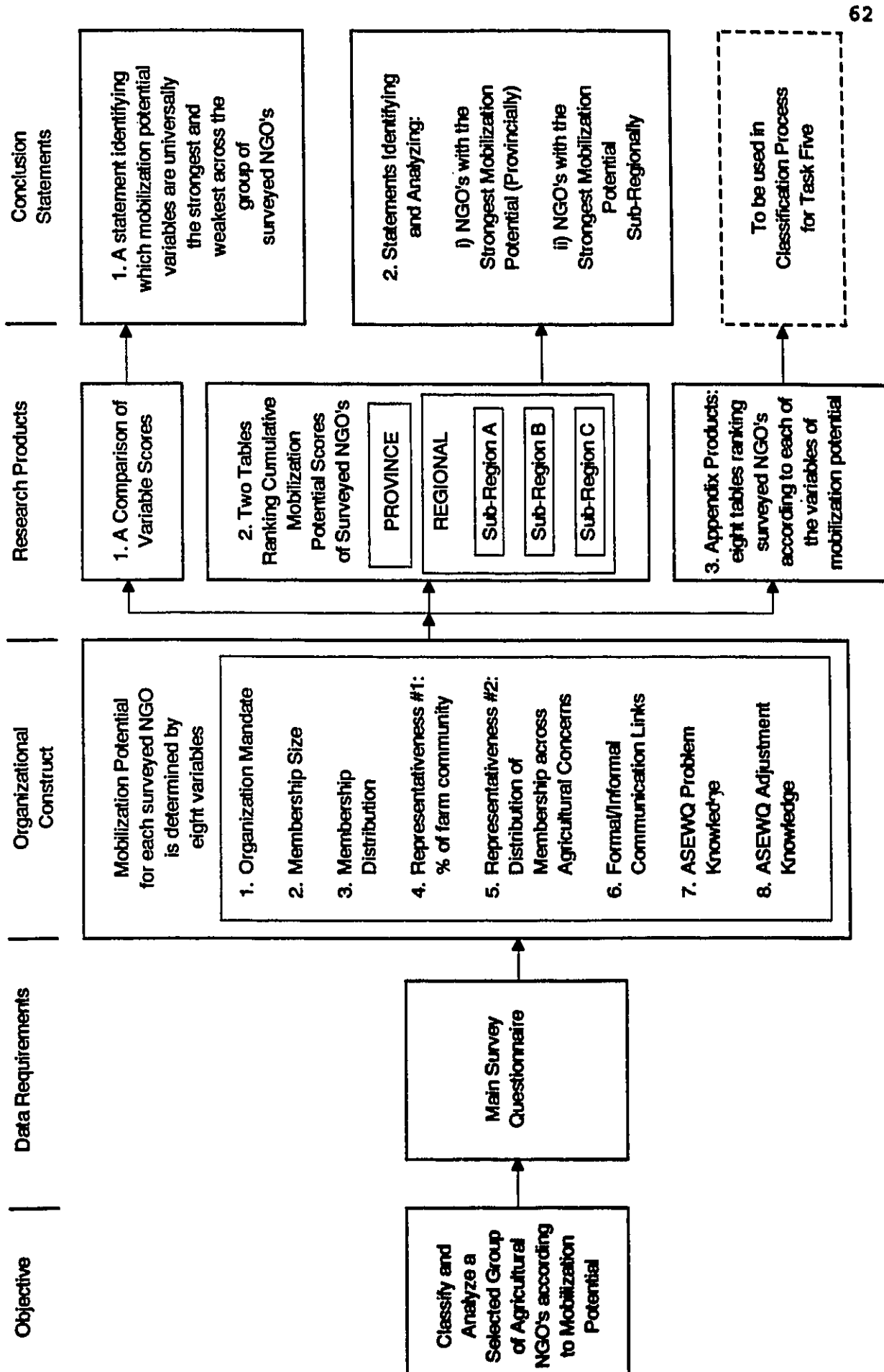
The data requirements for this task include the results of the survey research detailed in Task Two. The mobilization potential scores of the sampled NGO population are the central foci of this exercise.

The main survey questionnaire provides data in six distinct information sets. These information sets assist in the quantification of eight independent variables. It is these variables which serve to characterize the concept of mobilization potential. These variables include: *organization mandate; membership size; membership distribution; percentage of the farm community represented by the NGO; distribution of membership across agricultural concerns; status of formal and informal communication links; ASENQ problem knowledge; and ASENQ adjustment knowledge.*

##### **C. ORGANIZATIONAL CONSTRUCT FOR RESEARCH PRODUCTS**

The organization of Task Four is built upon the eight independent variables just identified. To create relative

**Figure 3.6: Task Four - Determination of NGO Mobilization Potential**



consistency in the final classification of specific NGO's (Task Five), a series of five point scales, one for each of these eight variables, have been developed. Each scale runs from a minimum of 0 to a maximum of 4 points. Definition for these scales is provided in Chapter Seven (Table 7.1).

Ultimately, then the selected NGO's are each subjected to an analysis in terms of eight variables whose measurement is associated with five point scales. It should thus be possible to create some sort of *mobilization potential score* for each organization by adding together the values generated by this part of the classification process. An organization with a high score (a maximum of  $4 \times 8 = 32$  points) would have, or be close to having, such characteristics as: a specialized interest or mandate in the area of soil conservation; a large number of members dispersed across the province; a high degree of representativeness; an extensive formal communications network; and a comprehensive knowledge of soil erosion causes, effects and adjustments, as well as communication of such information to members. Such characteristics marry well with descriptions of institutionalized and/or mature pressure groups (Pross, 1992). In this case, however, there is the added value of an organizational commitment to soil conservation.

By contrast, an organization generating a low score in the scaled classification process would have, or be close to having, a set of characteristics which would make it an ineffective choice as a soil conservation organization. This might include a lack of soil conservation mandate or interest; small membership in a small area of the province; no claim to representativeness; a lack of communication links; and, of course, no awareness or understanding of soil erosion causes, effects and adjustments.

#### **D. RESEARCH PRODUCTS**

There are three research products associated with Task Four. These products include a comparison of select NGO's in terms of variables determining mobilization potential; a ranking of surveyed NGO's according to mobilization potential; and a detailed Appendix

devoted to mobilization potential calculation.

#### **E. CONCLUDING STATEMENTS**

Task Four's exploration of mobilization potential generates knowledge and insight in two domains (Figure 3.6). It identifies which mobilization potential variables are universally the strongest and the weakest across the group of surveyed NGO's. It further identifies which NGO's have the strongest mobilization potential. It is these non-governmental organizations which deserve special attention from agricultural policy makers. It is these NGO's which receive the greatest attention at the conclusion of the thesis whose recommendations are developed for agricultural policy makers.

#### **TASK FIVE: DETERMINATION OF NGO PRESENT AND POTENTIAL ASEWQ ROLE**

##### **A. OBJECTIVE**

The primary objective of this task is to *classify NGO's according to their degree of involvement in, and favourability towards, agricultural soils management*. Classification is based upon certain NGO structural characteristics and their knowledge of the ASEWQ problem.

The secondary objective of this task is to identify adjustments prescribed and/or being considered by key agricultural NGO's, and to determine adjustment voids. In essence, it is an attempt to understand why some on-farm adjustments are more or less attractive than others. These tasks are summarized in Figure 3.7.

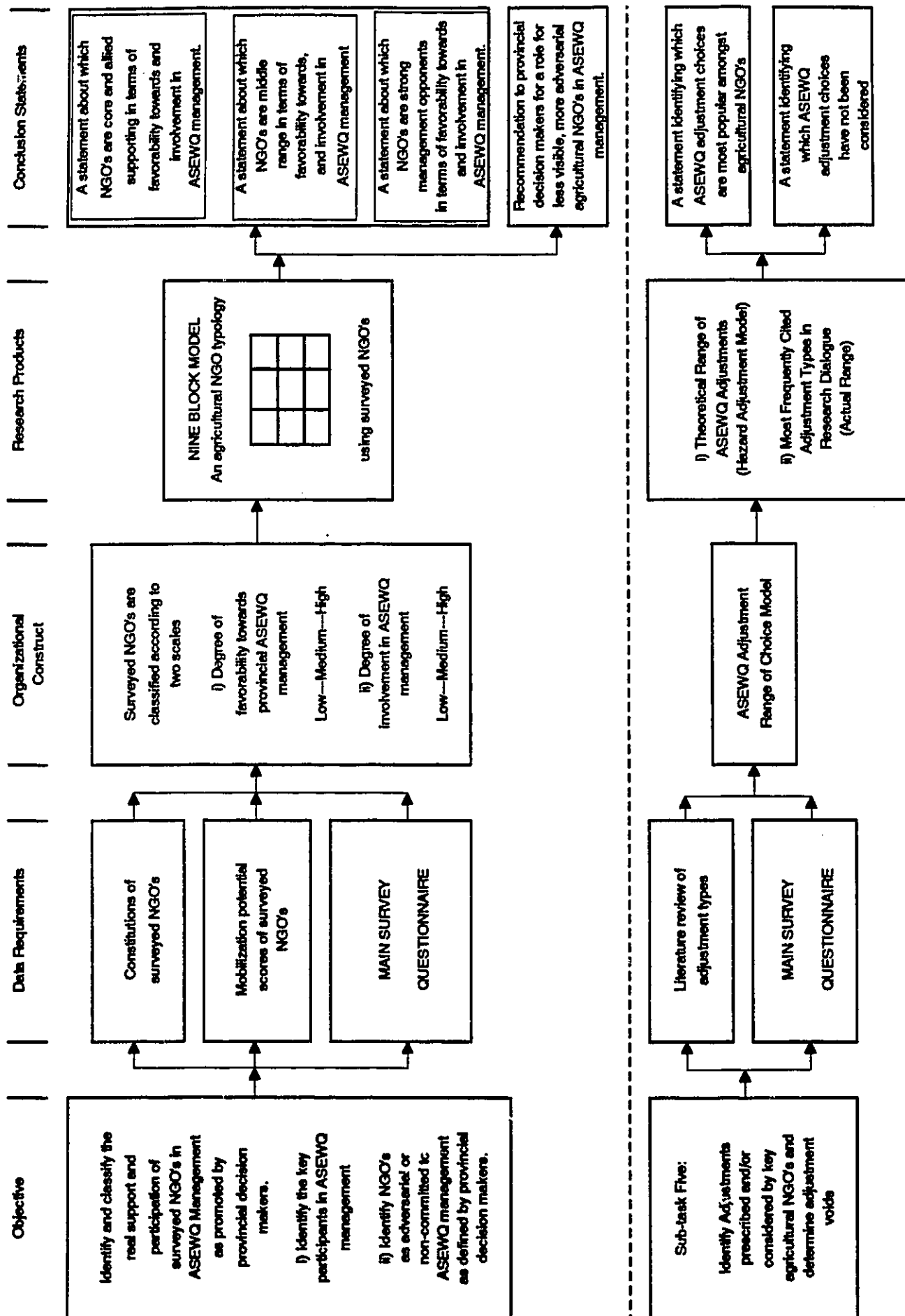
##### **B. DATA REQUIREMENTS**

There are three data requirements associated with the primary objective. The *first* data needed are the NGO constitutions. The constitutions state precisely or vaguely the commitment (if any) to soil conservation.

The *second* data are the mobilization potential scores of the surveyed NGO's calculated in Task Four.

The *third* data are survey research results associated with

# Figure 3.7: Task Five - Classification of Agricultural NGO's Roles in ASEWQ Management



Task Two. Sections five and six of the questionnaire are most useful (Appendix 3.4). These sections probe for data related to NGO knowledge of soil erosion and erosion adjustments; NGO interest in the problem and, NGO communication of adjustment knowledge. The answers given by respondents provide an understanding of some of the nuances of NGO interest in ASEWQ management. The answers allow, therefore, for far more accurate classification in Task Five.

The data described above are necessary for NGO classification according to Task Five's research product: a nine-block Analysis Framework.

### C. ORGANIZATIONAL CONSTRUCT FOR RESEARCH PRODUCT

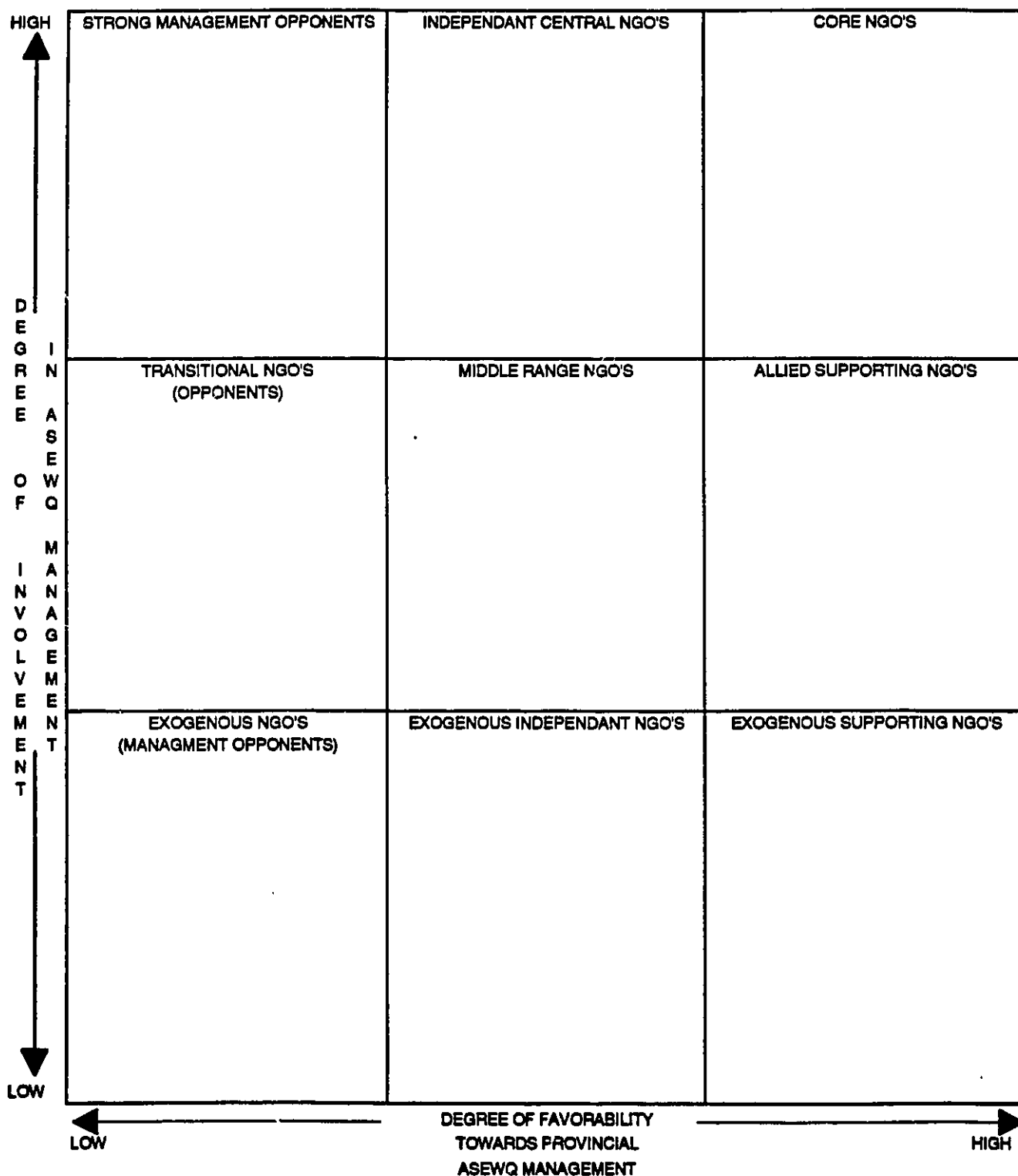
The organizational construct for Task Five is an Analysis Framework or Nine-Block Model. The Model is built upon measures related to the involvement and favourability variables previously identified. More specifically, the *first* measurement scale describes the degree of favourability towards ASEWQ management as prescribed by provincial government decision-makers. The *second* scale describes the degree of NGO involvement in ASEWQ management. Favourability or involvement ranking may be classified on the scales as low or medium or high.

### D. RESEARCH PRODUCTS

The single most important research product is the organizational construct: the Analysis Framework (Figure 3.8). Each of the blocks or cells in the Model defines a different shade of NGO support and participation in soil conservation. The blocks include *Core NGO's*, *Allied Supportive*, *Exogenous Supporting NGO's*, *Independent Central NGO's*, *Middle Range NGO's*, *Exogenous Independent NGO's*, *Strong Adversaries*, *Transitional Adversaries* and *Exogenous Adversaries*. These terms are defined in detail in Chapter 8 (Table 8.4).

In essence, the Model allows the researcher to determine which organizations are at the forefront of resource management, as well as, which organizations are actively or philosophically supporting

**FIGURE 3.8: NINE BLOCK MODEL:  
AN AGRICULTURAL NGO TYPOLOGY**



the core NGO's. Conversely, one may also determine which organizations express an adversarial attitude. Further, it is possible to determine other, more marginally-active NGO's, whose role might be affected by changes in ASEWQ management (Keith, et al., 1976, p.58).

It is important, naturally, to know the Core and Allied Supporting organizations; to witness what grassroots effort is taking place in soil conservation. However, the Middle Range and Strong Management Opponents are also worthy of consideration. The latter NGO's may espouse soil conservation tactics which, although different from provincial managers, may be extremely effective. Such investigation brings into question what efforts would be necessary to get these fringe NGO's to become part of a more cohesive provincial ASEWQ management effort.

#### **E. CONCLUDING STATEMENTS**

There are three main research results associated with Task Five. The *first* is related to those NGO's classified as Core and Allied Supporting. These NGO's represent the most favourable, key participants in ASEWQ management. The *second* is concerned with the identification of NGO's classified as Middle Range. The *third* is concerned with those NGO's classified as Strong Management Opponents. These two latter groups represent the non-committed and adversarial elements in ASEWQ management. Their positions help us understand what type of participation at the grassroots level there is in the ASEWQ issue; how this involvement is manifested; what support exists for provincially directed ASEWQ management efforts; and, what changes in government thinking would be necessary to encourage wider NGO support.

#### **Secondary or Sub-Task Five: Identification and Classification of Agricultural Soil Erosion Adjustments**

##### **A. OBJECTIVE**

It must be remembered that the objective of this exercise is

a secondary research concern. But, is implemented because insightful data and evidence has accumulated in unexpected patterns. The objective is to *identify and to classify agricultural soil erosion adjustments (mechanisms) promoted by select agricultural NGO's*. This sub-task further seeks to identify adjustment voids or on-farm opportunities to enhance soil conservation. This is to be accomplished, briefly, in terms of a Hazard Adjustment Model. This Model consists, in part of a Theoretical Range of ASEWQ Adjustments. Objectives are accomplished by comparing the Theoretical Hazard Adjustment Range to an Actual Range of ASEWQ Adjustments (Figure 3.7).

#### **B. DATA REQUIREMENTS**

Data for a Range of Choice Model related specifically to agricultural soil erosion is derived from a variety of sources. The Model's first level or the Theoretical Range refers to "...that number of adjustments and uses that have been practiced in any similar environment, plus a possible innovation..." (White, March 1961, p.27). To this end, a global literature search was undertaken to identify all possible adjustments. This *global* search includes technological, behavioral and other adjustment categories used in Canadian agriculture and elsewhere. The actual range of adjustments is determined through correspondence with agricultural NGO's. The same questionnaire used in Task Two has questions related to adjustment usage. Inquiries are made as to the adjustment types particular NGO's are advocating to combat ASEWQ. In addition, NGO's are asked which adjustments they might consider using; and what arrangements would be necessary to move adjustments from the theoretical into the actual range of choice on the farm.

#### **C. ORGANIZATIONAL CONSTRUCT AND RESEARCH PRODUCTS**

Data derived from literature review, as previously indicated, is organized into a conceptual model: "The Theoretical Range of ASEWQ Adjustments". This construct describes the range of all possible ASEWQ adjustments in increasingly specific terms. *First*,

in terms of the major management directions or adjustment orientations, which include technological, behavioral/regulatory and loss bearing. *Second*, in terms of the major adjustment categories, Modify the Hazard, Modify the Hazard Effect, Modify the Loss Potential and, Spread, Plan or Bear the Loss. *Third*, in terms of the individual adjustment types, such as conservation tillage; grassed waterways; tile drainage; regulations and insurance.

Data derived from questionnaire survey research is organized into a parallel Actual Range of ASEWQ adjustments.

#### **D. CONCLUDING STATEMENTS**

This ASEWQ adjustment identification strategy produces positive results in two dimensions. *First*, it identifies ASEWQ adjustments most popular amongst agricultural NGO's.

*Second*, it identifies ASEWQ adjustments which are not being considered as viable on-farm adjustments.

This investigation, therefore, promotes understanding of resource problem perception and adjustment knowledge of individual NGO's and NGO classes. It helps in the development of recommendations to resource managers seeking to fully mobilize the on-farm community in the battle to address soil erosion and water quality decline (Figure 3.7).

## CHAPTER IV

### THE IDENTIFICATION OF THE AGRICULTURAL NGO POPULATION IN ONTARIO

#### PURPOSE

The purposes of this chapter are threefold. *First*, it presents a brief description of the agricultural NGO population in terms of *number* and *distribution* across the province of Ontario. This discussion of distribution is primarily presented in terms of the research sub-regions (A, B, C) identified in Chapter III. It should be remembered that these sub-regions equate with the watersheds of the Great Lakes.

*Second*, it presents a brief, general description of the agricultural NGO population in terms of agricultural policy fields, commodity/interest families and commodity/interest types. These three orientation levels, it can be recalled, are the major classificatory elements of the General Inventory of Farm Organizations discussed in Chapter III and tabulated in Appendix I.

*Third*, it presents a detailed description and analysis of the agricultural NGO population in terms of the six agricultural policy fields. These policy fields appear to be the natural orientation units around which all agricultural affairs coalesce. The six policy fields are Livestock, Crop Management-Production, Land Management, Dairy Products, General Farm Management, and Rural-Social Concerns and Interests.

In addition, where necessary, discussion delves more deeply into the hierarchical, internal orientation of the NGO population, and provides evidence related to commodity/interest families, types and units. The frequency of occurrence of these policy fields and associated organizational strata are also linked in the discussion to the three research sub-regions (A,B,C).

## DISCUSSION

### 1. Agricultural NGO Population: Number and Spatial Distribution

The identification process reveals a total of 1167 *agricultural organizations in Ontario* (Table 4.1). The spatial distribution of this NGO population is quite uneven. Sub-region A accounts for 486 or 41.5 percent of the total NGO population. Sub-region B is home to 542 or 46.5 percent and Sub-region C contains 139 NGO's or 12 percent of the total.

This spatial distribution requires further investigation. Sub-region A possesses the largest agricultural economy. For example, based upon 1991 statistics, it maintains the largest proportion of the total Ontario farm population (62 per cent), and the largest proportion of total Ontario agricultural acreage (57 percent). As well, sub-region A generates 73 per cent of the total value of agricultural sales in Ontario. Also of significance is the presence of Guelph. This city represents the major centre of agricultural policy decision-making for the province. The University of Guelph, branch offices of the Ontario Ministry of Agriculture and Food, and 26 of 34 provincial NGO head offices are all located here. One may, therefore, expect sub-region A's pre-eminence over B to be reflected in its total NGO numbers. That this is not strictly the case is no cause for alarm. *Although sub-region A has fewer NGO's than B, it does have more NGO's per county.* It should be noted that individual NGO's are often manifested at the county level. Sub-region A has an average of 30 NGO per county. Sub-region B has 22 NGO's per county. Thus A's agricultural pre-eminence is reflected in its regional/county dominance of NGO's. Sub-region B, for its part, includes the provincial capital of Toronto, where 4 of the 34 provincial NGO's have head offices. Regionally, it plays a secondary role in Ontario's agricultural economy. For example, it maintains 32.5 percent of the total Ontario farm population, and over 34 percent of the total Ontario agricultural acreage. Further, Sub-region B generates only 24 percent of the total value of agricultural sales

**Table 4.1: Agricultural NGO Population:  
Spatial Distribution and Orientation**

Orientations	Spatial Units and Occurrence Number			
	Province of Ontario	Sub-Region A	Sub-Region B	Sub-Region C
Agricultural Policy Fields	6	6	6	6
Commodity and Interest Families	25	21	23	23
Commodity and Interest Types	175	107	104	53
Agricultural NGO Population	1,167	486	542	139

*Note: Provincial NGO's included in study zones according to location of head office*

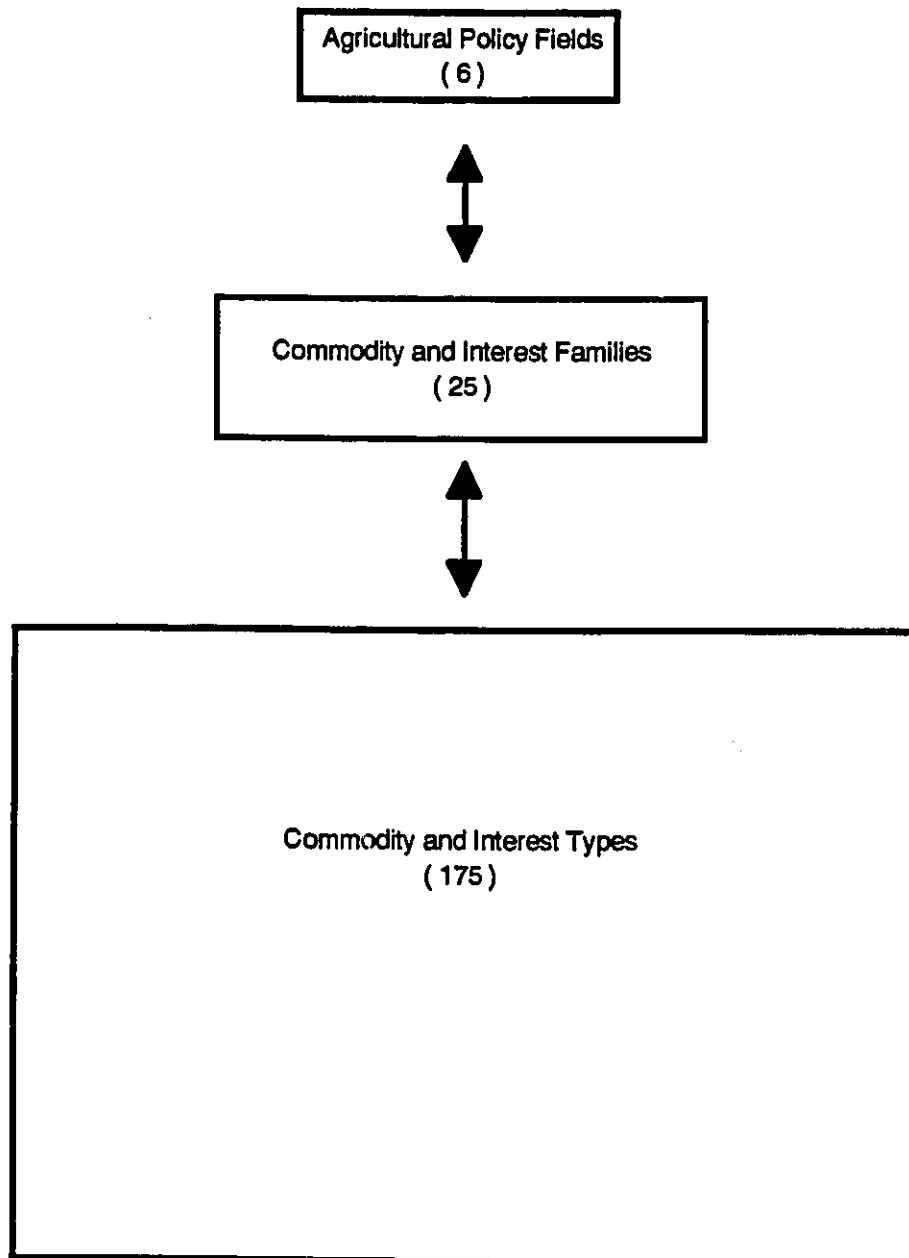
in Ontario. Sub-region C, in contrast, is the least viable agricultural region. It succeeds in maintaining only 5.5 percent of the total Ontario farm population, over 9 percent of the total Ontario agricultural acreage. Finally, sub-region C generates only 2.5 percent of the total value of provincial agricultural sales. Also notable is the fact that sub-region C possesses only 10 counties/districts, and therefore, would likely have a correspondingly lower number of NGO's organized on a county basis; in fact, 12 NGO's per county. The lower NGO numbers for sub-region C are partially explained by these conditions.

## **2. Agricultural NGO's and the General Inventory of Farm NGO's.**

In the context of the General Inventory of Farm NGO's, the NGO population is arranged according to an orientation hierarchy (Figure 4.1).

The six major agricultural policy fields (Table 4.2) are divided into sets of commodity/interest families. There is a total of 25 such families, with seven associated with the Livestock policy field, four with Crop Management and Production, three with Land Management, two with Dairy Production, four with General Farm Management and five with Rural-Social Concerns and Interests. More specifically, the Livestock policy field includes the Cattle, Pig, Poultry\Eggs, Sheep\Lambs, Goats, Horses and Rabbits families. The Crop Improvement and Production policy field includes the General Crop Management\Improvement, Field Crops, Fruit and Vegetable Crops and Specialty Crops families. The Land Management policy field includes the Soil Conservation, Soil Management-Plowing and Pasture Management families. The Dairy Production policy field includes the Milk and Cream families. The General Farm Management policy field includes the General, Youth Farm Education, Farm Safety and Veterinary Services families. Finally, the Rural-Social Concerns and Interests policy field includes the Women's Organizations, Rural Child Care, Employment and Development, Societies and Fairboards and Agriculture and Francophone Culture families (Appendix I).

**Figure 4.1: Orientation Hierarchy of the Agricultural NGO Population \***



*\* Note: Comprehensive statistical summaries for each level are produced in the Appendix of Chapter IV.*

**Table 4.2: Agricultural NGO Population  
and Agricultural Policy Fields**

Policy Fields:	Number of NGO's			
	Province of Ontario	Sub-Region A	Sub-Region B	Sub-Region C
1. Livestock	332	137 (122 + 15)	153 (152 + 1)	42
2. Crop Management-Production	197	98 (95 + 3)	89 (85 + 4)	10
3. Land Management	106	40 (38 + 2)	49	17
4. Dairy Products	95	37	40 (39 + 1)	18
5. General Farm Management	190	85 (80 + 5)	84 (83 + 1)	21
6. Rural-Social Concerns	247	89 (86 + 3)	127	31
Totals:	1,167	486	542	139

*Note: (x + y) as follows: x = number of local/regional NGO's in study region  
y = number of provincial NGO's with head offices in the study region*

The commodity/interest families are subdivided into 175 commodity/interest types. This large number precludes a comprehensive and complete listing here. As an example, however, there exists 39 commodity/interest types in the Cattle interest family alone. This large grouping includes, among others, the Cattle Breeders Associations, Jersey Breeders Associations, Holstein Clubs and Dairy Herd Improvement Associations (Appendix 1).

Finally, each commodity/interest type is represented by specific agricultural NGO's. For example, the Cattle Breeders Associations is represented by Algoma, Cochrane, Dryden and Rainy River Cattlebreeders Associations.

The identification process thus far has determined the numbers of agricultural NGO's on a provincial and a regional basis. However, this process becomes more insightful as it is extended to reveal details about the spatial distribution of agricultural NGO's and their agricultural orientations.

In this context, Table 4.1 reveals that each of the six agricultural policy fields underlie agricultural affairs in sub-regions A, B and C. In addition, each sub-region is fairly close to having the full representation of commodity/interest families. Certain exceptions exist, for example, sub-region A lacks representation in the Rabbits, General Crop Management and Improvement, Pasture Management and Agriculture and Francophone Culture families. Sub-region B lacks representation in the Veterinary Services family, and sub-region C, in the General Crop Management and Improvement, and Rural Child Care families (Table 4.3).

The sub-regions experience considerably less complete representation in terms of commodity/interest types. Sub-region A accounts for 107 types, or 61.5 per cent of the total type population. Among the numerous interest types lacking complete representation in A are, most notably, those in the Cattle, Fruit and Vegetables and Women's Organizations families. Examples include the Cattle Breeders Associations, the Apple Growers Associations,

**TABLE 4.3**  
**AGRICULTURAL NGO'S ACCORDING TO AGRICULTURAL POLICY FIELD**  
**COMMODITY AND INTEREST FAMILY, & STUDY REGION**

AGRICULTURAL POLICY FIELD	COMMODITY & INTEREST FAMILY	Province		Sub-Region A		Sub-Region B		Sub-Region C	
		# of Interest Types	# of NGO's	# of Interest Types	# of NGO's	# of Interest Types	# of NGO's	# of Interest Types	# of NGO's
LIVESTOCK	Cattle	39	209	23	74	27	104	13	31
	Pigs	2	40	1	16	2	23	1	1
	Poultry/Eggs	13	44	13	34	4	9	1	1
	Sheep and Lambs	7	24	4	9	3	11	3	4
	Goats	6	7	3	3	2	2	2	2
	Horses	5	5	1	1	3	3	1	1
	Rabbits	7	3	0	0	1	1	2	2
CROP MANAGEMENT & PRODUCTION	General Crop Management/Improvement	1	1	0	0	1	1	0	0
	Field Crops	14	96	10	58	7	36	2	2
	Fruit and Vegetable Crops	23	85	14	36	19	45	4	4
	Specialty Crops	7	15	3	4	4	7	3	4
LAND MANAGEMENT	Soil Conservation	5	61	4	23	2	24	1	14
	Soil Management-Plowing	1	42	1	17	1	23	1	2
	Pasture Management	2	3	0	0	1	2	1	1
DAIRY PRODUCTION	Milk	2	54	1	17	2	26	1	11
	Cream	2	41	2	20	2	14	2	7
GENERAL FARM MANAGEMENT	General	5	77	4	40	4	31	2	6
	Youth Farm Education	3	75	3	29	2	44	2	2
	Farm Safety	5	25	4	15	3	9	1	1
	Veterinary Services	5	13	1	1	0	0	4	12
RURAL-SOCIAL CONCERNS OR INTERESTS	Womens Organizations	11	69	7	31	7	36	1	2
	Rural Child Care	1	2	1	1	1	1	0	0
	Employment and Development	4	7	2	3	2	2	1	2
	Societies and Fairboards	7	165	5	54	2	85	3	26
	Agriculture and Francophone Culture	2	4	0	0	2	3	1	1
<b>Totals</b>	<b>6</b>	<b>175</b>	<b>1167</b>	<b>107</b>	<b>486</b>	<b>104</b>	<b>542</b>	<b>53</b>	<b>139</b>

and Les Associations Fermieres de L'Ontario.

Sub-region B accounts for 104 commodity/interest types, only slightly fewer than sub-region A. Interest types lacking complete representation in this central-eastern Ontario region include those found in the Cattle, Poultry\Eggs, Field Crop, Veterinary Services, Women's Organizations and Society and Fairboards families. The Pullet Producers Associations, Grain Growers Associations and Veterinary Units are just a few examples of the missing types.

Sub-region C accounts for 53 commodity/interest types, only about 30.5 per cent of the total population of types. Table 4.3 confirms this almost uniform lack of strong interest type representation among all commodity/interest families. In fact, the only families experiencing strong representation of possible interest types are Rabbits, Soil Management-Plowing, Cream and Veterinary Services.

### **3. Agricultural NGO's and Agricultural Policy Fields.**

The general horizontal distribution of agricultural NGO's masks many details or anomalies worth further consideration. To better account for such curiosities, the following discussion focusses attention on each of the six policy fields.

Table 4.3, "Agricultural NGO's According to Agricultural Policy Field, Commodity/Interest Family and Study Region", provides a tabulation of the numbers of commodity/interest types and agricultural NGO units to be found by policy field, family and study region.

#### **a) Livestock**

The livestock policy field represents a group of agricultural concerns focussed on livestock management. These concerns relate to such issues as information exchange on common problems, breed improvement, livestock marketability, and others. Livestock has the greatest number of commodity/interest families, types and NGO's of the six agricultural policy fields. This complexity is due largely to the diversity of the cattle industry. In the province of

Ontario there are 75 separate commodity/interest types and 332 agricultural NGO's associated with livestock management. Roughly half of these interest types and two thirds of these NGO's are cattle oriented.

A regional description of the Livestock policy field reveals that sub-region B possesses the greatest number of agricultural NGO's (Table 4.2). It leads sub-regions A and C in the numbers of cattle, pig, sheep and lamb and horse organizations (Table 4.3). Sub-region C is characterized by the fewest NGO numbers overall, having mostly cattle organizations, with slight involvement in other livestock interest families. Sub-region A contains fewer cattle and pig NGO's than region B. Despite this, its NGO population is large enough to achieve total county representation for cattle and pig commodity/interest families (Table 4.3). Sub-region A's NGO strength lies in its overwhelming representation in the poultry and eggs interest family. It maintains all of the provinces commodity/interest types and 77 percent of the total number of local affiliates (Table 4.3). The higher numbers for poultry organizations may be explained by the fact that over half of the chickens raised in Ontario come from sub-region A (OMAF, August 1992, p.85).

Equating livestock population size per region and NGO number per region does not give predictable results. Given the number of cattle related NGO's in Eastern Ontario, one would expect a correspondingly larger number of head of cattle. This, in fact, is not the case. According to provincial agricultural statistics, sub-region A leads with 1,280,124 head of cattle; sub-region B is second with 871,987 head; and sub-region C, predictably third, with 254,348 head (OMAF, August 1992, p.83). Why then the discrepancy in regional strength between cattle population size and NGO number? It could be that sub-region B, with its smaller beef and dairy herds, is simply more keen to promote the product. A more plausible answer, however, may lie in the relationship between breeder organizations and the federal Department of Agriculture. Importation of cattle and associated semen is a federal, not a

provincial responsibility. Such importation is a core concern to all cattle breeder organizations. As a result, many NGO's choose to locate their offices in Eastern Ontario, near Ottawa, the centre of national agricultural policy making. Reference to the General Inventory later bears out this point. Many cattle breeders' associations, with few affiliates, have an office in or near Ottawa-Carleton. The Jersey Breeders, Guernsey Breeders, Ayrshire, Hereford, Angus, Aberdeen-Angus, Charolais, Maine-Anjou, Limousin, Simental and Short-Horn Associations are corroborating examples.

#### **b) Crop Management and Production**

Crop Management and Production identifies an agricultural policy field related to crop husbandry. More specifically, associated NGO's may have mandates in the area of crop marketing, crop yield monitoring, crop strain research and crop growth methods and techniques. Crop Management and Production is characterized by 45 commodity/interest types and 197 agricultural NGO's (Tables 4.2 and 4.3).

The Field Crops and Fruit and Vegetable Crops interest families are the two most important interest families for this policy field. Together they account for about 82 percent of the commodity/interest types and 91 percent of the agricultural NGO's.

The Specialty Crops interest family is of tertiary importance to the Crops policy field. It accounts for 15.5 percent of the commodity/interest types and only 7.5 percent of the agricultural NGO's.

Finally, the General Crop Management/Improvement family contains only one NGO, the Organic Crop Improvement Association. This organization, has its head office in sub-region B, in Lindsay Ontario.

A regional description of the Crop Management and Production policy field reveals that sub-region A has the greatest number of agricultural NGO's, at 98. Sub-region B is a very close second, with 89. Sub-region C, in keeping with its comparatively minor crop production role, has but 10 crop organizations (Table 4.2).

The relative strength of NGO number for sub-regions A and B is divided along interest family lines. For example, in the realm of Field Crops, sub-region A dominates with about 71.5 percent of the interest types and about 61.5 percent of the NGO's. Conversely, in the realm of Fruit and Vegetable Crops, it is sub-region B which leads slightly, with 82 percent of these interest types and 53 percent of the NGO's (associated numbers may be obtained from Table 4.3). Activity in the area of specialty crops is spread more evenly across the three sub-regions although sub-regions A and B exhibit a comparatively small degree of involvement. A, with a total of 3 commodity/interest types and 4 associated NGO's, is identified with nuts and ginseng production. B, which fairs only slightly better with 4 commodity/interest types and 7 associated NGO's, is identified with maple syrup and honey production. Sub-region C experiences very low numbers of commodity/interest families, types and NGO's. There is no general crop management or production presence, and there are only 2 field crop interest types and 2 NGO's. The strength of representation is really found only in some Fruit and Vegetable and Specialty Crops (maple and honey).

It must be remembered that although sub-region B is geographically defined by Eastern and Central Ontario, it also extends southward to include fruit growing regions in Niagara, Halton, Hamilton-Wentworth, and York counties, and parts of the Holland Marsh. This explains sub-region B's large number and variety of fruit and vegetable crop interest types, and to a lesser extent, affiliated NGO's. Despite this fact, there still exists a notable concentration of crop management and production activity in Sub-region A. This is especially true in the area of field, fruit and vegetable crops. Such a pattern would appear consistent with the actual configuration of agricultural activity in Ontario.

It should be noted, in closing, that some of the Crop Management and Production detail has been lost, due to the non-governmental orientation of research. NGO representation values would be augmented by the inclusion of marketing boards associated with specific crops. These quasi-governmental organizations

include: The Ontario Flue-Cured Tobacco Growers Marketing Board; the Ontario Grape Growers Marketing Board; the Ontario Tender Fruit Producers Marketing Board; the Ontario Potato and Fresh Potato Growers Marketing Boards; the Ontario Greenhouse Marketing Board; the Ontario Wheat Producers Marketing Board; the Ontario Soybean Growers Marketing Board; the Ontario Vegetable Growers Marketing Board; the Ontario Bean Producers Marketing Board; the Ontario Apple Marketing Commission; the Ontario Asparagus Growers Marketing Board; the Ontario Berry Growers Marketing Board; the Ontario Burley Tobacco Growers Marketing Board; the Ontario Greenhouse Vegetable Producers Marketing Board; the Ontario Processing Tomato Seedling Plant Growers Marketing Board; the Ontario Seed Corn Growers Marketing Board; and finally, the Ontario Vegetable Growers Marketing Board.

In the context of the General Inventory, evidence of marketing board presence, however, can be found in their regional affiliates - the district commissions. These commissions can be included in the NGO inventory because of their non-governmental responsibilities. Such organizations, of which there are 86, represent a significant 43 percent of the total population of agricultural NGO's in the Crop Management and Production policy field. Their distribution patterns are directly attributable to the regional production patterns of the commodities. For example, in the Fruit and Vegetable family, one finds the Asparagus Growers Districts interest type. This interest, with a marketing board orientation, is associated with five agricultural NGO's. Four of these Districts are located in sub-region A and one in B. This concentration of asparagus NGO's in A parallels the regional concentrations of asparagus production. Agricultural statistics for 1991 indicate that sub-region A was responsible for 92 percent of total asparagus production and sub-region B, for 8 percent.

### **c) Land Management**

The Land Management policy field identifies NGO's with mandates related to organic soil management, soil degradation

control and crop improvement, as well as plowing techniques and pasture management.

The Land Management policy field is one of the less complex policy fields. It contains only 3 families (Soil Conservation, Soil Management-Plowing, Pasture Management) and 8 interest types. There are 106 Agricultural NGO's oriented towards this field. Sub-region B is the most visible region, with the largest number of NGO's (49). Despite sub-region A's second place ranking in this respect (with 40 NGO's), it has a slightly greater variety of organizations, with 5 interest types (Table 4.3). Sub-region C has 3 interest types, but only 17 associated NGO's.

It should be noted that sub-region A averages 2.5 NGO's per county, whereas region B averages 1.9 per county. Therefore, NGO representation is stronger on a county basis in sub-region A than B.

A more in depth understanding of regional patterns may be achieved by a commodity/interest family-by-family examination of the policy field.

The Soil Conservation family is the largest interest family of the Land Management policy field. It is characterized by 5 interest types and 61 NGO's. Sub-region A's dominance in this family is due to a larger number of commodity/interest types (4). However, as with sub-regions B and C, the majority of NGO's in A are affiliates of the Soil and Crop Improvement Associations interest type. The Soil and Crop Improvement Associations, in fact, account for about 83 percent of the total number of agricultural NGO's in the soil conservation family.

The Soil Management-Plowing family is dominated by the presence of only one type, the Plowmens' Associations. Sub-regions A and B have a 100 per cent county level representation. Sub-region C has only two of these NGO's in its ten counties/districts. This pattern continues to reflect the relative importance of agriculture in the three sub-regions.

The Pasture Management family, unlike other Land Management interest families, is found in sub-regions B and C only. The

dominance of these two regions in representing the pasture interest is not overwhelming. Sub-region B has one interest type and 2 affiliated NGO's. Sub-region C has one interest type and one NGO. Undoubtedly, Pasture Management remains a minor policy interest, with only isolated representation scattered across Northern, Central and Eastern Ontario (Table 4.3).

The most important fact to retain from the description of the Land Management policy field is that *the regional distribution of soil conservation types and NGO's favours sub-region A, over B and C*. This fact is particularly associated with four NGO's: the Huron Soil and Water Conservation District, the Bluewater Conservation Club, the Brant-Norfolk Conservation Tillage Club, and the Oxford 4-H Soil Management Club. There is, thus, a hint of an existing grassroots conservation concern in sub-region A. The region of Ontario most affected by soil erosion's physical and financial cost.

It is curious that Southwestern Ontario should be so advantaged by soil conservation NGO's. This pattern may, however, be as a result of historical precedence. More specifically, at least four factors have combined together to create a Southwestern Ontario orientation to soil conservation. *First*, Guelph and its surrounding area has become the centre for agricultural research. The Ontario school of Agriculture and Experimental Farm was established here in 1874. As well, the Ontario Agricultural and Experimental Union, providing for information exchange among Guelph agricultural school researcher, was established in 1878 (Blackburn, 1984, p.4). *Second*, three of the province's four agricultural colleges are located in Southwestern Ontario. These include the Ridgeway (est. 1951), Centralia (est. 1967), and the New Liskeard (est. 1966) Colleges of Agricultural Technology. This further emphasises the region's precedence in agricultural education. *Third*, more recent extension efforts made by Conservation Authorities have catalyzed interest in the on-land soil erosion problem. Various programs have been initiated since 1980 by such Southwestern Ontario institutions as the Upper Thames River,

Ausable-Bayfield and Maitland Valley Conservation Authorities. *Fourth*, OMAF has traditionally looked to the south and west, perhaps because of the relative agricultural importance of this area. There is much evidence of this orientation, not the least of which, the majority (81 percent) of provincial agriculture ministers have been Southwestern Ontarians.

Southwestern Ontario's pre-eminence in agricultural research, education and extension, soil conservation awareness and agricultural policy making, may indeed be the factor underlying sub-region A's larger number of independent local soil NGO's. However, the comparatively recent appearance of these organizations to the soil conservation scene will be addressed more fully in a subsequent chapter dealing with mandate.

#### **d) Dairy Production**

Dairy Production is the least complex agricultural policy field. It is composed of only two agricultural interests, milk and cream production and marketing.

In this context, two commodity/interest types and fifty-four NGO's rest in the Milk interest family. In comparison, two interest types and forty-one NGO's are associated with cream production and marketing.

A regional description of the Dairy Production policy field reveals that sub-region B experiences the greatest representation of milk interest types and NGO's, with sub-region A second, and C third (Table 4.3). However, sub-region B's domination with 48 percent of the total population of milk NGO's, is misleading. All three regions, in fact, experience the same level of county representation, 100 percent.

In the context of the Cream interest family, sub-region A experiences the greatest representation, with B and C in second and third places respectively (Table 4.3). In this case, sub-region A's dominance is genuine, even on an organization per county basis. Where sub-region B averages an organization for every 2 counties, A averages 2 organizations per county.

The Dairy Production policy field is remarkable for the level at which its interest families are comprehensively represented across the counties of the three sub-regions. There are two reasons for this. *First*, of course, milk production is a very large-scale activity, with every county in Ontario involved to some degree. *Second*, production of milk and milk by-products is controlled by the marketing board structure. In the context of Dairy Production, two such structures exist in the Milk Marketing Board and the Cream Producers' Marketing Board. These two boards are represented in an overwhelming 83 percent of the total number of agricultural NGO's for the policy field.

**e) General Farm Management**

The General Farm Management policy field incorporates a wide variety of commodity/interest families. It accommodates commodity/interest types ranging from 'general farm organizations' to those NGO's involved in agricultural management activities not representative of other policy fields, for example: farm education, farm safety and animal health. It is characterized by 18 commodity/interest types and 190 NGO's (Table 4.3).

Two interest families stand out with high levels of county representation. These include the General family with 5 interest types and 77 NGO's, and the Youth Farm Education family, with 3 interest types and 75 NGO's. Together, these two families account for 80 percent of the total number of NGO's for the General Farm Management policy field. The other 20 percent is accounted for by the Farm Safety family and the Veterinary Services family (Table 4.3).

A regional description of the policy field reveals that sub-regions A and B have almost the same number of NGO's, at 84 and 85 respectively. Sub-region C, in third place, has 21 NGO's. A more complete understanding of regional patterns may be achieved by a family-by-family analysis. The General family experiences a fairly even regional distribution. Further, this distribution is complete enough to give both regions A and B over 100 percent

representation per county. Such representation falls off sharply for sub-region C, which can claim only 8 percent of the total number of General NGO's (Table 4.3).

The pattern shifts in the case of Youth Farm Education. Here, it is sub-region B which, with fewer interest types (2), contains over half of the NGO's for the family (44). Sub-region A, although it achieves well over 100 percent representation of counties, comes second with 3 interest types and 29 NGO's. Sub-region C, again, a dismal third, with 2 interest types and only 2 NGO's.

The greatest concentration of NGO's for the Farm Safety family is, overwhelmingly, sub-region A. The region achieves almost 100 percent representation by having 60 percent (15) of the total number of NGO's for the family. Sub-region B, with 3 interest types and 9 NGO's cannot, along with C's 1 interest type and 1 NGO, be said to have a very well defined farm safety interest.

Finally, the Veterinary Services family is to be found almost exclusively in sub-region C, where there are 4 interest types and 12 NGO's. The only other such NGO presence is in sub-region A's Erie Veterinary Association. Sub-region C's strength in this family is definitely a curiosity. However, the preponderance of NGO's has to do with OMAF's Veterinary Assistance Policy for Designated Areas. Through this policy, subsidies are provided to veterinarians who practice in northern areas. Qualification for such subsidies begins at the grassroots, where local livestock owners must form a committee and raise one thousand dollars annually, to express local commitment to veterinary services.

#### **f) Rural\Social Concerns and Interests**

The Rural/Social Concerns and Interests policy field is directed at the social fabric of the farming community. NGO's with such a sensitivity have been shown to group around the following interests: farm family problems; development of rural employment opportunities; agricultural fair administration; recreational plant breeding; and finally, french-rural culture.

The Rural/Social Concerns and Interests field is characterized

by 25 commodity/interest types and 247 agricultural NGO's. The size of this NGO population makes the policy field the second largest of the General Inventory, after Livestock (Table 4.2 and 4.3). The reasons for this large NGO population size are twofold. First, it includes the agricultural and horticultural societies. Second, it includes a large and varied population of several womens organizations.

A regional description of the Rural/Social Concerns and Interest policy field reveals that sub-region B, with 126 NGO's, possesses a little over half of the total number of NGO's. Sub-region A, with 90 NGO's, claims about 36 percent of the total. Sub-region C, in third place with 31 NGO's, has only about 12 percent of the total number of organizations in the policy field (Table 4.2).

Sub-region B's large NGO numbers may be explained in part by its dominance in three of the five interest families in this policy field. In the case of the Womens Organizations and the Societies and Fairboards interest families, the greater number of NGO's may be simply attributed to the larger number of counties in sub-region B (24) than in sub-region A (16). In the case of the Agriculture and Francophone Culture interest family, the concentration of NGO numbers in B is directly attributable to the settlement patterns of rural franco-ontariens.

The sub-regional description of the NGO spatial distribution pattern associated with Rural/Social Concerns and Interests is presented in Table 4.2. When county numbers are accounted for, there are similar numbers of Rural/Social Concerns and Interests NGO's in sub-regions A as in B. Sub-region C, with its smaller farm population, predictably, has fewer such NGO's.

#### SUMMARY

This very complex chapter has attempted to address three fundamental questions. *First*, how many agricultural NGO's exist in the province of Ontario? *Second*, what is their regional spread? And *third*, how is NGO population organized in terms of agricultural

policy fields?

To answer the first question, *research has found 1167 individual organizations operating in Ontario agriculture. Secondly, their regional spread is directly attributable to the location of related types of agricultural production and farm interests.*

Generally, sub-regions A and B have similar numbers and varieties of NGO's. Sub-region A, however, does have a much greater concentration of NGO's in its counties. It predominates in such interest families as poultry/eggs, field crops, soil conservation, general farm organizations, farm safety and women's organizations. Sub-region B, by contrast, experiences stronger representation in such interest families as cattle, horses, general crop management and agriculture and franco-phone culture. Sub-regions A and B's respective strengths of NGO number and variety are reflections of their agricultural production profiles.

Sub-region C, which covers the limited agricultural activity of Northern Ontario, has comparatively few NGO's and certainly little commodity and interest variety.

*Third, the 1167 agricultural NGO's are unevenly distributed amongst the six policy fields.* The ranking of those policy fields associated with agricultural production closely reflects the economic importance of their commodities. Notable, the livestock policy field, with over 28 percent of the total NGO population, represents activity which accounts for fully 37 percent of farm cash receipts (OMAF, August 1992, p.viii). The Crop Management/Production and Dairy Production policy fields are correspondingly less significant, both in terms of NGO numbers and farm cash receipts.

Also with significant NGO numbers are the Rural-Social Concerns and the General Farm Management policy fields. There is clearly considerable interest in the weaving of the social fabric of rural Ontario, as well as, grassroots agricultural policy making.

However, given the orientation of this research, there is one

more notable finding in the area of NGO's and their related policy fields. *Land Management is the second smallest policy field.* It accounts for only about 9 percent of the NGO population. *Is this statistic a signal for serious NGO under representation in Land Management's soil conservation interest?*

Readers must be cautioned to the fact that this analysis is geared to a specific level of abstraction: the regional or spatial distribution of agricultural NGO's. The forgoing analysis does not provide insight into the NGO population's agricultural policy influence or mobilization potential (Tables 4.1, 4.2 and 4.3). This is the focus of future chapters.

## CHAPTER V

### VERTICAL DISTRIBUTION OF AGRICULTURAL NGO'S IN ONTARIO

#### PURPOSE

The purpose of this section is to describe, analyze and account for the vertical distribution of agricultural non-governmental organizations (NGO's) in Ontario. Vertical distribution refers to the spread of NGO's along a hierarchical scale. The scale is divided into seven agricultural policy domains that denote increasing breadth of NGO spatial sensitivity. It is important to know both the frequency of NGO occurrence for the agricultural policy domains and the NGO composition of these agricultural policy domains in order to determine the NGO population mobilization potential and policy influence.

More specifically, agricultural NGO's can be categorized according to the spatial focus (scale) of the affairs or issues that are of predominant interest to them. For example, an NGO with a strong mandate promoting national agricultural subsidy policy has a different affairs orientation than an NGO interested in promoting women's issues in Lambton County, Ontario. The following agricultural policy domains, based on spatial focus (scale), have been developed in the context of this research: *Individual Farm, Local Community, Township/County, Regional, Provincial, National and International.*

Three questions guide this inquiry: How are the NGO's distributed among alternative agricultural policy domains? Is there skewness or bias in the NGO population when it is classified according to this hierarchy? What does the resulting pattern suggest about the agricultural community's ability to reach upward to different management levels?

## **ORGANIZATION AND DEFINITION**

Description and analysis are organized in terms of one conceptual and two empirically derived constructs. The former is a "Theoretical Range of Agricultural Affairs" (Figure 5.1). The latter are models of the "Actual Range of Agricultural Affairs" (Figures 5.2 and 5.3). They evolve from the Theoretical Range template, and they are used as guides for the analysis of the empirical case. The three figures display an x and y axis and their relation. The x axis includes the seven agricultural policy domains and the y axis denotes the frequency of NGO occurrence in relation to these domains.

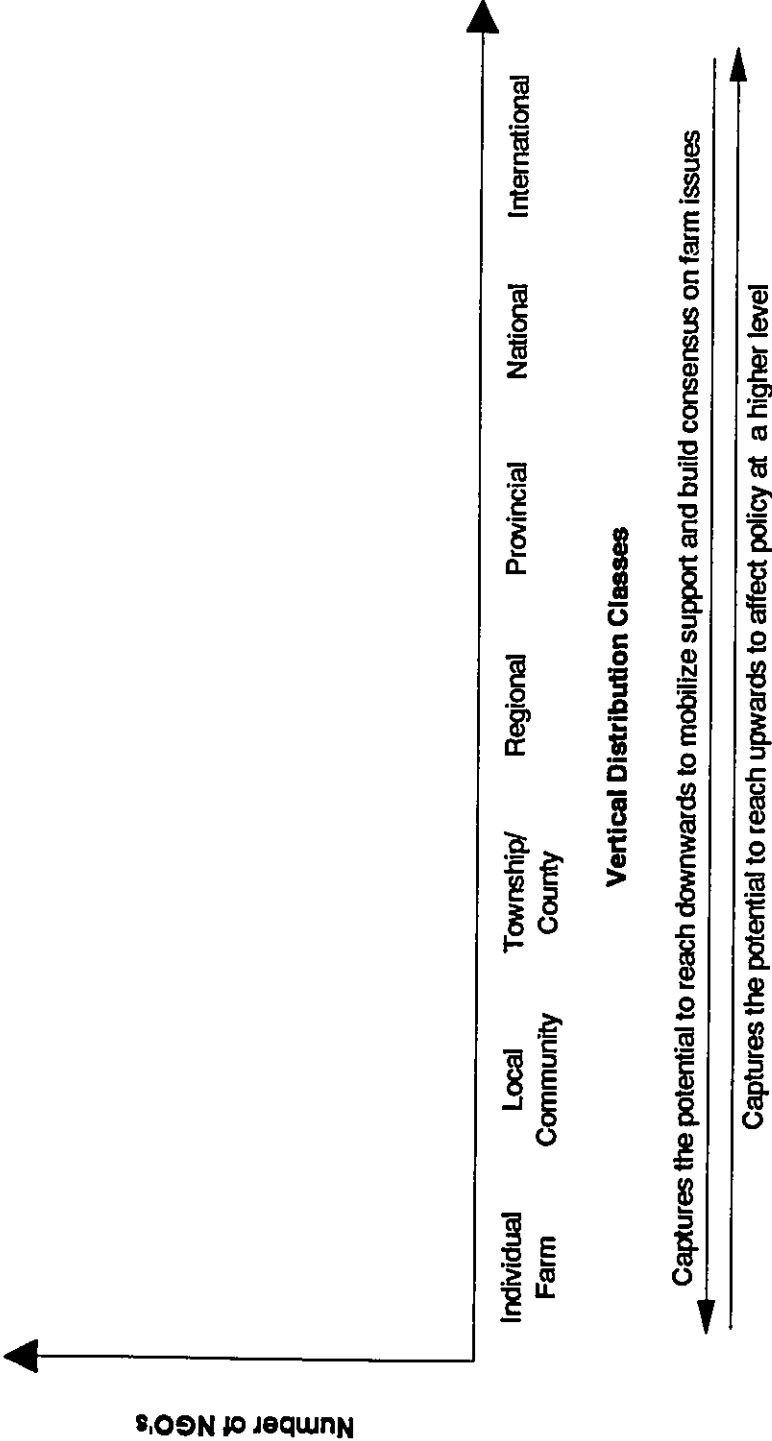
It must be noted that movement from left to right along the x axis implies increasing NGO ability to reach upwards to influence policy at a higher management level. This upward movement is the focus of Figure 5.2. Conversely, movement from right to left implies increasing NGO ability to reach downwards to mobilize support and build local consensus on farm issues. This downwards movement is the focus of Figure 5.3.

Figure 5.1, the "Theoretical Range of Agricultural Affairs", visually expresses both of these upwards and downwards potentials. However, for the sake of discussion and interpretation clarity, these two movements have been separated and developed in individual figures. Figure 5.2, therefore, displays "The Actual Range of Agricultural Affairs and NGO Ability to Influence Policy". Figure 5.3 displays "The Actual Range of Agricultural Affairs and NGO Ability to Mobilize Local Level Support".

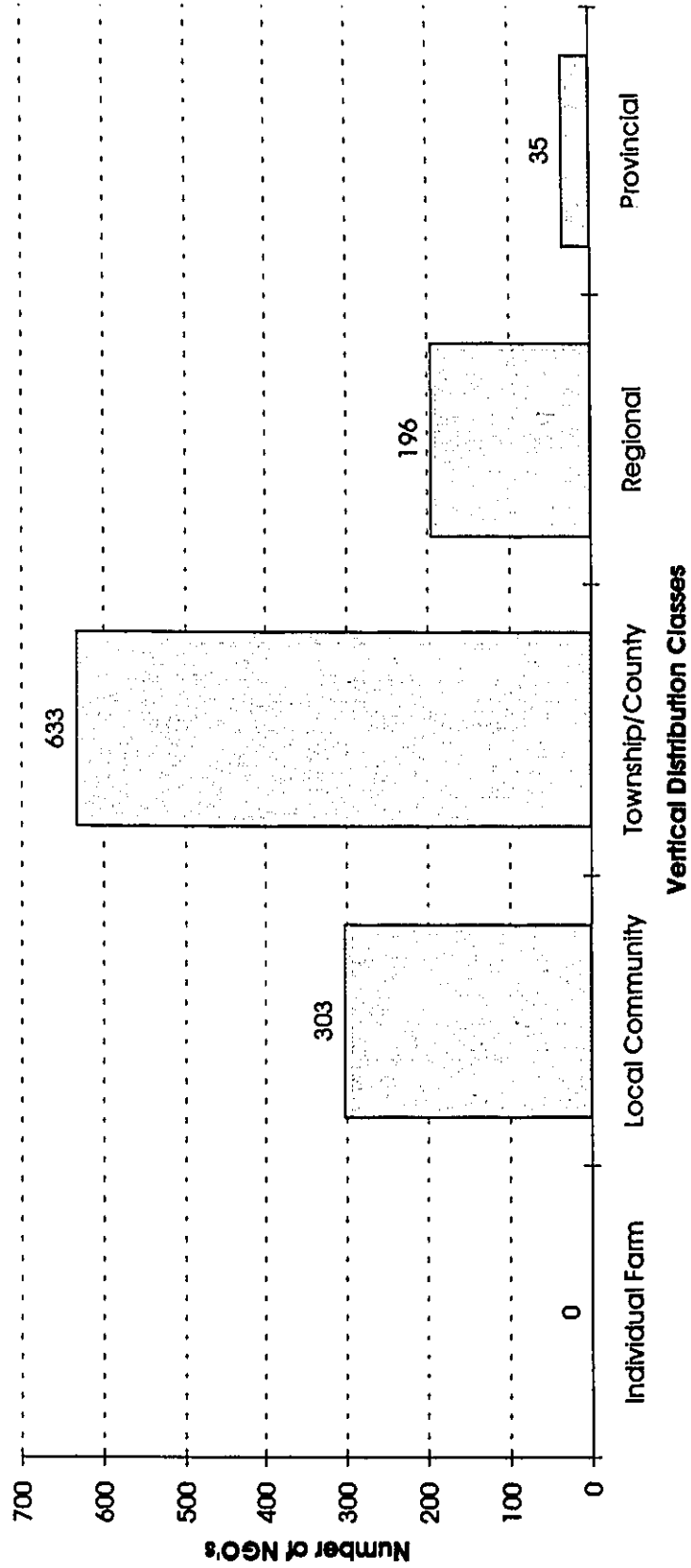
### **1. Theoretical Range of Agricultural Affairs**

The Theoretical Range of Agricultural Affairs includes seven agricultural policy domains (Figure 5.1). They are: individual farm, local community, township and county, regional and provincial, national and international. The latter two agricultural policy domains, as previously discussed, are beyond research scope. However, they demonstrate more fully the extent of a theoretical range of affairs, and in effect, represent a hypothesis.

**Figure 5.1: Theoretical Range of  
Agricultural Affairs**

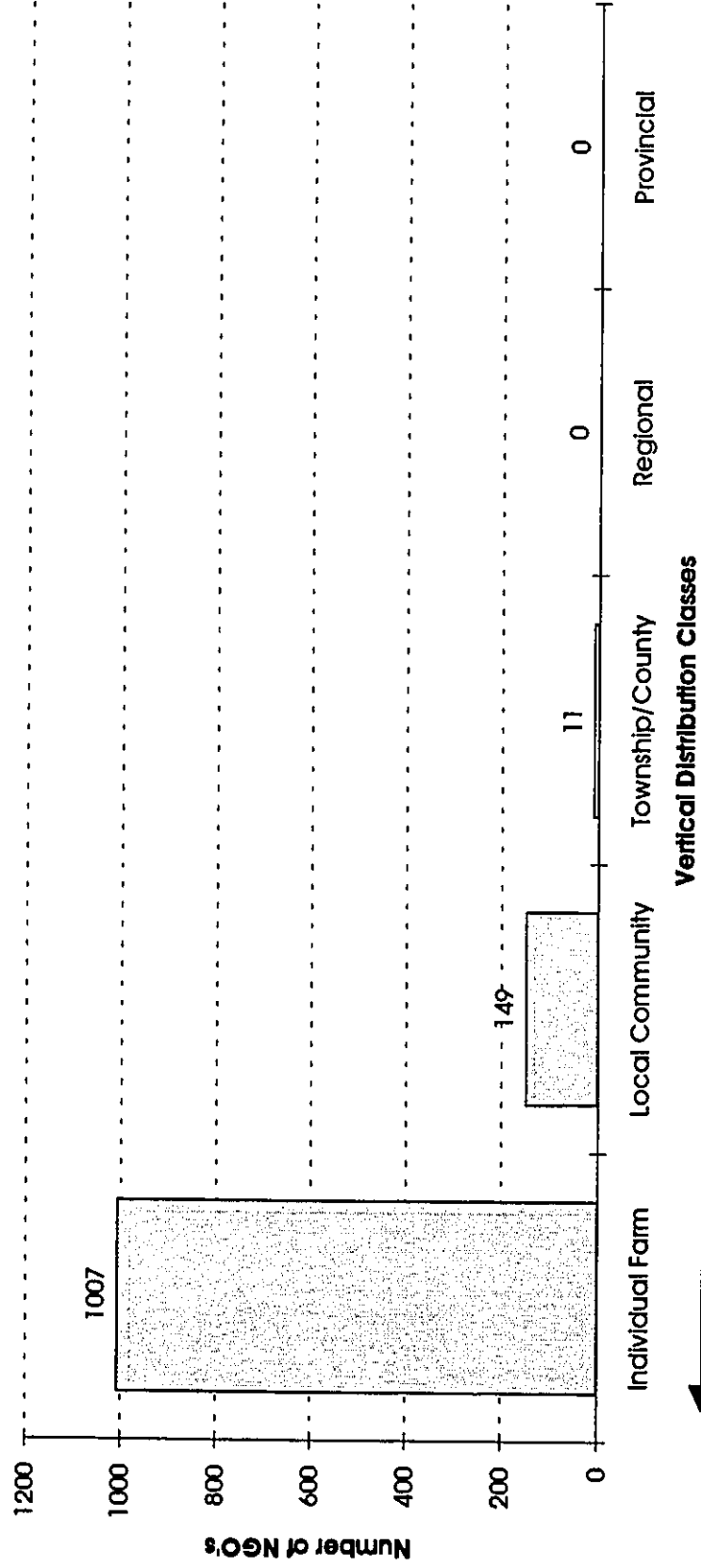


**Figure 5.2: Actual Range of Agricultural Affairs:  
NGO Ability to Influence Policy**



Captures the potential to reach upwards to affect policy of a higher level

**Figure 5.3: Actual Range of Agricultural Affairs:  
NGO Ability to Mobilize Local Level Support**



← Captures the potential to reach downwards to mobilize support and build consensus on farm issues

The *individual farm agricultural policy domain* is the first of seven such domains in the Theoretical Range of Agricultural Affairs. It denotes NGO's with the greatest sensitivity to farmers, farm families and the individual farm situation. Such responsiveness to individual farm vitality is characterized by an NGO structure that promotes free expression from the individual farm member. As a consequence, representative NGO's may be less effective at reaching upward to affect provincial farm policy.

The *local community agricultural policy domain* is the second domain in the Theoretical Range of Agricultural Affairs. It also includes NGO's with an appreciable sensitivity to the grassroots or local situation, and their mandate rests at the sub-county or small urban settlement level. Once again, the ability of such organizations to influence higher level agricultural policy may be limited.

The *township/county agricultural policy domain* is third in the Theoretical Range of Agricultural Affairs. It identifies NGO's with a moderate sensitivity to the grassroots or local situation. Their activities' agenda has a mandate that is largely confined to township or county level affairs, affairs that match most closely the spatial and commodity organization of agriculture. Because of such mid-level orientation, these county organizations may have some potential to influence higher level agricultural policy in the province.

The *regional agricultural policy domain* is fourth in the Theoretical Range of Agricultural Affairs. It includes NGO's with a limited sensitivity to the grassroots or local situation. Their affairs agenda is dominated by regional agricultural concerns. Because of the closeness of this agricultural policy domain to the provincial and national domains, representative NGO's may have the ability to influence agricultural policy at a higher level. It should be noted that the term regional is a flexible concept. It may refer to a small bi-county NGO or some much larger multi-county institutional arrangement. An NGO with such multi-county policy orientation would be a likelier candidate for higher level

agricultural influence.

The *provincial agricultural policy domain* is the fifth domain in the Theoretical Range of Agricultural Affairs. It includes NGO's with very little sensitivity to the individual farm situation or the grassroots. Mandated concern rests at the provincial level. As a result, NGO's in this agricultural policy domain may have a significant ability to influence agricultural policy emanating from senior management.

The *national agricultural policy domain* is the sixth domain in the Theoretical Range of Agricultural Affairs. It includes NGO's with very little or no sensitivity to the individual farm situation or to the grassroots. Mandated concern is at the national level. Representative NGO's may have the greatest ability to influence federal agricultural policy and, to a lesser extent, international agricultural policy because they function in the associated decision making milieu.

The *international agricultural policy domain* is the seventh domain in the Theoretical Range of Agricultural Affairs. Representative NGO's have no sensitivity to the individual farm situation or to the grassroots. They possess mandates which focus on the bi-lateral or multi-lateral international management level. Given such an orientation, NGO's in this agricultural policy domain have the greatest potential to influence policy at the highest management level.

## **2. Actual Range of Agricultural Affairs: NGO Ability to Influence Policy**

The Theoretical Range of Agricultural Affairs serves as a template for further analysis (Figure 5.1). In the context of Figure 5.2 Actual Range of Agricultural Affairs: NGO Ability to Influence Policy, the entire NGO population is classified into the agricultural policy domains according to the highest level of agricultural affairs sensitivity. To accomplish this exercise, formal evidence is used to categorize each NGO's ability to influence policy at a higher level. Evidence is in the form of NGO

constitutions and relevant Marketing Board plans. Sixty-seven NGO's from a population of 1167 institutions (5.5 per cent) are examined, and their constitutions are analyzed for mandate and function. In addition, 25 Ontario Marketing Boards designated under the Farm Products Marketing Act are investigated for role and structure.

In sum, NGO's are categorized in terms of their highest level of agricultural affairs sensitivity. This effort permits the more formal measurement of their potential to influence agricultural policy across Ontario. In other words, *an NGO with a strong provincial-agricultural affairs interest may well have greater interaction with senior management.* Such organizational sophistication may provide the necessary mechanisms to influence agricultural policy, especially at the more complex provincial scale.

### **3. Actual Range of Agricultural Affairs: NGO Ability to Mobilize Support**

In the context of Figure 5.3, the same NGO population is divided into agricultural policy domains representing the lowest level of NGO agricultural affairs sensitivity.

The successful accomplishment of this exercise is a greater challenge than the preceding task. It is much more difficult to determine accurately how far downwards an NGO can reach to effect change. Although NGO constitutions tend to be specific as to the highest level of agricultural affairs interest, they are often vague as to the degree of local or grassroots agricultural involvement. As a consequence, although the formal evidence provided by the constitutions and marketing board plans is valuable, it alone is not enough to precisely identify NGO consensus building ability. Other complementary and supplementary information is used. Such information as: election procedures (process and frequency); communications media employed to link members; nature of membership (direct or indirect); and procedures for the formal promotion and integration of new members has been incorporated into the agricultural policy domain identification

task.

In sum, NGO's are categorized in terms of their lowest level of agricultural affairs sensitivity. This effort permits the more formal measurement of their mobilization potential at the grassroots level. In other words, an NGO with a strong individual farm interest may well have a greater liaison with farmers and local farm groups.

Discussion here will be brief. A more detailed description of mobilization potential may be found in Chapter Seven.

#### **4. Marketing Boards as a Classification Problem**

Agricultural Marketing Boards present a special problem in the context of agricultural policy classification. At a glance, their quasi-governmental and regulatory function place them outside research boundaries. However, a closer examination reveals several unique characteristics. First, Marketing Boards are associated with a wide variety of agricultural commodities and they do have direct liaison with the provincial government. Therefore, they may merit consideration. Second, Marketing Boards, generally, possess a complex internal structure that often times includes quite autonomous working units and affiliation levels. More specifically, all Marketing Boards are supported by sub-units or district committees. These committees represent the administrative divisions of the agricultural commodity production areas. Although they function within the Marketing Boards, they do not themselves negotiate or establish price or regulate with production and marketing quotas. Their primary function is the election of Marketing Board members or committeemen. In addition, they may also be constituted to elect secretary-treasurers to run their own affairs. They may hold regular meetings; be involved in policy development; public relations and liaison with local agricultural interests. Such activities vary from commodity to commodity. These activities support district committee designation as non-governmental in orientation.

Finally, in addition to committee existence, a few county

associations that function within the Marketing Board structure perform a variety of non-governmental roles. The wheat, pork and cream producers associations are sound examples. They tend to carry out functions similar to the committees: administration of elections, development of grassroots policy proposals, commodity information dissemination, and approval of board minutes. In the case of pork, the producers associations predate the Marketing Board, and quite simply, with board creation, the county associations were assumed into the marketing plan. Clearly, these organizations were once non-governmental in nature. In sum, district committees and producers associations, because of their position in the marketing board system and their non-governmental structure and function, are considered to be NGO's by definition.

#### **GENERAL DISCUSSION**

The purpose of the following is to describe the overall pattern of vertical distribution of the population of NGO's across Ontario. This general discussion tests the observed populations of Figures 5.2 and 5.3's "Actual Range of Agricultural Affairs" against the hypothetical or expected construct defined by Figure 5.1's "Theoretical Range of Agricultural Affairs: NGO Ability to Influence Policy".

Examination of Figures 5.1 and 5.2 provide an interesting comparison of the theoretical versus the actual range of agricultural affairs, in terms of NGO ability to reach upwards to influence policy. There are many differences between the expected and the observed. *First*, in the actual case, because of the limitations of the research scope, the possible national and international vertical interest agricultural policy domains are deleted. *Second*, Figure 5.2 also lacks NGO representation in the smallest agricultural policy domain; the individual farm. *Third*, in the actual case, the frequency of NGO numbers seems to be concentrated in the local community, townships/county, regional and provincial agricultural policy domains. The township/county level claims the greatest numbers, with 54 percent (633) of all NGO's.

The local community level comes in second with 26 percent (303) of all NGO's. The regional level is next with 17 percent (196) of all NGO's. And, the provincial level claims the smallest frequency with only 3 percent (35) of all NGO's.

That the actual range would lose the national and international agricultural policy fields of the theoretical range is expected. The lack of NGO representation at the individual farm level; however, indicates that agricultural interests and concerns are not *formally* manifested or institutionalized at such narrow local scales. It is simply not possible for an organization to exist at the individual farm level. Were such a thing possible one could potentially have 68,633 NGO's; a reflection of the number of census farms in Ontario (1991 statistics). Thus, unless one is referring to the business of a particular family farm, the individual farm represents too small a unit for effective aggregation of agricultural interests or concerns.

The emphasis of NGO interest at, first, the township/county, and second, the local community levels, implies that most agricultural organizations are not particularly interested in high level policy influence. This impression may be somewhat misleading. After all many local and county NGO's operate within a hierarchial network which affords provincial representation. For example, Oxford Jersey Club and Wellington Jersey Club are two NGO's classified within the township/county agricultural policy domain. Their highest policy influence reach would be defined as township/county. Yet, because they are affiliates of the Ontario Jersey Club, these two NGO's do have some indirect provincial policy access. The same thing applies to countless other local and county level NGO's. In fact, of the 936 organizations so classified, about 582 (62 percent) have an indirect link to provincial policy making as a result of affiliation with either an NGO in the provincial agricultural policy domain or a Marketing Board. It should be emphasised; however, that strictly speaking, within their mandates, these NGO's function within the limitation of local agricultural policy influence. Ultimately, the

preponderance of NGO presence at the township/county and local community levels serves to emphasize the grassroots nature of organized agricultural interest.

A better sense of the grassroots orientation of the agricultural NGO community is achieved through Figure 5.3's "NGO Ability to Mobilize Local Level Support". Here, NGO's are classified in terms of their lowest policy reach, on a scale of vertical interest. The vast majority of organizations, 86 percent, are classified in the individual farm agricultural policy domain. Virtually the entire spectrum of agricultural interest claims an ability to build consensus on farm issues at this individual farm level.

The remainder of the agricultural NGO population is divided amongst the local community (13 percent) and the Township/county (about 1 percent) policy domains. NGO's here are comprised entirely of the Agricultural Societies, the Horticultural Societies and the Fairboards. These interest types have mandates firmly rooted in the community or county. They are not designed to address the concerns of individual farms or farmers. This is especially true of the horticultural societies, whose membership is often non-farm.

Figure 5.3 simply determines whether or not there exists, on the part of the NGO, a potential to reach downward to mobilize support on farm issues. But it does not offer an indication of the nature of this mobilization potential. Some organizations classified in the individual farm agricultural policy domain are more effective consensus builders than others. For example the Ontario Federation of Agriculture, with its large direct and indirect membership, may be more influential at the individual farm level than the Ontario Suffolk Sheep Association, with its seventy-five direct members, province-wide.

As can be seen, there are a number of factors which influence an NGO's support mobilizing and consensus building ability. Such factors include: organization mandate, membership size, membership distribution and representativeness and the existence of formal and informal communication links.

This list of factors offers a clue to the complexity associated with evaluating an NGO's ability to aggregate interest at the grassroots level. In fact, it is a topic which merits and receives a more in depth examination in Chapter Seven of this research.

Comments on vertical distribution of agricultural interest is thus limited to the upward reach or policy influence potential of NGO's, as described by Figure 5.2.

### **SPECIFIC DISCUSSION**

The purpose of the following is to identify specific patterns of vertical distribution of the population of agricultural NGO's in Ontario. Discussion shall focus upon Figure 5.2 the "Actual Range of Agricultural Affairs: NGO Ability to Influence Policy", with a detailed description and interpretation of the agricultural policy domains, noting specific NGO examples.

One goal of this exercise is to identify whether or not the agricultural policy domains are equal in their potential to influence agricultural policy in Ontario. As a result, the interpretation of each of the sections will be guided by a question: how does the agricultural policy domain in question influence agricultural policy in Ontario?

Analysis will move from the highest to the lowest vertical interest class in a hierarchy of agricultural affairs. In the context of the Actual Range these are identified as the provincial, regional, township/county and local community agricultural policy domains.

#### **1. Provincial Agricultural Policy Domain**

The purpose of the following is to describe and analyze features of the provincial agricultural policy domain of the Actual Range of Agricultural Affairs: NGO Ability to Influence Policy (Figure 5.2).

***The provincial agricultural policy domain contains only about 3 percent of the agricultural NGO population.*** The 35 organizations

may be found listed in the Inventory of Agricultural NGO's under the provincial level index. The list consists of a wide range of interest including: cattle, poultry, sheep, general crop management, field crop, fruit and vegetable crop, soil conservation, plowing, cream, general farm, education, safety, rural women and agricultural societies. The NGO's all claim to have a provincial agricultural sensitivity. Their mandate, their first responsibility, is to respond to the spectrum of farm interests and concerns at the provincial level. The important question now is: how do NGO's in the provincial agricultural policy domain influence agricultural policy in Ontario? This may be answered using some examples, notably the Ontario Federation of Agriculture and the Christian Farmers Federation of Ontario.

These two general farm organizations are both considered to have influence in Ontario farm policy. They have both developed the necessary organizational structure and capacity to work with the Ontario government and the Ontario Ministry of Agriculture and Food (OMAF). The OFA and CFFO have learned to take advantage of the critical access points for provincial policy development. Most notable of these are the presentations of annual briefs to the minister of Agriculture and Food, as well as presentations to government committees on various policy issues. To be able to adequately respond to agricultural policy initiatives, the OFA has had to create an organizational complex on par with OMAF. Apart from the administrative elements of an executive and office staff, the OFA consists of a wide variety of boards, commissions and standing committees researching and articulating on everything from farm income stabilization to agricultural weather services to environmental and rural child care concerns. In 1986, there were twelve such committees and five services or boards, alone (OFA, 1986).

There are other factors which affect the ability to influence policy. These include large membership and commitment, financial resources, research involvement and a positive relationship with the press. An NGO so equipped has greater clout. It makes more

sense to develop this clout at a level where government makes its agricultural policy decisions: the provincial level. Once again the provincial orientation of the OFA serves as an example here. This NGO can claim not only an extremely large membership of 22,000 province wide, but also umbrella status over ten other Ontario farm organizations and fourteen marketing boards. Interest aggregation on such a scale is impressive. It further offers the OFA the resources (over two million dollars in 1986) necessary to carefully research and articulate member concerns. Although the national agricultural policy domain falls outside of the boundaries of research, it is interesting to note, here, that a part of OFA membership fees goes onto support the activities of the Canadian Federation of Agriculture (CFA, 1986, p.2). The CFA, for its part, is considered to be the "... most effective and influential of the farm interest groups..." (Forbes, 1985, p.51). This enhances the OFA's abilities to reach up and affect agricultural policy at a higher, national, level.

The OFA has worked hard to foster a good relationship with the media. At annual conventions, press rooms and press information folders are made available. As well, awards are given to print and broadcast reporters for their attention to the concerns of the farm community. A good relationship with the media has, of course, an effect upon provincial agricultural policy. As Forbes (1985) contends:

"...The media are critical (to the Canadian food policy system process) in at least three ways: they inform policy-makers of opinions and attitudes; they influence the opinion of food system members about policy issues; and finally, they profoundly affect the environment in which the policy process must function..." (Forbes, 1985, p.85).

The role of the media is not lost upon the OFA, and the recognition of individual reporters is one way to encourage favourable coverage of farm issues and the attendant influence of public opinion.

The Christian Farmers Federation of Ontario is another organization which also recognizes the need for certain elements to

achieve policy influence at the provincial level. The CFFO has a very strong research and education component in its Jubilee Foundation for Agricultural Research. This foundation attempts to:

"...share the research being done within the CFFO with a broader community, to influence the agricultural research choices being made in our society, and to enlist the support of others to do research from a Christian point of view..." (Jubilee Foundation for Agricultural Research, n.d., p.34)

The CFFO is also responsible for the publication of Earthkeeping, a quarterly journal on faith and agriculture, and six to eight newsletter per year, to keep membership informed of pertinent issues. Like the OFA, CFFO is involved in brief submissions to the minister of Agriculture and Food. The Foodland Stewardship submission of June 1987 represents one such brief, with an interesting soil conservation component.

Membership in the CFFO is considerably smaller than that of the OFA. In the former case there are only 650 farm families. CFFO maintains its financial resources through a four hundred and fifty dollar membership fee; the most expensive for a farm NGO in the province. Membership is quite committed. Federation activities are solely supported by this membership, as well as donations. The CFFO has historically and proudly functioned without any form of government funding.

It should be noted that such independence from government may soon be altered by *compulsory check-off*. An "Act to provide for Farm Registration and Funding for Farm Organizations that provide Education and Analysis of Farming Issues on behalf of Farmers" has received first reading in the Ontario legislature (Bill 42, 1993). It is expected to soon achieve second and third readings. If passed, this bill may well have the effect of dramatically increasing the membership size, financial base, and thus mobilization potential, of three farm organizations (CFFO, OFA and the Ontario Farmers Union). Much to the displeasure of many Ontario farmers, government is attempting to strengthen a select NGO clientele.

From the examples set by the OFA and the CFFO, it is clear that an organization's ability to effectively aggregate and articulate is extremely important. It confers an impression of legitimacy which is very appealing to government. Once an organization is able to claim that it is representing a constituency and can do so with proper documentation, government (OMAF) will listen. When this happens, agricultural policy may be influenced.

Successful interest group behaviour is often closely related to the structure of government decision-making (Pross, 1992, p.107; Pross 1986, p. 129; Thornburn, 1985, p.5)). To influence agricultural policy, general farm organizations, such as the OFA and the CFFO must have the mechanisms necessary to operate at the provincial level. For it is here that cohesive agricultural policy is articulated.

It is necessary, at this point, to make one more note on the provincial agricultural policy domain. Use of the OFA and the CFFO as examples has limited discussion to the most effective NGO's in the provincial agricultural policy domain. In other words, not all thirty-five provincial organizations have equal potential to influence agricultural policy. The Ontario Cattlemens Association, for example, does not seem to have the same ability to affect the outcome of farm policy that the OFA has. Despite its mandated provincial orientation to, among other things, "...promote improvement in the quality of beef cattle produced in Ontario...", the OCA does not have the broad organizational and mandate base of the major general farm organizations (OCA, February 1987, p.1). Forbes (1985), made a similar observation at the federal level, where, in comparison to the Canadian Federation of Agriculture, the Canadian Cattlemens Association:

"...appear(s) to be less broadly based, have fewer resources devoted to food policy, and have less depth and regularity of contact with government elites..." (Forbes, 1985, p.118)

To summarize discussion, certain features of the provincial agricultural policy field and its particular policy influence potential must be noted. *First, such policy influence potential may not be experienced equally by all agricultural organizations in the provincial agricultural policy field.* NGO's with a broader agricultural mandate; a broader base of support and greater financial and research resources may develop more significant and frequent interaction with government. *Second, and equally important, despite the fact that the provincial agricultural policy domain has the smallest representation of the Actual Range of Agricultural Affairs (Figure 5.2), it may well represent the agricultural policy domain with the greatest potential to influence Ontario agricultural policy.* The contention is supported by the fact that these NGO's often investigate and research provincial policy issues, as well as attempt to influence the position of government decision-makers. Confirmation awaits further investigation into the regional and township/county agricultural policy domains.

## **2. Regional Agricultural Policy Domain**

The purpose of the following is to describe and analyze features of the regional vertical interest agricultural policy field of the Actual Range of Agricultural Affairs (Figure 5.2).

*The regional agricultural policy domain contains the second fewest number of NGO's.* The 196 agricultural organizations found here constitute about 14.5 percent of the NGO population. Examples of organizations with a regional orientation include the Brant-Norfolk Jersey Club, the District Seven Soybean Committee, the Cochrane and Area Farm Safety Association and the Holland Marsh Horticultural Advisory Committee.

The definition of regional includes everything from bi- and tri-county NGO's to NGO's with mandates spread out across 25 counties. However, those organizations with a smaller, two to five county, definition are by far the most common, accounting for about 75 percent of the NGO's in the regional agricultural policy domain.

Although most interests have examples of regional NGO's, an examination of the NGO types reveals a concentration of district committees. These are the affiliates of provincial Marketing Boards. Of the 196 NGO's in the regional agricultural policy domain, 113, or 58 percent are *district committees*. Affiliates of Marketing Boards have little respect for individual county boundaries. Rather, their boundaries are a reflection of patterns of commodity production in an area. As a result, it is possible, as in the case of the District Four Apple Committee, to have a regional definition such as the following:

"...comprising the counties of Elgin, Huron, Middlesex, Oxford, Perth and that part of the County of Lambton lying north of the part of the King's Highway known as No. 80..." (Government of Ontario, 1980, p.1)

The preponderance of district committees places the weight of regional agricultural interest squarely in the areas of commodities: livestock and crops. There are, by contrast, only incidental examples of land management, general farm management and rural-social interest NGO's with a regional manifestation. Having, thus, generally profiled the NGO's in this agricultural policy domain, the question remains: how do regional NGO's attempt to reach upwards to influence provincial agricultural policy? The answer lies in affiliation.

Where a successful foray into provincial level policy interests is achieved, it is accomplished often because the regional NGO is a member of an umbrella group or provincial affiliate. Of course, it must be noted that the degree of communication between the regional and provincial affiliates is an important determinant of the regional NGO's policy influence ability. Many regional NGO's function in relative isolation and focus more on agricultural policy in the local area, rather than in the province as a whole.

An example of this is the Ottawa Valley Meat Rabbit Producers Association. This organization, with a membership of about 40, is

devoted almost entirely to rabbit concerns in an area of seven counties to the south of Ottawa. Policy development focusses upon promoting the local meat rabbit industry, improving breeds and developing bigger rabbitries. The executive runs beginner workshops and conducts information meetings, often out of Kemptville Ontario (Watkins, personal communication 1993). The Ottawa Valley Meat Rabbit Producers Association has some ability to influence provincial meat rabbit policy through its affiliation with the, rather obscure, Ontario Commercial Rabbit Growers Association. On a yearly basis, a member of the local executive is sent to Guelph to help establish provincial NGO policy on such issues as the threat of animal rights activists. Considering the local members used to attend meetings monthly with the provincial organization, the dwindling Ottawa Valley/Ontario communication can only serve to reduce the regional effectiveness of provincial rabbit policy influence. It may be noted that another factor affecting this NGO's policy influencing abilities may be the lack of consumer interest in the commodity. In the province of Quebec, by contrast, there is a much stronger network of meat rabbit associations, likely due to the fact that "Civet de Lapin" is more commonly a part of the french-canadian culinary experience (Watkins, personal communication, 1993).

***Many regional NGO's enjoy a stronger ability to influence provincial agricultural policy through affiliation and communication with a more visible provincial NGO.*** In the context of the district committees this visibility is offered by the Marketing Boards. Further many of the Marketing Boards (14), such as asparagus and eggs, have memberships in the Ontario Federation of Agriculture. This offers some district committees a unique pair of venues (quasi-governmental and non-governmental) to affect provincial agricultural policy. Much has already been said here about the Ontario Federation of Agriculture. However, the OFA's particular gift for interest aggregation cannot be overlooked. Forbes' (1985), comments about the CFA's network do find a parallel in the OFA, albeit on a smaller provincial scale:

"...compiled by membership information provided by the federation, we counted over two hundred groups, many of which in turn were composed of smaller, more local groups... Individuals who are not members of the CFA may gain membership by joining provincial commodity groups. It is truly a confederation of groups and is the national coordinating body representing Canadian Farmers in the food policy process..."(Forbes, 1985, p.51)

Regional NGO's may have representation at OFA annual meetings. They may participate in executive elections, present reports and vote on amendments to the OFA constitution (OFA, 1986). All of these activities provide regional access to provincial decision-making.

### **3. Township/County Agricultural Policy Domain**

*The township/county agricultural policy domain contains the largest number of NGO's.* The 633 organizations constitute 54 percent of the NGO population. This should come as no surprise as most grassroots agricultural interest is, in fact, aggregated on a county bases. Examples of organizations with a township/county orientation include the Brant Pork Producers Association, Leads Community Pasture Committee and Northumberland Rural Child Care.

Of all of the policy domains in the Actual Range of Agricultural Affairs (Figure 5.2), the township/county level has the most truly varied collection of agricultural interests. Every single commodity/interest type in the inventory contains at least some NGO's with a township/county orientation. So, how do such NGO's attempt to reach upwards to influence agricultural policy? Well, they accomplish their provincial policy objectives, if they have any, much in the same way as the regional NGO's: by affiliation. Discussion in the previous section has already gone on at some length about the policy influence benefits that a smaller NGO may gather by a good relationship with a provincial NGO. And, certainly, earlier comments on patterns of regional/provincial interaction apply equally well here, at the township/county level. Discussion is thus limited to providing one example.

The Concerned Farm Women of Bruce County is one of a series of

women's farm organizations functioning at the county level. Locally, they send out a newsletter, solicit feedback on agricultural issues, and provide rural self-help counselling telephone lines (Fuller, 1985, p.266). Despite their county base, however, their mandate addresses some universal rural problems:

"...affordable credit for farmer; better commodity prices; improved understanding of farming by the consumer; the survival of the family farm; greater recognition of the contribution farmers make to Canada's economy..."(CFW, n.d.).

Concerned Farm Women carry out their strategy for provincial policy influence in a variety of ways. They publish and disseminate books, reports, video tapes and slide presentations. They provide public speakers to other organizations. In terms of NGO networking, CFW is a member of the ubiquitous umbrella Ontario Federation of Agriculture. At the Federation's annual meetings, the CFW submits reports of activities and participates in Federation business. Further, CFW co-operates with at least seven other farm womens organizations to work towards provincial/national rural policy influence. This networking ability is critical to the lobbying success of CFW. As Pross (1992) has noted:

"...An absence of differentiation and hierarchy does not necessarily indicate policy weakness...Groups that work in close collaboration with a number of other organizations may share responsibilities with them...a group lacking in the usual prerequisites of policy capacity often co-operates with other organizations on policy issues..."(Pross, 1992, p.107).

An example of such efforts may be found in the CFW's network participation in a book mailing (The Farmer Takes a Wife), "...to all women Members of Parliament, and the MP's wives, accompanied by a letter urging support of the updated Farmers' Creditors Arrangement Act..." (OFA, 1986, p.26). Clearly this is one NGO in the township/county agricultural policy field which has some strong ambitions and energetic strategies in regards to provincial, even national, rural policy influence. The achievement of Concerned Farm

Women's objectives is enhanced by its interaction with other farm women groups, as well as its member-voice in the OFA.

*Any NGO in the township/county agricultural policy domain, having similar desires to affect change at a higher agricultural policy level should have similar organizational linkages. These linkages may be present in membership with a provincial affiliate or umbrella group. Linkages may also be forged quite effectively through strength-in-numbers networking with like minded county NGO's* (Michaels, 1993, p.163-164). In the absence of such linkages an NGO is effectively limited to an insular, county-inward, approach to agricultural policy influence.

#### **4. Local Community Agricultural Policy Domain**

*The local community agricultural policy domain contains the second largest number of NGO's.* The 303 organizations represent 26 percent of the NGO population. The local community is the smallest level at which agricultural interest may be aggregated. It is the essence of the traditional grassroots. Although most agricultural interest is, in fact, aggregated on a township/county basis, Ontario's oldest farm NGO's have historically chosen to be defined in terms of their local communities.

A detailed examination of commodity/interest types in this domain reveals that the majority of NGO's are affiliates of the Federated Women's Institute (43 NGO's), the Agricultural Societies (98 NGO's) and the Horticultural Societies (44 NGO's). These three alone account for 61 percent of local community NGO's. That these are among the oldest organizations in the province may be proven by the dates of establishment of the earliest affiliates; all in the nineteenth century. The first Agricultural Society, located at Niagara-on-the-Lake, was founded in 1792. *This NGO, no longer functioning, may well have been the very first farm NGO in Ontario.* Agricultural Societies, generally are the oldest commodity/interest type. Approximately one hundred of these organizations have celebrated their 100th anniversary (Kelly, personal communication, 1993). The first Horticultural Society was founded in 1834 at

Toronto. And the first Federated Women's Institute, in the world, was founded in February 1897, at Stoney Creek, Wentworth County. All of this seems to imply that, in some cases, there exists a relationship between NGO age and NGO presence in the local community policy domain. This relationship stems, perhaps, from two factors of nineteenth-century life. *First*, Ontario society was predominantly rural. *Second*, this rural society, with its dependence upon the horse for local transportation, featured thriving villages and hamlets. These local communities absorbed all rural business within a radius of one day's journey by horse (Fuller, 1985, p.330). Agricultural NGO's founded at this time would have been sensitive to this community life. Further, the agricultural societies represented one of the dynamic social-agricultural yearly highlights of this life (Jones, 1946, p.341).

The activities of the Agricultural Society are defined in Bill 66, "An Act Respecting Agricultural and Horticultural Societies" (Chapter 60, Statutes of Ontario, 1988). These organizations do not seek, as their primary role, to influence provincial agricultural policy. Their objects are to "...encourage an awareness of agriculture and to promote improvements in the quality of life of persons living in an agricultural community..." (Chapter 60, Statutes of Ontario, 1988). Although this may include the provision of facilities to support rural activities or the promotion of resource conservation, the objective which receives the greatest attention is that of the holding of agricultural exhibitions (Chapter 60, Statutes of Ontario, 1988). To this end they do have interaction with a large variety of other agricultural NGO's, most notably: local affiliates of the OFA, FWI, Junior Farmers, 4-H, Horticultural Societies, Plowmens Associations, Farm Safety and livestock breeders associations. The motivation for this networking is to develop such activities as information booths, home arts competitions, livestock judging events and prize donations.

Generally, the majority of local community NGO's do not, as a primary goal, seek to influence provincial agricultural policy. Their local orientation is a reflection of common commodity/

interest bonds within the community of local farmers. However, the vast majority of these small NGO's are affiliated with more visible regional and provincial organizations (Appendix One). And as such, *they can achieve their objectives because of the agricultural network in which they operate: a network of enhanced membership size, membership common commitment, and administrative and financial support.*

#### SUMMARY

It is now possible to form a picture of the distribution of NGO's, their numbers and types, across a range of agricultural policy domains. The focus of discussion has been upon the capacity of organizations to reach upwards to affect agricultural policy at a higher level. *This provincial level is the influence level of choice. For it is here, under OMAF, that the Ontario government most cohesively articulates agricultural policy.*

Two questions remain to be answered. *First*, is there skewness or bias in the NGO population when it is classified according to this hierarchy? *Second*, what does the resulting pattern of NGO's suggest about the agricultural community's policy influence?

To answer the first question: yes, unfortunately *classification of NGO's according to the Range of Agricultural Affairs does lead to a certain bias.* Figure 5.2, with its preponderance of organizations at the township/county level, confers the impression that the majority of NGO's do not have the ability to influence provincial agricultural policy. This, to reiterate, is not quite true. *Well over half of the grassroots organizations have, at their disposal, an indirect link to provincial agricultural policy decision-making, through organization affiliation or networking. Further, many NGO's seek to influence agricultural policy by direct communication with government agencies at a regional or county level. They can accomplish their aims without having to reach upwards through a hierarchy.*

An example may be found in the efforts of the Cold Creek Land

Owners Association (CCLOA). Briefly, this NGO has taken the initiative to reduce soil erosion problems around a local water way. Their very pro-active approach has included peer pressure, NGO information exchange and finally getting the enthusiastic support of an initially cool Conservation Authority. Their ability to build partnerships with local government and non-government has been one of the keys to their success (Heisler, personal communication, 1990). This is true despite the fact that the CCLOA is not affiliated with any provincial general farm organizations; and indeed, provincial agricultural policy influence has been of little interest. Thus, it is possible for grassroots NGO's with committed, resourceful leadership to bring about changes in agricultural policy at the sub-provincial level.

To answer the second question, one must focus upon whether or not the agricultural policy domains offer equal access to policy influence. What does the resulting pattern of NGO's suggest about the agricultural community's policy influence? Quite clearly NGO's in different domains are not equal. *Only a few NGO's are most effectively placed to influence policy: in the provincial agricultural policy domain.* Further, only a few of these provincial NGO's have the administrative, research and financial resources to actualize desired changes. Despite the previous comments about such committed organizations as the CCLOA and CFW, small local NGO's generally have neither the resources nor the communication links to influence provincial agricultural policy. At best, their influence is an indirect one, coming out of a larger network or affiliation of organizations.

A recurring element to effectiveness in agricultural policy influence is the issue of affiliation; whether or not a local or regional NGO is part of a larger group with common goals and funding. The following Chapter Six explores the extent of commodity/interest affiliation across the face of Ontario. Where Chapter Five is concerned with vertical integration, Chapter Six is concerned with horizontal distribution. This spatial approach is believed to be more sensitive to the numbers of NGO's affected by

changes in patterns of agricultural production. In doing so, Chapter Six identifies patterns of multiple versus unitary occurrence; groupings of affiliated organizations versus single, isolated NGO's. Taken together, these two chapters, with their vertical and horizontal focuses, should offer a better sense of how and where agricultural organizations act and interact to affect policy changes.

## CHAPTER VI

### HORIZONTAL DISTRIBUTION OF AGRICULTURAL NGO'S IN ONTARIO

#### PURPOSE

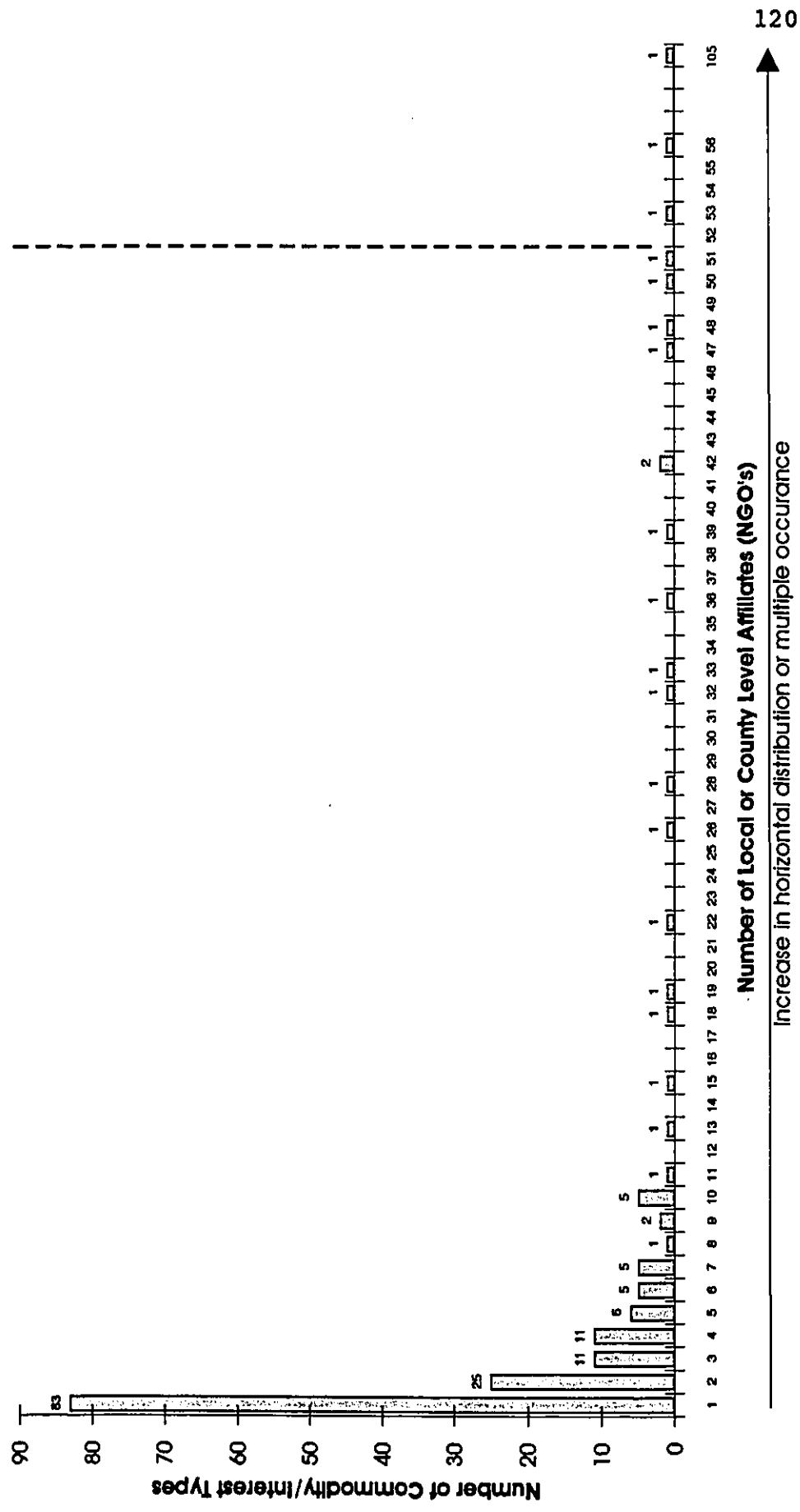
The purpose of this section is to describe and account for the horizontal distribution of agricultural non-governmental organizations (NGO's), across the face of Ontario. This discussion will take place both in terms of commodity/interest types and their individual local representative. Horizontal distribution refers, in essence, to NGO spatial distribution. This arrangement is believed to be sensitive to changing patterns of agricultural activity and production.

Discussion is organized according to two scales: the provincial and the regional. In the context of the latter, interest is primarily focussed upon the three research sub-regions (A,B,C) that were previously identified in Chapter III.

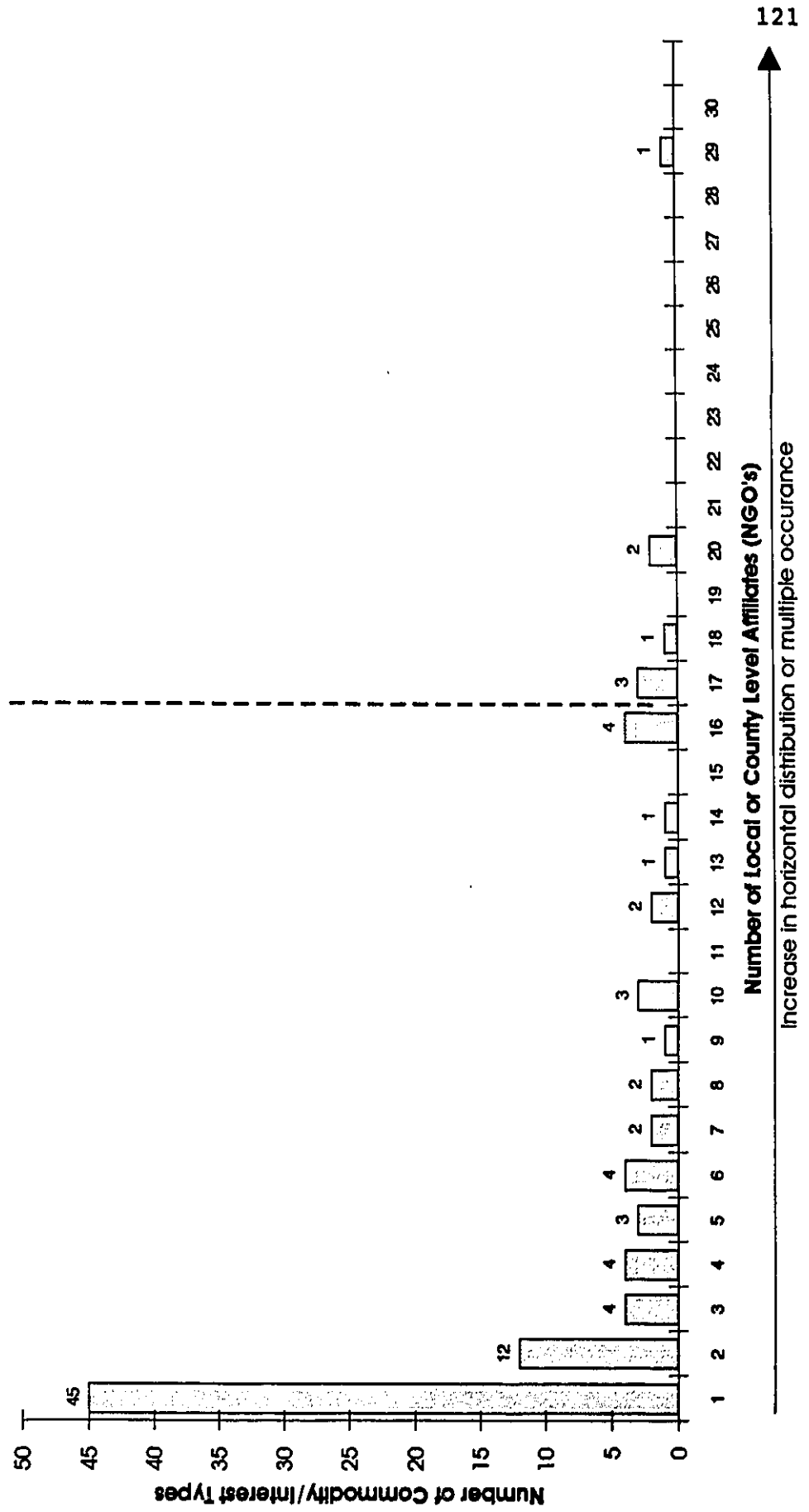
#### DATA ORGANIZATION

A brief explanation of the illustrative material is necessary at this time. Four figures are provided to summarize the analysis of horizontal distribution. The first figure "Horizontal Distribution of NGO's Across Ontario", is meant to provide a general overview at the provincial scale (Figure 6.1). Figures 6.2 to 6.4 present data for research sub-regions A, B and C, respectively. The y-axis for each figure identifies numbers of agricultural commodity/interest types. The x-axis for each figure identifies numbers of local and county affiliates. The purpose of this x-y relationship, therefore, is to describe NGO occurrence. *Multiple occurrence* is expressed by the presence of several local or county level affiliates representing the interests of a particular commodity/interest type. Conversely, *unitary occurrence* refers to a situation in which a commodity/interest type is found

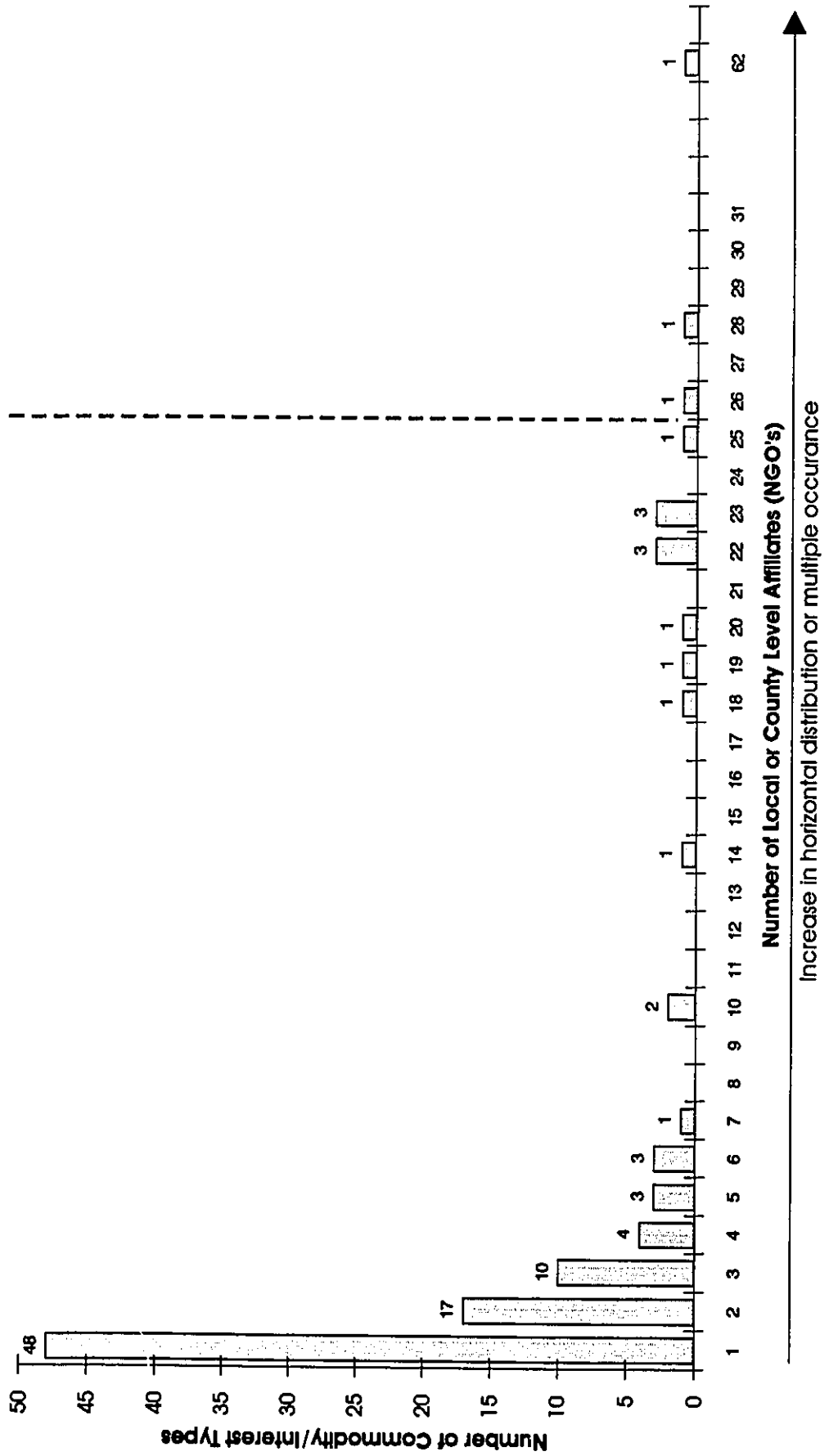
**Figure 6.1: Horizontal Distribution of NGO's in Ontario**



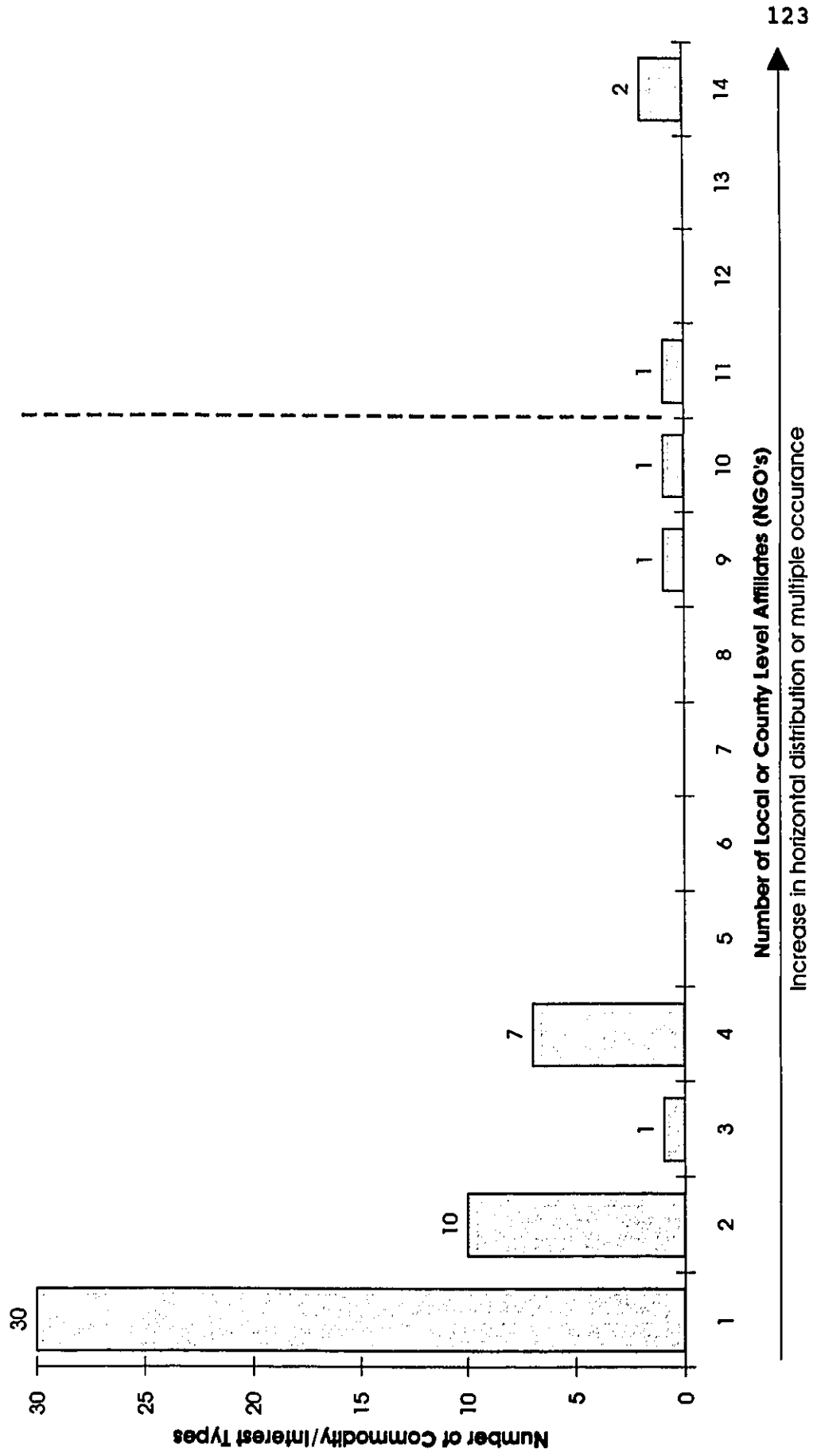
**Figure 6.2: Horizontal Distribution of NGO's in Sub-Region A**



**Figure 6.3: Horizontal Distribution of NGO's in Sub-Region B**



**Figure 6.4: Horizontal Distribution of NGO's in Sub-Region C**



in but one county. For example Figure 6.1 reveals that there are 25 commodity/interest types in the agricultural NGO population which have only two local affiliates (NGO's) each. The figure further reveals that there is one commodity/interest type which has 28 local affiliates (Holstein Clubs) and another one with 47 local affiliates (Federations of Agriculture).

These observations are general in nature as it is not possible to determine from the figures the names of either the NGO's or the specific counties involved. For such detail one must turn to the General Inventory of Farm Non-Governmental Organizations (Appendix One). Yet, the four figures remain quite useful. They facilitate the analysis of patterns of horizontal distribution and patterns of unitary versus multiple occurrence. The existence of such information for each of the study regions then creates a basis of comparison of the commodity/interest types of NGO concentrations, across the province, from sub-region to sub-region.

Finally, it should be noted that each of four figures contains a vertical, dotted line which intersects with the x-axis at a specific point. This line is simply a reference point identifying the number of counties present in the particular study region. For example, there are sixteen counties in sub-region A; twenty-five in sub-region B and ten counties/districts in sub-region C (Figures 6.2-6.4). It is valuable because it represents the maximum number of NGO county affiliates that can be expected in a region. A commodity/interest type of NGO would have, for example, maximum multiple occurrence or horizontal spread if it's NGO affiliates appeared in all sixteen counties of sub-region A.

#### **GEOGRAPHIC ORGANIZATION OF STATISTICS**

Two terminology sets are used to identify areas of the province under investigation. *First*, the province has been divided into three research sub-regions (A,B,C) which, as previously discussed, equate nicely with watersheds. This regionalization prioritizes sub-divisions of Ontario most linked to pollution and water quality decline.

*Second*, segments of the province, southern, western, central, eastern and northern Ontario, are referred to in most of the general discussion of spatial distribution. They represent OMAF's five statistical regions for a variety of agricultural variables, such as crop production levels, values of production, size and numbers of census farms.

Some manipulation of statistical region data was needed in order to produce information sets for the research sub-regions A, B and C. For example, sub-region A encompasses Southern and Western Ontario, with the exception of two Southern Ontario counties (Niagara and Hamilton-Wentworth) and two Western Ontario counties (Halton and Peel). These four counties are part of sub-region B. Sub-region B also consists of Central and Eastern Ontario, with the exception of Central Ontario's Parry Sound and Muskoka. These two counties, along with Northern Ontario, all lie within sub-region C. Unfortunately, the statistical rational and the research problem rational are not immediately compatible.

#### **DESCRIPTION OF PROVINCIAL HORIZONTAL DISTRIBUTION**

Figure 6.1: Horizontal Distribution of NGO's in Ontario, provides a general overview of the pattern of horizontal spread of organizations across the province. It is a complex pattern, ranging from quite confined to maximum spread in NGO occurrence.

##### **1. NGO's of Unitary Occurrence or Limited Horizontal Expression**

An examination of NGO's by commodity/interest type indicates that *the vast majority of types experience little horizontal spread*. More specifically, of the 175 commodity/interest types found in the province, 55 percent are found in only one county (Figure 6.2). These types can be classified as experiencing unitary occurrence.

Further, 88 percent of the total commodity/interest type population claim no more than 10 affiliates (NGO's). This ten or less group accounts for roughly a third of all NGO's in the inventory. There is no preponderance of any particular type of

organization. Commodity/interest types experiencing limited horizontal spread include NGO's from all agricultural concerns: livestock, crops, land management, farm management and rural/social concerns. Examples of such commodity/interest types include Maine-Anjou Associations; Pullet and Pet Stock Associations; Peanut Growers Associations and some Associations Fermieres. ***This is truly a large and varied group of organizations, indicative of the complexity of agriculture in Ontario, as well as the heterogeneity of specialty interests across the landscape.***

## **2. NGO's Experiencing Broad Horizontal Expression**

The NGO population in Ontario also contains some commodity/interest types with broad horizontal distribution. These types may be said to experience the strongest multiple occurrence of the population. Given that the province is made up of 51 counties/districts, a working definition of broad horizontal distribution could be about 38 affiliates for a single commodity/interest type. Figure 6.1 shows ***eight commodity/interest types which experience such broad horizontal distribution.*** They represent some 449 individual NGO's, or ***about 38 percent of the NGO population.*** It is possible to distinguish most of the better known, influential, agricultural NGO's. The range of interests is wide: rural womens' issues; general farm management; cattle breeding; plowing; youth farm education and horticultural interests. Discussion is focussed on several examples, including the OSCIA, the agricultural societies, the milk committees, the pork producers associations and the Ontario Federation of Agriculture.

Two NGO commodity/interest types are particularly noteworthy in terms of the broadest horizontal distribution. Ontario Soil and Crop Improvement Association (OSCIA's) and Agricultural Societies are found in all counties. More specifically, the OSCIA not only has representation in 51 counties/districts, but it also has two offices in Simcoe and Niagara, and three in Cochrane county. Such distinctive horizontal distribution is not accidental. In fact, ***the apparent size of this particular NGO may be due, in part, to the***

*close relationship that it enjoys with the Ontario Ministry of Agriculture and Food.* More will be said about this relationship in Chapter Eight.

The 105 agricultural societies in Ontario experience the broadest horizontal distribution of all. They reach every county and in some cases have multiple occurrence in select counties. This high frequency is especially true in Central and Eastern Ontario, where, for example, six agricultural societies service the municipality of York.

As stated in the previous chapter, agricultural societies are among the oldest NGO's in Ontario. Their presence may be closely linked to their historic role of *communal recreation* (Jones, 1946, p.341). This role helps to explain the continued popularity of these societies. After all, *fairs and exhibitions, particularly those near urban centres, cater to both the rural and the urban populations.* The high level of multiple occurrence is at least partly attributable to this wide appeal.

Another two commodity/interest types, the milk committees and pork producers associations may *owe their large horizontal spread to the fact that they are components of the Ontario marketing Board system.* The quasi-governmental structure of the Marketing Board allows for the availability of resources to support formal development of a commodity interest in areas where interest might not otherwise be strong enough to develop an NGO. Even more significant, however, is the intensive degree to which milk and pork are produced. Production of the former covers the entire province with 49% of milk production in Southern and Western Ontario; 46% in Central and Eastern Ontario and 5% in Northern Ontario (OMAF, 1992, p.99). Pork does not enjoy the same amount of production; however, it does cover most of the province; with 88% in Southern and Western Ontario; 11% in Central and Eastern Ontario and only 1% in Northern Ontario (OMAF, 1992, p.84).

For a typical example of the nature of large horizontal distribution, one should examine the OFA. This general farm organization is manifested in 46 counties. As its membership

consists of a variety of farmers and their families, *the particular spread of the OFA is more dependant upon the location of farms across the province, regardless of the commodity produced.* Farms are, of course, located in almost every county in some numbers. However, Southern and Western Ontario contains 58.5% of census farms; Central and Eastern Ontario contain 36.5% and Northern Ontario has about 5% of census farms (OMAF, 1992). The location of OFA affiliates across the province matches fairly closely the horizontal distribution of farms. In Southern and Western Ontario there are 20 federation of agriculture in 16 counties for a 125% concentration of distribution. Eastern and Central Ontario considerably less, yet still significant, experience a 50% coverage (12 affiliates in a sub-region of 24 counties). Northern Ontario has 4 local affiliates in 11 counties, for a 36% coverage of the study region. Of course, the OFA is itself a very popular organization. Its membership of 22,000 ranks way above the CFFO and NFU; the other two general farm organizations. The CFFO's membership consists of 650 farm families, and the NFU's, although secret, is considered to be even lower. The OFA's popularity is closely linked, among other things, to its member services and high profile farmer advocacy.

### **3. NGO's Experiencing Moderate Horizontal Expression**

The following discussion identifies commodity/interest types with moderate horizontal distribution, across the province. The working definition of moderate includes interest types with everything from 11 affiliated NGO's to upwards of 36 NGO's. Examples of such commodity/interest types include the cream producers associations (15); farm safety Associations (18); corn producers associations (19); christian farmers federations (22); holstein clubs (28); 4-H club leaders associations (32); and wheat producers associations (36). Organizations to be highlighted are the 4-H Club Leaders Association, the Ontario Corn Producers and the Christian Farmers Federation.

*There are only eleven NGO's types that experience a moderate horizontal distribution (Figure 6.1). This accounts for approximately 5 percent of the total population of 175 types.*

The Ontario 4-H Club Leaders Association has 32 local level affiliates. Such horizontal spread is referred to as moderate, as it covers a little over half of the counties in the province. The 4-H Club Leaders Associations are located in areas where there are local 4-H Clubs. As the 4-H Clubs depend upon the presence and interest of farm children ages 12 to 21, *the associations are more likely to be found in areas of more intense agriculture.* Because of the wide range of issues addressed by the individual clubs, association horizontal spread is not limited to areas of specific agricultural activity. In Southern Ontario, the area of greatest agricultural activity, there is a 4-H Club Leaders Association in 13 of 16 counties (81.25%). When agricultural activity decreases, the horizontal spread also decreases in a corresponding fashion. For example, in central and eastern Ontario, 71 percent ( 18 of 24) of the counties have local associations. In Northern Ontario, a marginal area for farming, there is only one association. It is in Algoma county.

The Ontario Corn Producers Association (OCPA) is another example of an NGO experiencing a moderate horizontal distribution across Ontario. This organization has county affiliates everywhere in the province that grain corn is produced. OCPA is omnipresent because of the compulsory nature of membership. Every farmer who produces grain corn is required to pay dues of 40 cents per tonne of the commodity. As a result, *the horizontal distribution of OCPA reflects perfectly the geographic configuration of Ontario grain corn production.* As a result, the organization lacks presence in Northern Ontario, as there is little corn production (OMAF, 1992). Grain corn is produced in every county of Southern and Western Ontario. In fact, some 80 percent of all grain corn production is found here and the horizontal spread of the OCPA affiliates reflects this fact. There are both local and regional representatives in all 16 counties of Sub-region A. Eastern and

central Ontario, in contrast, produce only 20 percent of the grain corn in 23 counties (OMAF, 1992, p.64). The reduced number of county and regional OCPA representatives reflects the secondary corn production role of that part of the province.

A third commodity/interest type experiencing moderate horizontal distribution is the Christian Farmer Federation, which has affiliates in 21 counties. *It's horizontal spread is uniquely linked to an interest in the relationship between faith and farming.* The spatial distribution, which emphasises Southern Ontario, has grown out of the settlement patterns of the Calvinistic and Reformational dutch immigrant farmers who originally founded the organization, and continue to be a visible component of membership (Van Donkersgoed, 1987, p.1)

#### **DESCRIPTION OF SUB-REGIONAL HORIZONTAL DISTRIBUTION**

With a shift from the provincial to the regional scale, discussion now focusses briefly on the horizontal spread exhibited by commodity/interest types in sub-regions A, B and C. Figures 6.2, 6.3 and 6.4 respectively, exhibit these regional horizontal distributions. Observations here are limited to simply identifying the spatial patterns and clarifying unusual features found therein.

*The regional patterns conform closely to the provincial patterns of horizontal distribution.* This is observable in a comparison of each of Figures 6.2, 6.3 and 6.4 with Figure 6.1. Certainly, sub-regions A and B share great similarities with the province-wide scenario. For example, in each of the three cases (province, sub-regions A and B), slightly less than half of the commodity/interest types experience unitary occurrence. Further, approximately 85 percent of the commodity/interest types are represented by 10 or less NGO's. Commodity/interest types experiencing multiple occurrence include the ubiquitous agricultural societies, as well as federations of agriculture, Soil and Crop Improvement Associations, Federated Womens' Institutes and milk committees. Predictably, when comparing sub-regions A and B to

the provincial pattern, the same commodity/interest types appear within the range of organizations with moderate horizontal spread. This includes such groups as the holstein clubs and the corn producers associations.

*Sub-region C (Figure 6.4), exhibits a far more polarised pattern of horizontal distribution than that of the province (Figure 6.1).* It is the only region to have over half (56 percent) of its commodity/interest types experiencing unitary occurrence. Further, by far, the greatest proportion of commodity/interest types (90 percent) have four or fewer affiliates. The rest of sub-region C's types are clustered around the higher multiple occurrence end of the scale. Finally and uniquely, there are no commodity/interest types experiencing moderate horizontal distribution. This spatial distribution clustering is attributable to the meagre agricultural activity in Northern Ontario. Overwhelmingly, there are few commodity/interest types. Further, of those present, there are few affiliates.

The interests which are present in greater numbers in Sub-region C, those commodity/interest types with nine or more affiliates, include the cattlemens' associations (9), the horticultural societies (10), the milk committees (11), agricultural societies (14) and soil and crop improvement associations (14). *The presence of these organizations closely mirrors the prevailing farming activities in sub-region C.* In a landscape of mixed agricultural activity, beef and dairy predominate (OMAF, August 1992). This explains the cattlemens' associations and milk committees. Agricultural Societies in sub-region C, as with the rest of the province, proliferate in their community-based settings. *What is, perhaps, most interesting, especially from a soil conservation point of view, is the unexpected strong showing of the fourteen affiliates of the Soil and Crop Improvement Association (SCIA).*

Why are there so many Soil and Crop Improvement Associations in sub-region C? It may be useful to refer to the remarks of a past president of the Kenora SCIA. SCIA affiliates have, in practice, a

broader orientation in Northern Ontario. They are somewhat more active in the business of agricultural information exchange and general farm problem solving. In fact, they are often used as a type of umbrella organization by farmers (Egli, August 1 1987, personal communication). More will be said on this subject in the subsequent chapter. However, the SCIA presence is noteworthy for two reasons. *First*, its relatively large NGO numbers are potentially fortuitous from a soil conservation point of view. *Second*, and conversely, if these soil and crop organizations truly exhibit such wide variation in farm interest, their resources may not permit them to focus on soil conservation. Ultimately, it is important not to overstate the case in sub-region C. After all, the focus of agricultural activity and ASEWQ concern is, first, in Southwestern and Eastern Ontario. Here, in both sub-regions A and B, the SCIA's also experience high multiple occurrence. As well, these more southern affiliates exhibit a greater soil conservation focus in activities.

#### **SUMMARY**

In sum, *the horizontal distribution pattern of NGO commodity/interest types across Ontario seems to closely reflect the geographic configuration of agricultural activity and interest.* There is a farm organization concentration in Southern and Western Ontario (Sub-region A). This pattern reflects the large proportion and variety of agricultural produce and the numbers of census farms in that part of the province. Although the numbers of farm organizations are still quite significant in Eastern and Central Ontario, there are proportionally fewer NGO's. This pattern reflects the smaller number of census farms and variety of agricultural production. The Northern Ontario situation, with its radically smaller number of NGO's, reflects its state of meagre agricultural activity.

Generally, *the vast majority of NGO commodity/interest types experience low horizontal distribution.* Yet, there remains a small

significant range of NGO's experiencing medium and high levels of multiple occurrence. *It is these organizations, with the larger horizontal spreads, which may have the greatest potential to mobilize farm interest in agricultural policy and farmer participation in soil conservation.* Of course, NGO mobilization potential is about more than membership numbers and spread. This rather complex concept is the subject of the following Chapter seven. it sets the stage for determining which agricultural NGO's have a role to play in ASEWQ in Ontario.

## CHAPTER VII

### MOBILIZATION POTENTIAL IN THE POPULATION OF SELECTED AGRICULTURAL NGO'S.

#### PURPOSE

The purpose of this chapter is to classify and analyze a selected group of agricultural NGO's according to mobilization potential. Mobilization potential is the capacity of an NGO to bring its farm community together and generate or motivate support for soil conservation. The selected agricultural NGO's are drawn from the larger population previously identified in the General Inventory. In short these NGO's satisfy the selection criteria previously discussed in Chapter III.

Discussion is guided by three questions. *First*, what variables or NGO characteristics determine mobilization potential? *Second*, which variables are strongest or weakest in the group of selected NGO's? *Third*, which of the selected NGO's possess the strongest mobilization potentials in terms of these variables?

This exercise provides a basis for the eventual classification of the selected group of NGO's according to the nine-block Analysis Framework, in Chapter VIII. This Framework allows provincial government managers and others interested in agricultural soil conservation policy to select those NGO's that offer the greatest potential to promote or implement adjustments in agricultural practice.

#### DISCUSSION

##### 1. Variables Determining Mobilization Potential

This section addresses the question of what variables determine mobilization potential. Further, it investigates how the variables are aggregated to develop a mobilization potential ranking of the selected agricultural NGO's.

Mobilization potential is based upon the aggregation of eight

variables considered mandatory characteristics of NGO's actively and effectively involved in both policy development and policy implementation. These include organization mandate; membership size; membership distribution; communication links; ASEWQ problem knowledge; ASEWQ adjustment knowledge; and two manifestations of membership representativeness. **Organization mandate** refers to the constitution or formal agricultural affairs statement guiding NGO activity. Each NGO's mandate is reviewed and analyzed to determine the degree to which it is sensitive to soil conservation. **Membership size** is synonymous with the actual number of farmers or farm families registered as NGO participants. This variable allows for the determination of each NGO's reach or spread within the agricultural community. **Membership distribution** identifies the number of counties in which membership in a particular NGO is found. This variable simply attempts to gauge the spatial distribution of membership across the province, in terms that match the spatial form of institutionalized soil management. **Membership representativeness**, a more complex variable, is defined in two ways. **Quantitative representativeness**, refers to the percentage of the total farm community represented by the NGO. **Qualitative representativeness** refers to the distribution or alignment of membership across a grouping of agricultural concerns or interests. For example, a NGO composed of dairy, beef, sheep and cash crop farmers would have wider representation than an NGO composed only of sheep farmers. **Formal and informal communication links** is used to denote the size and quality of the NGO's communications network. It is concerned with information exchange among members. Formal communication links include such mechanisms as monthly or annual meetings and newsletters. Informal communication links include casual interpersonal discussions, newspaper articles and letters. **ASEWQ problem knowledge** refers to the organization's expressed knowledge of the causes and effects of agricultural soil erosion. By contrast, **ASEWQ adjustment knowledge** is associated with the organization's expressed awareness or understanding of soil erosion adjustments and their utilization.

The development of a mobilization potential ranking for the selected agricultural NGO's is based on an examination of the NGO's in terms of these variables. It will be recalled that the main research questionnaire of this thesis is organized with information fields and evaluation scales devoted to the variables. The eight variables and their associated scales are summarized in Table 7.1. In most cases, scores on the individual evaluation scales were determined by the researcher in conjunction with the respondent. In those cases where this was not possible, the NGO respondent was asked to verify placement on the evaluation scale.

Each of the selected NGO's has been awarded a mobilization potential "score", based on the scores associated with the evaluation scales. Figure 7.1 is an example worksheet used to calculate the mobilization potential scores of each NGO. The global score is arrived at by adding together the eight variable scores. The maximum possible statistic for an NGO is 32 (4 - the highest value of the five point scale x 8 - the number of variables). An "ideal" NGO obtaining a maximum score has the following characteristics: specialized interest or mandate in the area of soil conservation; a large number of members dispersed across the province; a high degree of representativeness; an extensive formal communications network; and a comprehensive knowledge of soil erosion causes, effects and adjustments, and a mature communication system linking its members. Cumulatively, therefore, these variables describe an NGO with high mobilization potential. In contrast, an NGO obtaining a low score possesses a low mobilization potential and is less attractive as a vehicle for the promotion of agricultural soils conservation. Its characteristics include a lack of soil conservation mandate or interest; limited membership in a small area of the province; no claim to representativeness; a lack of communication links; and, of course, little or no awareness or understanding of soil erosion causes, effects and adjustments.

## **2. Strongest and Weakest Variables in the Group of NGO's**

This section attempts to identify those mobilization potential

**TABLE 7.1: MOBILIZATION POTENTIAL VARIABLES AND ASSOCIATED EVALUATION SCALES**

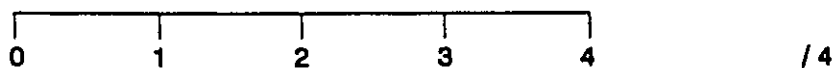
MOBILIZATION POTENTIAL SCORE	I ORGANIZATIONAL MANDATE	II MEMBERSHIP SIZE	III MEMBERSHIP DISTRIBUTION	IV REPRESENTATIVENESS (QUANTITATIVE)
4	Very specialized interest or mandate in the area of soil conservation, making it the dominant theme	Between 17,000 and 28,000 members	Membership presence in 41 counties to 56 counties (province wide membership)	100 % of the farm community represented in the organization
3	Active interest in soil conservation in a mandate of narrower concerns	Between 5,000 and 10,000 members	Membership presence in 31 to 40 counties	75 to 99% of the farm community represented in the organization
2	Active interest in soil conservation in a mandate of diverse concerns	Between 1900 and 2,000 members	Membership presence in 21 to 30 counties	50 to 74% of the farm community represented in the organization
1	Some mandate relevance, perhaps quite vague, or a passing consideration of soil conservation	Between 101 and 900 members	Membership presence in 11 to 20 counties	25 to 49% of the farm community represented in the organization
0	No mandate or soil conservation interest	Up to 100 members	Membership presence in part of a county to 10 counties	0 to 24% of the farm community represented in the organization

**TABLE 7.1: MOBILIZATION POTENTIAL VARIABLES AND ASSOCIATED EVALUATION SCALES (CONT'D)**

MOBILIZATION POTENTIAL SCORE	V REPRESENTATIVENESS (QUALITATIVE)	VI FORMAL/INFORMAL COMMUNICATION LINKS	VII ASEWQ PROBLEM KNOWLEDGE	VIII ASEWQ ADJUSTMENT KNOWLEDGE
4	Very specific range of interests or concerns	Very mature network consisting of a variety of formal and select informal communication links	Awareness and comprehensive knowledge of causes and effects of agricultural soil erosion in the region	Awareness and comprehensive knowledge of soil conservation practices used in the region
3	Specific range of interests or concerns	Mature network consisting of select formal and some informal communication links	Awareness and a fairly comprehensive knowledge of causes and effects of agricultural soil erosion in the region	Awareness and a fairly comprehensive knowledge of soil conservation practices used in the region
2	Shared agricultural interests or concerns	Network consisting of some informal and some formal communication links	Awareness of soil erosion problems in the region	Awareness of soil conservation practices used in the region
1	Wide range of interests or concerns	Immature network consisting of select informal communication links	Passive awareness of soil erosion problems in the region	Passive awareness of soil conservation practices used in the region
0	Very wide range of interests or concerns	Very immature network consisting of few communication links	Lack of awareness of a soil erosion problem in the region	Lack of awareness of soil conservation practices used in the region

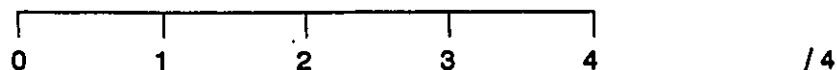
## Figure 7.1: NGO Mobilization Potential Worksheet

### 1. Organizational Mandate



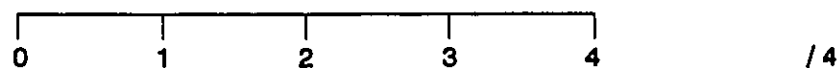
/ 4

### 2. Membership Size



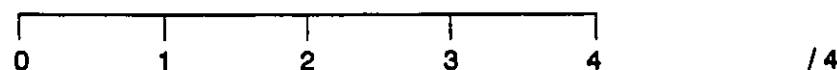
/ 4

### 3. NGO Membership Distribution



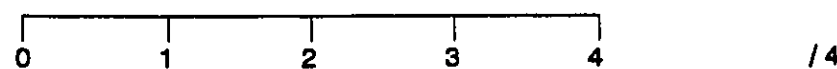
/ 4

### 4. Representativeness 1: % Farm Community



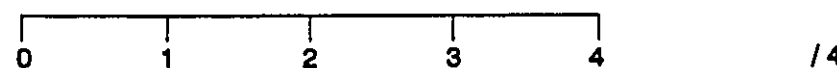
/ 4

### 5. Representativeness 2: Distribution of Membership Across Agricultural Concerns



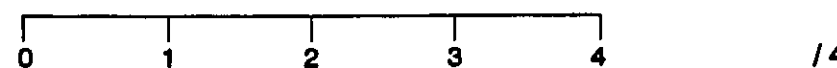
/ 4

### 6. Formal/Informal Communication Links



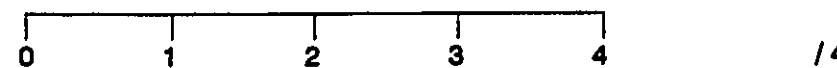
/ 4

### 7. ASEWQ Problem Knowledge



/ 4

### 8. ASEWQ Adjustment Knowledge



/ 4

Score / 32

variables that appear as consistently strong or weak characteristics of the selected NGO's. Such an investigation is important because an engrained variable weakness across the sample may signal to policy makers that a critical component of mobilization potential may be lacking in the population of agricultural NGO's. Such consistent weakness in any of the eight variables, for example, ASEWQ adjustment knowledge, would then have to become a remedial component of any farm based soil conservation programme.

Discussion is aided by Table 7.2: "A Comparison of Variable Scores". Quite simply, this table identifies a cumulative score for each of the eight mobilization potential variables. This score is arrived at by adding together all of the individual worksheet variable scores of each of the 55 selected NGO's. The highest possible value that a variable could score is 220 (55 - the number of selected NGO's x 4 - the highest possible score on the 5 point scale).

Results of the investigation reveal that ***the formal and informal communication links variable is the strongest characteristic of the NGO's***. It obtains a score of 142 out of 220. By contrast, ***NGO membership distribution is by far the weakest variable of mobilization potential***. The ranking of the other six variables, from strongest to weakest, is as follows: qualitative representativeness (distribution of membership across agricultural concerns); ASEWQ problem knowledge; ASEWQ adjustments knowledge; organization mandate; quantitative representativeness (percentage of the farm community); and finally, membership size.

The strength of the formal and informal communication links variable implies that the ***majority of the selected NGO's have mature communications linkages***. This finding is not surprising as the research literature related to public interest groups identifies internal communication as a key element of organizational definition (Pross, 1992, p.4; Thornburn, 1985, p.6; Stanbury, 1986, p. 532). By contrast, there is an almost total lack of NGO's characterized by immature or very immature communication

**TABLE 7.2: A COMPARISON  
OF VARIABLE SCORES**

VARIABLE	SCORE (OUT OF A POSSIBLE 220)
ORGANIZATIONAL MANDATE	72
MEMBERSHIP SIZE	40
NGO MEMBERSHIP DISTRIBUTION	22
REPRESENTATIVENESS #1: % OF FARM COMMUNITY	65
REPRESENTATIVENESS #2: DISTRIBUTION OF MEMBERSHIPS ACROSS AGRICULTURAL CONCERNS	119
FORMAL AND INFORMAL COMMUNICATION LINKS	142
ASEWQ PROBLEM KNOWLEDGE	106
ASEWQ ADJUSTMENT KNOWLEDGE	103

links (Appendix Table 7.6). Such degree of maturity in the overall system of NGO communication is potentially useful to effective dissemination of soil conservation information.

The extreme weakness of the membership distribution variable (22 out of 220) is in part a result of a research bias. It must be noted that 47 of the 55 selected NGO's have a county/local level orientation. The very nature of the membership distribution's five-point scale dictates that any NGO's covering an area of 10 counties or less scores "0". As a result, the majority of the selected NGO's rate a "0" for membership distribution (Appendix, Table 7.3). Low membership distribution has implications for policy development and implementation. It may be argued that programmes dependant on NGO's with such a membership spread would ultimately appear as a fragmented "patch-work quilt" exercise across the face of Ontario. But, it must be remembered that many local NGO's function within a larger provincial, organizational framework. Federations of Agriculture, Soil and Crop Improvement Associations, Christian Farmers Federations and Cattlemens Associations are all examples of this type of local-provincial network. As a result, the selected county NGO's (Table 7.4), may represent the grassroots expression of larger agricultural institutions (Table 7.3). These parent NGO's have stronger communication links and larger human and financial resources at their disposal. A county oriented NGO does not necessarily, therefore, stand alone in the development or implementation of agricultural policy.

The most surprising NGO characteristics revealed by Table 7.2 information, are the relative strengths of ASEWQ problem knowledge and adjustment knowledge within the NGO sample. On the one hand, the existence and scope of soil and water degradation in Ontario may convince the reader to assume that farmers have very little knowledge of the problem and/or solutions. Evidence contained within Table 7.2 does not support this assumption. Rather, **there exists for a significant proportion of the select NGO's, a knowledge of the ASEWQ problem and its adjustments. In addition, there appears to exist mature communication systems to disseminate**

**TABLE 7.3: NGO MOBILIZATION POTENTIAL  
RANKING OF SURVEYED NGO'S  
AT THE PROVINCIAL LEVEL**

MOBILIZATION POTENTIAL SCORES	PROVINCE
32	
31	
30	
29	
28	
27	Ontario Soil & Crop Improvement Association
26	
25	
24	Ontario Corn Producers Association
23	Ontario Federation of Agriculture
22	
21	Organic Crop Improvement Association
20	Christian Farmers Federation of Ontario
19	
18	Ontario Plowmens Association
17	Ontario Cattlemens Association
16	
15	
14	
13	
12	Kawartha Institute of Applied Technology Ontario Dairy Herd Improvement Corporation
11	
10	
9	
8	
7	
6	
5	
4	
3	
2	
1	

**TABLE 7.4: NGO MOBILIZATION POTENTIAL RANKING OF SURVEYED NGO'S IN THREE RESEARCH REGIONS**

MOB. POTENTIAL SCORES	SUB-REGION A	SUB-REGION B	SUB-REGION C
32			
31			
30			
29			
28			
27			
26			
25			
24			
23			
22			
21	Middlesex Soil & Crop Improvement Association		
20			
19	Huron Soil & Water Conservation District		
18	Bluewater Conservation Club Perth Plowmens Association		
17	Oxford 4-H Soil Management Club	Stormont Soil & Crop Improvement Association	
16	Oxford County Federation of Agriculture Middlesex Junior Farmers	Wentworth-Brantford CFFO	
15	Oxford Corn Producers Association Waterloo Federation of Agriculture		Kenora District Soil & Crop Improvement Association
14	Brant Norfolk Conservation Tillage Club		
13	Middlesex Plowmens Association Oxford Farmers Union	Cold Creek Improvement Association	
12	Dufferin Wheat Producers Association Simcoe County Wheat Producers Association	Peel Soil & Crop Improvement Association Prince Edward 4-H Leaders Association	Northern Ontario Agricultural Development Program
11		Peterborough County Cattlemens Association	Muskoka Soil & Crop Improvement Association
10	Kent County Soybean Growers District Committee Lambton Soybean District Committee Gray County 4-H Leaders Association	Halton Agricultural Advisory Committee Northumberland Federation of Agriculture	
9		Grenville Beef Herd Improvement Club Lanark County Milk Committee	Rainy River Cattlemens Association Timiskaming Junior Farmers Association
8	Central Huron-CFFO	Victoria County Sheep Producers Association	Thunder Bay District Milk Committee Timiskaming Grain Growers Association
7	Middlesex Fruit and Vegetable Growers Association Peel Holstein Club		
6	Kent County Beef Improvement Club South Simcoe Potato Growers Association	Dundas Corn Producers Association Maberly Agricultural Society	
5	Brant County Farm Management Association Lambton Sheep Club		
4			Algoma Cattlebreeders Association
3		Ottawa Valley Ayrshire Club	
2			
1		Leeds Community Pasture Committee	

**relevant information to membership.** Is there an incongruity here? The soil erosion problem remains in spite of the fact that farmers know the nature of both problem and adjustment and have the means to communicate the necessary information to fellow NGO members. An explanation may lie in the weaknesses of other variables related to mobilization potential, particularly, organization mandate and membership variables (membership distribution, size and percentage of the farm community represented by the NGO).

Organization mandate and its sensitivity to soil conservation receives a middle range score relative to the other seven variables (Table 7.2). Out of a possible 220 points, a score of 72 was obtained. This statistic is explained by the fact that within the selected NGO sample **there are few organizations with a soil conservation mandate.** This holds true despite the selection bias favouring inclusion of soil conservation NGO's in the survey. In fact, 63 per cent of the selected NGO's have little or no mandate in the area of soil conservation (Appendix Table 7.1). Therefore, without such a mandate, an NGO is not likely to devote much attention to the ASEWQ problem. Other agriculture related problems and issues are in priority positions on the NGO agenda. Further to this point, Rounds (1988, Personal Communication) has stated:

"...soil conservation never really surfaces as a crisis issue, despite the fact that it may well be. It is perceived as more of a moral issue. Comparatively speaking, the crisis issues tend to surround financial farm concerns. The forceful lobbying on the part of the Liaison Committee of Ontario Farm Organizations over the Farm Creditors Review Act and the Farm Debt Review Board serves as an example. Eight major farm organizations felt strongly enough about a farm issue to set aside their differences, thus uniting farmers and a diversity of farm interests. Ultimately, it took a crisis financial issue to create such a coalition. Soil erosion has not succeeded in mobilization such intensity of response..."

Some of the weakest variables are associated with characteristics of membership. These include percentage of the farm community represented in the NGO, membership size and membership distribution. The research bias affecting membership distribution

also affects membership size. The majority of the selected NGO's consist of county/local level organizations. County level NGO's necessarily have smaller membership numbers than provincial NGO's. To bear this out, 44 of 47 selected county/local level NGO's have scored "0" (100 or less members) or "1"(101 to 900 members) in membership size (Appendix Table 7.2). Perhaps the most important weakness of membership lies in the variable *quantitative representativeness*, which is expressed as a percentage of the farm community. Here, the research bias of the other membership variables does not apply. Quite simply, this low score for representativeness (65 out of 220) indicates that most of the selected NGO's (66 per cent in fact) have a membership which consists of less than half of the population of farmers. Further, 43 per cent of the selected NGO's have a membership which consists of less than a quarter of the population of farmers in their activity regions. Such weak representation has a bearing upon mobilization potential. Maintaining or increasing membership is a perennial problem for any organization, and NGO's in agriculture are no exception.

It must be stated, however, that *the diffusion of information is not totally dependant upon the sophistication of the organization or its membership size. Much can be expected from interpersonal or informal information exchanges between members and non-members.* As Rogers (1983) indicates, the passing of ideas through a peer network is very common in agriculture. It has been used most effectively in extension work, such as that performed by the United States Department of Agriculture (Bauder, Hickman, 1988, p.130; Hoag, Lilley et. al., 1988, p.126; Rahm, 1988, p. 280). In Ontario, the Ontario Ministry of Agriculture and Food's county Agricultural Representatives offices have a similar function.

The result, however, is that *despite problem and adjustment knowledge and the ability to communicate such information, few agricultural NGO's possess the mandate or constitution to become actively involved in soil conservation.*

It must be noted that discussion to this point has focussed

upon the roles of eight variables in determining mobilization potential. *However, factors outside of this variable range may limit an NGO's mobilization potential.* For example, coexisting traditional values and socio-economic problems may create a reluctance to change agricultural practice or to take a risk on new or unknown techniques. In addition, *the farm community has been shown to be reluctant to internalize the entire cost of programmes suggested or imposed by government* (MacGregor, 1987, Personal Communication). Further to this point, Lobb (1987, Personal Communication) has indicated that *lending institutions, which have a lot to do with what goes on in the field, need to be convinced that soil conservation is not necessarily a money losing proposition.*

### 3. NGO's With the Strongest Mobilization Potential

This section identifies those NGO's from the sample that possess the strongest mobilization potential in terms of the eight variables. This should allow for the identification of those NGO's which have the greatest capacity to respond effectively to provincial government inducements to address the ASEWQ problem.

Discussion is aided by the use of two tables which provide a ranking for the 55 selected NGO's according to their mobilization potential scores. Table 7.3 provides this ranking for NGO's operating at the provincial policy level. Table 7.4 provides the ranking for NGO's operating within the three research sub-Regions (A, B and C). As previously indicated, the mobilization potential score per NGO is arrived at by aggregating the scores obtained by the select NGO for the eight variables (Figure 7.1).

#### a) NGO's Operating at the Provincial Policy Level

*The Ontario Soil and Crop Improvement Association (OSCIA) has the highest mobilization potential of all surveyed NGO's; with a score of 27 out of 32. The Ontario Dairy Herd Improvement Corporation has the lowest rank with a score of 12.*

The OSCIA consistently performed well in terms of all eight

evaluation variables. As a result, it has a mobilization potential which includes the following characteristics: a very specialized interest in soil conservation (OSCIA, 1987, p.2); a fairly large membership size of 9,000; membership in all counties of the province; a distribution of membership across a very specific range of interest and concerns, a very mature network of formal and informal communication links; and an awareness and comprehensive knowledge of the causes and effects of agricultural soil erosion, as well as conservation practices used in Ontario. Its only weakness lies in its membership representativeness, which encompasses less than 25 percent of the Ontario farm community. It is less than one may expect for an agricultural NGO operating at the provincial policy level.

The other provincial NGO's exhibit lower scores. For example, the Ontario Corn Producers Association, despite its overwhelming membership number of 28,000, reputed knowledge of the ASEWQ problem and its adjustments, simply does not have the organizational mandate. Its mandate is to obtain and disseminate corn market information and statistics; develop new markets for corn; lobby government for favourable corn production and marketing policies; and finally, alert membership to developments in research, marketing and production, through a magazine: the Ontario Corn Producer (OCPA, n.d., p.6).

By contrast, the Organic Crop Improvement Association (OCIA), and Ontario Plowmens Association (OPA), both of which have mandates sensitive to soil conservation, are handicapped by other limitations. The OCIA has a limited membership size (120). It represents less than 1 percent of the Ontario agricultural community. The Ontario Plowmens Association is a more curious case. Despite the fact that its constitution makes reference to the encouragement of "...modern soil and water conservation practices..", as well as co-operation "...in conducting demonstrations and experiments...in methods of soil cultivation...", the plowmen tend to focus activity on annual plowing matches (Ontario Plowmens' Association, 1986, p.i). This

leaves little room to cultivate an active knowledge of soil erosion and conservation adjustments (Stinson, 1987, Personal Communication; Fennel, 1988, Personal Communication).

The Christian Farmers Federation of Ontario (CFFO) and the Ontario Federation of Agriculture (OFA) are two provincial NGO's which one might expect to achieve a higher degree of mobilization potential. These general farm organizations, in principle, have mandates rich in agricultural affairs opportunity, and therefore, have the capacity to adopt an interest in soil conservation. For example, the CFFO Constitution states that:

"...the purpose of this organization is to promote and apply Christian ideas and principles to the solution of agricultural problems and to promote the social and economic interests of its members in order to contribute to the solution of the problems of our society in a Christian spirit..."

(Christian Farmers Federation of Ontario, 1978).

Equally diverse, if less theological, is the Ontario Federation of Agriculture's (OFA) mandate, which states "...the function of the OFA to actively represent the political, economic and social interests of farmers..." (OFA, 1986, p.1). Table 7.3 reveals that the OFA has a respectable mobilization potential score of 23. This is due largely to its strengths in membership size (22,000 direct and 26 indirect members); membership distribution (47 affiliates across the province); representativeness (with representation coming from a wide range of agricultural concerns) and its very mature formal and informal communication links (monthly and annual meetings; regular newsletters; participation at special events; annual meetings with OMAF; and news releases). The OFA has, in fact, the reputation of being the collective voice for Ontario farmers.

These strengths, however, are not accompanied by any major interest in the ASEWQ problem. The erosion problem and adjustment knowledge variables obtained relatively weak scores. As an addendum, it should be noted that in response to previous

provincial government soil initiatives, *the OFA has stated that although it encourages soil conservation efforts, it does not wish to be the prime NGO mover. Rather, the Soil and Crop Improvement Associations should be encouraged to take the chief role in soil conservation* (Environmental Committee, OFA, June 16 1987).

The Christian Farmers Federation of Ontario achieves a mobilization potential score of 20 (Table 7.3). This score is as a result of modest performance in many variables. More specifically, membership is distributed in 21 affiliates across Ontario, and with 650 participants, provincial membership representativeness is quite weak. This is unfortunate in the context of broadly based agricultural policy implementation. Despite the diversity of the CFFO's mandate, it has a declared interest in soil conservation, most notably through its work on developing a Foodland Stewardship Program (Oldengarm, August 27, 1987, Personal Communication).

In summary, *with the notable exception of the Ontario Soil and Crop Improvement Association, there are few opportunities to mobilize agricultural interest towards soil conservation through NGO's mandated to perform at provincial policy development levels.*

#### **b) NGO's Within the Research Sub-Regions**

The ranking process at the regional level focusses upon the mobilization potential patterns of NGO's in Sub-regions A, B and C (Table 7.4). *The most striking feature of this sub-regional ranking is the continued dominance of the Soil and Crop Improvement Association.* This pattern is carried over from the provincial ranking. In every regional case a county affiliate of the OSCIA has a significantly greater mobilization potential than all the other NGO's in the sub-region. However, as a rule, OSCIA county affiliates tend to be weakest in terms of membership size, distribution and percent of the farm community represented. They tend to be strongest in terms of organizational mandate, ASEWQ problem and adjustment knowledge and distribution of membership across agricultural concerns.

One other curiosity associated with these OSCIA affiliates is the decrease in mobilization potential scores as one moves from Sub-Region A (Middlesex SCIA=21) to B (Stormont SCIA=17) to C (Kenora District SCIA=15). This pattern, of course, reflects the general loss of sub-regional mobilization potential in the selected group of NGO's. In the case of the SCIA affiliates, one culprit is the variable *organizational mandate*. Middlesex SCIA records a very specialized interest in the area of soil conservation, such that it is the dominant theme. Stormont SCIA is slightly less enthusiastic, yet still committed to soil conservation. Kenora District SCIA, however, indicates that its soil conservation interests form only a part of a mandate of diverse concerns. Understandably, the character of a region's agriculture affects or determines the activity pattern or mandate of the agricultural organizations in that region. In Northern Ontario, as indicated in Chapter Six, the SCIA has become in practice more of a general farm organization or one with the greatest range of farm agricultural interests. It has been stated that:

"...In the Kenora District, the farming community has continually declined in size and number over the past 10-20 years. Most of the farms here rely on pasture as feed for the animals. The local Soil and Crop Improvement Association is almost an umbrella organization for the farmers - since it is really the only agricultural association dealing with soil and/or crops. There is a Cattlemens Association, but since (almost) no one grows cash crops there is no need for any other organizations at the present time..."

(Egli, August 1, 1987, Personal Communication)

The severity of soil erosion and the importance of agriculture in Southern Ontario is reflected in the presence of NGO's unique to Sub-Region A. These include the Huron Soil and Water Conservation District (19); the Bluewater Conservation Club (18); the Oxford 4-H Soil Management Club(17); and the less highly ranked Brant-Norfolk Conservation Tillage Club (14). These organizations are noteworthy because they all have mobilization potentials strongly characterized by a very specialized interest in soil conservation

and an awareness and comprehensive knowledge of both the causes and effects of soil erosion and soil conservation practices (Lobb, 1988, Personal Communication). Their greatest weaknesses lie in membership size and distribution, as well as lack of any kind of membership representativeness.

#### **SUMMARY**

The strongest overall impression generated by this discussion is that few NGO's have a mobilization potential strongly supported by organizational mandate, ASEWQ problem knowledge and ASEWQ adjustment knowledge. In other words, *few NGO's have both the necessary information and the mandate or license to employ it in response to soil erosion. Further, even in the NGO population which possess both the information and the mandate, there are examples of NGO's not taking advantage of the opportunity to contribute to the resolution of the ASEWQ problem.* The classic example is the Ontario Plowmens Association and its regional affiliates. In sum, soil conservation messages related to both the problem and its adjustments are vested in a restricted segment of the total farm NGO population.

Organizations which do have the combination of mandate and knowledge are hampered in mobilization potential by small membership numbers, distribution and/or representativeness. *There is only one NGO which can claim broad mobilization potential in the area of soil conservation, based upon the aggregation of eight variables - the Ontario Soil and Crop Improvement Association.* At this research stage, a question begs to be answered: Why do independent soil conservation NGO's such as the Huron Soil and Water Conservation District exist when SCIA's are mandated and are supported by the province to address the soil degradation issue? This question is to be addressed in Chapter VIII of the thesis.

Finally, *it might be advisable that provincial resource managers consider roles for "less than perfect" NGO's with conservation knowledge and mandates.* The soil conservation

commitment of such NGO's as the Huron Soil and Water Conservation District (sub-region A) or the Cold Creek Landowners Association (sub-region B), for example, merit attention. They may serve as role models or conduct pilot programmes for the testing of information delivery mechanism, first to their NGO members and then to the general farm population in their area.

This investigation of mobilization potential provides a basis for Chapter VIII's classification of agricultural NGO's. It is a necessary step in determining which organizations have the greatest ability to build consensus on farm issues and implement changes in agricultural soil management.

## CHAPTER VIII

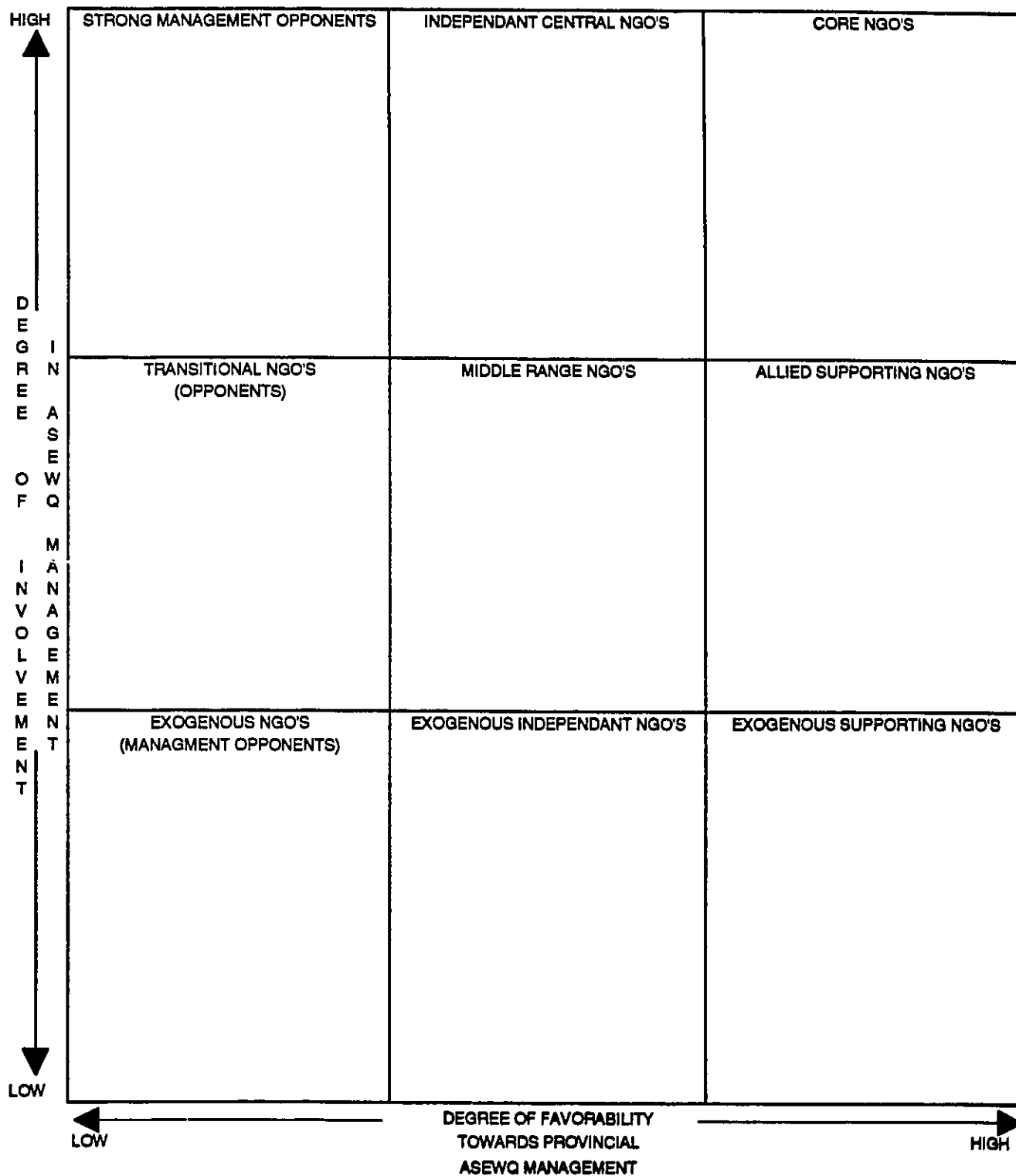
### CONCEPTUALIZATION AND IDENTIFICATION OF CORE NGO'S IN AGRICULTURAL SOILS MANAGEMENT

#### PURPOSE

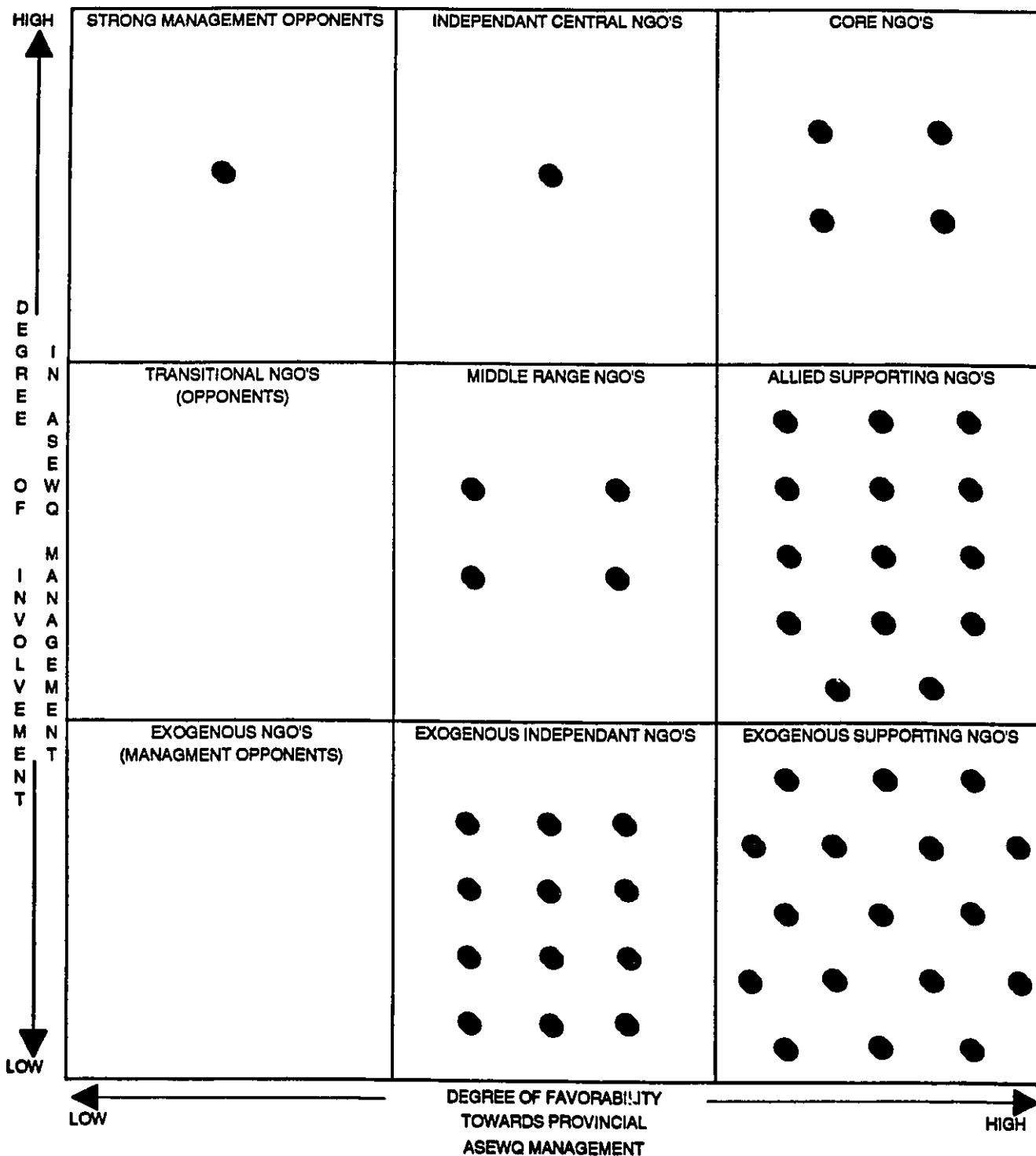
The purpose of this chapter is to continue the investigation of agricultural NGO involvement in soils management. The chapter focusses attention on a classification scheme or typology that facilitates the identification of NGO's in terms of their *real participation* in soils management. It builds upon the discussion of mobilization potential. In this section, not only is attention focussed on NGO's with high mobilization potential, but also NGO's that are either non-committed to soil management or are outright opponents to the form of soil management being promoted by the province of Ontario. The classification scheme possesses both the comprehensiveness and the clarity to *identify the key participants in agricultural soil management*. Concomitantly, it also *identifies those agricultural NGO's for which management participation, especially along the lines proposed by government policy makers, is not yet perceived as being an attractive activity*. In conclusion, the chapter promotes two recommendations. First, the Ontario Ministry of Agriculture and Food (OMAF) should examine and learn from the experiences presented by some local, independent soil conservation NGO's. Second, OMAF should expend time and resources bringing certain transitional NGO's into the soil management fold. Ultimately, OMAF must establish meaningful links with existing and new agricultural NGO partners, to insure successful diffusion of soil conservation innovation.

The NGO Typology organizes an NGO sample in terms of nine classes or cells (Figures 8.1-8.3). The sample includes NGO's considered most representative of the major commodity/interest types contained within the larger universe of some 1167 organizations (Table 8.1), and identified in the NGO inventory

**FIGURE 8.1: NINE BLOCK MODEL:  
AN AGRICULTURAL NGO TYPOLOGY**

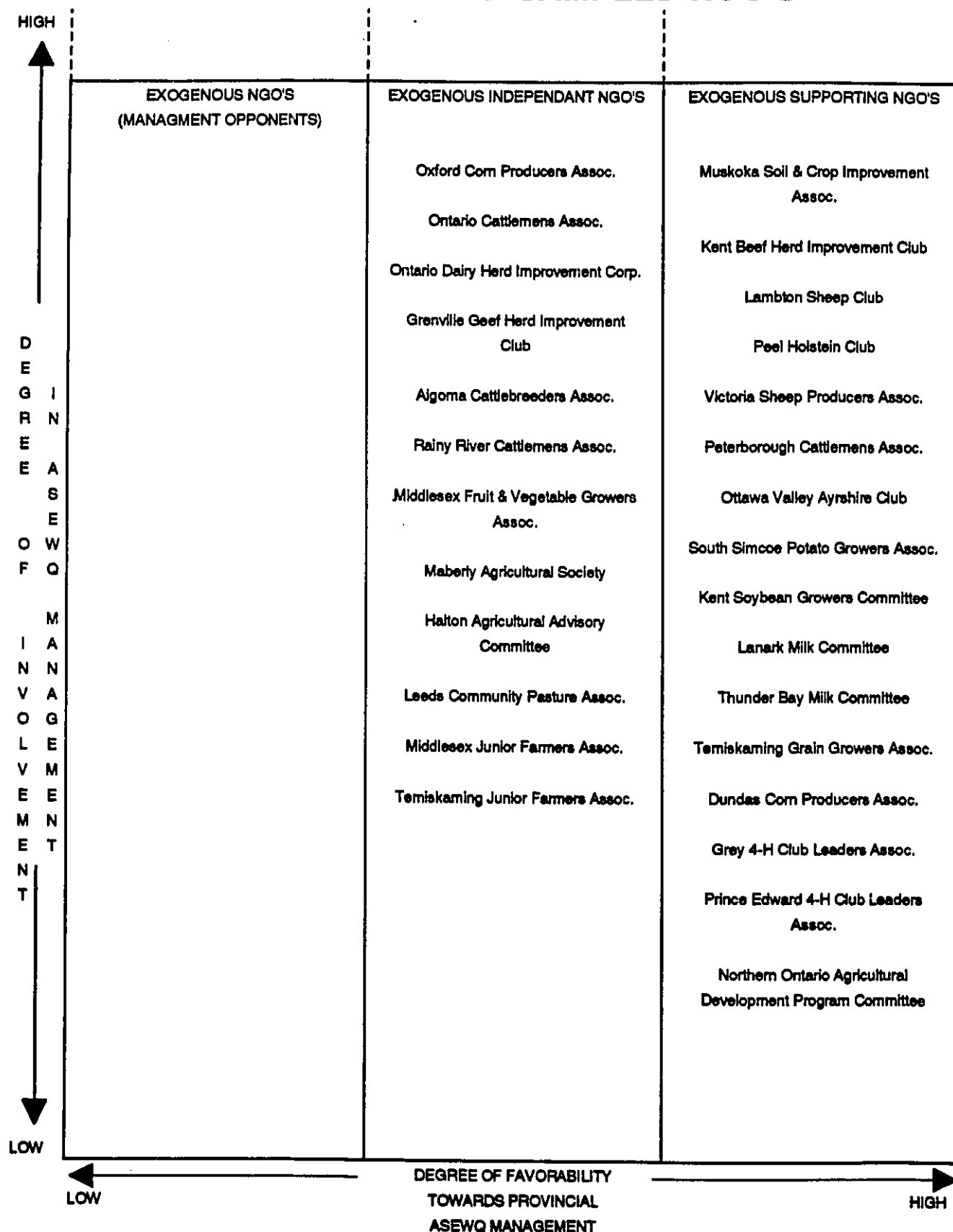


**FIGURE 8.2: FREQUENCY OF SAMPLED NGO'S WITHIN TYPOLOGY**





## FIGURE 8.3 (CONT'D): AGRICULTURAL NGO TYPOLOGY AND SAMPLED NGO'S



(Appendix 1). The cells of the NGO Typology (Figure 8.1) are strategically placed within the apex of two continua. The *first continuum*, along the y-axis, measures the relative degree of NGO involvement in agricultural soils management. Involvement may be determined by mandate (Table 8.2). However, it most often signifies the adoption or the promotion of adjustments by the NGO (Table 8.3), either on its own initiative or with provincial government co-operation. More specifically, involvement may include activities such as the Christian Farmers Federation of Ontario's (CFFO) proposed Foodland Stewardship Program (FSP) or the Ontario Soil and Crop Improvement Association's (OSCIA) Land Stewardship Programs (LSP and LSII). Specific adjustments associated with these NGO programmes include, in the CFFO's case, such options as publishing and disseminating information on soil conservation, documenting and reporting on conservation practices, organizing seminars, workshop and demonstration days, as well as sponsoring local conservation awards (CFFO, 1987, p.18). In the OSCIA's case, the LSP's adjustments include research, extension and education components, as well as financial assistance for the following technological adjustments: crop rotation, crop residue management, construction of soil erosion and surface drainage structures, and finally, tree planting (OSCIA, 1987, p.2). The *second continuum*, along the x-axis, measures the relative degree of NGO favourability towards agricultural soils management promoted by provincial government resource managers. Those NGO's exhibiting high favourability find it acceptable to have management plans developed by OMAF on behalf of farmers. In contrast, those NGO's exhibiting low favourability believe the management plans are best developed by individual farmers, for individual farms.

The nine cells within the typology are defined in Table 8.4. They are labelled: Core; Allied Supporting; Exogenous Supporting; Independent Central; Middle Range; Exogenous Independent; Strong Opponents; Transitional Opponents and Exogenous Opponents.

## Table 8.1: REPRESENTATIVENESS OF SURVEY SAMPLE

NGO'S SURVEYED	NUMBER OF NGO'S IN COMMODITY/ INTEREST TYPE	PERCENTAGE OF NGO'S IN COMMODITY/ INTEREST TYPE	PERCENTAGE OF TOTAL NGO POPULATION
Algoma Cattlebreeders Association	4	25.00 %	0.32 %
Peel Holstein Club	3	33.33 %	0.26 %
Ottawa Valley Ayrshire Club	6	16.67 %	0.51 %
Ontario Dairy Herd Improvement Corporation Committee	33	3.03 %	2.83 %
Ontario Cattlemens Association	50	6.00 %	4.29 %
Peterborough County Cattlemens Association			
Rainy River Cattlemens Association			
Grenville Beef Herd Improvement Club	3	33.33 %	0.26 %
Kent County Beef Improvement Club	7	14.29 %	0.60 %
Lambton Sheep Producers Association	5	40.00 %	0.42 %
Victoria County Sheep Producers Association			
Organic Crop Improvement Association	1	100.00 %	0.09 %
Temiskaming Grain Growers Association	1	100.00 %	0.09 %
Dufferin Wheat Producers Association	36	5.56 %	3.09 %
Simcoe County Wheat Producers Association			
Ontario Corn Producers Association	19	15.79 %	1.62 %
Dundas Corn Producers Association			
Oxford Corn Producers Association			
Lambton Soybean Committee	8	25.00 %	0.61 %
Kent County Soybean Committee			
Middlesex Fruit and Vegetable Growers Association	10	10.00 %	0.86 %
South Simcoe Potato Growers Association	3	33.33 %	0.26 %
Ontario Soil & Crop Improvement Association	56	10.71 %	4.80 %
Middlesex Soil & Crop Improvement Association			
Stormont Soil & Crop Improvement Association			
Peel Soil & Crop Improvement Association			
Kenora District Soil & Crop Improvement Association			
Muskoka Soil & Crop Improvement Association			
Huron Soil & Water Conservation District	1	100.00 %	0.09 %
Bluewater Conservation Club	2	100.00 %	0.17 %
Brant Norfolk Conservation Tillage Club			
Oxford 4-H Soil Management Club	1	100.00 %	0.09 %
Ontario Plowmens Association	42	7.14 %	3.60 %
Perth Plowmens Association			
Middlesex Plowmens Association			
Cold Creek Improvement Association	1	100.00 %	0.09 %
Leeds Community Pasture Committee	3	33.33 %	0.26 %
Lanark County Milk Committee	53	3.77 %	4.55 %
Thunder Bay District Milk Committee			
Ontario Federation of Agriculture	47	8.51 %	4.03 %
Waterloo Federation of Agriculture			
Oxford Federation of Agriculture			
Northumberland Federation of Agriculture			
Christian Farmers Federation of Ontario	22	13.64 %	1.02 %
Wentworth-Brantford Christian Farmers Federation			
Central Huron-Christian Farmers Federation			
Oxford Farmers Union	6	16.67 %	0.51 %
Brant County Farm Management Association	1	100.00 %	0.09 %
Prince Edward 4-H Club Leaders Association	31	6.45 %	2.65 %
Grey County 4-H Club Leaders Association			
Middlesex Junior Farmers Association	42	4.76 %	3.60 %
Temiskaming Junior Farmers Association			
Halton Agricultural Advisory Committee	1	100.00 %	0.09 %
Northern Ontario Agricultural Development Committee	2	50.00 %	0.17 %
Maberly Agricultural Society	105	0.95 %	9.09 %
<b>Totals</b>	<b>N = 53 605</b>	<b>NGO surveyed as a percentage of NGO's in its commodity or interest type</b>	<b>51.01 %</b>

## TABLE 8.2: REPRESENTATIVE MANDATES FROM THE NGO SAMPLE

NGO	MANDATE: IN TEXT REFERENCE
ONTARIO CATTLEMENS ASSOCIATION	"...to encourage and assist in promoting the organization and establishment of county and district members in counties and districts where beef cattle production constitutes an important source of farm income; b) to promote improvement in the quality of beef cattle produced in Ontario; c) to hold meetings, field days and tours for the purpose of informing cattlemen on the latest developments in the beef cattle industry; d) to sponsor projects designed to reveal information which will be helpful to those engaged in beef cattle production and marketing..." (OCA, 1987, p.1).
ONTARIO DAIRY HERD IMPROVEMENT CORPORATION	"...provides three levels of milk recording services to Ontario dairy farmers. This production information is essential for management decisions and industry - government extension programs. Our program provides the basic information for the agricultural industry and is an invaluable measure of progress..." (Wethersall, January 1988, p.1.)
GRENVILLE BEEF HERD IMPROVEMENT CLUB	"...to improve the management of beef herds in the county as well as strive to make the general public aware of this aspect of agriculture. To educate individual farmers of the many possible improvements through county and provincial surveys and comparisons." (DeJong, 1987, Personal Communication)
ORGANIC CROP IMPROVEMENT ASSOCIATION	"...promotes quality food products; organic label integrity; ecologically sound farming, by unifying producers, marketers and consumers to enforce the OCIA standards for certification of organic products" (OCIA no date, no page).
ONTARIO CORN PRODUCERS ASSOCIATION	"...1) to encourage, promote and assist in the development of the corn industry in Ontario; 2) to be the spokesman for the commercial corn producers in Ontario and to lobby and negotiate on their behalf with governments, industry and the grain trade; 3) to monitor production, usage and commercial trade in corn and be informed of policy and other developments affecting the industry; 4) to inform and educate producers of trends and developments in the industry so as to enable them to make considered decisions regarding the production and marketing of their corn crop; 5) to lobby and negotiate with governments for policies and programs that will bring greater financial stability and economic benefits to producers; 6) to develop and administer programs that will bring greater financial stability and economic benefits to producers and to participate in the federal government advance payment program for future years..." (OCPA, 1989, p. 3-4).
DUNDAS CORN PRODUCERS ASSOCIATION	"...to help producers market their corn, i.e. find new uses, lobby government on legislation, see if farmers interests are looked after, and administer advance payment program..." (Byvelds, 1987, Personal Communication).
KENT COUNTY SOYBEAN COMMITTEE	"...to represent soybean producers from the county or district to the Ontario Soybean Growers Marketing Board. The main focus of the Board is on the orderly marketing of soybeans. The Board is governed by the Ontario Soybean Growers Marketing Plan which in turn comes under the farm products marketing act..." (Denys, 1987, Personal Communication,).
ONTARIO SOIL & CROP IMPROVEMENT ASSOCIATION	"...To encourage the development and the expansion of the activities of the county and district branches in the counties and districts of Ontario in the field of soil and crop improvement. b) to encourage the improvement of soil management and field crops in the province of Ontario by (various means)..." (OSCIA, 1986, p.2) "...promotes wise soil management; higher crop yields; improved varieties; soil testing; soil fertility; drainage; soil and water conservation; wise land use..." (OSCIA, no date, no page)
MIDDLESEX SOIL & CROP IMPROVEMENT ASSOCIATION	"...the objects of the county branch shall be the same as for the (provincial) association..." (OSCIA May 1986, p.6). "...to make the residents of Middlesex aware of soil and crop problems, conditions and trends..." (Desjardine, 1987, Personal Communication).
HURON SOIL & WATER CONSERVATION DISTRICT	"...to co-ordinate the soil conservation and water quality programs of various groups and agencies as they relate to agriculture... to deliver a singular conservation program which will be acceptable in the Community it serves and to do so with maximum labour and cost efficiency..." (HSWCD, April 1983, p.1).
OXFORD 4-H SOIL MANAGEMENT CLUB	"...to educate rural youth in the field of soil and water conservation. We try to achieve this through improving their understanding of the importance of our soil resource locally and its vulnerabilities..." (Graham, 1987, Personal Communication,).
BLUEWATER CONSERVATION CLUB	"...1. to educate members to produce crops economically and efficiently while minimizing soil degradation; 2. to be the leaders of Soil Conservation in Lambton County and help educate the farming community on good soil management practices through organized tours, seminars, workshops and meetings; 3. to have each member participate in a learning project so he/she has learned through his/her own project if possible..." (BCC, November 1988, p.1).
BRANT-NORFOLK CONSERVATION TILLAGE CLUB	"...to provide information exchange for farmers interested in no-till and less tillage..." (Albin, 1988, Personal Communication).

## TABLE 8.2 (CONT'D): REPRESENTATIVE MANDATES FROM THE NGO SAMPLE

NGO	MANDATE: IN TEXT REFERENCE
COLD CREEK IMPROVEMENT ASSOCIATION	"...Involved in projects on Cold Creek and its tributaries... according to priorities that would be most beneficial to the rehabilitation of the stream and area..." (CCIA, July 1989, p.1).
ONTARIO PLOWMENS ASSOCIATION	"...1) to advance the interests of agriculture by emphasizing the importance of proper cultivation and to encourage modern soil and water conservation practices; 2) to disseminate information on the most modern and suitable farm implements and the efficient use of the same;3) to conduct annually an International Plowing Match combined with a show and demonstration of farm equipment and educational exhibits;4) to establish and give leadership in branch associations;5) to cooperate in conducting demonstrations and experiments in plowing and in other methods of soil cultivation and crop production; 6) to encourage the holding of Plowing Matches, Junior Matches and Coaching Classes throughout Ontario..." (OPA, 1986, p.1).
MIDDLESEX PLOWMENS ASSOCIATION	"...to organize local plowing matches yearly. To help the local Soil & Crop Improvement Association to have a site for them to plow (Tillage 2000)..." (Dodds, 1987, Personal Communication).
THUNDER BAY MILK COMMITTEE	"...represent milk producers at the local level in communications with the Ontario Milk Marketing Board. The roles of the committee include: policy development, assisting board and board members at the local level, public relations, and liaison with local agricultural interests..." (Bakker, 1987, Personal Communication).
ONTARIO FEDERATION OF AGRICULTURE	"...two major responsibilities for its members: lobbying and service. 1) Lobbying: As a general farm organization, it is the function of the OFA to actively represent the political, economic and social interests of farmers...should represent the producers of agricultural products, as well as the organizations committed to marketing these products...2) Service: OFA must continue to provide and enhance the services to its members. This includes making education, research and planning information available to county federations, as well as providing and enhancing cost-effective insurance and group purchasing opportunities to all members..." (OFA, 1986, p.1).
WATERLOO FEDERATION OF AGRICULTURE	"...1. to develop and consolidate farmer opinion for the promotion of any activity within the county which will improve the welfare of the individual farmers and the farming industry; 2. to bring the viewpoints and concerns of membership to the Ontario Federation of Agriculture for policy development and action, and in turn, to interpret OFA policy so developed to all members in the county; 3 to facilitate the spread of information, of concern to the farming industry, to all the farmers in the county; 4. to be a local unit of the OFA in every respect..." (Cressman, 1987, Personal Communication).
CHRISTIAN FARMERS FEDERATION OF ONTARIO	"...the purpose of this organization is to promote and apply Christian ideas and principles to the solution of agricultural problems and to promote the social and economic interests of its members in order to contribute to the solution of the problems of our society in a Christian spirit..." (CFFO, January 1978, p. 2).
WENTWORTH-BRANTFORD CHRISTIAN FARMERS FEDERATION	"...to promote and apply Christian principles and ideas to the solution of agricultural problems..." (Bootsma, 1987, Personal Communication).
MIDDLESEX JUNIOR FARMERS	"...to co-ordinate, strengthen and encourage all Junior Farmer Club and other rural groups in the county of Middlesex. To provide leadership for all inter-club activities. To plan and carry out a program at the county level including such activities as Judging Competitions, and Achievement Days, citizenship programs, dramatics, public speaking, recreation, music, home beautification, reforestation, soil conservation, listening groups, demonstrations, short courses, leadership studies, organized trips and tours or other such organized activities of particular interest to young farm people as well tend to develop the educational, social and economic life of rural people within the county..." (McCallum, 1987, Personal Communication).
MABERLY AGRICULTURAL SOCIETY	"...to promote pride and excellence of home, crafts, food and animal (livestock) products, through fair and other activities. To promote new ideas in home and agriculture..." (Van Aistine, 1987, Personal Communication).

# TABLE 8.3: THEORETICAL RANGE OF ASEWQ ADJUSTMENTS

ADJUST TECHNOLOGICALLY TO AGRICULTURAL SOIL DEGRADATION (TECHNICAL MECHANISMS)	ADJUST BEHAVIOURALLY TO AGRIC. SOILS DEGRADATIONS (REGULATORY MECHANISMS)	ADJUST TO LOSSES RELATED TO AGRICULTURAL SOILS DEGRADATION (DISTRIBUTIVE MECHANISMS)	ADJUST TO LOSSES RELATED TO AGRICULTURAL SOILS DEGRADATION (DISTRIBUTIVE MECHANISMS)	ADJUST TO LOSSES RELATED TO AGRICULTURAL SOILS DEGRADATION (DISTRIBUTIVE MECHANISMS)
I. MODIFY THE HAZARD CAUSE	II. MODIFY THE HAZARD EFFECT	III. MODIFY THE LOSS POTENTIAL	IV. SPREAD THE LOSS	V. PLAN FOR THE LOSS
1) CONSERVATION TILLAGE a) optimum timing of tillage b) contour tillage c) reduced or zero tillage d) reduced tillage depth 2) CONSERVATION CROPPING a) contour cropping b) strip cropping ( alternating strips of forage/cereal with row crops ) c) cover cropping d) crop rotation ( using cereals/forage ) 3) CONSERVATION RIDGE TILLAGE & PLANTING 4) RESIDUE MANAGEMENT 5) TREE PLANTING 6) RETIRE MARGINAL LAND 7) FARM EQUIPMENT FOR TECHNOLOGICAL ADJUSTMENTS a) modification of existing equipment b) rental/purchase of new soil conservation equipment 7) VARIOUS SUPPORT PROGRAMS OF INTEREST GROUPS FOR THE ABOVE I.e. demonstration projects; conservation awards; field days.	1) CONSERVATION CROPPING a) field border management 2) CONSERVATION SURFACE DRAINAGE STRUCTURES a) grassed waterways b) drop inlet catch basin c) water and sediment control basin d) rock chutes e) field terraces f) diversion terraces g) emergency overflow spillway 3) IMPROVED MUNICIPAL DRAIN CONSTRUCTION & MAINTENANCE a) vegetated stream bank cover b) buffers c) artificial bank protection d) overland flow protection ( includes the aforementioned rock chutes, drop inlets & grassed waterways ) e) conservation construction practices f) sediment basins and traps ( as aforementioned ) g) controlled livestock watering 4) TREE PLANTING a) wind breaks 5) VARIOUS SUPPORT PROGRAMS OF INTEREST GROUPS FOR THE ABOVE I.e. demonstration projects; conservation awards; field days.	1) ZONATION AND REGULATION I.e. crop regulation or retiring marginal lands 2) VARIOUS FINES AND PENALTIES I.e. for farming marginal land or allowing excessive erosion 3) HAZARD ZONE MAPPING 4) EDUCATION PROGRAMS a) research b) information dissemination - communication of adjustments c) conservation training courses 5) LAND TENURE REGIME a) seasonal land rental ( short term ) b) stewardship lease ( medium to long term ) 6) VARIOUS SUPPORT PROGRAMS OF INTEREST GROUPS FOR THE ABOVE 7) VARIOUS LOANS AND PAYMENTS FROM GOVERNMENT FOR THE ABOVE	1) TAX WRITE-OFFS 2) COMPENSATION 3) SUBSIDIES 4) INSURANCE a) public b) private 5) VARIOUS SUPPORT PROGRAMS OF INTEREST GROUPS FOR THE ABOVE 6) VARIOUS LOANS AND PAYMENTS FROM GOVERNMENT FOR THE ABOVE	1) TAX WRITE-OFFS 2) COMPENSATION 3) SUBSIDIES 4) INSURANCE a) public b) private 5) VARIOUS SUPPORT PROGRAMS OF INTEREST GROUPS FOR THE ABOVE 6) VARIOUS LOANS AND PAYMENTS FROM GOVERNMENT FOR THE ABOVE
				VI. BEAR THE LOSS
				1) INDIVIDUAL LOSS BEARING 2) VARIOUS LOANS AND PAYMENTS FROM GOVERNMENT FOR THE ABOVE

Source: Adapted with modifications from Burton, Kates and White (1968), and Needham (1982). Elements derived from relevant literature and research questionnaires.

## Table 8.4: Definition of Nine Block Model Cells

1) CORE NGO'S	<p>These NGO's attempt continuous and intensive involvement in agricultural soils management in Ontario. They are most likely to support the implementation of a government initiated soil conservation program or adjustment. Core NGO's are usually fewer in number than other NGO types, but are well organized and are influential.</p>
2) ALLIED SUPPORTING NGO'S	<p>These NGO's are characterized by a positive or favorable orientation to government initiated agricultural soil conservation adjustments or programs. Favorability may be manifested as either a formal statement of support for program implementation or specific activities designed to enhance implementation of adjustments. Supplying of agricultural goods and services, provision of infrastructures, drafting of position papers, and so on, are examples</p>
3) EXOGENOUS SUPPORTING NGO'S	<p>a) These NGO's are characterized as philosophically in agreement with the objectives of government initiated agricultural soils management, but are by nature on the periphery of the problem; for example, breeder organizations and some commodity groups.</p> <p>b) These NGO's have definite links to "allied supporting" and "core" NGO's and, though sectorally or geopolitically distinct from members of the Ontario agricultural soils management system, may indirectly or significantly influence their actions, for example, multi-national farm implement companies and the fertilizer/pesticide industry.</p>
4) INDEPENDENT CENTRAL NGO'S	<p>These NGO's have a degree of independence or autonomy from both the proponents and opponents of agricultural soils management programmes. Their autonomy may be either constitutionally or legally based or a function of an objective information position, i.e., performing their own research, information gathering, and interpretation, for example, universities, community and agricultural colleges, food certification organizations or agricultural research foundations.</p>
5) MIDDLE RANGE NGO'S	<p>These NGO's have only moderate influence in Ontario agricultural soils management and may have favorable, unfavorable or neutral attitudes to existing and proposed adjustments. A NGO is classified middle range for a combination of reasons:</p> <ul style="list-style-type: none"> <li>i) it chooses only moderate involvement; and/or</li> <li>ii) it has expertise or experience peripheral to the problem; and/or</li> <li>iii) it has limited practical basis for involvement; and/or</li> <li>iv) it lacks information and, thus, its position is not sufficiently well developed to qualify as another NGO type; and/or</li> <li>v) it is waiting for decisions by other NGO's to determine or declare positions</li> </ul>
6) EXOGENOUS INDEPENDENT NGO'S	<p>These NGO's are seen as exogenous to agricultural soils management, usually because their mandates are quite divorced from any soil conservation interests. Any mandate favorability may be ascertained from the agricultural community's position of soil conservation as a moral issue. Beyond such belief in the ethic of conservation, they have neither declared nor denied support to government initiated soil management adjustments</p>
7) STRONG OPPONENTS	<p>These NGO's are characterized for the most part as having implemented or supported viable alternative agricultural soils management adjustments. Strong NGO opponents may be central to the successful implementation of adjustments but are ideologically opposed to the particular adjustment proposed by government and/or other core actors or NGO's</p>

## Table 8.4 (Cont'd): Definition of Nine Block Model Cells

### 8) TRANSITIONAL OPPONENTS

These NGO's consist of those who, for reasons of experience, membership, resources, and information have only moderate involvement and are declared opponents of management programmes and adjustments. Not only may NGO's be emerging as opponents, but also, given a fundamental decision against the prevailing programmes, former 'core' or 'allied supporting' NGO's may shift to opponent status, while those who were formerly adversaries assume 'core' or 'allied supporting' NGO status

### 9) EXOGENOUS OPPONENTS

This group of NGO's is outside of the management system, certainly in its day-to-day functioning. Exclusion may be on geopolitical grounds (for example, another province or resource sector). They are opposed to the prevailing or proposed management program, and they may support an alternative program which may or may not reflect a different management direction (Technological, Behavioral/Regulatory, Loss Bearing).

**PLACEMENT: QUALIFICATIONS**

The actual placement of the sample NGO's within the cells is based upon work related to the development of NGO mobilization potential scores, the analysis of constitution and mandate documentation (Table 8.2), and the results of questionnaire application. It must be stated that the analysis and inference drawn from questionnaire results possess a measure of subjectivity. Although each of the NGO respondents was asked to respond to the same survey instrument, the responses were as individual as the personalities responding and the institutions they represented. In other words, there was great variability in both response quality and quantity. In many cases, both information deluges and response terseness necessitated several iterations of the original questionnaire. As a consequence, the questionnaire had to serve as a dialogue guide rather than a set question and answer template. In addition, the tight and long work schedule of the 'on-farm' respondents necessitated several rounds of questioning in order to finish the survey. Much was learned about the reality of matching survey implementation to the peculiarities of the respondent population. More will be said about this at the end of the thesis. Ultimately, therefore, the classification described here remains a partially tested hypothesis. This situation is especially true of NGO's situated on the periphery of the Ontario agricultural economy, as more needs to be learned about their activities and predispositions.

Further, some cells within the Typology remain empty or devoid of representative NGO's. Such gaps occur out of necessity, in deference to the research parameters. For example, NGO's operating outside of Ontario and organizations not strictly of a non-governmental nature, for example, marketing boards, might well fit into the cell typology. But they do not fit within the research purview which stipulates an 'on-farm' orientation of all NGO's under review. A lack of NGO representation is most likely to occur in the case of the "exogenous opponents", as their definitions are quite restrictive. A lack of NGO representation in each cell,

therefore, does not indicate failure of the typology. Rather, it is a reflection of research region, research stage and agricultural NGO definition.

At a more specific level, categorization of NGO's according to the typology is not always clear-cut. The task is complicated by the possibility of degrees of involvement and favourability within each of the nine cells. The placement of each NGO in the cells attempts to address this reality. For example, Figure 8.3 identifies both the Peel Soil and Crop Improvement Association and the Ontario Corn Producers Association as being allied supporting NGO's. However, Peel Soil and Crop Improvement Association is somewhat more active in ASEWQ management, and therefore, is listed first.

The degree of NGO involvement in ASEWQ management is relatively easy to determine by real activity in soil programs and projects or by regular communication of soil conservation information to members and interested individuals. By contrast, degree of NGO favourability is not so easily determined. For a variety of reasons, there are a great many agricultural organizations not involved in soil conservation. They do not possess a documented position on their favourability towards provincial ASEWQ management. For example, a local beef producers' association may not have a formal position on government management of the ASEWQ problem and may not be participating in an erosion program. This is not surprising considering the organization's mandate is concerned entirely with the improvement of the beef cattle stock. Yet, this lack of soil conservation involvement does not automatically mean a lack of favourability. Where degree of NGO favourability has not been formally stated, an assumption of at least moderate favourability has been made. The appropriateness of such an assumption is based upon the farm community's belief that soil conservation is a moral issue. After all, no organization espouses the virtues of erosion. In fact, it is generally felt that *somebody* should do *something* about the problem (Rounds, 1989, Personal Communication; Stork, 1990, Personal Communication).

Further, the tradition of government involvement in agricultural affairs, such as agricultural extension, seems to reinforce the impression that NGO's believe that there is a role for government in ASEWQ management (Blackburn(ed.), 1984). Responses to the survey questionnaire corroborate this general impression. When asked, what would be the most effective way to inform farmers of soil conservation practices, **fully 78 per cent of the NGO's specifically indicate the usefulness of government programs, funding and demonstration plots.** It should be noted, as well, that although government involvement is suggested, the tradition also supports a voluntary farmer participation. Thus there are no guarantees of compliance (Zinn and Blodgett, 1989, pp. 184-186).

However, the expression of support for some government involvement implies moderate favourability towards ASEWQ management by government. Thus, the exogenous independent cell contains those NGO's who are inactive in soil conservation, yet have no voiced objections to government involvement.

#### **GENERAL DESCRIPTION OF NGO CLASSIFICATION**

The following description is based upon observations contained within Figures 8.2 and 8.3. Fifty-three NGO's were successfully drawn from the larger population, and were comprehensively surveyed and categorized according to NGO typology. It was initially intended to classify and place sixty-eight NGO's into this model. However, the unreceptiveness of potential respondents and the inactive status of some NGO's reduced the sample size.

The pattern of NGO placement reveals **a concentration of organisations characterised by a high favourability towards provincial ASEWQ management, but low involvement in ASEWQ management.** A simple scatter diagram reveals this distribution most effectively (Figure 8.2). Allied supporting (14), exogenous independent (12) and exogenous supporting (17) cells account for 81 per cent of the NGO's studied in detail.

By contrast, the transitional and exogenous management

opponent cells experience no representation. In other words, **there are no NGO's with little involvement and a complete lack of favourability to government management of ASEWQ.**

The number of core NGO's within the sample population is four. At first glance, this statistic may appear to render a disservice to soil conservation. However, the capacity of these NGO's to support government soil conservation efforts may be aided by two factors. **First**, these core NGO's often possess a greater mobilization potential. **Second**, the core organizations often are supported by allied supporting NGO's in formal and informal ways. It can also be noted that one NGO, **The Huron Soil and Water Conservation District, has been classified as a strong management opponent.** This central actor's unfavourable views on government ASEWQ management puts it in a minority position. But, it is a position worth discussion in a subsequent section.

There are two additional observations about NGO classification within the typology. **First**, NGO's with a local affairs caste do not necessarily share the same cell placement with their provincial affiliates (Figure 8.3). Peel and Kenora SCIA's are classified as allied supporting NGO's, while the Muskoka SCIA is merely an exogenous supporting NGO. The reason for this incongruency between local and provincial NGO's rests with the geographic orientation of agriculture and agricultural soil erosion in Ontario. Affiliates in the southern tier of the province, where agricultural activity is more intense, are more aware of and involved in ASEWQ management. As one moves gradually north, through sub-regions B and C (Figure 1.5), agricultural activity and ASEWQ involvement decline. In this context, the respondent from the northern Ontario SCIA affiliate in Muskoka, claims a lack of awareness of any soil erosion in his region.

"...there may be cases of agricultural soil erosion in the district of Muskoka. But they have not come to the attention of this organization as a problem..." (Goltz, 1987, Personal Communication).

Goltz attributes this to the success of the "...time proven

practice of crop rotation with 80 per cent of arable land under grass, versus southern Ontario's intensive cash-cropping practices....". Ultimately, then, an NGO affiliate's relative classification within the typology may be influenced by the degree of agricultural activity and the associated soil erosion of the region.

*Second*, there is a close relationship exhibited between core NGO's and high mobilization potential scores. Concomitantly, there is a close relationship exhibited between exogenous independent/exogenous supporting NGO's and low mobilization potential scores. There are, however, notable exceptions to this trend. The Oxford Corn Producers Association (mobilization potential of 15), Ontario Cattlemens Association (17), Ontario Dairy Herd Improvement Corporation (12) and the Middlesex Junior Farmers (15) are all classified as exogenous independent. Their moderate mobilization potentials, taken alone, would tend to rank them further from the periphery. However, their degree of involvement in and favourability towards ASEWQ management takes precedence over any mobilization potential strengths. The same observation made in Chapter VII is repeated here: without a formal mandate, an NGO is not likely to devote much attention to the ASEWQ problem. One might further add that without mandate, an exogenous independent NGO is unlikely to shift cells to become more middle range or supportive of provincial soil management initiatives.

Why are there so many NGO's exhibiting high favourability but low involvement in on-farm soil management? What are the implications of this NGO alignment for soil conservation? The low participation relates to two factors. *The majority of NGO's do not have mandates in the area of soils management.* The need for each NGO to tackle its own breeding, production, marketing or social concerns seems to eliminate the possibility for soil conservation involvement. In addition, despite the fact that it may be the oldest environmental farm problem in the province, soil erosion has only recently emerged as a crisis issue (Fuller, 1985, p. 31; Sparrow,, 1984). *It is constantly competing with other equally*

*compelling issues for a place on the agricultural affairs agenda.* The farm financial crisis is a case-in-point. As a result, few new NGO's have been created to specifically address soil conservation.

The absence of both wide NGO involvement and new NGO formation bears certain implications for soil conservation. It signals the need for greater agricultural NGO involvement in the ASEWQ problem. Established NGO's should be encouraged to revise or shift their programs to better reflect soil management objectives. Candidate NGO's for this more central role can be characterized as allied supporting, exogenous supporting, middle range, and perhaps strong management opponents. Emergent soil conservation NGO's should be fostered. This is especially true of practical organizations investigating specific conservation adjustments (Table 8.3). The NGO's exhibiting a "farmer-self-help" orientation already exist in Huron, Lambton, Northumberland and Brant-Norfolk. The apparent need for NGO's which can disseminate information on technological innovations may be pervasive right across the province.

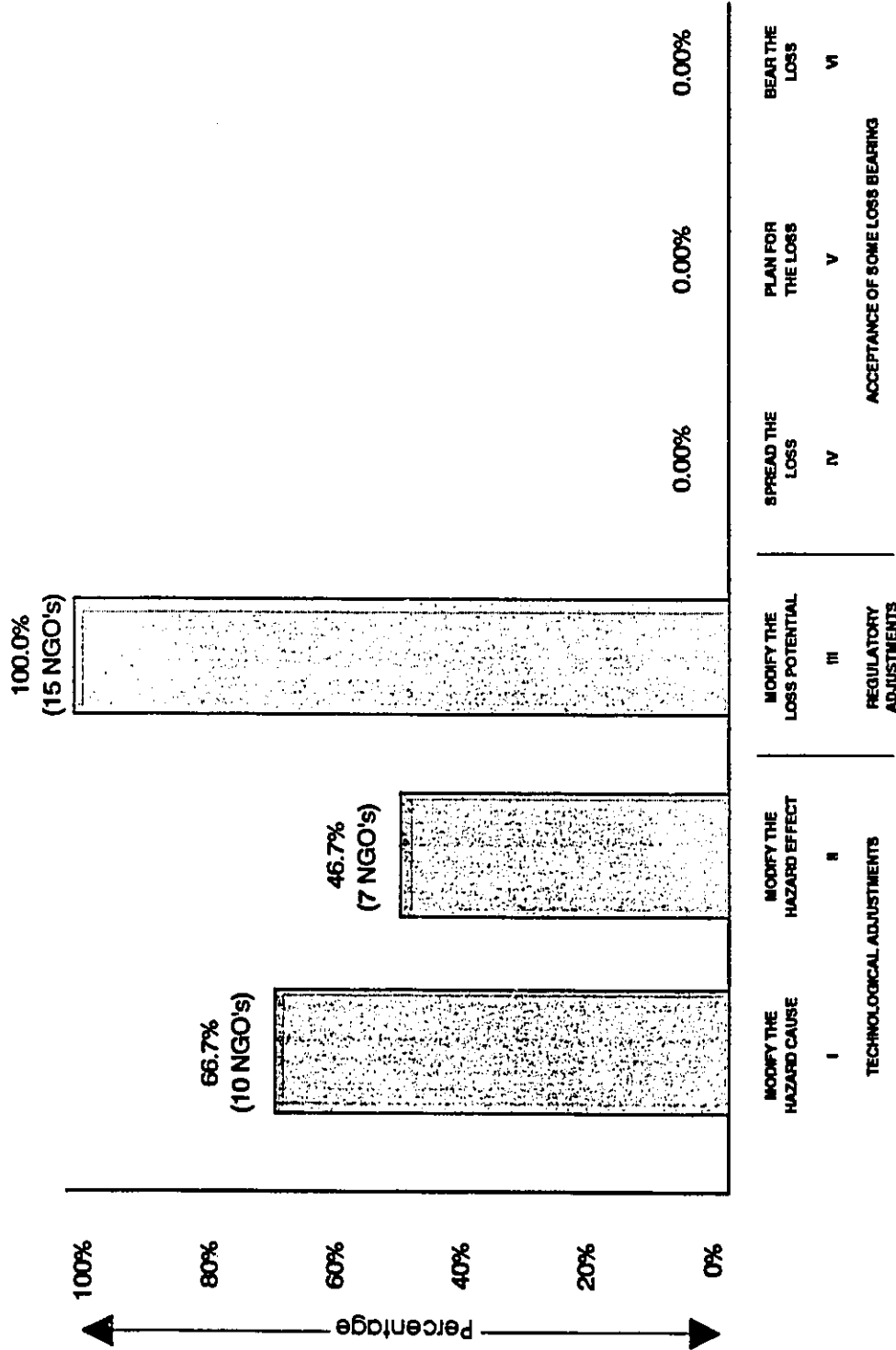
#### **SPECIFIC DESCRIPTION OF NGO CLASSIFICATION**

##### **1. Core NGO'S**

The following discussion is a more in-depth description of a few noteworthy NGO's, classified within the typology (Figure 8.3). This discussion should help enlighten readers about NGO personalities, organization and participation in soil management as one moves to different positions within the typology.

*Core NGO's* express most clearly a keen interest in playing a central role in soil management, and in programs established by the provincial government. Of all NGO's in the Ontario farm population, it is the Ontario Soil and Crop Improvement Association (OSCIA) which stands out in this regard. It is the only NGO to possess the breadth of mandate and mobilization potential to achieve agricultural soil management changes across the province (Chapter VII). The nature of the OSCIA's role in soil conservation, as well as its close relationship to the soil conservation goals of provincial managers may be briefly summarized.

**Figure 8.4: Adjustment Categories Promoted By Select Agricultural NGO's \***



← **ADJUSTMENT CATEGORIES** →

\* Fifteen of 53 sampled NGO's promoted agricultural soils degradation adjustments and their respective categories.

**TABLE 8.5: MOST FREQUENTLY CITED ADJUSTMENT TYPES IN RESEARCH DIALOGUE**

RANK	ADJUSTMENT TYPE	ADJUSTMENT CATEGORY	PERCENTAGE OF SAMPLE <sup>†</sup>
1	INFORMATION DISSEMINATION -ie: COMMUNICATION OF ADJUSTMENTS	III	8.62
2	CONSERVATION TRAINING COURSE	III	6.89
2	SUPPORT PROGRAMS OF NGO'S FOR EDUCATION PROGRAMS	III	6.89
3	SUPPORT FOR MODIFYING THE HAZARD CAUSE	I	5.17
3	SUPPORT PROGRAMS OF NGO'S FOR MODIFYING THE HAZARD EFFECT	II	5.17
3	CONSERVATION TILLAGE: CONTOUR TILL, REDUCED-ZERO TILLAGE, REDUCED TILL DEPTH, TILLAGE TIMING	I	5.17
4	VARIOUS PAYMENTS FROM SENIOR GOVERNMENT TO MODIFY THE HAZARD CAUSE	I	3.44
4	VARIOUS PAYMENTS FROM SENIOR GOVERNMENT TO MODIFY THE HAZARD EFFECT	II	3.44
4	CONSERVATION CROPPING: CROP ROTATION, COVER CROPPING	I	3.44
4	RESIDUE MANAGEMENT	I	3.44
4	SURFACE STRUCTURES: GRASSED WATERWAYS, DROP INLET CATCH BASINS, SEDIMENT CONTROL BASINS, ROCK CHUTES ETC.	II	3.44
4	FARM EQUIPMENT RENTAL OR PURCHASE	I	3.44
4	TREE PLANTING	I	3.44

<sup>†</sup> There were 15 NGO's from the sample who were promoting agricultural soils degradation adjustments.

The OSCIA's sensitivity to soil erosion problems is fairly recent, even though its roots go back to 1876. The Association's interests have historically lain more in the areas of quality seed use and improved crop yields (OSCIA, n.d., pp.26-28). However, the heralding of soil erosion as a crisis issue has brought the OSCIA to the forefront of the provincial government's efforts to deal with the problem. Most notably the Soil and Crop Improvement Association was chosen over three other NGO's - Ontario Corn Producers Association; Ontario Federation of Agriculture; Christian Farmers Federation of Ontario - to administer parts of the Land Stewardship Program of September 1987 to March 1990 (Wagner, 1988, Personal Communication). This was subsequently followed up by OSCIA involvement in Land Stewardship II (September 1990 to March 1994) and the Environmental Farm Plan (1993). Remarks here are limited to the Land Stewardship Programs (LSP and LSII) because the Environmental Farm Plan is a very recent development, still in the pilot stage,

LSP was a \$40 million - three year program, initiated and funded by the Ontario Ministry of Agriculture and Food (OMAF). Along with soil conservation research, education and financial assistance, there was a county program-delivery component for which the OSCIA was responsible. Specific conservation adjustments promoted included crop rotation, crop residue management, tree planting, stewardship leases, construction of large soil erosion control structures, conservation training courses, on-farm conservation equipment instruction and conservation equipment rental or purchase (Table 8.3, Table 8.5 and Figure 8.4). With government support, the OSCIA was empowered to:

"...establish and administer committees in each county;...review and recommend programs for funding and hire part-time staff to assist in promoting and implementing the program..." (OMAF, 1987, p.1)

Use of an agricultural NGO in such delivery of an Ontario Government Grant Program is considered to be conceptually new

(OSCIA, 1988, p.1). As history has shown OMAF has traditionally relied upon its county extension offices rather than the farm community. Both the Ontario government and the OSCIA have expressed enthusiasm for this working arrangement (Driver, 1987, Personal Communication; and OSCIA , 1988, p.1).

The success of the Land Stewardship Program translated into Land Stewardship II. LSII, a \$38 million program, continues with much the same objectives. Further, it is also administered by the OSCIA. It would seem that the symbiotic relationship forged between OMAF and this agricultural NGO has proven to be acceptable to both parties. The only catch is that OSCIA cannot function independently. Its ability to promote the programs is tied to government funding. The consequences of such dependence have become evident with the April 1993 provincial budget, as funding for the LSII was reduced. LSII applicants have been informed that grant payments from the ministry will henceforth be:

"...50% of the final grant approved by the County committee for the "Residue Management" and "Cover Crops" projects; 80% of the final grant approved by the County committee for the "Strip Cropping", "Conservation Equipment" and "Soil Conservation Structures" projects..." (Spencer, 1993, p.1)

Further, as of April 1993, no new applications are to be considered for funding.

It should also be noted that the OSCIA's fight against erosion does not end with the Land Stewardship Programs (LSP and LSII). This NGO is very much an integral part of some other OMAF conservation initiatives, such as the Environmental Farm Plan (EFP). And there exist many other efforts to educate and encourage farmers to practice soil conservation. Such OSCIA efforts include a major grants program; a conservation awards program, and participation in soil management demonstration plots and field days. With this record, there is no question that OSCIA is highly involved in ASEWQ management.

The close relationship between OSCIA and OMAF is not

surprising. The association was created between 1929-1938 by the Provincial Standing Committee on Crop Improvement. OMAF is represented on the OSCIA executive, in project funding and in the distribution of the organization's newsletter (OSCIA, no date, p.28). Further, this relationship is cemented in the OSCIA's constitution, where it is specifically stated that there will be co-operation with the Ontario Ministry of Agriculture and Food and Agriculture Canada in furthering soil conservation objectives (OSCIA, May 1986, p.2).

What does this co-operative arrangement mean in terms of benefits to the OSCIA? The LSP set the precedent for NGO administration of a government soil conservation effort. LSII and EFP ensure a continued and expanded role for the OSCIA, *as long as OMAF considers soil erosion to be an important issue*. For all future soil conservation initiatives, OMAF appears predisposed to identify the OSCIA as the primary agricultural NGO participant.

The OSCIA's involvement in soil conservation, however, may be tainted by farmers' responses to programs initiated by the provincial government. Unfortunately, SCIA affiliates are not universally trusted by the farm community (Lobb, 1987, Personal Communication). Depending upon the character of the individual local Soil and Crop Improvement Association, it may be perceived by some farmers merely as a conduit for yet another government agricultural program. This could represent a serious stumbling block to implementation of new soil conservation initiatives through the OSCIA. Farmer confidence notwithstanding, the organization's participation in soil conservation, province-wide membership and large farm membership helps to sustain legitimacy (Wagner, 1988, Personal Communication). More is to be said about this issue shortly.

The Oxford Soil Management Club is also noteworthy. This organization, having operated for eleven years, represents a relatively new venture in the 4-H Club network. The organization's mandate is to educate rural youth, ages 12 to 19, on the values of soil and water conservation. This is accomplished through an

understanding of local soil resources (Graham, 1987, Personal Communication). The program's rationale is that the rural youth population has the potential to encourage soil conservation practices and techniques on family farms. Such erosion adjustments as grassed waterways, windbreaks, erosion control structures, conservation tillage and conservation cropping are all promoted by the Oxford Club (Table 8.3, Table 8.5 and Figure 8.4).

The Oxford Soil Management Club is without question highly and favourably disposed towards ASEQ management emanating from government decision-makers. It operates within the 4-H network; a network of 32 Club Leaders Associations, approximately 1000 clubs, with 15,534 members in 1989. This network is administered by the Rural Organizations and Services Branch of OMAF.

Unfortunately, the Oxford Soil Management Club is not a permanent and year-round organization. Its soil management theme is one of four themes which pass through a four year rotation. The other themes are energy, wildlife and environmental education. As a result, the focus on soil conservation can only be expected once every four years (1988, 1992, etc.). Beyond that, the club's continued operation also depends upon interest being exhibited by a new group of rural youth every four years. In addition, the members only participate in club activities for a six month period (from April to September). However, the existence of this 4-H program for soil conservation allows for the possibility of soil clubs developing in other counties with the transfer of this model. This occurrence would provide another core NGO conduit for local ASEQ information and its dissemination.

## **2. Allied Supporting NGO's**

The *allied supporting* cell of the typology contains fourteen organizations (Figure 8.3). These NGO's either directly and indirectly support the OSCIA's Land Stewardship Programs (LSP and LSII), or carry out their own soil conservation initiatives which harmonize well with LSP objectives. In this latter case, there are two NGO's worth further discussion because of their unique

grassroots beginnings: the Brant-Norfolk Conservation Tillage Club and the Bluewater Conservation Club (Lambton County). These two local organizations, operating in different counties, have similar objectives and membership personalities.

The Bluewater Conservation Club, by virtue of an explicit constitution, is the more formalized organization of the two. It is characterized by a desire to

"...1. educate members to produce crops economically and efficiently while minimizing soil degradation (ie. compaction and erosion).

2. to be the leaders of soil conservation in Lambton county and help educate the farming community on good soil management practices through organized tours, seminars, workshops and meeting.

3. to have each member participate in a learning project so he/she can practice what is taught at the meeting and exchange what he/she has learned through his/her own project if possible..." (Bluewater Conservation Club, 1986, p.1).

In terms of specific ASEWQ adjustments, the 56 members of this organization focus upon experimentation in such activities as optimum timing of tillage, contour tillage, reduced tillage depth, ridge tillage, reduced and zero till, as well as crop rotation and cover cropping (Table 8.3, Table 8.5 and Figure 8.4). The link to the OSCIA is maintained first in regular exchange of soil conservation information, and second, in a dual membership policy. Individuals who seek membership in the Bluewater Conservation Club should also be a member of the local Soil and Crop Improvement Association (Cornellisen, 1990, Personal Communication).

The Brant-Norfolk Conservation Tillage Club, while less formal (it has no constitution), has a similar purpose: to provide local leadership in soil conservation issues, to participate in on-farm demonstrations, as well as "...to provide information exchange for farmers interested in no-till or less tillage..." (Albin, 1988, Personal Communication). As expressed by this simple mandate, the actual ASEWQ adjustments explored are limited to conservation

tillage and the same crop cover options as that of Bluewater. It should be noted that the informality of this club has, in the last two years, led it to become more of a study group. Although soil conservation interest has been maintained, the word "member" is perhaps more appropriately replaced by "participant". This does not alter the fact that, at some fluid, fledgling level of organization, there exists a group of farmers in Brant-Norfolk, involved in the valuable experimentation and exchange of soil conservation information. There is no formal link between this study group and the local Soil and Crop Improvement Association. However, there is still an information exchange at a more informal level. There has been, for example, mutual participation in a "neighbour-to-neighbour" program which Brant SCIA has helped to sponsor. The goal of this particular program has been to encourage farmers to visit one another, to see how soil conservation problems are dealt with on-farm (Cruckshank, 1990, Personal Communication).

The success of both Brant-Norfolk's conservation tillage study group and the Bluewater Conservation Club, seems to be associated with several factors, including group dynamics and member motivation. Both NGO's are composed of *individuals who are committed* to soil conservation and are willing to pursue innovative techniques to achieve their goals. Further, these organizations offer *enhanced opportunities for neighbour interactions and communal problem solving*; a classic grassroots approach. This camaraderie cannot be underestimated. *The intrinsic social function of NGO life can be an important feature of membership maintenance* (Pross, 1986, pp.192-193). Simply put, farmers enjoy being members. The second factor is the high level of farm-specific problem solving and conservation tillage information exchange. It is this latter factor which is crucial to the continued existence of these organizations.

At this discussion stage, it is worthwhile to pause and reflect on a major point. The 1987 Land Stewardship Program of the OSCIA was designed to provide farmers with technical support and financial incentives for the reduction of on-farm soil erosion. One

would assume that other local and regional soil conservation organizations would have become redundant because of the LSP, and as a consequence, would be disappearing as viable NGO's. In fact, this has not been happening. The Bluewater Conservation Club and the Brant-Norfolk Conservation Tillage Club are cases in point. Their contemporary success begs for answers to several questions: why have these NGO's continued to survive and prosper at the same time as the LSP? What farm needs do these NGO's satisfy that the LSP does not? Bluewater and Brant-Norfolk both satisfy an *information void* not addressed in the LSP. The nature of this void rests with farmers' demands for more in-depth information on conservation tillage and conservation cropping. There are also practical considerations concerning the manner in which this information is delivered. Both Bluewater and Brant-Norfolk hold their meetings in the evenings, which is more convenient for farmers. Both NGO's offer more tours and tests on conservation tillage and cropping. Finally, *these organizations provide greater freedom from OMAF decision-makers*. There is a strong self-help philosophy - one of taking charge and resolving ones own on-farm erosion problems (Cornellisen, 1990, Personal Communication; and Cruckshank, 1990, Personal Communication).

In contrast, the respective local affiliates of the OSCIA are perceived, by farmers, as more closely linked to government and better suited to serve public information objectives. Anyone may go to the SCIA for information. Further, the OSCIA's mandate, with its extensive consideration of cropping issues, is seen as too large to properly address conservation tillage and cropping in a detailed manner (Cornellisen, 1990, 1990; and Cruckshank, 1990, Personal Communication).

The Bluewater Conservation Club and the Brant-Norfolk conservation tillage study group exhibit a unique grassroots foundation for soil conservation. These alternative NGO's continue to exist in the face of the OSCIA's dominance on the conservation scene. This perseverance is a tribute to their members' commitment. It also reveals, however, other issues that should be of concern to

soil conservation policy makers. There is a perception existing among some farmers, interested in innovative soil conservation, that the OSCIA and its affiliates are of limited usefulness. These farmers are disinterested in government sponsored programs because of their desire to solve their on-farm problems themselves. In addition, the OSCIA and its affiliates have not addressed the information void associated with conservation tillage and cropping practices. Further, the information which is available is not presented in a manner which promotes local exchange of ideas and experiences amongst members of the farm community.

The Bluewater and Brant-Norfolk organizations provide alternative soil conservation models worth consideration. Soil conservation specialists could seek out sites of motivated farmers, interested in soil conservation adjustments; support that motivation where it exists by researching and disseminating the specific detailed information the farmers want; get involved in more extensive on-farm tests and demonstrations of conservation tillage and cropping; and finally, follow up by providing regular forums for discussion, at hours convenient to the farm community.

### 3. Middle Range NGO'S

The *middle range cell* of the typology contains four organizations, three of which are affiliates of the Christian Farmers network: the Christian Farmers Federation of Ontario, the Wentworth-Brantford Christian Farmers and the Central Huron Christian Farmers (Figure 8.3). The Christian Farmers Federation of Ontario (CFFO), in itself, merits further consideration in this discussion. It has a fairly strong mobilization potential, with a score of 20 out of 32. In addition, its present position on ASEWQ management could potentially lead to a shift from middle range to either a core, allied supporting or a strong management opponent. In other words, depending upon the provincial government's response to CFFO initiatives, CFFO could be either a considerable asset or liability to government efforts to address the ASEWQ problem. Such initiatives include the CFFO's proposed Foodland Stewardship

Institute, to be described later in this chapter.

As expressed in questionnaire response, the CFFO's mobilization strength lies primarily in its varied and extensive communication links and its understanding of ASEWQ problems and adjustments. Communication is formalized through six to eight newsletter editions annually; sixty to seventy information memos to members, discussion papers and newspaper clippings a year; and Earthkeeping, the organization's quarterly magazine. CFFO understanding of the ASEWQ problem and conservation adjustments is revealed by items contained in printed material sent to members. Soil conservation information is also disseminated at Plowing Match demonstrations, district demonstration days and district conferences (Oldengarm, 1987, Personal Communication). Although membership size is small, with 650 farm families, it is loyal. Although membership distribution is moderate, it occurs in some of Ontario's most productive agricultural areas, for example, Southwestern Ontario. The CFFO is a mature, fairly institutionalized NGO enjoying regular contact/consultation with government, particularly through invited annual briefs and invited programme reviews (Oldengarm, 1987, Personal Communication).

Given the CFFO's potential for influencing membership and/or government decision-makers, its actual record of ASEWQ involvement and favourability must be determined. Its very general mandate states, in part, that it will:

"...promote and apply christian ideas and principles to the solution of agricultural problems and to promote the social and economic interests of its members in order to contribute to the solution of the problems of our society..." (CFFO, 1979, pp.2-3)

This statement is really so general in its agricultural orientation that soil management involvement is difficult to define. In point of fact, Christian Farmers have a strongly defined philosophy limiting OMAF involvement in soil conservation, as well as a unique NGO solution to soil degradation problems. These ideas have, once again, been declared in membership communiques (CFFO,

1987), Earthkeeping, CFFO's quarterly journal for membership (CFFA and CFFO, 1986, p.16; 1987, p. 7-12; 1987, p.17-18) and ministerial briefs (CFFO, 1986, p.1-5).

First and foremost, CFFO believes that the government must channel its ASEWQ efforts through agricultural NGO's in a "...strategy based on non-governmental organizations and farmers taking responsibility for themselves..." (Van Donkersgood, 1986, p. 16). It is believed that all government programs should contain a mandatory conservation component. But, most interestingly, the CFFO proposes an unique solution. It is the establishment of a distinct, new conservation agency: the Foodland Stewardship Institute (not to be confused with OMAF's Land Stewardship Program). The Institute would survive on public support, but would not be a civil service agency, as "...OMAF carries with it too many responsibilities which make it a part of the problem..." (CFFO, 1987, p.4). The community based Institute, would, among other things, act as an information clearing-house on soil management (Van Donkersgood, 1986, p.16), and would provide direct grants to farm families for specific soil conservation projects (CFFO, 1987, p.6). Although the CFFO is weak on technical adjustment details, they do make reference to the success of the Huron Soil and Water Conservation District. It is assumed, then, that the CFFO would support projects with such hazard cause modifying adjustments as conservation tillage and cropping, ridge planting, residue management and modification of farm machinery, as well as such hazard effect modifying adjustments as construction of erosion control structures (Table 8.3, Table 8.5 and Figure 8.4). The Institute plans indicate that it would be overseen by one, or by a combination of the following agricultural NGO's: Christian Farmers Federation of Ontario, Friends of Foodland, Jubilee Foundation for Agricultural Research, Ontario Federation of Agriculture and Foundation for Rural Living (CFFO, June 1987, p.5). It is interesting to note that the Ontario Soil and Crop Improvement Association, OMAF's choice for administration of its Land Stewardship Program, is not found in this list of potential administrators for the Christian Farmers' initiative.

In sum, the CFFO's mandate does not forcefully suggest a concerted and rigorous involvement in soil conservation. Despite this, Christian Farmers have attempted to identify a core role for themselves, with their proposed Foodland Stewardship Institute. The idea of establishing such a resource and information centre, separate from the provincial civil service, does not appeal to OMAF. This reaction is principally due to the considerable investment that OMAF already has in its own rural extension service. This service consists of local dissemination of up to date agricultural research information. Its purpose, as stipulated by the Agricultural Representatives Branch of OMAF, is "...to provide leadership in farm business management and facilitate the delivery of government programs which impact on the agriculture and food community..." (OMAF, n.d., p.7). It involves 54 county and district offices, directly staffed by 240 agricultural representatives, farm management specialists, farm business advisors and secretarial support staff. Further, through these local offices, farmers have access to an additional 350 extension staff, brought in from other branches. These include engineers, animal breeding specialists, disease consultants, horticultural and floricultural specialists, soil and crop specialists, veterinarians and crop insurance agents. In the fiscal year 1990-1991, the Agricultural Representatives Branch operated on a budget of \$15.5 million. This does not reflect the cost related to the additional 350 extension staff identified above. The 15.5 million represents only about 2.8 per cent of the total \$540 million OMAF budget (Stork, 1990, Personal Communication). This small proportion of funding belies the importance of the branch's extension role. After all, it is, in some ways, the *raison-d'etre* of the Ministry. Certainly, the creation of the department formalized extension education in Ontario (Blackburn, 1984, p.4). Although provincial government decision makers involved with agriculture have not acted on the Foodland Stewardship Institute, the Christian Farmers continue to espouse, both at the provincial and the local levels, the virtues of proper soil management and the need for an information centre

that offers viewpoints and opinions different from those of OMAF.

#### 4. Strong Management Opponents

The Huron Soil and Water Conservation District (HSWCD) occupies a unique position in the typology, as the only *strong management opponent* (Figure 8.3). It is very involved in ASEWQ management, and this involvement has received much attention in the Southwestern Ontario agricultural community, and in national decision making circles. Its program of on-farm demonstrations and information exchange related to conservation tillage practices (optimum timing; reduced and no till; contour tillage and reduced tillage depth), conservation cropping (strip cropping and cover cropping), ridge tillage and planting, residue management and farm machinery modification, is widely known (Table 8.3, Table 8.5 and Figure 8.4). Although it was founded in 1987, it has been called the first grass-roots soil conservation movement formed in Ontario (Sparrow, 1984, p.85). Its mandate states that the District is:

"...to co-ordinate the soil conservation and water quality programs of various groups and agencies as they relate to agriculture...to provide leadership to a) reduce soil erosion to acceptable levels, thus making crop production economically sustainable; b) encourage practices which improve the quality of water in our water courses; c) provide most efficient crop production per energy output..." (HSWCD, 1983, p.1)

The NGO's board of directors is distinctive as it includes appointees from OMAF, Conservation Authorities, Ontario Ministry of the Environment, Agri-business, as well as the local SCIA, OFA and CFFO. The effect of such a government-business-farm NGO triad is said to be a more integrated approach to soil erosion problem solving (Lobb, 1987, Personal Communication). Some readers may believe that such a strong government presence on the board of directors may predispose the District to a favourable position on ASEWQ management emanating from provincial government. However, this is not the case. Government, more specifically OMAF, presence is taken advantage of only to supply office space and provide an

extension worker. The contribution of other groups and agencies has not diminished, and the grassroots component of the organization has established farmer credibility (Lobb, 1987, p.3).

It should also be further noted that the District's link to the SCIA does not suggest any conflict of interest or power relationship. The grassroots leadership is of supreme importance to HSWCD. The vote of farmers is the basis of decision-making. It is the reason for the NGO's high soil conservation adoption rate by members. This grassroots-up philosophy is very different from the top-down position exhibited by the OMAF-OSCIA Land Stewardship relationship. It is guided by several grassroots oriented policies, among which are included the following:

"...Rather than solicit co-operators, the District should respond to farmer requests for assistance... To accelerate the learning process, co-operators are encouraged to work together and share information. Opportunities are created for such activity... Co-operating farmers must do the field work themselves. Co-operators must, from the beginning, be sufficiently committed to underwrite the cost of projects themselves...Programme adoption depends upon farmer success. Farmer success, in turn, becomes the best extension tool available. It is farmers, not extension workers, who will ultimately sell soil conservation practices..."(Lobb, 1987, p.5)

Don Lobb, (1987, Personal Communication) founder of the HSWCD, has summarized his organization's opposition to the OMAF soil conservation approach in four points. *First*, the traditional agricultural organizations have not focussed on soil conservation, or have been slow to respond in a meaningful and determined way to soil degradation. Many farmers in the District felt that they could not wait for existing institutions to catch-up with pressing problems. The local SCIA, for example, is seen as an organization which OMAF has sponsored to introduce programs, most of which have been singularly related to crop improvement. *Second*, OMAF is perceived in much of the agricultural community as being cumbersome and top-heavy with administrators, managers and scientists concerned too much with animal and livestock management. OMAF is

only slowly developing the expertise needed to manage ASEWQ. *Third*, early initiatives by farm groups in Southwestern Ontario to sponsor workshops and meetings with guest experts from elsewhere in Canada and the United States has been met with strong resistance from OMAF and the University of Guelph. This reaction has just inflamed the anger of the more progressive and independent minded members of the farm community. *Fourth*, many in the farm community believe that such programmes as the Land Stewardship initiative must be done on a watershed basis. There are many lingering ill-feelings about the decline in the influence of the conservation authorities in Ontario - an institutional arrangement very sensitive to local values and conditions (Richardson, 1974).

#### **SUMMARY**

The complexity of the agricultural sector has contributed to government's apparent soft understanding of the NGO population, and its divergent opinions on soils management. The traditional response of government to this condition has been to simply call upon those best known, most visible NGO's, claiming to offer a provincial voice (Forbes, 1985, p. 47 and Skogstad, 1987, p.31). This reliance both neglects the smaller voices in agriculture, and denies the possible benefits of a more pluralistic process. As an example, and as far as can be determined, the development of the 1987 Land Stewardship Program was accomplished with the direct consultation of only one NGO: the Ontario Soil and Crop Improvement Association. Further, this consultation took place at the eleventh hour (Driver, 1990, Personal Communication). In other words, consultation took place after senior management of the Ministry had their meeting to establish a Land Stewardship Committee of OMAF extension experts, and after this committee had generated a series of design parameters for the proposed project. Any expression or consideration of the position of other agricultural actors or agencies was culled from reference to the Standing Committee on Agriculture, Fisheries and Forestry Report - Soil at Risk, as well as, prior NGO annual briefs to the Minister of Agriculture and

Food. It is believed that beyond the OSCIA, other large, high profile NGO's such as the OCPA, OFA and CFFO sent comments, ideas or presented proposals of their own. However, this activity also took place fairly late in the decision-making game (Driver, Personal Communication, 1990). The question remains whether or not even these select NGO's can be said to represent the feelings and aspirations of the on-farm community.

It is further interesting to note how this pattern of consultation was repeated for the 1990 Land Stewardship Program (LSII). The Ministry Planning Committee provided a detailed program outline for senior management, in the summer of 1989. It was only following this that ten organizations, five of which fit into the NGO research definition, were requested to provide input. These highly visible NGO's included the Ontario Corn Producers, the National Farmers Union, the Ontario Soil and Crop Improvement Association, the Christian Farmers Federation of Ontario and the Ontario Federation of Agriculture (Driver, 1990, Personal Communication). On both occasions (1987 and 1990), smaller, less visible, organizations were given neither a role in the program's design nor any formal opportunity to participate in the implementation of this soil conservation initiative. Such smaller voices include, among others, the Huron Soil and Water Conservation District; the Bluewater Conservation Club and the Brant-Norfolk Conservation Tillage Club.

Although local in orientation, and lacking province-wide mobilization potential, these innovative NGO's anticipated soil conservation needs in their area some time ago. They sought, before the existence of any Land Stewardship Program, to be local soil conservation leaders, educators and practitioners. Their continued existence, in the face of the OSCIA's formal Land Stewardship role, implies a perceived need for local soil conservation information, not satisfied by any other institutional arrangement or NGO. The entire population of NGO's has a role to play in farm policy. NGO's are part of a decision-making triad of business-government-public. It is, therefore, not enough for OMAF or any other government

department to establish a comfortable relationship with two or three visible NGO's. Agricultural organizations which are less visible or are management opponents should not be neglected in the consultation process (Table 8.1 and Figure 8.3). *NGO's with different ideologies or NGO's not traditionally consulted, may offer soil conservation alternatives unknown to or neglected by OMAF.* Even NGO's ideologically opposed to government involvement are worth government study. Their continued existence, inspite of the LSP and the SCIA, begs for answers to two question: why do they continue to thrive? Why are some of them fervent opponents of government programs? The answer to these questions may help OMAF deliver future ASEWQ initiatives which are more innovative and sensitive to farm needs. Products of this research - the NGO inventory and the NGO typology - offer OMAF an opportunity. OMAF can now identify potential and existing NGO partners in soil conservation, and can better measure its own success or failure in NGO soil program delivery. More specifically, there exist several organizations on the periphery of soil management involvement, which could, within the bounds of their mandates, be far more active. The Ontario Plowmens Association and the Ontario Junior Farmers Association come to mind. Their lack of soil management involvement should be investigated. The Plowmens Association, especially, possesses a constitution which encourages modern soil and water conservation practices (OPA, 1986, p.1). Both organizations are well established with province-wide membership. At the very least they could be conduits for soil conservation information and farm demonstration projects. The World Commission on Environment and Development has sent a challenge to governments to establish meaningful links with NGO's at the national, provincial and local levels (Bruntland, 1987, p.327-328). At the same time, governments are now being asked to openly declare from which institutions they are seeking advice. This flies in the face of the traditional "elite accommodation" relationships that Canadian governments have enjoyed with highly visible NGO's and/or influential pressure groups (Thorburn, 1985, p.3) Presently, there

is great concern for policy initiatives to reflect a broader spectrum of viewpoints and interests. OMAF must give more consideration to the potential of Ontario's smaller, less vocal farm groups as policy and program advisors. In addition, and as has been noted in this chapter, small and independent conservation tillage clubs have evolved in Brant-Norfolk and in the Bluewater Region (Lambton county). These clubs apparently fill an information void, and their institutional model should be considered for transfer to other counties. Are there not means at the disposal of OMAF to support such diffusion?

The conclusion of this thesis presents a set of recommendations to the Ontario Ministry of Agriculture and Food and to farm organizations. The establishment of new and meaningful links between these two institutional arrangements can only bolster soil conservation efforts.

## CHAPTER IX

### CONCLUSIONS AND FUTURE RESEARCH AVENUES

#### PURPOSE

The purpose of this chapter is to briefly consolidate the findings associated with the descriptive chapters of this thesis. Each of the five research tasks will be reviewed in terms of three factors: *the identification and discussion of the residual messages that are left by each task; the identification and discussion of implications to management of the residual messages; and the presentation of a recommendations set to managers and other researchers in the field* (Table 9.1).

This chapter will conclude with some observations about future research avenues related to the themes explored.

#### TASK ONE: THE IDENTIFICATION OF THE AGRICULTURAL NGO POPULATION IN ONTARIO

In the context of Task One: Identification of the Agricultural NGO Population, there are three residual messages. *First*, there are at least 1167 agricultural NGO's operating in Ontario. *Second*, the sub-regional distribution of these NGO's is related directly to the location of agricultural production and rural interest. *Third*, the six agricultural policy fields (Livestock, Crop Management and Production, Land Management, Dairy Products, General Farm Management, Rural-Social Concerns) experience uneven representation within the NGO population. As a consequence, only 9 percent of NGO's have some mandate related to land management, which includes soil conservation.

What are the implications of these dominant residual messages? It is clear that there is a large and very complex population of organizations operating in the economy of agriculture. This means

**TABLE 9.1: SUMMARY OF RECOMMENDATIONS****TASK ONE: IDENTIFICATION OF THE AGRICULTURAL NGO POPULATION**

1. It is recommended that provincial agricultural policy-makers encourage the development of new soil conservation interest unions.

**TASK TWO: DETERMINATION OF NGO VERTICAL DISTRIBUTION**

2. It is recommended that provincial agricultural policy-makers invest in the enhancement of communication links between local, grassroots NGO's. These investments could include grants, loans or subsidies for such things as newsletter publication, workshops, farm demonstrations and annual farmer idea fairs.

**TASK THREE: DETERMINATION OF NGO HORIZONTAL DISTRIBUTION**

3. It is recommended that provincial agricultural policy-makers continue in their attempts to organize regional soil conservation strategies tailored to the agricultural production patterns, ASEWQ decline patterns and NGO mix, of each of the three research sub-regions.

4. It is recommended that the executives of agricultural NGO's with large horizontal distributions assume more leadership on the ASEWQ issue, whether or not their mandates provide for it. This recommendation is most directly applicable to commodity groups contributing most heavily to soil erosion.

**TASK FOUR: DETERMINATION OF NGO MOBILIZATION POTENTIAL**

5. It is recommended that provincial agricultural policy-makers encourage local, on-farm partners in soil conservation by allowing independent, innovative NGO's to assume soil conservation leadership in their region. Government encouragement could be in the form of financial support to encourage the dissemination of innovative adjustments to the rest of the farm community.

6. It is recommended that provincial agricultural policy-makers invest in already existing communication links to make soil conservation NGO membership more attractive to farmers. Practical soil conservation information, delivered by farmers for farmers should be the focus of financial support. This recommendation largely re-iterates the intentions of recommendations 2.

**TABLE 9.1 SUMMARY OF RECOMMENDATIONS (Continued)****TASK FIVE: IDENTIFICATION OF CORE NGO'S IN ASEWQ**

7. It is recommended that provincial agricultural policy-makers facilitate the continued monitoring of the ever-evolving NGO population in agriculture. It is further recommended that there be a parallel monitoring effort of NGO classification according to degree of favourability and involvement in ASEWQ management.

8. It is recommended that provincial agricultural policy-makers may continue to provide OSCIA with a core, but not sole, role in ASEWQ management. This recommendation recognizes the OSCIA's uniquely high mobilization potential with reference to the resource problem.

9. It is recommended that the Ontario Soil and Crop Improvement Association facilitate and promote bridging mechanisms to other independent grassroots soil conservation NGO's.

10. It is recommended that the provincial agricultural policy-makers provide financial incentives to NGO's and to farmers to experiment with and communicate the results of experimentation on soil conservation adjustments.

11. It is recommended that provincial agricultural policy-makers facilitate and the scientific community provide, corroborating evidence on the effectiveness of soil erosion adjustments. Further, there must be an effort made by researchers to translate such evidence into a message meaningful and relevant to farmers.

12. It is recommended that provincial agricultural policy-makers conduct a thorough assessment of their conservation programs and explore avenues that induce new participation and facilitate new leadership roles for innovative and progressive NGO's.

13. It is recommended that the Ontario Ministry of Agriculture and Food, Ontario Soil and Crop Improvement Association, Conservation Authorities and other agencies or actors work together to develop new soil conservation partnerships. The goal of these partnerships would be to facilitate investigation and dissemination of the most innovative mix of soil conservation adjustments.

14. It is recommended that federal and provincial agricultural departments should continue to sponsor graduate research at universities, in both solicited and unsolicited forms.

that *provincial managers may find it difficult to unify or mobilize a significant proportion of the population around an issue, such as soil erosion*. Concomitantly, there exists distinct and logical regional patterns to the NGO distribution. *Any attempts, therefore, to involve the farm community in the ASEWQ problem must be fine-tuned to the sub-regional situation*. Finally, *the poor representation of the land management policy field translates into little NGO involvement in soil conservation*. Agricultural decision-makers must obviously find ways to increase the land management/ASEWQ sensitivity of the large and complex farm community.

There are two possible options for agricultural policy-makers to pursue with regards to these messages. They may either target future conservation efforts with specific, existing NGO's, or they may encourage the development of new soil conservation interest unions. Research indicates that the latter recommendation may prove more effective with farmers, particularly those in Southern Ontario. There have already been some targeting efforts which have favoured the Ontario Soil and Crop Improvement Association (OSCIA) as implementor and administrator of OMAF soil conservation programs. But, both OSCIA's efforts and its very visible provincial government-OMAF relationship have been viewed with great suspicion by many farmers. With this suspicion in mind, what is required of agricultural policy-makers is funding for new ways of unifying soil conservation interests. It is postulated that this may be accomplished through programs which recognize the individualism of farmers and facilitates their leadership role. One of the most recent (1993) agricultural resource management initiatives, the Environmental Farm Plan (EFP), may well represent the type of new interest union this research is recommending. Although it is funded by Agriculture Canada, the EFP is the initiative of a coalition of four farm groups: Ontario Federation of Agriculture, Christian Farmers Federation of Ontario, Agricultural Groups Concerned About Resources and the Environment and Ontario Farm Animal Council. This coalition represents thirty-seven NGO's and marketing boards. There

is a great deal of interest on the part of the farm community, over this farmer-driven plan. OMAF's role has been to compile technical information in support of the plan. If the EFP can make it past the current pilot program phase, it may well represent a way to acceptably increase the land management sensitivity of farmers and the farm community.

It is interesting to note that the EFP seems to signal a change in the traditional thinking of policy leadership roles. First, OMAF has clearly stepped back and allowed the NGO's to assume the initiative for environmental policy and program development. Second, the Ontario Federation of Agriculture and the Christian Farmers Federation, who have been up to this point rather peripheral soil conservation players, have enhanced their involvement in ASEWQ. As a result, these groups now display a core role in the soil conservation issue in the 1990's.

#### **TASK TWO: DETERMINATION OF NGO VERTICAL DISTRIBUTION**

In the context of Task Two: Vertical Distribution of Agricultural NGO's in Ontario, there are two residual messages. The foremost is the fact that there is only one NGO, the Ontario Soil and Crop Improvement Association, which articulates soil conservation policy at the provincial level and on-farm. In addition, local NGO's wishing to influence policy seem to be able to accomplish their goals by networking with other like-minded local NGO's, rather than by affiliation to large, provincial organizations, such as OSCIA.

Why are these messages important? There is the singular occurrence of the OSCIA as the sole NGO with a provincial soil conservation focus. This is a risky situation as the success or failure of provincial initiatives is vested in one institution. It is also likely to be inefficient and ineffective if it is operating at a scale and according to routines that are unattractive to the farm community. The possibility that this may be the case is supported by evidence that suggests that *local NGO's working*

*independently of government, do not have to be affiliated with larger provincial organizations to bring about the adjustments or changes contained in public policy. In some respects, they are outrightly circumventing the public policy route.* The effect of networking among local and largely independent, less organizationally sophisticated NGO's, therefore, can produce desired on-farm results. These results are the same as those achieved by such seemingly more sophisticated and provincially organized NGO's as the OSCIA.

The network idea is significant in view of the reputation of the OSCIA within the farm community. If the farm community finds this one NGO, with its choice of soil policy, programs and projects acceptable and effective, then management can evolve in a sustainable manner. If, on the other hand, the OSCIA continues to be an object of caution or mistrust on the part of farmers, then investments must be made in enhancing the networking effectiveness of local soil conservation groups. After all, it is not really important whether or not local NGO's can affect provincial policy, especially where the farm community is negatively disposed to its provincial NGO's. What is important is *to have the local NGO's developing, testing and investing in better management practices that mitigate for soil erosion and surface water decline.*

Even though the research indicates that there are few NGO's effectively placed to influence provincial soil conservation policy, that should not represent a barrier to management progress. A new leverage point within the local soil conservation community has been exposed and should be utilized. As a recommendation then, agricultural policy-makers should increase investment in the communication links between local NGO's or grassroots organizations. These investments could include grants, loans and subsidies for such things as newsletter publication, workshops, farm demonstration days or annual farmer-idea exchange meetings. Such financial support may prove to be a most effective adjustment (Table 8.3).

It may be appropriate, at this point, to insert an observation

about the application of Pross' work on interest groups to the findings of Task Two. Research has identified networking as a valuable tool for the accomplishment of grassroots NGO goals. So much so that such networking can supersede the need for the organizational girth and complexity displayed by large provincial organizations. In Pross's work there seems to have been a similar evolution of thought. This is especially true in a comparison of the first and second editions of his text Group Politics and Public Policy. The preeminent policy influence of the institutionalized organization has given way, slightly, to an appreciation of the policy influence role of those smaller, less sophisticated organizations which interact with one another to accomplish their goals.

#### **TASK THREE: DETERMINATION OF NGO HORIZONTAL DISTRIBUTION**

In the context of Task Three: Determination of NGO Horizontal Distribution, there are two residual messages. *First*, the horizontal distribution pattern of NGO commodity/interest types mirrors the pattern of agricultural production and rural interest, across the province and within Sub-Regions A(Lake Erie, Lake St. Clair and Lake Huron), B(Lake Ontario and Ottawa-St. Lawrence Rivers) and C(Lake Superior and Georgian Bay). *Second*, organizations with larger horizontal spread may have the greatest potential to mobilize farm interest in agricultural policy and farmer participation in soil conservation.

The *first* message implies that there exists a close association between NGO number and kind and the spatial distribution of agricultural activity across the province. As a result, *it is not only possible to target NGO's regionally, but also by specific agricultural commodities, and therefore, their known contribution to the ASEQ problem.* The *second* message implies that organizations with broad spatial distributions or multiple occurrence cannot be ignored even if they are not currently involved in the ASEQ problem. Their *large memberships across regions and the province itself represent access points for*

*communicating information strategies to a wider audience of farmers.*

Two recommendations have evolved from these central messages. The provincial government and OMAF should continue in their attempts to organize regional soil conservation strategies. The idea of different information strategies for the three different Sub-Regions of the province is a logical one. It is based upon the fact that each of Sub-Regions exhibit unique agricultural production, watershed, soil erosion and non-point source pollution characteristics. Further, the variations in agricultural interest and production translate into a distinct mix of NGO's for each Sub-Region. These different regional groupings, therefore, require soil conservation strategies tailored to their particular mandates and situations.

Regional targeting of soil and water conservation efforts have already been developed by OMAF. This is exhibited in such strategies as the Soil and Water Environmental Enhancement Program (SWEEP), which has prioritized provincial watersheds and agricultural lands according to the largest non-point pollution loadings. In this context, Southwestern Ontario (Sub-Region A) has been identified as the primary agricultural non-point pollution source on the Canadian side of the Great Lakes basin. This research supports the regional targeting approach taken by SWEEP.

The *second* recommendation is directed at the agricultural NGO's themselves. Any soil conservation effort must necessarily involve those provincial NGO's with strong multiple occurrence or considerable horizontal reach. NGO's considered particularly important in this regard would include those commodity groups with both a strong regional activity in agriculture and a significant contribution to soil erosion and water quality decline. The Ontario Corn Producers Association immediately comes to mind. Corn production is notorious for its role in erosion. The Ontario Corn Producers Association, with its vast membership across Ontario, has a responsibility to take a larger leadership role in the development of regional conservation strategies. In the absence of

this role assumption, other interest groups may intrude and dominate policy discussions. Notable, in this regard may be the special interest groups less sensitive to agriculture. A most drastic situation from the farm perspective would be, a heavy-handed regulatory and punitive approach by government. It would fall in the *Modify the Loss Potential* category (Table 8.3).

#### **TASK FOUR: DETERMINATION OF NGO MOBILIZATION POTENTIAL**

In the context of Task Four: Determination of Mobilization Potential in a select group (52 NGO's) of agricultural NGO's, there are three residual messages. The *first* residual message is that few NGO's have mandates which identify clearly their soil conservation roles. Further, of those NGO's having a formal soil conservation responsibility, many are not taking full advantage of this opportunity to contribute to problem resolution. The *second* is that most NGO's seem to enjoy a mobilization potential characterized by strong communication links with members. The *third* message is that mobilization potential is reduced by small membership size and poor spatial distribution or reach.

What do these messages collectively mean? *First, NGO participation in soil conservation is not as extensive as it could be in Ontario.* There are NGO's with strong mobilization potentials and either a vague or clear soil conservation mandate, who remain as non-participants in ASEWQ management. This non-participation problem must be addressed. In some cases, a recasting of constitutions may be in order. But, in other NGO cases the answer may be even more straightforward. Better *on-farm education* and information sharing might convince NGO's to be more liberal in their interpretations of their own constitutions and mandates.

This last statement is qualified by an acknowledgement of the difficulty that agricultural policy-makers will surely encounter in attempting to encourage the non-participant NGO's to expand their interests in the direction of soil management. The vast majority of on-farm organizations possess lengthy issue agendas, and the ASEWQ

concern must compete for on-farm attention. The ASEWQ campaign, as previously noted, has largely involved the singular efforts of the OSCIA. This is unacceptable in the face of continued soil erosion and water quality decline in Ontario. Further, the Soil and Crop Improvement Association, even with its considerable mobilization potential and spatial reach, cannot do it alone because provincial funding of land stewardship programmes is tenuous and such initiatives cannot replace fundamental changes in on-farm management practices. As a consequence, local on-farm NGO partners in soil conservation are required to guarantee continuous rather than episodic movement to problem resolution.

*Second, strong communication links appear to bolster membership size and distribution and increase the probability of ASEWQ participation.* The goal is to take advantage of the strong communication links to inform the maximum number of farmers about the ASEWQ problem and associated adjustments. If membership numbers are poor then the potential audience is lost and on-farm conditions will not change.

In the wake of these messages, it is recommended that agricultural decision-makers encourage local, on-farm partners in soil conservation. Senior government must be more receptive to innovative programs originating with the grassroots NGO's and small local groups, as farm community receptivity to such initiatives seems to be quite positive. The soil management approaches espoused by these organizations may serve to expand the practical and actual range of adjustment choices being considered on the farm (Table 8.3). Agricultural decision-makers might encourage these grassroots NGO's by allowing them to assume leadership roles in local soil conservation. Decision-makers might direct financial support away from ineffective and inefficient provincial programs and projects and instead towards these innovative NGO's. This financial support could be used to encourage the dissemination of practical adjustments to the rest of the farm community. In this context, the Huron Soil and Water Conservation District comes to mind as a leading candidate for such a reward.

Further evidence seems to suggest that continued investment in communication links may contribute to growth in NGO membership. However membership development and maintenance is a perennial problem for all NGO's not functioning under a check-off system. It is not an activity in which NGO's want to expend a great deal of time as membership drives take away from policy and project development. This research has revealed that many of the innovative developers of ASEWQ adjustments are attracting members because they offer just the information that farmers are looking for—practical and economical solutions to soil erosion. Further, this information is communicated in a meaningful manner. *Active and effective NGO's therefore, serve as farmer-to-farmer demonstration and information clearing houses*, rather than out-reach houses for Toronto based provincial agricultural policy. As a result, farmers feel that membership is worth their time and effort. In sum, communication which focusses on useable information and on direct farmer information exchange must be promoted. Such communication vehicles as workshops, farm demonstrations, and annual farmers idea fairs are noteworthy here.

#### **TASK FIVE: CONCEPTUALIZATION AND IDENTIFICATION OF CORE NGO'S IN AGRICULTURAL SOILS MANAGEMENT**

In the context of Task Five, the Conceptualization and Identification of Core NGO's in Agricultural Soils Management, five residual messages remain. The following summary identifies each message in turn, along with associated implications and recommendations.

The *first* residual message is that the inventory work and modelling of NGO's according to management involvement and provincial program favourability have successfully identified potential NGO partners for OSCIA in soil conservation. *OMAF now possesses an opportunity to increase the number of NGO's participating or assuming leadership in soil conservation.* One wonders why this type of task has been neglected so long by

agriculture policy advisors and managers if they are truly committed to sustainable agriculture. In this context, it is recommended that there be *continuous monitoring* of the ever-evolving NGO population in agriculture. It is further recommended that there be a parallel monitoring effort of NGO classification according to degree of involvement in and favourability towards ASEWQ management. Such monitoring is important because research has made it clear that the agricultural NGO population is neither small, bland nor amorphous. Rather, it is extremely complex and rich in personality. The population contains NGO's clearly defined by their favourability and involvement in the ASEWQ issue - core, allied supporting, transitional, exogenous or strong management opponents.

The *second* residual message is specifically related to the *core* NGO's in the Analysis Framework of Task Five. The core group of NGO's is dominated by the Ontario Soil and Crop Improvement Association (OSCIA) and some of its affiliates. SCIA remains the NGO type with the greatest favourability and involvement in ASEWQ. It also has the strongest mobilization potential over all, as defined by a cogent mandate, very wide membership distribution, mature network of communication links and strong understanding of the ASEWQ problem and its associated adjustments.

This residual message may mislead one into thinking that NGO participants are not needed. This is unfortunate because there are several negatives associated with SCIA's which have gone largely unnoticed by OMAF and other senior government actors.

The OSCIA and its affiliates do not have a very consistent tradition in the area of soil conservation. Prior to the Land Stewardship Program (LSP) of 1987, the OSCIA gave only secondary attention to its soil conservation mandate. So much so that it was unprepared to offer practical information or concrete data on soil erosion adjustments. Frustrated farmers interested in soil conservation often found themselves making trips to the United States to view the work of the U.S. Soil Conservation Service.

In addition to this inconsistent soil conservation record,

OSCIA suffers from considerable negative farm perception. This condition may have to do with the fact that the antecedent SCIA's promoted quality seed use and increased crop yields. There was unequal OSCIA attention afforded to the implications of such advice on soil quality. Advice on production strategies was found to be incongruent with advice on proper soil husbandry.

The recommendations associated with the second residual message have to do with expanding the effectiveness of existing core NGO's and encouraging other more transitional groups to assume more of a core role. Agricultural decision-makers should continue to provide OSCIA with a core role. After all, no other NGO enjoys OSCIA's high mobilization potential. However, OSCIA cannot remain the sole provisioner of soil management. As an alternative, bridging mechanisms must be developed that allow transitional NGO's to become core actors. The OSCIA, interestingly, might be in a position to facilitate and promote such bridging mechanisms. These might include subsidies to such independent soil conservation groups as the Huron Soil and Water Conservation District, the Cold Creek Improvement Association, the Brant-Norfolk Conservation Tillage Club and the Bluewater Conservation Club.

The *third* residual message is made with reference to those NGO's defined as allied supporting, middle range, exogenous supporting and exogenous independent in the Analysis Framework. The majority of NGO's classified in the Analysis Framework exhibit high favourability towards ASEWQ management but little or no involvement. This group includes such NGO's as the Ontario Federation of Agriculture, the Christian Farmers Federation, the Ontario Corn Producers Association, Junior Farmers of Ontario and the Ontario Plowmens Association.

This message begs the question: why is there so little soil conservation participation on the part of the agricultural NGO community? Two of many possible responses are presented here. *First*, some NGO's do not participate because other agricultural issues compete with soil conservation for the attention of the farm community. *Second, lack of participation may be due to lack of hard*

**evidence that a soil conservation investment will reap benefits in the short, medium or long term.** The competing interests issue has been discussed at length in this thesis elsewhere. What may be added to this concluding discussion is the belief that farmers tend to first address those issues which do not place a financial burden on the farm. The problem of a lack of hard evidence about soil conservation benefits, financial and otherwise, may be directed at the scientific community. Researchers may not be providing evidence on erosion adjustments in a form that farmers find practical or meaningful. Farmers require information which defines the relative economic advantage, the compatibility, complexity and trialability of proposed adjustments.

In the context of the foregoing, it is recommended that the provincial government provide financial incentives to NGO's and to farmers to experiment with and communicate the results of experimentation on soil conservation adjustments. This should have the effect of simultaneously decreasing the cost of ASEWQ involvement to the farmer and increasing the profile of the ASEWQ issue in the mind of the farm community. The management of Canada's soil heritage has now become a social security issue, and such subsidization would not be out-of-line with that accrued to our transportation or business sectors.

It is further recommended to both senior government managers and the scientific community that there must be more support for, and more provision of, corroborating evidence on the effectiveness of soil erosion adjustments. This would also necessitate researchers assisting in the translation of such evidence into a message meaningful and relevant to farmers.

The **fourth** residual message is associated with those NGO's classified as the strong management opponents in the Analysis Framework. **The term strong management opponent in this thesis is synonymous with an NGO practicing innovative soil conservation.** The Huron Soil and Water Conservation District (HSWCD) is a classic example. It engages in innovative on-farm management practices that are largely alien to the more traditional OSCIA menu. HSWCD appears

to be receptive to extensive experimentation with new soil erosion adjustments and farmer-to-farmer communication of the results of such experiments, through workshops, demonstration days and individual test fields. Further, it has focussed considerable attention on those adjustments that are likely to be the most and least acceptable to farmers. Conservation tillage, conservation cropping, ridge tillage and planting, residue management, retirement of marginal lands, grassed waterways and other surface conservation structures, and co-operative purchase or rental of heavy soil conservation equipment are among the adjustments which HSWCD believes justify provincial government investment (Table 8.3).

Members of HSWCD have extended communication links to obtain the information they need. These communication links have included major initiatives with soil conservation clubs in the United States, Europe and elsewhere. They have also included liaison with direct OMAF/OSCIA competitors, such as Ontario Conservation Authorities. It is worthwhile noting that Conservation Authorities were the first institutional arrangements in Ontario to develop and implement comprehensive municipal/rural programs for soil conservation. This valuable role was taken away by provincial directive, after turf wars among the precursors to the present day Ministry of Environment, Ministry of Natural Resources and Ontario Ministry of Agriculture and Food. However, major assessments of the core programs of Conservation Authorities and the rejuvenation of watershed planning in Ontario may result in greater Conservation Authority role in soil conservation. Those critics of the demise of Conservation Authority involvement in ASEWQ would relish the return to greater local, municipal accountability and participation in soil conservation.

What is the implication of this fourth residual message? *There may be other NGO's that possess the characteristics of the Huron Soil and Water Conservation District. If this is the case, senior government decision-makers, managers and farmers distant or not linked to these NGO's, will miss the benefits of their innovation,*

***information linkages and experimentation.***

It is recommended that OMAF conduct a thorough assessment of its conservation programs. It is clear from this research that some NGO's and members of the farm community have been alienated by past practice. OMAF should also explore avenues that induce new participation and facilitate new leadership roles for innovative and progressive NGO's.

It is recommended that OMAF/OSCIA, Conservation Authorities and other agencies or actors put aside their institutional jealousies and develop new soil conservation partnerships. Such resource management partnerships are encouraged if not demanded by the most recent literature on sustainable agriculture. These partnerships would work to facilitate the investigation and dissemination of the most innovative mix of soil conservation adjustments. This mix ideally would be sensitive to local and regional conditions and would include adjustments which modify the cause of erosion, modify the effects of erosion, and modify the loss potential, through soil erosion zone mapping, educational programs and stewardship leases (Table 8.3).

The *fifth* residual message is that the complexity of the agricultural sector has apparently contributed to government's soft understanding of the NGO population and its divergent opinions on soils management. The implications of this soft understanding, as stated in Chapter Eight, has led to the situation in which ***OMAF has relied upon those most visible NGO's claiming to have the support of the agricultural community. This reliance has neglected the smaller, independent, and innovative voices in agriculture and soil conservation.*** It has denied the possible benefits of a more pluralistic process.

It is recommended that federal and provincial agricultural departments continue to sponsor graduate research at universities, in both solicited and unsolicited forms. This research, for example, would not have been undertaken without such assistance.

### **FUTURE RESEARCH AVENUES**

Research has concerned itself with the identification and analysis of the involvement of agricultural NGO's in the ASEWQ problem. In this process many other research avenues have been identified. Three of the most appealing to the researcher are presented.

It should be possible to produce an *annotated inventory of agricultural NGO's in Ontario*. Such a document would not only list the agricultural organizations, but also include essential characteristics of each commodity and interest type. These characteristics might include mailing addresses, mandate or constitution, membership size and distribution, and list of affiliated NGO's. In fact one might have a separate volume for each one of the six agricultural policy fields (Livestock, Crop Management and Production, Land Management, Dairy Products, General Farm Management and Rural-Social Concerns or Interests). This inventory would also fill an information void related to research guidelines. The completion of the Inventory of Agricultural NGO's in Ontario for this thesis necessitated a contact-through-contact strategy. Many lessons were learned from this difficult process. Lessons could be translated for others that follow.

Further investigation of *environmental NGO involvement in the ASEWQ problem* is warranted. Research has hinted at the extent to which urban enviro-conscious and agricultural NGO's come out of different interest traditions. It could be useful to further explore these different perspectives and analyze how such differences are reflected in the ASEWQ policy advocated by Ontario environmental groups. If the urban enviro-conscious NGO's are seriously addressing the ASEWQ issue, they may be at odds with agricultural NGO's. This comment is made with the example of the U.S. Farm Bill in mind. In this context, environmental interests have succeeded in dominating the issue to the extent that government policy-makers are now experimenting with compulsory compliance for farmers found guilty of causing soil erosion.

Finally, *the question of why farmers find the Ontario Soil and*

*Crop Improvement Association unattractive is a lingering puzzle,* with only a partial answer provided in this thesis. The literature does not provide sufficient insight into the stigma that seems to be attached to the OSCIA and the Ontario Ministry of Agriculture and Food. What are the real on-farm complaints about extension services and agricultural government policy? The agricultural economy of Ontario is indeed a curious thing. It is indeed a wonderful adventure.

**APPENDIX TO CHAPTER ONE**

**GENERAL INVENTORY OF  
AGRICULTURAL NGO'S IN ONTARIO**

APPENDIX 1  
GENERAL INVENTORY OF AGRICULTURAL NGO'S IN ONTARIO  
FARM NGO INDEX: PROVINCE

I. LIVESTOCK

1.A. Cattle

(includes breeder, dairy and beef ngo's)

<i>Commodity and Interest Type</i>	<i>Agricultural NGO'S</i>
1. Cattle Breeders Associations	1) Algoma 2) Cochrane 3) Dryden 4) Rainy River
2. Jersey Breeders	1) Carleton 2) Wentworth and District
3. Jersey Cattle Clubs	1) Elgin/Lambton/Middlesex
4. Jersey Clubs	1) Ontario 2) Brant-Norfolk 3) Essex-Kent 4) Oxford 5) Perth-Huron 6) Wellington 7) Halton-Peel 8) Kawartha 9) St. Lawrence Valley 10) York-Simcoe
5. Holstein Clubs	1) Bruce 2) Dufferin 3) Elgin 4) Essex/Kent 5) Grey 6) Haldimand 7) Huron 8) Perth 9) Waterloo 10) Wellington 11) Carleton-Russell 12) Dundas 13) Glengarry 14) Hastings 15) Lanark 16) Northumberland 17) Ontario County 18) Prescott 19) Prince Edward 20) Renfrew 21) Stormont 22) Victoria 23) Wentworth 24) York 25) Muskoka/Parry Sound 26) Thunder Bay 27) Timiskaming/Cochrane 28) West Nipissing
6. Holstein Associations	1) Ontario 2) Norfolk 3) Peterborough 4) Algoma
7. Holstein Breeders Clubs	1) Brant 2) Halton 3) Peel

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- |                                     |   |
|-------------------------------------|---|
| 8. Holstein Breeders Associations   | 1) Kent and Essex<br>2) Lambton<br>3) Middlesex<br>4) Oxford<br><br>5) Carleton<br>6) Frontenac<br>7) Grenville<br>8) Lennox and Addington<br>9) Niagara South<br>10) Niagara North |
| 9. Guernsey Breeders Associations   | 1) Ontario<br><br>2) Carleton<br>3) Wentworth-Niagara   |
| 10. Guernsey Associations           | 1) Banner Counties (Brant)<br><br>2) Metro-Highlands (York)   |
| 11. Guernsey Clubs                  | 1) Banner Counties (Brant)  |
| 12. Ayrshire Associations           | 1) Dundas-Grenville<br>2) Carleton  |
| 13. Ayrshire Breeders Clubs         | 1) Brant<br>2) Oxford   |
| 14. Ayrshire Clubs                  | 1) Banner Counties (Brant)<br><br>2) Glengarry/Prescott<br>3) Grenville-Dundas<br>4) Hamilton-Niagara<br>5) Ottawa Valley<br>6) Stormont  |
| 15. Hereford Associations           | 1) Ontario<br><br>2) Huron<br><br>3) Carleton<br><br>4) Rainy River   |
| 16. Hereford Clubs                  | 1) Thunder Bay  |
| 17. Angus Associations              | 1) Eastern Ontario  |
| 18. Aberdeen Angus Associations     | 1) Ontario<br><br>2) Middlesex<br><br>3) Carleton   |
| 19. Charolais Breeders Associations | 1) Rainy River  |
| 20. Charolais Associations          | 1) Ontario<br><br>2) Carleton<br><br>3) Up North (Timiskaming)  |
| 21. Maine-Anjou Associations        | 1) Ontario<br><br>2) Carleton   |
| 22. Limousin Associations           | 1) Carleton   |
| 23. Junior Limousin Associations    | 1) Ontario  |
| 24. Brown-Swiss Associations        | 1) Ontario<br><br>2) Oxford   |
| 25. Simmental Associations          | 1) Ontario<br><br>2) Carleton   |
| 26. Short Horn Associations         | 1) Carleton   |

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27. Short Horn Clubs
- 1) Ontario
  - 2) Perth-Huron
28. Dairy Herd Improvement Corporation Committees
- 1) Brant-Haldimand
  - 2) Bruce
  - 3) Bruce-Huron
  - 4) Dufferin-Simcoe
  - 5) Elgin-Middlesex
  - 6) Essex
  - 7) Grey
  - 8) Haldimand
  - 9) Kent
  - 10) Lambton
  - 11) Oxford-Norfolk
  - 12) Perth
  - 13) Dundas
  - 14) Durham East
  - 15) Durham West
  - 16) Frontenac
  - 17) Grenville
  - 18) Hamilton-Wentworth
  - 19) Hastings
  - 20) Lanark-Renfrew
  - 21) Leeds
  - 22) Lennox and Addington
  - 23) Niagara
  - 24) Northumberland-Peterborough
  - 25) Ottawa-Carleton
  - 26) Peel-York
  - 27) Prescott
  - 28) Prince Edward
  - 29) Russell
  - 30) Stormont East and Glengarry
  - 31) Victoria
  - 32) West Stormont
  - 33) Northern Ontario
29. Cattlemens Associations
- 1) Ontario
  - 2) Brant
  - 3) Bruce
  - 4) Dufferin
  - 5) Elgin
  - 6) Essex
  - 7) Grey
  - 8) Haldimand
  - 9) Huron
  - 10) Kent
  - 11) Lambton
  - 12) Middlesex
  - 13) Norfolk
  - 14) Oxford
  - 15) Perth
  - 16) Simcoe
  - 17) Waterloo
  - 18) Wellington
  - 19) Carleton-Grenville
  - 20) Dundas
  - 21) Durham
  - 22) Frontenac
  - 23) Glengarry
  - 24) Haliburton
  - 25) Halton-Peel
  - 26) Hasting
  - 27) Prince Edward
  - 28) Lanark
  - 29) Lennox and Addington
  - 30) Leeds
  - 31) Niagara
  - 32) Northumberland
  - 33) Ontario
  - 34) Peterborough
  - 35) Prescott
  - 36) Renfrew
  - 37) Russell
  - 38) Stormont
  - 39) Victoria
  - 40) Wentworth
  - 41) York

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29. Cattlemens Associations (Cont'd)
- 42) Algoma
  - 43) Cochrane (South)
  - 44) Kenora
  - 45) Manitoulin
  - 46) Parry Sound-Muskoka
  - 47) Rainy River
  - 48) Sudbury District
  - 49) Thunder Bay
  - 50) Timiskaming
30. Beef ROP Associations
- 1) Eastern Ontario
31. Beef Improvement Clubs
- 1) Kent
  - 2) Perth
  - 3) Carleton
  - 4) Grenville
  - 5) Lennox and Addington
  - 6) Northumberland
  - 7) Renfrew
32. Beef Management Clubs
- 1) Oxford
  - 2) Dundas
33. Beef Herd Improvement Clubs
- 1) Frontenac
  - 2) Glengarry
  - 3) Timiskaming
34. Beef Producers for Change
- 1) Prescott
35. Beef Weigh Clubs
- 1) Russell
36. Weight Watchers Clubs
- 1) Cochrane
37. Weigh Clubs
- 1) Halton-Peel
  - 2) Prescott
38. Red Meat Weigh Clubs
- 1) Mattawa (Nipissing)
  - 2) Verner (Nipissing)
39. Red Meat Clubs
- 1) Muskoka (Parry Sound)
  - 2) Parry Sound
  - 3) Powassan (Nipissing)
  - 4) 522 (Parry Sound)

I.B. Pigs

1. Pork Producers Associations
- 1) Brant
  - 2) Bruce
  - 3) Dufferin
  - 4) Elgin
  - 5) Essex
  - 6) Grey
  - 7) Haldimand
  - 8) Huron
  - 9) Kent
  - 10) Lambton
  - 11) Norfolk
  - 12) Oxford
  - 13) Perth
  - 14) Middlesex
  - 15) Waterloo
  - 16) Wellington

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1. Pork Producers Associations (Cont'd)
  - 17) Carleton
  - 18) Dundas
  - 19) Durham East
  - 20) Durham West
  - 21) Frontenac
  - 22) Glengarry
  - 23) Grenville
  - 24) Halton
  - 25) Halton-Peel
  - 26) Lanark
  - 27) Leeds
  - 28) Niagara South
  - 29) North Niagara
  - 30) Northumberland
  - 31) Peterborough
  - 32) Quinte
  - 33) Renfrew
  - 34) Russell
  - 35) Stormont
  - 36) Victoria
  - 37) Wentworth
  - 38) York
2. Swine Associations
  - 39) Timiskaming
  - 1) Prescott

I.C. Poultry/Eggs

1. Broiler Chick Hatching Egg Producers Associations
  - 1) Ontario
2. Hatchery Associations
  - 1) Ontario
3. District Chicken Producers Committees
  - 1) District One
  - 2) District Two
  - 3) District Three
  - 4) District Four
  - 5) District Six
  - 6) District Seven
  - 7) District Five
  - 8) District Eight
  - 9) District Nine
4. District Turkey Producers Committees
  - 1) District One
  - 2) District Two
  - 3) District Three
  - 4) District Four
  - 5) District Five
  - 6) District Six
  - 7) District Seven
5. Pullet Producers Associations
  - 1) Ontario
  - 2) Elgin
6. Broiler Producers Associations
  - 1) Middlesex
7. Egg and Fowl Producers Associations
  - 1) Perth
8. Pullet and Pet Stock Associations
  - 1) Elgin
9. Poultry, Pigeon and Pet Stock Associations
  - 1) Huron
10. Egg Committees
  - 1) Kent
11. Egg Producers Committees
  - 1) Brant
12. Egg Producers Associations
  - 1) Essex
  - 2) Huron
  - 3) Lambton
  - 4) Glengarry
  - 5) Prescott

13. Egg Producers Zones
- 1) District One (Kent, Essex)
  - 2) District Two (Lambton)
  - 3) District Three (Middlesex)
  - 4) District Four
  - 5) District Five
  - 6) District Six
  - 7) District Seven
  - 8) District Eight
  - 9) District Nine
  
  - 10) District Ten
  - 11) District Eleven
  - 12) District Twelve
  
  - 13) District Thirteen

I.D. Sheep and Lambs

1. Sheep and Lamb Producers Associations
  2. Sheep Flock Improvement Clubs
  3. Sheep Producers Clubs
  4. Sheep Improvement Clubs
  5. Sheep Producers Associations
  6. Sheep Associations
  7. Suffolk Sheep Association
- 1) Algoma
  - 1) Timiskaming
  - 1) Dufferin
  - 1) Halton
  - 2) Lanark
  - 3) Lennox and Addington
  - 4) Renfrew
  
  - 1) Lambton
  - 2) Zone Three (Perth)
  
  - 3) Glengarry
  - 4) Leeds
  - 5) Victoria
  
  - 1) District One (Essex, Kent, Lambton, Middlesex, Elgin)
  - 2) District Two (Grey, Bruce)
  - 3) District Three (Huron, Perth, Waterloo, Oxford)
  - 4) District Four (Brant, Hamilton-Wentworth, Haldimand-Norfolk, Niagara)
  - 5) District Five (Wellington, Dufferin, Halton, Peel)
  
  - 6) District Seven (York, Durham, Victoria, Peterborough, Northumberland)
  - 7) District Eight (Lennox and Addington, Hastings, Prince Edward, Frontenac, Leeds)
  - 8) District Nine (Renfrew, Lanark, Carleton)
  - 9) District Ten (Russell, Prescott, Glengarry, Stormont, Dundas, Grenville)
  
  - 10) District Six (Simcoe Muskoka, Parry Sound)
  - 11) District Eleven (Sudbury, Northern Ontario)

I.E. Goats

1. Goat Clubs
  2. Goat Associations
  3. Dairy Goat Societies
  4. Goat Societies
  5. Goat Breeders Associations
  6. Goat Producers Associations
- 1) Haldimand
  - 1) Central Highlands (Dufferin)
  - 2) Clay Belt (Timiskaming)
  
  - 1) Oxford
  
  - 1) Haliburton (Victoria)
  
  - 1) Niagara Peninsula
  
  - 1) Sudbury

I.F. Horses

1. Horse Breeders Associations
  2. Draft Horse Associations
  3. Light Horse Associations
  4. Pleasure Horse Clubs
  5. Western Horse Associations
- 1) Elgin
  - 1) Quite (Prince Edward)
  - 1) Ottawa Valley (Carleton)
  - 1) Timiskaming
  - 1) Ottawa Valley Carleton)

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I.G. Rabbits

- |                                       |                             |
|---------------------------------------|-----------------------------|
| 1. Rabbit Breeders Associations       | 1) Cochrane-Timiskaming     |
| 2. Meat Rabbit Producers Associations | 1) Ottawa Valley (Carleton) |
| 3. Rabbit Clubs                       | 1) Thunder Bay              |

II. CROP MANAGEMENT-PRODUCTION  
II.A. General Crop Management/Improvement

- |   |            |
|---|------------|
| 1. Organic Crop Improvement Association | 1) Ontario |
|---|------------|

II.B. Field Crops

- |  |   |
|--|---|
| 1. Grain Growers Associations          | 1) Timiskaming  |
| 2. Red Wheat Associations              | 1) Ontario  |
| 3. Wheat Producers Associations        | 1) Brant<br>2) Bruce<br>3) Dufferin<br>4) Elgin<br>5) Essex<br>6) Grey<br>7) Haldimand<br>8) Huron<br>9) Kent<br>10) Lambton<br>11) Middlesex<br>12) Norfolk<br>13) Oxford<br>14) Perth<br>15) Simcoe<br>16) Waterloo<br>17) Wellington<br><br>18) Dundas<br>19) Durham<br>20) Frontenac<br>21) Halton<br>22) Hastings<br>23) Lanark<br>24) Leeds<br>25) Lennox and Addington<br>26) Niagara North<br>27) Niagara South<br>28) Northeast<br>29) Northumberland<br>30) Peterborough<br>31) Prince Edward<br>32) Region of Peel<br>33) Renfrew<br>34) Victoria<br>35) Wentworth<br>36) York |
| 4. District Wheat Producers Committees | 1) Essex<br>2) Kent<br>3) Lambton<br>4) Elgin-Middlesex<br>5) District Five<br>6) District Seven<br><br>7) District Six<br>8) District Eight<br><br>9) District Nine<br>10) District Ten  |
| 5. Hay Associations                    | 1) Ontario  |
| 6. Corn Producers Associations         | 1) Ontario<br><br>2) Elgin<br>3) Haldimand<br>4) Huron<br>5) Kent<br>6) Lambton<br>7) Norfolk<br>8) Oxford<br>9) Perth  |

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6. Corn Producers Associations (Cont'd)
- 10) Carleton
  - 11) Dundas
  - 12) Durham Region
  - 13) Glengarry
  - 14) Niagara South
  - 15) Northumberland
  - 16) Peterborough
  - 17) Prince Edward
  - 18) Victoria
  - 19) Wentworth
7. Corn Growers Associations
- 1) Halton
8. District Soybean Committees
- 1) Essex
  - 2) Kent
  - 3) Lambton
  - 4) Elgin
  - 5) Middlesex
  - 6) District Six
  - 7) District Seven
  - 8) District Eight
9. District Bean Committees
- 1) District One
  - 2) District Two
  - 3) District Three
  - 4) District Four
10. White Bean Producers Associations
- 1) Perth
11. Bean Producers Associations
- 1) Huron
12. Tobacco Growers Associations
- 1) Northumberland
13. District Burley Tobacco Growers Committees
- 1) Essex (District One)
  - 2) District Two
14. District Flue-Cured Tobacco Growers Committees
- 1) District One
  - 2) District Two
  - 3) District Three
  - 4) District Four
  - 5) District Five
  - 6) District Six
  - 7) District Seven
  - 8) District Eight
  - 9) District Nine
  - 10) District Ten

II.C. Fruit and Vegetable Crops

1. Fruit and Vegetable Growers Associations
- 1) Ontario
  - 2) Elgin
  - 3) Middlesex
  - 4) Oxford
  - 5) Niagara Peninsula
  - 6) Niagara Region
  - 7) North Niagara
  - 8) Toronto
  - 9) Saltfleet Br. (Wentworth)
  - 10) Sudbury
2. Growers Associations
- 1) Halton-Wentworth
  - 2) Hamilton-Wentworth
  - 3) Holland Marsh and District (York)
3. Market Gardeners Association
- 1) Algoma
4. Associated Growers
- 1) Essex
5. Farm Fresh Producers Growers Association
- 1) Simcoe
6. Vegetable Greenhouse Growers Associations
- 1) Essex
7. District Greenhouse Vegetable Producers Committee
- 1) District One
  - 2) District Two
  - 3) District Three
  - 4) District Four

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8. District Vegetable Growers Committees
  - 1) District One (Essex)
  - 2) District Two (Kent)
  - 3) District Three
  - 4) District Four
  - 5) District Five
9. Vegetable Growers Associations
  - 1) Bradford (Simcoe)
  - 2) Essex
  - 3) Kent
  - 4) Northumberland
  - 5) Toronto (York)
  - 6) Thunder Bay
10. Legume Producers Associations
  - 1) Ottawa Valley (Carleton)
11. District Potato Growers Committee
  - 1) District One
  - 2) District Two
  - 3) District Three
  - 4) District Four
  - 5) District Five
12. District Fresh Potato Growers Committees
  - 1) District One
  - 2) District Two
  - 3) District Three
  - 4) District Four
  - 5) District Five
  - 6) District Six
  - 7) District Seven
13. Potato Growers Associations
  - 1) Dufferin
  - 2) South Simcoe
  - 3) Hamilton District
14. Potato Producers Associations
  - 1) Peterborough
15. Asparagus Growers Districts
  - 1) District One
  - 2) District Two
  - 3) District Three
  - 4) District Five
  - 5) District Four
16. Fruit Growers Associations
  - 1) Norfolk
  - 2) St. Lawrence Valley
17. District Tender Fruit Producers Committees
  - 1) District Three
  - 2) District Four
  - 3) District One
  - 4) District Two
18. District Apple Committees
  - 1) District One
  - 2) District Two
  - 3) District Three
  - 4) District Four
  - 5) District Five
  - 6) District Six
  - 7) District Seven
  - 8) District Eight
  - 9) District Nine
19. Apple Growers Committees
  - 1) N&D (Northumberland)
20. Apple Growers Associations
  - 1) Quinte (Prince Edward)
21. Fresh Winter Rhubarb Growers Associations
  - 1) Halton
22. District Grape Growers Committees
  - 1) District One
  - 2) District Two
  - 3) District Three
  - 4) District Four
  - 5) District Five
  - 6) District Six

23. District Fresh Grape Growers Committees
- 1) District One
  - 2) District Two
  - 3) District Three
  - 4) District Four
  - 5) District Five
  - 6) District Six
  - 7) District Seven

II.D. Specialty Crops

1. Peanut Growers Associations
  2. Societies of Ontario Nut Growers
  3. Ginseng Growers Associations
  4. Christmas Tree Growers Associations
  5. Maple Syrup Producers Associations
  6. Maple Syrup Associations
  7. Beekeepers Associations
- 1) Norfolk
  - 1) Ontario
  - 2) Middlesex
  - 1) Norfolk
  - 1) Ontario
  - 1) Peterborough
  - 2) Haliburton Highlands (Victoria)
  - 3) Algonquin (Parry Sound)
  - 1) Renfrew
  - 2) Algoma
  - 1) Eastern Ontario (Dundas)
  - 2) Halton
  - 3) Quinte
  - 4) Sudbury
  - 5) Thunder Bay

III. LAND MANAGEMENT

III.A. Soil Conservation

- | <i>Commodity/Interest Type</i>            | <i>Agricultural NGO's</i> |
|---|---------------------------|
| 1. Soil and Crop Improvement Associations | 1) Ontario                |
|   | 2) Brant                  |
|   | 3) Bruce                  |
|   | 4) Dufferin               |
|   | 5) Elgin                  |
|   | 6) Essex                  |
|   | 7) Grey                   |
|   | 8) Haldimand              |
|   | 9) Huron                  |
|   | 10) Kent                  |
|   | 11) Lambton               |
|   | 12) Middlesex             |
|   | 13) Norfolk               |
|   | 14) North Simcoe          |
|   | 15) Oxford                |
|   | 16) Perth                 |
|   | 17) South Simcoe          |
|   | 18) Waterloo              |
|   | 19) Wellington            |

1. Soil and Crop Improvement Associations (Cont'd)
- 20) Carleton
  - 21) Durham West
  - 22) Frontenac
  - 23) Glengarry
  - 24) Grenville
  - 25) Halton
  - 26) Hastings
  - 27) Lanark
  - 28) Lennox and Addington
  - 29) Leeds
  - 30) Niagara (North)
  - 31) Niagara Region (South)
  - 32) Northumberland
  - 33) Peel
  - 34) Peterborough
  - 35) Prescott
  - 36) Prince Edward
  - 37) Renfrew
  - 38) Russell
  - 39) Stormont
  - 40) Victoria
  - 41) Wentworth
  - 42) York
  
  - 43) Algoma
  - 44) Cochrane North
  - 45) Cochrane South
  - 46) Cochrane West
  - 47) Dryden
  - 48) East Nipissing
  - 49) Manitoulin
  - 50) Muskoka
  - 51) Parry Sound
  - 52) Rainy River
  - 53) Sudbury District
  - 54) Thunder Bay
  - 55) Timiskaming
  - 56) West Nipissing
2. Soil and Water Conservation Districts
- 1) Huron
3. Improvement Associations
- 1) Cold Creek
4. Conservation Clubs
- 1) Bluewater (Lambton)
  - 2) Brant Norfolk Conservation Tillage
5. 4-H Soil Management Clubs
- 1) Oxford

III.B. Soil Management-Plowing

1. Plowmens Associations
- 1) Ontario
  
  - 2) Blenheim (Oxford)
  - 3) Brant
  - 4) Elgin
  - 5) Essex
  - 6) Grey
  - 7) Huron
  - 8) Lambton
  - 9) Middlesex
  - 10) Norfolk
  - 11) Oneida (Haldimand)
  - 12) Orford-Howard (Kent)
  - 13) Oxford
  - 14) Peel-Dufferin
  - 15) Perth
  - 16) South Simcoe
  - 17) Wellington

1. Flowmens Associations (Cont'd)

- 18) Caistor (North Niagara)
- 19) Clarence (Russell)
- 20) Durham Region
- 21) Frontenac
- 22) Glengarry
- 23) Grenville
- 24) Halton
- 25) Haldimand
- 26) Hastings
- 27) Leeds
- 28) North Niagara
- 29) Niagara South
- 30) North Wentworth
- 31) Oneida (Haldimand)
- 32) Ottawa-Carleton (Russell)
- 33) Peterborough
- 34) Prescott
- 35) Renfrew
- 36) South Wentworth
- 37) Stormont
- 38) Victoria County
- 39) Wolfe Island (Frontenac)
- 40) York
  
- 41) Chelmsford (Sudbury)
- 42) St. Charles (Sudbury)

III.C. Pasture Management

1. Community Pasture Committees

- 1) Leeds
- 2) Victoria

2. Community Pasture Associations

- 1) Timiskaming

IV. DAIRY PRODUCTS

IV.A. Milk

Commodity/Interest Type

Agricultural NGO's

1. Milk Recording Associations

- 1) York

2. Milk Committees

- 1) Brant
- 2) Bruce
- 3) Dufferin
- 4) Elgin
- 5) Essex
- 6) Grey
- 7) Haldimand
- 8) Huron
- 9) Kent
- 10) Lambton
- 11) Middlesex
- 12) Norfolk
- 13) Oxford
- 14) Perth
- 15) Simcoe
- 16) Waterloo
- 17) Wellington

2. Milk Committees (Cont'd)

- 18) Carleton
- 19) Dundas
- 20) Durham
- 21) Frontenac
- 22) Glengarry
- 23) Grenville
- 24) Halton
- 25) Hasting
- 26) Lanark
- 27) Leeds
- 28) Lennox and Addington
- 29) North Niagara
- 30) Niagara South
- 31) Northumberland
- 32) Ontario
- 33) Peel Region
- 34) Peterborough
- 35) Prescott
- 36) Prince Edward
- 37) Renfrew
- 38) Russell
- 39) Stormont
- 40) Victoria
- 41) Wentworth
- 42) York
  
- 43) Algoma
- 44) Cochrane North
- 45) Cochrane South
- 46) Dryden
- 47) East Nipissing/Parry Sound
- 48) East Sudbury/West Nipissing
- 49) Manitoulin/West Sudbury
- 50) Muskoka (Parry Sound)
- 51) Rainy River
- 52) Thunder Bay District
- 53) Timiskaming

IV.B.Cream

1. Cream Committees

- 1) Bruce
- 2) Dufferin
- 3) Grey
- 4) Haldimand
- 5) Huron
- 6) Lambton-Kent
- 7) Middlesex-Elgin
- 8) Oxford (Brant/Norfolk)
- 9) Perth
- 10) Simcoe
- 11) Waterloo
- 12) Wellington
  
- 13) Durham
- 14) Glengarry (Russell, Prescott, Stormont)
- 15) Halton-Peel
- 16) Hastings
- 17) Lanark (Carleton, Grenville, Leeds, Dundas)
- 18) Northumberland
- 19) Prince Edward (Frontenac, Lennox and Addington)
- 20) Renfrew
- 21) Victoria-Peterborough
- 22) York
  
- 23) East Nipissing (Parry Sound, Muskoka)
- 24) Manitoulin-Algoma
- 25) Sudbury-West Nipissing
- 26) Timiskaming-Cochrane

2. Cream Producers Associations

- 1) Ontario
  
- 2) Bruce
- 3) Dufferin
- 4) Grey
- 5) Huron
- 6) Lambton
- 7) Oxford
- 8) Perth
- 9) Wellington

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2. Cream Producers Associations (Cont'd)
- 10) Halton
  - 11) Prince Edward
  - 12) Renfrew
  
  - 13) Manitoulin
  - 14) Rainy River
  - 15) Timiskaming

V. GENERAL FARM MANAGEMENT

V.A. General

- | <i>Commodity/Interest Type</i>   | <i>Agricultural NGO's</i>           |
|----------------------------------|-------------------------------------|
| 1. Federations of Agriculture    | 1) Ontario                          |
|                                  | 2) Brant                            |
|                                  | 3) Bruce                            |
|                                  | 4) Charlotteville                   |
|                                  | 5) Dufferin                         |
|                                  | 6) Elgin                            |
|                                  | 7) Essex                            |
|                                  | 8) Grey                             |
|                                  | 9) Haldimand                        |
|                                  | 10) Huron                           |
|                                  | 11) Kent                            |
|                                  | 12) Lambton                         |
|                                  | 13) Middlesex                       |
|                                  | 14) Norfolk                         |
|                                  | 15) Oxford                          |
|                                  | 16) Perth                           |
|                                  | 17) Simcoe                          |
|                                  | 18) Waterloo                        |
|                                  | 19) Wellington                      |
|                                  | 20) Windham                         |
|                                  | 21) Woodhouse                       |
|                                  | 22) Arnprior                        |
|                                  | 23) Durham Region                   |
|                                  | 24) Frontenac                       |
|                                  | 25) Glengarry                       |
|                                  | 26) Grenville                       |
|                                  | 27) Halton                          |
|                                  | 28) Hastings                        |
|                                  | 29) Lennox and Addington            |
|                                  | 30) Leeds                           |
|                                  | 31) North Niagara                   |
|                                  | 32) Niagara South                   |
|                                  | 33) Northumberland                  |
|                                  | 34) Ottawa-Carleton                 |
|                                  | 35) Peel                            |
|                                  | 36) Peterborough                    |
|                                  | 37) Prince Edward                   |
|                                  | 38) Renfrew                         |
|                                  | 39) Russell                         |
|                                  | 40) Stormont                        |
|                                  | 41) Victoria                        |
|                                  | 42) Hamilton-Wentworth              |
|                                  | 43) York                            |
|                                  | 44) Manitoulin                      |
|                                  | 45) Timiskaming                     |
|                                  | 46) West Nipissing/East Sudbury     |
|                                  | 47) West Nipissing/Parry Sound      |
| 2. Christian Farmers Federations | 1) Ontario                          |
|                                  | 2) Central Huron                    |
|                                  | 3) Drayton (Wellington)             |
|                                  | 4) East Central                     |
|                                  | 5) Elgin County                     |
|                                  | 6) Grey-Bruce                       |
|                                  | 7) Haldimand Norfolk                |
|                                  | 8) Kent County                      |
|                                  | 9) Lambton North                    |
|                                  | 10) Listowel (Perth)                |
|                                  | 11) Orangeville (Dufferin)          |
|                                  | 12) Oxford County                   |
|                                  | 13) South Perth                     |
|                                  | 14) Strathroy and Dist. (Middlesex) |
|                                  | 15) Wellington North                |
|                                  | 16) Wellington South                |
|                                  | 17) Wentworth Brant                 |

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- 2. Christian Farmers Federations (Cont'd)
  - 18) Dundas County
  - 19) Niagara
  - 20) Quinte (Prince Edward, Hastings)
  - 21) Rainy River District
  - 22) Thunder Bay
- 3. National Farmers Unions
  - 1) Ontario
  - 2) Oxford
  - 3) Frontenac
  - 4) Haliburton (Victoria)
  - 5) Leeds
  - 6) Renfrew
- 4. Farm Management Associations
  - 1) Brant
- 5. Farm Service Clubs
  - 1) Hastings

V.B. Youth Farm Education

- 1. 4-H Club Leaders Association Committees
  - 1) Ontario
- 2. 4-H Club Leaders Associations
  - 1) Brant
  - 2) Dufferin
  - 3) Elgin
  - 4) Essex
  - 5) Grey
  - 6) Haldimand
  - 7) Huron
  - 8) Kent
  - 9) Middlesex
  - 10) Norfolk
  - 11) Oxford
  - 12) Perth
  - 13) Waterloo
  - 14) Carleton
  - 15) Dundas
  - 16) Frontenac
  - 17) Glengarry
  - 18) Grenville
  - 19) Halton
  - 20) Hastings
  - 21) Lennox and Addington
  - 22) Leeds
  - 23) North Niagara
  - 24) Peel
  - 25) Peterborough
  - 26) Prescott
  - 27) Prince Edward
  - 28) Renfrew
  - 29) Russell
  - 30) Stormont
  - 31) Victoria
  - 32) Algoma
- 3. Junior Farmers Associations
  - 1) Ontario
  - 2) Brant
  - 3) Dufferin
  - 4) Elgin
  - 5) Essex
  - 6) Grey
  - 7) Haldimand
  - 8) Huron
  - 9) Kent
  - 10) Lambton
  - 11) Middlesex
  - 12) Norfolk
  - 13) Oxford
  - 14) Perth
  - 15) Wellington

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3. Junior Farmers Associations (Cont'd)

- 16) Alloo (Peel)
- 17) Better Half (Victoria)
- 18) Bolton (Peel)
- 19) Carleton
- 20) Dixie Land (Peel)
- 21) Dundas
- 22) Durham West
- 23) Glengarry
- 24) Grenville
- 25) Halton
- 26) Hamilton-Wentworth
- 27) Hastings
- 28) Kawartha (Victoria)
- 29) Lanark
- 30) Lennox and Addington
- 31) Leeds
- 32) North Niagara
- 33) Northumberland
- 34) Peel
- 35) Peterborough
- 36) Prescott
- 37) Prince Edward
- 38) Renfrew
- 39) Stormont
- 40) Victoria
- 41) West Russell
  
- 42) Timiskaming

V.C.Farm Safety

1. Farm Safety Committees

- 1) Dufferin

2. Farm and Home Safety Councils

- 1) Middlesex

3. Home and Farm Safety Associations

- 1) Glengarry

4. Farm Safety Councils

- 1) Elgin
- 2) Grey
- 3) Halton
  
- 4) Peel

5. Farm Safety Associations

- 1) Ontario
  
- 2) Brant
- 3) Essex
- 4) Haldimand
- 5) Huron
- 6) Kent
- 7) Lambton
- 8) Norfolk
- 9) Oxford
- 10) Perth
- 11) Wellington
  
- 12) Dundas
- 13) Frontenac
- 14) Hastings
- 15) Northumberland
- 16) Ottawa-Carleton
- 17) Victoria
  
- 18) Cochrane and Area

V.D.Veterinary Services

1. Agricultural Veterinary Units

- 1) Dryden
- 2) Kenora

2. Veterinary Units

- 1) East Parry Sound
- 2) Nipissing/Parry Sound
- 3) West Nipissing/East Sudbury
- 4) West Parry Sound

3. Veterinary Associations

- 1) Erie (Norfolk)

4. Veterinary Services Committees

- 1) Cochrane South
- 2) Hearst (Cochrane)
- 3) North Hastings
- 4) Timiskaming

5. Veterinary Committees

- 1) Algoma
- 2) Cochrane

VI. RURAL-SOCIAL CONCERNS OR INTERESTS

VI.A. Women's Organizations

1. Federated Women's Institutes

- 1) Ontario
- 2) Anderdon (Essex)
- 3) Brant North
- 4) Brant South
- 5) Colchester North (Essex)
- 6) Dufferin North
- 7) Dufferin South
- 8) Elgin East
- 9) Elgin West
- 10) Essex South
- 11) Grey
- 12) Haldimand East
- 13) Haldimand West
- 14) Kent East
- 15) Kent West
- 16) London Area (Grey)
- 17) Middlesex North
- 18) Middlesex East
- 19) Middlesex West
- 20) Oxford North
- 21) Oxford South
- 22) Beamsville (North Niagara)
- 23) Caistorville (North Niagara)
- 24) Carleton East
- 25) Carleton West
- 26) Community Builders of Pellam  
Union (North Niagara)
- 27) Frontenac
- 28) Halton
- 29) Lanark North
- 30) Lanark South
- 31) Lincoln District (North Niagara)
- 32) Louth (North Niagara)
- 33) Ontario North
- 34) Ontario South
- 35) Peel North
- 36) Peel South
- 37) Peterborough
- 38) Prescott
- 39) Queenston St. David (North Niagara)
- 40) Renfrew North
- 41) Renfrew South
- 42) Russell
- 43) Sedene (North Niagara)
- 44) Stormont
- 45) Union (North Niagara)
- 46) Vineland (North Niagara)
- 47) Virgil (North Niagara)
- 48) Wellandport (North Niagara)
- 49) South Wentworth
- 50) Clute (Cochrane)
- 51) Hunta (Cochrane North)

2. Junior Women's Institutes

- 1) Elgin
- 2) Haldimand
- 3) Hastings

3. Women for the Survival of Agriculture

- 1) Dundas
- 2) Stormont

4. Women for the Support of Agriculture

- 1) Elgin
- 2) Middlesex
- 3) Oxford
- 4) Perth
- 5) Halton
- 6) Wellington

5. Rural Women

- 1) Norfolk

APPENDIX 1  
GENERAL INVENTORY OF AGRICULTURAL NGO'S IN ONTARIO  
FARM NGO INDEX: PROVINCE

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- |   |             |
|---|-------------|
| 6. Concerned Farm Women                 | 1) Bruce    |
| 7. La Femme et la Gestion de la Ferme   | 1) Prescott |
| 8. Associations Fermieres de L'Ontario  | 1) Prescott |
| 9. Women Today                          | 1) Huron    |
| 10. Farm Women's Groups                 | 1) Simcoe   |
| 11. Women of the National Farmers Union | 1) Renfrew  |

VI.B.Rural Child Care

- |                     |                   |
|---------------------|-------------------|
| 1. Rural Child Care | 1) Lambton        |
|                     | 2) Northumberland |

VI.C.Employment and Development

- |  |                       |
|--|-----------------------|
| 1. Agricultural Advisory Committees              | 1) Halton             |
| 2. Agricultural Development Committees           | 1) Cochrane North     |
|  | 2) Kenora District    |
| 3. Farm Labour Pools                             | 1) Cayuga (Haldimand) |
|  | 2) Oxford             |
|  | 3) North Niagara      |
| 4. Local Agricultural Employment Advisory Boards | 1) Kent               |

VI.D.Societies and Fairboards

- |   |                                  |
|---|----------------------------------|
| 1. Associations of Agricultural Societies | 1) Ontario                       |
| 2. Agricultural Societies                 | 1) Aberfoyle (Wellington)        |
|   | 2) Arthur (Wellington)           |
|   | 3) Aylmer and East Elgin (Elgin) |
|   | 4) Burford (Brant)               |
|   | 5) Delta (Leeds)                 |
|   | 6) Drayton (Wellington)          |
|   | 7) Drumbo (Oxford)               |
|   | 8) Embro and Zorra (Oxford)      |
|   | 9) Erin (Wellington)             |
|   | 10) Fergus (Wellington)          |
|   | 11) Grand Valley (Dufferin)      |
|   | 12) Haldimand                    |
|   | 13) Harriston (Wellington)       |
|   | 14) Lakefield (Haldimand)        |
|   | 15) Millbrook (Haldimand)        |
|   | 16) Mount Forrest (Wellington)   |
|   | 17) Orangeville (Dufferin)       |
|   | 18) Ohaweken (Brant)             |
|   | 19) Palmerston (Wellington)      |
|   | 20) Paris (Brant)                |
|   | 21) Rodney (Elgin)               |
|   | 22) Shedden (Elgin)              |
|   | 23) Shelburne (Dufferin)         |
|   | 24) Springford (Oxford)          |
|   | 25) Tavistock (Oxford)           |
|   | 26) Tilsonburg (Oxford)          |
|   | 27) Wallacetown (Elgin)          |
|   | 28) Welland (Haldimand)          |
|   | 29) Woodstock (Oxford)           |

APPENDIX 1  
GENERAL INVENTORY OF AGRICULTURAL NGO'S IN ONTARIO  
FARM NGO INDEX: PROVINCE

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2. Agricultural Societies (Cont'd)

- 30) Acton (Halton)
- 31) Albion (Peel)
- 32) Ancaster (Wentworth)
- 33) Arnprior (Renfrew)
- 34) Aurora (York)
- 35) Beanton (Durham)
- 36) Binbrook (Wentworth)
- 37) Bobcaygeon (Victoria)
- 38) Bolton (Peel)
- 39) Brocklin (Durham)
- 40) Caledon (Peel)
- 41) Carden (Victoria)
- 42) Carp (Carleton)
- 43) Chesterville (Dundas)
- 44) Cobden (Renfrew)
- 45) Cumberland (Russell)
- 46) Emily (Victoria)
- 47) Fenelon Falls (Victoria)
- 48) Georgetown (Halton)
- 49) Halton
- 50) Kingston and District (Frontenac)
- 51) Kinmount (Victoria)
- 52) Lansdowne (Leeds)
- 53) Lincoln (North Niagara)
- 54) Lindsay Central Exhibition (Victoria)
- 55) Lombardy (Leeds)
- 56) Maberly (Lanark)
- 57) Markham and East York (York)
- 58) McDonald's Corners (Lanark)
- 59) Merrickville (Grenville)
- 60) Metcalfe (Carleton)
- 61) Middleville (Lanark)
- 62) Mindon (Victoria)
- 63) Monmouth (Victoria)
- 64) North Lanark (Lanark)
- 65) North Renfrew (Renfrew)
- 66) Norwood (Peterborough)
- 67) Oakwood (Victoria)
- 68) Parkham (Frontenac)
- 69) Peel
- 70) Perth and District (Lanark)
- 71) Peterborough
- 72) Port Perry (Durham)
- 73) Prince Edward
- 74) Renfrew
- 75) Riceville (Prescott)
- 76) Richmond (Carleton)
- 77) Richmond Hill (York)
- 78) Rockton (Wentworth)
- 79) Roxborough (Stormont)
- 80) Russell
- 81) Schomberg (York)
- 82) Smithville (North Niagara)
- 83) South Ontario (Durham)
- 84) Spencerville (Grenville)
- 85) Stormont
- 86) Sunderland (Durham)
- 87) Sutton (York)
- 88) Uxbridge (Durham)
- 89) Vankleek Hill (Prescott)
- 90) Wilberforce (Victoria)
- 91) Woodbridge (York)
  
- 92) Central Algoma (Algoma)
- 93) Charlton (Timiskaming)
- 94) Cochrane
- 95) Dryden and District (Kenora)
- 96) Englehart (Timiskaming)
- 97) Iron Bridge (Algoma)
- 98) Kenora
- 99) Matheson (Cochrane South)
- 100) Massey (Sudbury)
- 101) New Liskeard (Timiskaming)
- 102) North Shore (Algoma)
- 103) Sault St. Marie (Algoma)
- 104) Warren (Sudbury)
- 105) West Nipissing

3. Associations of Horticultural Societies

- 1) Ontario

4. Horticultural Societies

- 1) Aylmer (Elgin)
- 2) Delhi (Oxford)
- 3) Glen Morris (Brant)
- 4) Grand Valley (Dufferin)
- 5) Ingersoll and District (Oxford)
- 6) Lambeth (Middlesex)
- 7) London (Middlesex)
- 8) Orangeville and District (Dufferin)
- 9) Rodney (Elgin)
- 10) Shelburne and District (Dufferin)
- 11) Simcoe and District (Norfolk)
- 12) St. Thomas and District (Elgin)
- 13) Strathroy (Middlesex)
- 14) Tilsonburg (Oxford)
- 15) West Lorne (Elgin)
- 16) Woodstock (Oxford)
  
- 17) Alfred (Prescott)
- 18) Aurora (York)
- 19) Beachburg (Renfrew)
- 20) Eganville (Renfrew)
- 21) Gloucester
- 22) Grenville
- 23) Kanata (Carleton)
- 24) Lake Simcoe and South Shore (York)
- 25) Manotick (Carleton)
- 26) Markham (York)
- 27) Milton (Halton)
- 28) Mount Albert (York)
- 29) Nepean (Carleton)
- 30) Newmarket (York)
- 31) Nobleton (York)
- 32) North Toronto (York)
- 33) Ottawa (Carleton)
- 34) Pembroke (Renfrew)
- 35) Prince Edward
- 36) Renfrew
- 37) Russell
- 38) Stittsville-Goldbourne
  
- 39) Blind River (Algoma)
- 40) Cochrane (Cochrane North)
- 41) Elliot Lake (Timiskaming)
- 42) Englehart (Timiskaming)
- 43) Espinola (Algoma)
- 44) Iroquois Falls and District (Cochrane)
- 45) Kapuskasing (Cochrane)
- 46) New Liskeard (Timiskaming)
- 47) Sault St. Marie (Algoma)
- 48) Thessalon (Algoma)

5. Horticultural Advisory Committees

- 1) Holland Marsh (York)

6. Fairboards

- 1) Cambridge (Waterloo)
- 2) Donnybrook (Norfolk)
- 3) Elmira (Waterloo)
- 4) Houghton (Norfolk)
- 5) New Hamburg (Waterloo)
- 6) North Walsingham (Norfolk)
- 7) Wellesley (Waterloo)

7. Farmers Market Committees

- 1) Dryden (Kenora)
- 2) Kapuskasing (Cochrane)

VI.E. Agriculture and Francophone Culture

1. Les Unions Culturelle des Franco Ontariens

- 1) Prescott
- 2) Russell
  
- 3) Cochrane

2. Les Unions des Cultivateurs Franco-Ontariens

- 1) Russell

I. LIVESTOCK

1.A. Cattle

(includes breeder, dairy and beef ngo's)

<i>Commodity and Interest Type</i>	<i>Agricultural NGO'S</i>
1. Jersey Cattle Clubs	1) Elgin/Lambton/Middlesex
2. Jersey Clubs	1) Brant-Norfolk 2) Essex-Kent 3) Oxford 4) Perth-Huron 5) Wellington
3. Holstein Clubs	1) Bruce 2) Dufferin 3) Elgin 4) Essex/Kent 5) Grey 6) Haldimand 7) Huron 8) Perth 9) Waterloo 10) Wellington
4. Holstein Associations	1) Norfolk
5. Holstein Breeders Clubs	1) Brant
6. Holstein Breeders Associations	1) Kent and Essex 2) Lambton 3) Middlesex 4) Oxford
7. Guernsey Associations	1) Banner Counties (Brant)
8. Guernsey Clubs	1) Banner Counties (Brant)
9. Ayrshire Breeders Clubs	1) Brant 2) Oxford
10. Ayrshire Clubs	1) Banner Counties (Brant)
11. Hereford Associations	1) Huron
12. Aberdeen Angus Associations	1) Middlesex
13. Brown-Swiss Associations	1) Oxford
14. Short Horn Clubs	1) Perth-Huron
15. Dairy Herd Improvement Corporation Committees	1) Brant-Haldimand 2) Bruce 3) Bruce-Huron 4) Dufferin-Simcoe 5) Elgin-Middlesex 6) Essex 7) Grey 8) Haldimand 9) Kent 10) Lambton 11) Oxford-Norfolk 12) Perth
16. Cattlemens Associations	1) Brant 2) Bruce 3) Dufferin 4) Elgin 5) Essex 6) Grey 7) Haldimand 8) Huron 9) Kent 10) Lambton 11) Middlesex 12) Norfolk 13) Oxford 14) Perth 15) Simcoe 16) Waterloo 17) Wellington

- 17. Beef Improvement Clubs
  - 1) Kent
  - 2) Perth
- 18. Beef Management Clubs
  - 1) Oxford

I.B. Pigs

- 1. Pork Producers Associations
  - 1) Brant
  - 2) Bruce
  - 3) Dufferin
  - 4) Elgin
  - 5) Essex
  - 6) Grey
  - 7) Haldimand
  - 8) Huron
  - 9) Kent
  - 10) Lambton
  - 11) Norfolk
  - 12) Oxford
  - 13) Perth
  - 14) Middlesex
  - 15) Waterloo
  - 16) Wellington

I.C. Poultry/Eggs

- 1. District Chicken Producers Committees
  - 1) District One
  - 2) District Two
  - 3) District Three
  - 4) District Four
  - 5) District Six
  - 6) District Seven
- 2. District Turkey Producers Committees
  - 1) District One
  - 2) District Two
  - 3) District Three
  - 4) District Four
  - 5) District Five
  - 6) District Six
- 3. Pullet Producers Associations
  - 1) Elgin
- 4. Broiler Producers Associations
  - 1) Middlesex
- 5. Egg and Fowl Producers Associations
  - 1) Perth
- 6. Pullet and Pet Stock Associations
  - 1) Elgin
- 7. Poultry, Pigeon and Pet Stock Associations
  - 1) Huron
- 8. Egg Committees
  - 1) Kent
- 9. Egg Producers Committees
  - 1) Brant
- 10. Egg Producers Associations
  - 1) Essex
  - 2) Huron
  - 3) Lambton
- 11. Egg Producers Zones
  - 1) District One (Kent, Essex)
  - 2) District Two (Lambton)
  - 3) District Three (Middlesex)
  - 4) District Four
  - 5) District Five
  - 6) District Six
  - 7) District Seven
  - 8) District Eight
  - 9) District Nine

I.D. Sheep and Lambs

- 1. Sheep Producers Clubs
  - 1) Dufferin
- 2. Sheep Producers Associations
  - 1) Lambton
  - 2) Zone Three (Perth)
- 3. Sheep Associations
  - 1) District One
  - 2) District Two
  - 3) District Three
  - 4) District Four
  - 5) District Five

I.E. Goats

- |                         |                                 |
|-------------------------|---------------------------------|
| 1. Goat Clubs           | 1) Haldimand                    |
| 2. Goat Associations    | 1) Central Highlands (Dufferin) |
| 3. Dairy Goat Societies | 1) Oxford                       |

I.F. Horses

- |                                |          |
|--------------------------------|----------|
| 1. Horse Breeders Associations | 1) Elgin |
|--------------------------------|----------|

II. CROP MANAGEMENT-PRODUCTION

II.A. Field Crops

- |   |   |
|---|---|
| 1. Wheat Producers Associations                   | 1) Brant<br>2) Bruce<br>3) Dufferin<br>4) Elgin<br>5) Essex<br>6) Grey<br>7) Haldimand<br>8) Huron<br>9) Kent<br>10) Lambton<br>11) Middlesex<br>12) Norfolk<br>13) Oxford<br>14) Perth<br>15) Simcoe<br>16) Waterloo<br>17) Wellington |
| 2. District Wheat Producers Committees            | 1) Essex<br>2) Kent<br>3) Lambton<br>4) Elgin-Middlesex<br>5) District Five<br>6) District Seven<br>7) District Six   |
| 3. Corn Producers Associations                    | 1) Elgin<br>2) Haldimand<br>3) Huron<br>4) Kent<br>5) Lambton<br>6) Norfolk<br>7) Oxford<br>8) Perth  |
| 4. District Soybean Committees                    | 1) Essex<br>2) Kent<br>3) Lambton<br>4) Elgin<br>5) Middlesex<br>6) District Six  |
| 5. District Bean Committees                       | 1) District One<br>2) District Two<br>3) District Three<br>4) District Four   |
| 6. White Bean Producers Associations              | 1) Perth  |
| 7. Bean Producers Associations                    | 1) Huron  |
| 8. District Burley Tobacco Growers Committees     | 1) Essex (District One)<br>2) District Two  |
| 9. District Flue-Cured Tobacco Growers Committees | 1) District One<br>2) District Two<br>3) District Three<br>4) District Four<br>5) District Five<br>6) District Six<br>7) District Seven<br>8) District Eight<br>9) District Nine<br>10) District Ten                                    |

II.B. Fruit and Vegetable Crops

1. Fruit and Vegetable Growers Associations
  - 1) Elgin
  - 2) Middlesex
  - 3) Oxford
2. Associated Growers
  - 1) Essex
3. Farm Fresh Producers Growers Associations
  - 1) Simcoe
4. Vegetable Greenhouse Growers Associations
  - 1) Essex
5. District Greenhouse Vegetable Producers Committee
  - 1) District One
  - 2) District Two
6. District Vegetable Growers Committees
  - 1) District One (Essex)
  - 2) District Two (Kent)
  - 3) District Three
7. Vegetable Growers Associations
  - 1) Bradford (Simcoe)
  - 2) Essex
  - 3) Kent
8. District Potato Growers Committee
  - 1) District One
  - 2) District Two
9. District Fresh Potato Growers Committees
  - 1) District One
  - 2) District Two
  - 3) District Three
  - 4) District Four
  - 5) District Five
10. Potato Growers Associations
  - 1) Dufferin
  - 2) South Simcoe
11. Asparagus Growers Districts
  - 1) District One
  - 2) District Two
  - 3) District Three
  - 4) District Five
12. Fruit Growers Associations
  - 1) Norfolk
13. District Tender Fruit Producers Committees
  - 1) District Three
  - 2) District Four
14. District Apple Committees
  - 1) District One
  - 2) District Two
  - 3) District Three
  - 4) District Four
  - 5) District Five
  - 6) District Six

II.C. Specialty Crops

1. Peanut Growers Associations
  - 1) Norfolk
2. Societies of Ontario Nut Growers
  - 1) Middlesex
3. Ginseng Growers Associations
  - 1) Norfolk

III. LAND MANAGEMENT

III.A. Soil Conservation

1. Soil and Crop Improvement Associations
  - 1) Brant
  - 2) Bruce
  - 3) Dufferin
  - 4) Elgin
  - 5) Essex
  - 6) Grey
  - 7) Haldimand
  - 8) Huron
  - 9) Kent
  - 10) Lambton
  - 11) Middlesex
  - 12) Norfolk
  - 13) North Simcoe
  - 14) Oxford
  - 15) Perth
  - 16) South Simcoe
  - 17) Waterloo
  - 18) Wellington



V.GENERAL FARM MANAGEMENT

V.A.General

1. Federations of Agriculture

- 1) Brant
- 2) Bruce
- 3) Charlotteville
- 4) Dufferin
- 5) Elgin
- 6) Essex
- 7) Grey
- 8) Haldimand
- 9) Huron
- 10) Kent
- 11) Lambton
- 12) Middlesex
- 13) Norfolk
- 14) Oxford
- 15) Perth
- 16) Simcoe
- 17) Waterloo
- 18) Wellington
- 19) Windham
- 20) Woodhouse

2. Christian Farmers Federations

- 1) Central Huron
- 2) Drayton (Wellington)
- 3) East Central
- 4) Elgin County
- 5) Grey-Bruce
- 6) Haldimand Norfolk
- 7) Kent County
- 8) Lambton North
- 9) Listowel (Perth)
- 10) Orangeville (Dufferin)
- 11) Oxford County
- 12) South Perth
- 13) Strathroy and Dist. (Middlesex)
- 14) Wellington North
- 15) Wellington South
- 16) Wentworth-Brant

3. National Farmers Unions

- 1) Oxford

4. Farm Management Associations

- 1) Brant

V.B. Youth Farm Education

1. 4-H Club Leaders Associations

- 1) Brant
- 2) Dufferin
- 3) Elgin
- 4) Essex
- 5) Grey
- 6) Haldimand
- 7) Huron
- 8) Kent
- 9) Middlesex
- 10) Norfolk
- 11) Oxford
- 12) Perth
- 13) Waterloo

2. Junior Farmers Associations

- 1) Brant
- 2) Dufferin
- 3) Elgin
- 4) Essex
- 5) Grey
- 6) Haldimand
- 7) Huron
- 8) Kent
- 9) Lambton
- 10) Middlesex
- 11) Norfolk
- 12) Oxford
- 13) Perth
- 14) Wellington

V.C.Farm Safety

1. Farm Safety Committees

- 1) Dufferin

- |                                  |  |
|----------------------------------|--|
| 2. Farm and Home Safety Councils | 1) Middlesex   |
| 3. Farm Safety Councils          | 1) Elgin<br>2) Grey  |
| 4. Farm Safety Associations      | 1) Brant<br>2) Essex<br>3) Haldimand<br>4) Huron<br>5) Kent<br>6) Lambton<br>7) Norfolk<br>8) Oxford<br>9) Perth<br>10) Wellington |

V.D. Veterinary Services

- |                            |                   |
|----------------------------|-------------------|
| 1. Veterinary Associations | 1) Erie (Norfolk) |
|----------------------------|-------------------|

VI. RURAL-SOCIAL CONCERNS OR INTERESTS

VI.A. Women's Organizations

- |   |   |
|---|---|
| 1. Federated Women's Institutes         | 1) Anderdon (Essex)<br>2) Brant North<br>3) Brant South<br>4) Colchester North (Essex)<br>5) Dufferin North<br>6) Dufferin South<br>7) Elgin East<br>8) Elgin West<br>9) Essex South<br>10) Grey<br>11) Haldimand East<br>12) Haldimand West<br>13) Kent East<br>14) Kent West<br>15) London Area (Grey)<br>16) Middlesex North<br>17) Middlesex East<br>18) Middlesex West<br>19) Oxford North<br>20) Oxford South |
| 2. Junior Women's Institutes            | 1) Elgin<br>2) Haldimand  |
| 3. Women for the Support of Agriculture | 1) Elgin<br>2) Middlesex<br>3) Oxford<br>4) Perth   |
| 4. Rural Women                          | 1) Norfolk  |
| 5. Concerned Farm Women                 | 1) Bruce  |
| 6. Women Today                          | 1) Huron  |
| 7. Farm Women's Groups                  | 1) Simcoe   |

VI.B. Rural Child Care

- |                     |            |
|---------------------|------------|
| 1. Rural Child Care | 1) Lambton |
|---------------------|------------|

VI.C. Employment and Development

- |  |                                    |
|--|------------------------------------|
| 1. Farm Labour Pools                             | 1) Cayuga (Haldimand)<br>2) Oxford |
| 2. Local Agricultural Employment Advisory Boards | 1) Kent                            |

VI.D.Societies and Fairboards

1. Agricultural Societies

- 1) Aberfoyle (Wellington)
- 2) Arthur (Wellington)
- 3) Aylmer and East Elgin (Elgin)
- 4) Burford (Brant)
- 5) Delta (Leeds)
- 6) Drayton (Wellington)
- 7) Drumbo (Oxford)
- 8) Embro and Zorra (Oxford)
- 9) Erin (Wellington)
- 10) Fergus (Wellington)
- 11) Grand Valley (Dufferin)
- 12) Haldimand
- 13) Harriston (Wellington)
- 14) Lakefield (Haldimand)
- 15) Millbrook (Haldimand)
- 16) Mount Forrest (Wellington)
- 17) Orangeville (Dufferin)
- 18) Ohsweken (Brant)
- 19) Palmerston (Wellington)
- 20) Paris (Brant)
- 21) Rodney (Elgin)
- 22) Shedden (Elgin)
- 23) Shelburne (Dufferin)
- 24) Springford (Oxford)
- 25) Tavistock (Oxford)
- 26) Tilsonburg (Oxford)
- 27) Wallacetown (Elgin)
- 28) Welland (Haldimand)
- 29) Woodstock (Oxford)

2. Horticultural Societies

- 1) Aylmer (Elgin)
- 2) Delhi (Oxford)
- 3) Glen Morris (Brant)
- 4) Grand Valley (Dufferin)
- 5) Ingersoll and District (Oxford)
- 6) Lambeth (Middlesex)
- 7) London (Middlesex)
- 8) Orangeville and District (Dufferin)
- 9) Rodney (Elgin)
- 10) Shelburne and District (Dufferin)
- 11) Simcoe and District (Norfolk)
- 12) St. Thomas and District (Elgin)
- 13) Strathroy (Middlesex)
- 14) Tilsonburg (Oxford)
- 15) West Lorne (Elgin)
- 16) Woodstock (Oxford)

3. Fairboards

- 1) Cambridge (Waterloo)
- 2) Donnybrook (Norfolk)
- 3) Elmira (Waterloo)
- 4) Houghton (Norfolk)
- 5) New Hamburg (Waterloo)
- 6) North Walsingham (Norfolk)
- 7) Wellesley (Waterloo)

APPENDIX 1  
GENERAL INVENTORY OF AGRICULTURAL NGO'S IN ONTARIO  
FARM NGO INDEX: SUB-REGION B

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FARM NGO INDEX: SUB-REGION B  
I. LIVESTOCK

1.A. Cattle  
(includes breeder, dairy and beef ngo's)

<i>Commodity and Interest Type</i>	<i>Agricultural NGO'S</i>
1. Jersey Breeders	1) Carleton 2) Wentworth and District
2. Jersey Clubs	1) Halton-Peel 2) Kawartha 3) St. Lawrence Valley 4) York-Simcoe
3. Holstein Clubs	1) Carleton-Russell 2) Dundas 3) Glengarry 4) Hastings 5) Lanark 6) Northumberland 7) Ontario County 8) Prescott 9) Prince Edward 10) Renfrew 11) Stormont 12) Victoria 13) Wentworth 14) York
4. Holstein Associations	1) Peterborough
5. Holstein Breeders Clubs	1) Halton 2) Peel
6. Holstein Breeders Associations	1) Carleton 2) Frontenac 3) Grenville 4) Lennox and Addington 5) Niagara South 6) Niagara North
7. Guernsey Breeders Associations	1) Carleton 2) Wentworth-Niagara
8. Guernsey Associations	1) Metro-Highlands (York)
9. Ayrshire Associations	1) Dundas-Grenville 2) Carleton
10. Ayrshire Clubs	1) Glengarry/Prescott 2) Grenville-Dundas 3) Hamilton-Niagara 4) Ottawa Valley 5) Stormont
11. Hereford Associations	1) Carleton
12. Angus Associations	1) Eastern Ontario
13. Aberdeen Angus Associations	1) Carleton
14. Charolais Associations	1) Carleton
15. Maine-Anjou Associations	1) Carleton
16. Limousin Associations	1) Carleton
17. Simmental Associations	1) Carleton
18. Short Horn Associations	1) Carleton

APPENDIX 1  
GENERAL INVENTORY OF AGRICULTURAL NGO'S IN ONTARIO  
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19. Dairy Herd Improvement Corporation Committees
- 1) Dundas
  - 2) Durham East
  - 3) Durham West
  - 4) Frontenac
  - 5) Grenville
  - 6) Hamilton-Wentworth
  - 7) Hastings
  - 8) Lanark-Renfrew
  - 9) Leeds
  - 10) Lennox and Addington
  - 11) Niagara
  - 12) Northumberland-Peterborough
  - 13) Ottawa-Carleton
  - 14) Peel-York
  - 15) Prescott
  - 16) Prince Edward
  - 17) Russell
  - 18) Stormont East and Glengarry
  - 19) Victoria
  - 20) West Stormont
20. Cattlemens Associations
- 1) Carleton-Grenville
  - 2) Dundas
  - 3) Durham
  - 4) Frontenac
  - 5) Glengarry
  - 6) Haliburton
  - 7) Halton-Peel
  - 8) Hasting
  - 9) Prince Edward
  - 10) Lanark
  - 11) Lennox and Addington
  - 12) Leeds
  - 13) Niagara
  - 14) Northumberland
  - 15) Ontario
  - 16) Peterborough
  - 17) Prescott
  - 18) Renfrew
  - 19) Russell
  - 20) Stormont
  - 21) Victoria
  - 22) Wentworth
  - 23) York
21. Beef ROP Associations
- 1) Eastern Ontario
22. Beef Improvement Clubs
- 1) Carleton
  - 2) Grenville
  - 3) Lennox and Addington
  - 4) Northumberland
  - 5) Renfrew
23. Beef Management Clubs
- 1) Dundas
24. Beef Herd Improvement Clubs
- 1) Frontenac
  - 2) Glengarry
25. Beef Producers for Change
- 1) Prescott
26. Beef Weigh Clubs
- 1) Russell
27. Weigh Clubs
- 1) Halton-Peel
  - 2) Prescott

I.B. Pigs

1. Pork Producers Associations
  - 1) Carleton
  - 2) Dundas
  - 3) Durham East
  - 4) Durham West
  - 5) Frontenac
  - 6) Glengarry
  - 7) Grenville
  - 8) Halton
  - 9) Halton-Peel
  - 10) Lanark
  - 11) Leeds
  - 12) Niagara South
  - 13) North Niagara
  - 14) Northumberland
  - 15) Peterborough
  - 16) Quinte
  - 17) Renfrew
  - 18) Russell
  - 19) Stormont
  - 20) Victoria
  - 21) Wentworth
  - 22) York

2. Swine Associations
  - 1) Prescott

I.C. Poultry/Eggs

1. District Chicken Producers Committees
  - 1) District Five
  - 2) District Eight
  - 3) District Nine
2. District Turkey Producers Committees
  - 1) District Seven
3. Egg Producers Associations
  - 1) Glengarry
  - 2) Prescott
4. Egg Producers Zones
  - 1) District Ten
  - 2) District Eleven
  - 3) District Twelve

I.D. Sheep and Lambs

1. Sheep Improvement Clubs
  - 1) Halton
  - 2) Lanark
  - 3) Lennox and Addington
  - 4) Renfrew
2. Sheep Producers Associations
  - 1) Glengarry
  - 2) Leeds
  - 3) Victoria
3. Sheep Associations
  - 1) District Seven
  - 2) District Eight
  - 3) District Nine
  - 4) District Ten

I.E. Goats

1. Goat Societies
  - 1) Haliburton (Victoria)
1. Goat Breeders Associations
  - 1) Niagara Peninsula

I.F. Horses

1. Draft Horse Associations
  - 1) Quinte (Prince Edward)
2. Light Horse Associations
  - 1) Ottawa Valley (Carleton)
3. Western Horse Associations
  - 1) Ottawa Valley Carleton)

I.G. Rabbits

1. Meat Rabbit Producers Association
  - 1) Ottawa Valley

II. CROP MANAGEMENT-PRODUCTION

II.A. Field Crops

1. Wheat Producers Associations
  - 1) Dundas
  - 2) Durham
  - 3) Frontenac
  - 4) Halton
  - 5) Hastings
  - 6) Lanark
  - 7) Leeds
  - 8) Lennox and Addington
  - 9) Niagara North
  - 10) Niagara South
  - 11) Northeast
  - 12) Northumberland
  - 13) Peterborough
  - 14) Prince Edward
  - 15) Region of Peel
  - 16) Renfrew
  - 17) Victoria
  - 18) Wentworth
  - 19) York
2. District Wheat Producers Committees
  - 1) District Eight
  - 2) District Nine
  - 3) District Ten
3. Corn Producers Associations
  - 1) Carleton
  - 2) Dundas
  - 3) Durham Region
  - 4) Glengarry
  - 5) Niagara South
  - 6) Northumberland
  - 7) Peterborough
  - 8) Prince Edward
  - 9) Victoria
  - 10) Wentworth
4. Corn Growers Associations
  - 1) Halton
5. District Soybean Committees
  - 1) District Seven
6. Tobacco Growers Associations
  - 1) Northumberland

II.B. Fruit and Vegetable Crops

1. Fruit and Vegetable Growers Associations
  - 1) Niagara Peninsula
  - 2) Niagara Region
  - 3) North Niagara
  - 4) Toronto
  - 5) Saltfleet Br. (Wentworth)
2. Growers Associations
  - 1) Halton-Wentworth
  - 2) Hamilton-Wentworth
  - 3) Holland Marsh and District (York)
3. District Greenhouse Vegetable Producers Committee
  - 1) District Three
  - 2) District Four
4. District Vegetable Growers Committees
  - 1) District Four
  - 2) District Five
5. Vegetable Growers Associations
  - 1) Northumberland
  - 2) Toronto (York)
6. Legume Producers Associations
  - 1) Ottawa Valley (Carleton)
7. District Potato Growers Committee
  - 1) District Three
  - 2) District Four
  - 3) District Five
8. District Fresh Potato Growers Committees
  - 6) District Six
9. Potato Growers Associations
  - 1) Hamilton District
10. Potato Producers Associations
  - 1) Peterborough
11. Asparagus Growers Districts
  - 1) District Four
12. Fruit Growers Associations
  - 1) St. Lawrence Valley

- 13. District Tender Fruit Producers Committees
  - 1) District One
  - 2) District Two
- 14. District Apple Committees
  - 1) District Seven
  - 2) District Eight
  - 3) District Nine
- 15. Apple Growers Committees
  - 1) N&D (Northumberland)
- 16. Apple Growers Associations
  - 1) Quinte (Prince Edward)
- 17. Fresh Winter Rhubarb Growers Associations
  - 1) Halton
- 18. District Grape Growers Committees
  - 1) District One
  - 2) District Two
  - 3) District Three
  - 4) District Four
  - 5) District Five
  - 6) District Six
- 19. District Fresh Grape Growers Committees
  - 1) District One
  - 2) District Two
  - 3) District Three
  - 4) District Four
  - 5) District Five
  - 6) District Six
  - 7) District Seven

II.C. Specialty Crops

- 1. Maple Syrup Producers Associations
  - 1) Peterborough
  - 2) Haliburton Highlands (Victoria)
- 2. Maple Syrup Associations
  - 1) Renfrew
- 3. Beekeepers Associations
  - 1) Eastern Ontario (Dundas)
  - 2) Halton
  - 3) Quinte

III. LAND MANAGEMENT

III.A. Soil Conservation

- 1. Soil and Crop Improvement Associations
  - 1) Carleton
  - 2) Durham West
  - 3) Frontenac
  - 4) Glengarry
  - 5) Grenville
  - 6) Halton
  - 7) Hastings
  - 8) Lanark
  - 9) Lennox and Addington
  - 10) Leeds
  - 11) Niagara (North)
  - 12) Niagara Region (South)
  - 13) Northumberland
  - 14) Peel
  - 15) Peterborough
  - 16) Prescott
  - 17) Prince Edward
  - 18) Renfrew
  - 19) Russell
  - 20) Stormont
  - 21) Victoria
  - 22) Wentworth
  - 23) York
- 2. Improvement Associations
  - 1) Cold Creek

III.B. Soil Management-Flowing

1. Plowmens Associations
- 1) Caistor (North Niagara)
  - 2) Clarence (Russell)
  - 3) Durham Region
  - 4) Frontenac
  - 5) Glengarry
  - 6) Grenville
  - 7) Halton
  - 8) Haldimand
  - 9) Hasting
  - 10) Leeds
  - 11) North Niagara
  - 12) Niagara South
  - 13) North Wentworth
  - 14) Oneida (Haldimand)
  - 15) Ottawa-Carleton (Russell)
  - 16) Peterborough
  - 17) Prescott
  - 18) Renfrew
  - 19) South Wentworth
  - 20) Stormont
  - 21) Victoria County
  - 22) Wolfe Island (Frontenac)
  - 23) York

III.C. Pasture Management

1. Community Pasture Committees
- 1) Leeds
  - 2) Victoria

V. DAIRY PRODUCTS

IV.A.Milk

1. Milk Recording Associations
2. Milk Committees
- 1) York
  - 1) Carleton
  - 2) Dundas
  - 3) Durham
  - 4) Frontenac
  - 5) Glengarry
  - 6) Grenville
  - 7) Halton
  - 8) Hasting
  - 9) Lanark
  - 10) Leeds
  - 11) Lennox and Addington
  - 12) North Niagara
  - 13) Niagara South
  - 14) Northumberland
  - 15) Ontario
  - 16) Peel Region
  - 17) Peterborough
  - 18) Prescott
  - 19) Prince Edward
  - 20) Renfrew
  - 21) Russell
  - 22) Stormont
  - 23) Victoria
  - 24) Wentworth
  - 25) York

IV.B.Cream

1. Cream Committees
2. Cream Producers Associations
- 1) Durham
  - 2) Glengarry (Russell, Prescott, Stormont)
  - 3) Halton-Peel
  - 4) Hastings
  - 5) Lanark (Carleton, Grenville, Leeds, Dundas)
  - 6) Northumberland
  - 7) Prince Edward (Frontenac, Lennox and Addington)
  - 8) Renfrew
  - 9) Victoria-Peterborough
  - 10) York
  - 1) Halton
  - 2) Prince Edward
  - 3) Renfrew

V. GENERAL FARM MANAGEMENT

V.A. General

1. Federations of Agriculture

- 1) Arnprior
- 2) Durham Region
- 3) Frontenac
- 4) Glengarry
- 5) Grenville
- 6) Halton
- 7) Hastings
- 8) Lennox and Addington
- 9) Leeds
- 10) North Niagara
- 11) Niagara South
- 12) Northumberland
- 13) Ottawa-Carleton
- 14) Peel
- 15) Peterborough
- 16) Prince Edward
- 17) Renfrew
- 18) Russell
- 19) Stormont
- 20) Victoria
- 21) Hamilton-Wentworth
- 22) York

2. Christian Farmers Federations

- 1) Dundas County
- 2) Niagara
- 3) Quinte (Prince Edward, Hastings)

3. National Farmers Unions

- 1) Frontenac
- 2) Haliburton (Victoria)
- 3) Leeds
- 4) Renfrew

4. Farm Service Clubs

- 1) Hastings

V.B. Youth Farm Education

1. 4-H Club Leaders Associations

- 1) Carleton
- 2) Dundas
- 3) Frontenac
- 4) Glengarry
- 5) Grenville
- 6) Halton
- 7) Hastings
- 8) Lennox and Addington
- 9) Leeds
- 10) North Niagara
- 11) Peel
- 12) Peterborough
- 13) Prescott
- 14) Prince Edward
- 15) Renfrew
- 16) Russell
- 17) Stormont
- 18) Victoria

2. Junior Farmers Associations

- 1) Alton (Peel)
- 2) Better Half (Victoria)
- 3) Bolton (Peel)
- 4) Carleton
- 5) Dixie Land (Peel)
- 6) Dundas
- 7) Durham West
- 8) Glengarry
- 9) Grenville
- 10) Halton
- 11) Hamilton-Wentworth
- 12) Hastings
- 13) Kawartha (Victoria)
- 14) Lanark
- 15) Lennox and Addington
- 16) Leeds
- 17) North Niagara
- 18) Northumberland
- 19) Peel
- 20) Peterborough
- 21) Prescott
- 22) Prince Edward
- 23) Renfrew
- 24) Stormont
- 25) Victoria
- 26) West Russell

V.C.Farm Safety

- |                                      |  |
|--------------------------------------|--|
| 1. Home and Farm Safety Associations | 1) Glengarry   |
| 2. Farm Safety Councils              | 1) Halton<br>2) Peel   |
| 3. Farm Safety Associations          | 1) Dundas<br>2) Frontenac<br>3) Hastings<br>4) Northumberland<br>5) Ottawa-Carleton<br>6) Victoria |

VI.RURAL-SOCIAL CONCERNS OR INTERESTS

VI.A.Women's Organizations

- |  |   |
|--|---|
| 1. Federated Women's Institutes          | 1) Beamsville (North Niagara)<br>2) Caistorville (North Niagara)<br>3) Carleton East<br>4) Carleton West<br>5) Community Builders of Pellam<br>Union (North Niagara)<br>6) Frontenac<br>7) Halton<br>8) Lanark North<br>9) Lanark South<br>10) Lincoln District (North Niagara)<br>11) Louth (North Niagara)<br>12) Ontario North<br>13) Ontario South<br>14) Peel North<br>15) Peel South<br>16) Peterborough<br>17) Prescott<br>18) Queenston St. David (North Niagara)<br>19) Renfrew North<br>20) Renfrew South<br>21) Russell<br>22) Sedene (North Niagara)<br>23) Stormont<br>24) Union (North Niagara)<br>25) Vineland (North Niagara)<br>26) Virgil (North Niagara)<br>27) Wellandport (North Niagara)<br>28) South Wentworth |
| 2. Junior Women's Institutes             | 1) Hastings   |
| 3. Women for the Survival of Agriculture | 1) Dundas<br>2) Stormont  |
| 4. Women for the Support of Agriculture  | 1) Halton<br>2) Wellington  |
| 5. La Femme et la Gestion de la Ferme    | 1) Prescott   |
| 6. Associations Fermieres de L'Ontario   | 1) Prescott   |
| 7. Women of the National Farmers Union   | 1) Renfrew  |

VI.B.Rural Child Care

- |                     |                   |
|---------------------|-------------------|
| 1. Rural Child Care | 1) Northumberland |
|---------------------|-------------------|

VI.C.Employment and Development

- |                                     |                  |
|-------------------------------------|------------------|
| 1. Agricultural Advisory Committees | 1) Halton        |
| 2. Farm Labour Pools                | 1) North Niagara |

VI.D.Societies and Fairboards

1. Agricultural Societies

- 1) Acton (Halton)
- 2) Albion (Peel)
- 3) Ancaster (Wentworth)
- 4) Arnprior (Renfrew)
- 5) Aurora (York)
- 6) Beanton (Durham)
- 7) Binbrook (Wentworth)
- 8) Bobcaygeon (Victoria)
- 9) Bolton (Peel)
- 10) Brocklin (Durham)
- 11) Caledon (Peel)
- 12) Carden (Victoria)
- 13) Carp (Carleton)
- 14) Chesterville (Dundas)
- 15) Cobden (Renfrew)
- 16) Cumberland (Russell)
- 17) Emily (Victoria)
- 18) Fenelon Falls (Victoria)
- 19) Georgetown (Halton)
- 20) Halton
- 21) Kingston and District (Frontenac)
- 22) Kinmount (Victoria)
- 23) Lansdowne (Leeds)
- 24) Lincoln (North Niagara)
- 25) Lindsay Central Exhibition (Victoria)
- 26) Lombardy (Leeds)
- 27) Maberly (Lanark)
- 28) Markham and East York (York)
- 29) McDonald's Corners (Lanark)
- 30) Merrickville (Grenville)
- 31) Metcalfe (Carleton)
- 32) Middleville (Lanark)
- 33) Mindon (Victoria)
- 34) Monmouth (Victoria)
- 35) North Lanark (Lanark)
- 36) North Renfrew (Renfrew)
- 37) Norwood (Peterborough)
- 38) Oakwood (Victoria)
- 39) Parkham (Frontenac)
- 40) Peel
- 41) Perth and District (Lanark)
- 42) Peterborough
- 43) Port Perry (Durham)
- 44) Prince Edward
- 45) Renfrew
- 46) Riceville (Prescott)
- 47) Richmond (Carleton)
- 48) Richmond Hill (York)
- 49) Rockton (Wentworth)
- 50) Roxborough (Stormont)
- 51) Russell
- 52) Schomberg (York)
- 53) Smithville (North Niagara)
- 54) South Ontario (Durham)
- 55) Spencerville (Grenville)
- 56) Stormont
- 57) Sunderland (Durham)
- 58) Sutton (York)
- 59) Uxbridge (Durham)
- 60) Vankleek Hill (Prescott)
- 61) Wilberforce (Victoria)
- 62) Woodbridge (York)

APPENDIX 1  
GENERAL INVENTORY OF AGRICULTURAL NGO'S IN ONTARIO  
FARM NGO INDEX: SUB-REGION B

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2. Horticultural Societies

- 1) Alfred (Prescott)
- 2) Aurora (York)
- 3) Beachburg (Renfrew)
- 4) Eganville (Renfrew)
- 5) Gloucester
- 6) Grenville
- 7) Kanata (Carleton)
- 8) Lake Simcoe and South Shore (York)
- 9) Manotick (Carleton)
- 10) Markham (York)
- 11) Milton (Halton)
- 12) Mount Albert (York)
- 13) Nepean (Carleton)
- 14) Newmarket (York)
- 15) Nobleton (York)
- 16) North Toronto (York)
- 17) Ottawa (Carleton)
- 18) Pembroke (Renfrew)
- 19) Prince Edward
- 20) Renfrew
- 21) Russell
- 22) Stittsville-Goldbourne

3. Horticultural Advisory Committee

- 1) Holland Marsh

VI.E. Agriculture and Francophone Culture

1. Les Unions Culturelle des Franco Ontariens

- 1) Prescott
- 2) Russell

2. Les Unions des Cultivateurs Franco-Ontariens

- 1) Russell

I. LIVESTOCK

1.A. Cattle  
(includes breeder, dairy and beef ngo's)

<i>Commodity and Interest Type</i>	<i>Agricultural NGO'S</i>
1. Cattle Breeders Associations	1) Algoma 2) Cochrane 3) Dryden 4) Rainy River
2. Holstein Clubs	1) Muskoka/Parry Sound 2) Thunder Bay 3) Timiskaming/Cochrane 4) West Nipissing
3. Holstein Associations	1) Algoma
4. Hereford Associations	1) Rainy River
5. Hereford Clubs	1) Thunder Bay
6. Charolais Breeders Associations	1) Rainy River
7. Charolais Associations	1) Up North (Timiskaming)
8. Dairy Herd Improvement Corporation Committees	1) Northern Ontario
9. Cattlemens Associations	1) Algoma 2) Cochrane (South) 3) Kenora 4) Manitoulin 5) Parry Sound-Muskoka 6) Rainy River 7) Sudbury District 8) Thunder Bay 9) Timiskaming
10. Beef Herd Improvement Clubs	1) Timiskaming
11. Weight Watchers Clubs	1) Cochrane
12. Red Meat Weigh Clubs	1) Mattawa (Nipissing) 2) Verner (Nipissing)
13. Red Meat Clubs	1) Muskoka (Parry Sound) 2) Parry Sound 3) Powassan (Nipissing) 4) 522 (Parry Sound)

I.B. Pigs

1. Pork Producers Associations	1) Timiskaming
--------------------------------	----------------

I.C. Poultry/Eggs

1. Egg Producers Zones	1) District Thirteen
------------------------	----------------------

I.D. Sheep and Lambs

1. Sheep and Lamb Producers Associations	1) Algoma
2. Sheep Flock Improvement Clubs	1) Timiskaming
3. Sheep Associations	1) District Six (Simcoe Muskoka, Parry Sound) 2) District Eleven (Sudbury, Northern Ontario)

I.E. Goats

1. Goat Associations	1) Clay Belt (Timiskaming)
2. Goat Producers Associations	1) Sudbury

I.F. Horses

1. Pleasure Horse Clubs	1) Timiskaming
-------------------------	----------------

I.G. Rabbits

- |                                 |                         |
|---------------------------------|-------------------------|
| 1. Rabbit Breeders Associations | 1) Cochrane-Timiskaming |
| 2. Rabbit Clubs                 | 1) Thunder Bay          |

II. CROP MANAGEMENT-PRODUCTION

II.A. Field Crops

- |                                |                   |
|--------------------------------|-------------------|
| 1. Grain Growers Associations  | 1) Timiskaming    |
| 2. District Soybean Committees | 1) District Eight |

II.B. Fruit and Vegetable Crops

- |   |                   |
|---|-------------------|
| 1. Fruit and Vegetable Growers Associations | 1) Sudbury        |
| 2. Market Gardeners Association             | 1) Algoma         |
| 3. Vegetable Growers Associations           | 1) Thunder Bay    |
| 4. District Fresh Potato Growers Committee  | 1) District Seven |

II.C. Specialty Crops

- |                                       |                              |
|---------------------------------------|------------------------------|
| 1. Maple Syrup Producers Associations | 1) Algonquin (Parry Sound)   |
| 2. Maple Syrup Associations           | 1) Algoma                    |
| 3. Beekeepers Associations            | 1) Sudbury<br>2) Thunder Bay |

III. LAND MANAGEMENT

III.A. Soil Conservation

- |   |   |
|---|---|
| 1. Soil and Crop Improvement Associations | 1) Algoma<br>2) Cochrane North<br>3) Cochrane South<br>4) Cochrane West<br>5) Dryden<br>6) East Nipissing<br>7) Manitoulin<br>8) Muskoka<br>9) Parry Sound<br>10) Rainy River<br>11) Sudbury District<br>12) Thunder Bay<br>13) Timiskaming<br>14) West Nipissing |
|---|---|

III.B. Soil Management-Plowing

- |                         |   |
|-------------------------|---|
| 1. Plowmen Associations | 1) Chelmsford (Sudbury)<br>2) St. Charles (Sudbury) |
|-------------------------|---|

III.C. Pasture Management

- |                                   |                |
|-----------------------------------|----------------|
| 1. Community Pasture Associations | 1) Timiskaming |
|-----------------------------------|----------------|

IV. DAIRY PRODUCTS

IV.A. Milk

- |                    |  |
|--------------------|--|
| 1. Milk Committees | 1) Algoma<br>2) Cochrane North<br>3) Cochrane South<br>4) Dryden<br>5) East Nipissing/Parry Sound<br>6) East Sudbury/West Nipissing<br>7) Manitoulin/West Sudbury<br>8) Muskoka (Parry Sound)<br>9) Rainy River<br>10) Thunder Bay District<br>11) Timiskaming |
|--------------------|--|

IV.B.Cream

1. Cream Committees
  - 1) East Nipissing (Parry Sound, Muskoka)
  - 2) Manitoulin-Algoma
  - 3) Sudbury-West Nipissing
  - 4) Timiskaming-Cochrane
2. Cream Producers Associations
  - 1) Manitoulin
  - 2) Rainy River
  - 3) Timiskaming

V.GENERAL FARM MANAGEMENT

V.A.General

1. Federations of Agriculture
  - 1) Manitoulin
  - 2) Timiskaming
  - 3) West Nipissing/East Sudbury
  - 4) West Nipissing/Parry Sound
2. Christian Farmers Federations
  - 1) Rainy River District
  - 2) Thunder Bay

V.B. Youth Farm Education

1. 4-H Club Leaders Associations
  - 1) Algoma
2. Junior Farmers Associations
  - 1) Timiskaming

V.C.Farm Safety

1. Farm Safety Associations
  - 1) Cochrane and Area

V.D.Veterinary Services

1. Agricultural Veterinary Units
  - 1) Dryden
  - 2) Kenora
2. Veterinary Units
  - 1) East Parry Sound
  - 2) Nipissing/Parry Sound
  - 3) West Nipissing/East Sudbury
  - 4) West Parry Sound
3. Veterinary Services Committees
  - 1) Cochrane South
  - 2) Hearst (Cochrane)
  - 3) North Hastings
  - 4) Timiskaming
4. Veterinary Committees
  - 1) Algoma
  - 2) Cochrane

VI.RURAL-SOCIAL CONCERNS OR INTERESTS

VI.A.Women's Organizations

1. Federated Women's Institutes
  - 1) Clute (Cochrane)
  - 2) Hunta (Cochrane North)

VI.B.Employment and Development

1. Agricultural Development Committees
  - 1) Cochrane North
  - 2) Kenora District

VI.C.Societies and Fairboards

1. Agricultural Societies

- 1) Central Algoma (Algoma)
- 2) Charlton (Timiskaming)
- 3) Cochrane
- 4) Dryden and District (Kenora)
- 5) Englehart (Timiskaming)
- 6) Iron Bridge (Algoma)
- 7) Kenora
- 8) Matheson (Cochrane South)
- 9) Massey (Sudbury)
- 10) New Liskeard (Timiskaming)
- 11) North Shore (Algoma)
- 12) Sault St. Marie (Algoma)
- 13) Warren (Sudbury)
- 14) West Nipissing

2. Horticultural Societies

- 1) Blind River (Algoma)
- 2) Cochrane (Cochrane North)
- 3) Elliot Lake (Timiskaming)
- 4) Englehart (Timiskaming)
- 5) Espinola (Algoma)
- 6) Iroquois Falls and District (Cochrane)
- 7) Kapuskasing (Cochrane)
- 8) New Liskeard (Timiskaming)
- 9) Sault St. Marie (Algoma)
- 10) Thessalon (Algoma)

3. Farmers Market Committees

- 1) Dryden (Kenora)
- 2) Kapuskasing (Cochrane)

VI.D. Agriculture and Francophone Culture

1. Les Unions Culturelle des Franco Ontariens

- 1) Cochrane

**APPENDIX TO CHAPTER THREE**

**APPENDIX 3.1****Example letter requesting information from an NGO representative**

Nanette McFadden  
Department of Geography,  
University of Ottawa,  
165 Waller Street,  
Ottawa, Ontario  
K1N 6N5

Dear (Regional Director-Soil and Crop Improvement Assoc.)

I am conducting graduate research in the Department of Geography, at the University of Ottawa. The present focus of my work is on the creation of a comprehensive inventory of the population of agricultural non-governmental organizations in Ontario.

I am still at a relatively early information gathering stage, as I am simply attempting to compile a list of all farm organizations which exist in the province. As one might imagine, this has become a rather daunting task, for although some organizations are easily recognized because of their large membership and prominence in agricultural issues (ie: OFA); other, which operate at a more local scale on a narrower spectrum of issues, are quite a bit more difficult to identify.

It is in this context that I approach you as Ontario Soil and Crop Improvement Association Regional Director. I am hoping that you might be able to identify agricultural organizations and associations operating within your region. Of particular interest to me are any soil, water or crop associations (much like your own, in fact); farm community organizations or commodity groups. I would appreciate having not only the name of the group but also a mailing address. You will note that I have included a stamped self addressed envelope for your anticipated reply.

If you need clarification on any point please do not hesitate to phone. Messages can be left for me at (613)-564-5451 (office) or (613)-828-8038 (home).

Looking forward to future correspondence between us,

Sincerely,

Nanette McFadden

## APPENDIX 3.1 (Cont)

Nanette McFadden  
Department of Geography  
University of Ottawa  
165 Waller St.  
Ottawa, Ontario  
K1N 6N5

Dear (President-Agricultural Womens' Organization)

I am conducting graduate research in the Geography Department, at the University of Ottawa. Presently, my focus is the creation of a comprehensive inventory of agricultural non-governmental organizations in Ontario.

The series of programs on TVOntario's "People Patterns", which aired February 18th and 25th, alerted me to the existence and importance of women's groups in agriculture. I am now very much interested in learning more.

At this early stage I am simply attempting to compile a list of agricultural organizations. Some of these institutions are easily recognized because they have large memberships; are prominent in rural-agricultural issues; and are well established (ie: OFA). There exist, however, other organizations which are relatively young, and operate at a more local scale on a narrower spectrum of issues. This latter group is quite a bit more difficult to identify.

It is in this context that I am approaching you. Given your interest in agriculture, rural and women's issues. I am seeking your aid in identifying agricultural associations operating within your region. Women's groups are of particular interest to me and I would very much appreciate receiving not only group names, but also their mailing addresses.

As well, I would like to know more about your organization, especially if you have available prepared material concerning its creation, structure and function.

If you need clarification on any point, please do not hesitate to phone. Messages can be left for me at (613) 564-5451 (office) or 828-8038 (home).

Looking forward to future correspondence between us,

Sincerely,

Nanette McFadden

## APPENDIX 3.2

## Example letter to OMAF county agricultural representative

Nanette McFadden  
Department of Geography,  
University of Ottawa,  
165 Waller Street,  
Ottawa, Ontario  
K1N 6N5

Dear (Agricultural Representative)

I am conducting graduate research in the Department of Geography, at the University of Ottawa. Present focus is upon the creation of a comprehensive inventory of the population of agricultural non-governmental organizations in Ontario. This work is, in fact, jointly funded by OMAF and the Federal Department of Agriculture, through their Soil and Water Environmental Enhancement Program (SWEEP).

I am still at a relatively early information gathering stage, as I am simply attempting to compile a list of all agricultural non-governmental organizations which exist in the province. As one might imagine, this has become a rather daunting task, for although some organizations are easily recognized because of their large membership and prominence in agricultural issues (ie: the OFA); others, which operate at a more local scale on a narrower spectrum of issues, are quite a bit more difficult to identify.

It is in this context that I am approaching you as a county agricultural representative for OMAF. I am hoping that you might be able to identify, as completely as possible those agricultural organizations and associations operating within your county. Of particular interest to me are any soil, water or crop associations; farm community organizations or commodity groups, but also a mailing address.

If you need clarification on any point please do not hesitate to phone. Messages can be left for me at 564-5451 (office) or 828-8038 (home).

Looking forward to future correspondence between us,

Sincerely,

Nanette McFadden

Name of NGO \_\_\_\_\_ Date \_\_\_\_\_  
Respondent's Name \_\_\_\_\_ Position in NGO \_\_\_\_\_  
Address \_\_\_\_\_ Phone no. \_\_\_\_\_

SECTION ONE: MANDATE OF NGO

1. What is the purpose or function of your organization? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
2. What are the titles and responsibilities of the organization's representatives? (president, secretaries, directors, etc.) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
3. How are the organization's representatives selected? (Election procedures)  
\_\_\_ a) elected; \_\_\_ b) appointed; \_\_\_ c) volunteered \_\_\_\_\_  
\_\_\_\_\_

SECTION TWO: NGO MEMBERSHIP SIZE

1. How many members are in your organization? (numbers)  
a) direct members \_\_\_\_\_ b) indirect members \_\_\_\_\_
- .. How is membership defined?  
a) individual members \_\_\_\_\_ or b) farm families \_\_\_\_\_
3. How is membership size changing?  
a) growing \_\_\_\_\_; b) stable \_\_\_\_\_; c) declining \_\_\_\_\_.
4. If membership size is changing, how quickly or slowly is it doing so? \_\_\_\_\_  
\_\_\_\_\_
5. Does membership consist mostly of farmers?  
\_\_\_ a) yes; \_\_\_ b) no (expand on it) \_\_\_\_\_

SECTION THREE: DISTRIBUTION OF MEMBERSHIP

1. What is the level of orientation or perspective of your organization?  
\_\_\_ a) local; \_\_\_ b) county; \_\_\_ c) regional; \_\_\_ d) provincial.
2. Within the area chosen above, how is membership distributed? (even, wide distribution of membership versus a pocket of membership) \_\_\_\_\_  
\_\_\_\_\_
3. Is your organization linked in any way with similar organizations in other areas? \_\_\_\_\_  
If so, how? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

SECTION FOUR: ORGANIZATION REPRESENTATIVENESS

1. How does one become a member of your organization? \_\_\_\_\_

2. Does membership account for a majority of farmers in your area?(percent) \_\_\_\_\_

3. Does membership account for a majority of those farmers potentially interested in your organization? (percent) \_\_\_\_\_

4. What forms of agriculture are in your area? (Dominant categories or types) \_\_\_\_\_

SECTION FIVE: FORMAL AND INFORMAL COMMUNICATION LINKS WITH MEMBERSHIP

1. How are the organization's business and affaires communicated to members?

\_\_\_ a) formally

\_\_\_ b) informally

2. If formally, by what means?

3. If informally, by what means?

monthly meetings..... \_\_\_\_\_

casual conversation between members..... \_\_\_\_\_

annual meetings..... \_\_\_\_\_

local nespaper coverage..... \_\_\_\_\_

newsletters..... \_\_\_\_\_

booth at local fair..... \_\_\_\_\_

( her correspondence..... \_\_\_\_\_

other \_\_\_\_\_

newspaper notices..... \_\_\_\_\_

demonstrations..... \_\_\_\_\_

other \_\_\_\_\_

4. How does the organization communicate with other organizations?

\_\_\_ a) formally

\_\_\_ b) informally

5. If formally, by what means?

6. If informally, by what means?

meetings..... \_\_\_\_\_

casual conversation between members..... \_\_\_\_\_

newsletters..... \_\_\_\_\_

individual members may belong to several organizations..... \_\_\_\_\_

other correspondence..... \_\_\_\_\_

other \_\_\_\_\_

7. What other agricultural organizations are commonly communicated with? \_\_\_\_\_

SECTION SIX: ORGANIZATION KNOWLEDGE OF AGRICULTURAL SOIL EROSION

Note: the term "agricultural soil erosion" refers to on-land erosion of agricultural soils due to excess flow of water across the surface.

1. Are you aware of an agricultural soil erosion problem in your region? \_\_\_\_\_

2. Are you aware of the causes of this soil erosion? \_\_\_\_\_ (what are they?) \_\_\_\_\_

3. Are you aware of the effects of this soil erosion? \_\_\_\_\_ (what are they?) \_\_\_\_\_

4. What best describes your organization's knowledge of agricultural soil erosion?  
(may check more than one of the following)

- a) unaware that any soil erosion problem exists..... \_\_\_\_\_
- b) aware of a soil erosion problem in Ontario..... \_\_\_\_\_
- c) aware of a soil erosion problem in the region..... \_\_\_\_\_
- d) fairly comprehensive knowledge of the causes and effects of agricultural soil erosion..... \_\_\_\_\_
- e) soil erosion is a problem, but it is not a part of the organization's responsibilities..... \_\_\_\_\_
- f) other \_\_\_\_\_

5. What best describes your organization's communication of its knowledge of agricultural soil erosion? (may check more than one of the following)

- a) there is no communication of information concerning agricultural soil erosion..... \_\_\_\_\_
- b) agricultural soil erosion has been mentioned at meetings; in newsletters; etc..... \_\_\_\_\_
- c) agricultural soil erosion has been discussed at meetings; in newsletters; etc..... \_\_\_\_\_
- d) the organization has encouraged member knowledge of the erosion problem through participation in awareness programs..... \_\_\_\_\_
- e) the organization has carried out its own awareness program to increase member knowledge of the causes and effects of agricultural soil erosion..... \_\_\_\_\_
- f) other \_\_\_\_\_

6. Are there any obstacles to communication of soil erosion information? \_\_\_\_\_

SECTION SEVEN: ORGANIZATION KNOWLEDGE OF AGRICULTURAL SOIL EROSION ADJUSTMENTS (soil conservation)

Note: the term "soil conservation" refers to any practice which would alleviate on-land agricultural soil erosion due to excess water flow.

- 1. Are there any solutions to this soil erosion problem? \_\_\_\_\_ a) yes; \_\_\_\_\_ b) no
- 2. What would you consider to be the most effective means of controlling soil erosion?

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3. What best describes your organization's knowledge of the types of soil conservation practices? (may check more than one of the following)

- a) unaware of the existence of any soil conservation practices.....\_\_\_\_\_
- b) aware of the existence of soil conservation practices.....\_\_\_\_\_
- c) presently in the process of obtaining more information about soil conservation practices.....\_\_\_\_\_
- d) a relatively detailed understanding of existing soil conservation practices.....\_\_\_\_\_
- e) a relatively detailed understanding of existing soil conservation practices, as well as the advantages and disadvantages associated with their use.....\_\_\_\_\_
- f) knowledge of soil conservation practices is not a part of the organization's responsibilities.....\_\_\_\_\_
- g) other\_\_\_\_\_

4. What best describes your organization's communication of soil conservation knowledge? (may check more than one of the following)

- a) there is no communication of information concerning soil conservation.....\_\_\_\_\_
- b) agricultural soil conservation practices have been mentioned at meetings; in newsletters; etc.....\_\_\_\_\_
- c) agricultural soil conservation practices have been discussed at meetings; in newsletters; etc.....\_\_\_\_\_
- d) your organization has promoted member participation in soil conservation activities or programs (ie: local demonstrations of tillage practices).....\_\_\_\_\_
- e) the organization has created or helped to create a programme for its members to try out soil conservation practices.....\_\_\_\_\_
- f) other\_\_\_\_\_

5. Are there obstacles to finding solutions to agricultural soil erosion?\_\_\_\_\_

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## APPENDIX 3.4

### SURVEY QUESTIONNAIRE

Name of NGO	Date
Participant's Name	Position in NGO
Address	Phone no.

#### SECTION ONE: NGO MANDATE

1. What is the *purpose* or *function* of your organization? (This question can be answered by means of a constitution or charter, if one is available.)

2. What are the *titles* and *responsibilities* of your organization's *executive*? (for example, chairperson, president, treasurer, director, etc.)

3. How is your organization's executive *elected* or *selected*? (Please check the appropriate answer.)

- elected
- appointed
- volunteered
- other, please specify \_\_\_\_\_

4. How often is your organization's executive selected or determined? (Please check the appropriate answer.)

- annually
- semi-annually
- other, please specify \_\_\_\_\_

**SECTION TWO: NGO MEMBERSHIP**

1. How *many* members are in your organization? (Please provide an exact number if possible.)

( )

2. How *many* of these members are in the following categories? (Please provide exact numbers if possible.)

a) direct members ( )

b) indirect members: ( )

3. How is membership *defined*? (Please check the appropriate answer.)

( ) individual members

( ) farm families

( ) both

( ) other, please specify

4. How would you describe *recent changes* in membership size? (Please check the appropriate answer.)

rapid  
decline  
( )

moderate  
decline  
( )

stable  
( )

moderate  
increase  
( )

rapid  
increase  
( )

5. What *percentage* of the *total farm community* in your area does your organization represent? (Please check the appropriate answer.)

0-24%  
( )

25-49%  
( )

50-74%  
( )

75-99%  
( )

100%  
( )

**SECTION THREE: MEMBERSHIP DISTRIBUTION AND REPRESENTATIVENESS**

1. What *interest level* best describes your organization's *agricultural perspective*? (Please check the appropriate answer.)

individual  
farm  
concerns  
( )

local  
community  
affairs  
( )

township  
/county  
affairs  
( )

regional  
affairs  
( )

provincial  
affairs  
( )

other  
( )

please specify \_\_\_\_\_

2. How *representative* is membership of agriculture in your area? (Please check appropriate answer.)

totally representative	quite representative	representative	marginally representative	not representative
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comment:

3. How is membership *distributed* across agricultural interests and concerns in your area? (Please check appropriate answer.)

very wide range of interests/ concerns	wide range of interests/ concerns	shared agricultural interests/ concerns	specific range of interests/ concerns	very specific range of interests/ concerns
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. How does an interested individual *become a member* of your organization? (Please elaborate and identify membership criteria.)

5. Does organization membership account for a *majority of farmers* in your area?

no

yes

**SECTION FOUR: FORMAL AND INFORMAL COMMUNICATION AMONG MEMBERS**

1. How are your organization's business and affairs *formally* communicated to members? (Please check appropriate answers. More than one answer may be appropriate.)

- a) at the proceedings of monthly meetings
- b) at the proceedings of seasonal meetings
- c) at the proceedings of annual meetings
- d) in a newsletter
- e) regular telephone conversations
- f) participation at special events, for example, fairs and exhibitions
- g) participation at demonstration days
- h) other (please specify):

2. How are the organization's business and affairs *informally* communicated to members? (Please check appropriated answers. More than one answer may be appropriate.)

- a) telephone conversations
- b) newspaper articles and stories
- c) casual conversation between members
- d) other (please specify):

3. Is your organization closely associated with any *other* agricultural groups?

- no
- yes

If yes, please identify:

4. With what other agricultural groups or associations would your organization most *frequently communicate or correspond*? (Please identify)

#### SECTION FIVE: AGRICULTURAL SOIL EROSION

Note: In the context of this research, "agricultural soil erosion" refers to on-land erosion of soils due to excess flow of water across its surface.

1. Are *you* aware of an agricultural soil erosion problem in your area?

- yes  
 no

2. If yes, what are the *causes* of this erosion in your area? (Please specify)

3. If yes, what are the *effects* of this erosion in your area? (Please specify)

4. Which of the following descriptions best describes your organization's *knowledge* of agricultural soil erosion? (Please select from the list below.)

- a) unaware of a soil erosion problem in region
- b) passive awareness of a soil erosion problem in region
- c) awareness of the soil erosion problem in region
- d) fairly comprehensive knowledge of the causes and effects of agricultural soil erosion in region.
- e) other, please identify:

5. Which of the following descriptions best describes your *organization's interest* in agricultural soil erosion? (Please select from the list below.)

- a) the problem is beyond the reach of organization purpose or function
- b) the problem is passively considered in organization programmes
- c) the problem is actively considered in organization programmes
- d) the problem is the dominant theme in organization programmes
- e) other, please specify:

#### **SECTION SIX: AGRICULTURAL SOIL EROSION ADJUSTMENTS**

Note: In the context of this research, "soil conservation" refers to any practice that reduces on-land soil erosion due to excess water flow.

1. Are *you* aware of any solutions to the agricultural soil erosion problem?

- yes
- no

2. If yes, what are some *solutions* to the agricultural soil erosion problem? (Please specify).

3. Which of the following descriptions best describes your *organization's knowledge* of soil conservation practices? (Please select from the list below.)

- a) unaware of soil conservation practices used in region
- b) passive awareness of soil conservation practices used in region
- c) awareness of soil conservation practices used in region
- d) fairly comprehensive knowledge of soil conservation practices used in region
- e) other, please specify:

4. Which of the following descriptions best describes your *organization's communication* of soil conservation information? (Please select from the list below.)

- a) the communication of soil conservation information is not a responsibility of my organization
- b) the communication of soil conservation information is passively undertaken in organization programmes
- c) the communication of soil conservation information is actively promoted in organization programmes
- d) the communication of soil conservation information is the dominant priority in organization programmes.
- e) other, please specify:

5. What do you consider to be the most effective way to *inform farmers* of the benefits and costs of soil conservation practices? (Please specify.)

6. What do you consider to be the most important *obstacles* to the use of soil conservation practices by farmers? (Please specify.)

*Thank-you for your efforts on my behalf.*

## APPENDIX 3.5

### Research Questionnaire Organization and Question Justification

The following provides a more indepth examination of the meaning and purpose of the individual questions in the survey.

#### SECTION ONE: NGO MANDATE

Five questions in section one explore various components of the organization's mandate. This is necessary to assess the NGO's existing or potential responsibility, as well as the strength of that responsibility, in the realm of ASEWQ.

*Question one* addresses this most directly. The possibility of a constitution or charter to express the purpose and function of the organization emphasizes a degree of formalized concern for the particular interest. The breadth of concerns dealt with may imply a certain maturity and institutionalization of the NGO. This would be especially true in the case of the formation of both long and short term goals.

*Question two* attempts to identify the existence of an executive as well as the kind and degree of delegation of responsibility. Typically a mature influential organization would be characterized by a more complex structure than that of an issue oriented group.

Questions three and four follow questions one and two to determine the degree of organizational sophistication of the NGO. The process of selection (question three) becomes more formal for institutionalized groups where elections take place. Organizations finding themselves dependant upon a volunteer system to delegate executive responsibilities might not have the degree of sustained interest necessary for the group to survive over the long term. The fourth choice in question three allows for the description of any possible missed election processes, as well as those which might be done in two parts. For example, in a provincial level organization

a board of directors may be elected from the general membership, while the president and vice-president would be later elected or appointed from and by this board.

*Question four* examines the frequency of election procedures. NGO's working on an annual term for their executive may have a different degree of organizational sophistication from those working on a two or three year term.

## SECTION TWO: NGO MEMBERSHIP

Section Two explores various components of NGO membership. Pross (1992) indicates that with an increase in organizational sophistication, an interest group experiences greater stability of membership. Such stability translates into greater representational capacity and strength to influence public policy.

*Question one* simply identifies the size of membership; for the larger, the more potential for influence.

*Questions two and three* attempted to further define the nature of membership size. The terms 'direct' versus 'indirect' referred to simple membership in an organization versus membership through an umbrella type of affiliation. Some agricultural organizations use the farm family rather than the individual as the unit of membership. In such cases then, the actual number of individuals in the group is much larger than that which is implied by the first question of this section.

*Question four* offers an indication of the stability of membership. Organizations experiencing a rapid increase may be perceived by the farm population as influential with government, or useful to the farmer. These NGO's may also benefit from a 'compulsory check-off' system of membership. Organizations with declining membership may be losing clout through ambivalence on the part of farmers.

*Question five* attempts to gauge the representativeness of the organization within the total population of the farm community. The larger the base of support for the NGO, the more influential they are likely to be in affecting agricultural policy.

### SECTION THREE: MEMBERSHIP DISTRIBUTION AND REPRESENTATIVENESS

Section Three probes more deeply into two facets of membership: distribution and representativeness. Distribution refers to the location and frequency of membership across geographic space. Representativeness refers to the degree to which the organization may be said to stand for the concerns of agriculture in the particular area. These two facets of membership have implications for an NGO's ability to act upon or alter public policy. Generally, where an agricultural organization has achieved wide membership across the province and can claim to represent the great variety of interests of farmers in that area, it may fit Pross's vision of a mature or institutionalized interest group. Such a group has multiple broadly defined collective and selective objectives; as well as extensive human and financial resources (Pross, 1992). Government responds to the opinions of organizations with such characteristics because representativeness implies wider constituency and therefore, legitimacy. Organizations which, by contrast, have single, narrowly defined objectives and an associated small membership will have greater difficulty becoming recognized by government.

*Question one* of this section attempts to identify the NGO's level of focus in a hierarchy of agricultural perspectives from individual farm problems up to provincial concerns. An agricultural NGO which checks off several interest levels including "provincial affairs" will experience a wide and varied representation. This implies the existence of a relatively complex organizational structure, and therefore, greater institutionalization. By comparison, an agricultural NGO checking off only one interest level, especially at the individual farm or local community level,

will experience distribution of membership over a smaller area. In terms of provincial distribution, it will then be proportionately less representative.

*Question two* serves to further determine the degree of representativeness the organization has achieved within the chosen interest level or area. This has implications for the NGO's regional strength. The degrees of representativeness are organized along a five point scale (five categories per question is considered appropriate in survey method research (Moser and Kalton, 1971, p.362)) however, an open section soliciting comment is included to further explain the chosen response.

*Question three* also uses a five point scale. Here it is to measure the degree of distribution of membership across regional agricultural concerns. Once again it may be said that the organization with the wide range of interests will be more mature. On the other hand, the organization with a very specific range of interests will be, obviously more issue-oriented.

*Question four* probes the manner in which an individual becomes a member. Such information is important because not all NGO's subscribe to a voluntary membership. May operate by "compulsory check-off" or a system of automatic membership. This affects the nature of membership commitment to the NGO. For example, a Corn Producers Association may claim 100% membership of individuals producing corn. This makes the Corn Producers Association appear to be a very strong voice for corn farmers in Ontario. Their membership is however automatic, with farmers paying dues per ton of corn produced to the provincial organization. Such knowledge sheds light on the nature of representation in the OCPA.

*Question five* simply attempts to identify whether or not the organization represents a majority of farmers in the area. The presence, or lack thereof, of a majority membership will have implications for the organization's strength in affecting agricultural policy and its perceived importance by farmers of the area.

#### SECTION FOUR: FORMAL AND INFORMAL COMMUNICATION LINKS

Section Four deals with the nature of communication links in the agricultural organization. Such linkages are identified as 'formal' and 'informal'.

*Question one* of this section addresses the former communication type. The existence of formal linkages to communicate NGO business and affairs implies the existence of a more effective information flow. This might be considered characteristic of an NGO which takes its concerns and membership seriously. The selections inherent in question one are meant to cover all of the possible types of formal communication links an organization might take advantage of. Room is left to include any neglected possibilities in "h) other".

*Question two* addresses the second form of communication: the informal linkage. Here, the organization's businesses and affairs are imparted to members in a more half-hazard way. Informal linkages depend more on word of mouth or accidental discovery of NGO activities (for example, reading an announcement for a meeting in a local newspaper). They do not insure that all members are informed about developments in the organization. Such informal networking may be a sign of the 'fledgling' nature of the agricultural NGO. It might be inferred that there is insufficient interest or funds for a more permanent effective means of communication. Once again, a series of options are identified, leaving room for any possible neglected forms of informal communication.

Unlike the intra-organizational communication links probed for in questions one and two, questions three and four are designed to probe for extra-organizational communication links: be they vertical or horizontal. *Question three* attempts to identify links between similar non-governmental organizations, both horizontally (for example between the Oxford County Soil and Crop Improvement Association (SCIA) and the Huron County SCIA) and vertically (for example between the Oxford County SCIA and the Ontario SCIA).

Organizations which can boast such linkages have a unique potential for more effective communication and mobilization of members, province wide, on particular issues.

*Question four* probes for possible communication between different organizations. This question is asked not only to attempt to develop some overall understanding of the network of communication which exists among the population of agricultural NGO's in Ontario, but also to identify organizations which may have been previously unlisted in the inventory of Task One.

## SECTION FIVE: AGRICULTURAL SOIL EROSION

Section Five probes the agricultural NGO's knowledge of the resource problem. It is introduced by a small definition of "agricultural soil erosion" to clarify the nature of the degradation referred to. The section is divided into two subsets of questions. The first, which included *questions one, two and three* are addressed to the respondents, testing their own level of soil erosion knowledge. The second subset involving question four and five address the organization's knowledge and position on soil erosion. To be able to more accurately interpret the answers given for questions four and five it is considered necessary to know something of the respondent's impression of erosion. This is to allow for a separation of a personal knowledge from an organizational one. It is believed that the respondent's impression of the resource problem may influence answers given as representatives of an organization.

*Question four*, therefore, probes the degree of NGO knowledge of agricultural soil erosion. It is hoped that the information desired at this point would be made more obvious by the previous three questions.

*Question five* deals with the association's interest in the resource problem, by identifying the degree to which is addressed in organization activities.

Questions four and five are partly closed to encourage correct interpretation of the questions. They are partly open to allow for the inclusion of missed options and the clarification of chosen options. The degree of organizational knowledge and program formation on the subject of soil erosion infers something of its existing present and potential role as a leader or laggard resource problem NGO.

## SECTION SIX: AGRICULTURAL SOIL EROSION ADJUSTMENTS

Section Six probes the NGO's knowledge of agricultural soil erosion adjustments. To clarify the purpose of this section it is defined as soil conservation knowledge. Once again, as with section five there is a division in questioning to differentiate the respondent's personal knowledge of conservation from the organization's position on soil conservation knowledge. The questions in this section follow very closely the style and intent of the questions in section five. *Questions one and two*, in both closed and open format, probe for the degree of respondent's personal knowledge of soil erosion adjustments.

*Question three*, in both closed and open format, probes for the degree of organizational knowledge of soil conservation practices.

*Question four* attempts to identify the degree of NGO communication of soil conservation information. The existence of such communication signals real organizational commitment to addressing the ASEWQ problem. This is especially important when comparing this answer to that of question three in this section. NGO's claiming a comprehensive knowledge of soil conservation practices used in the region, but, by contrast, not involved in communication of that knowledge constitute an used agency resource. It may be useful to analyze how such communication barriers could be overcome. The answer may lie in the response given in (e), the open part, of this question.

*Question five* probes for data on the best methods for informing farmers about the costs and benefits of soil conservation

practices. The question is open in nature, and intends to generate responses of personal opinion. It is believed that farm extension services have made respondents/farmers quite experienced in communication of agricultural practices and technology. Responses to this question should affect the recommendations made to agricultural policy decision-makers.

*Question six* probes for data on what respondents feel to be the most important obstacles to adoption of soil conservation practices. This question is intended to flag any previously unidentified factors preventing farmer adoption of adjustments. Such obstacles, whether real or perceived, should be addressed in recommendations to provincial agricultural decision-makers.

## APPENDIX 3.6

## Covering letter for main survey questionnaire

Nanette McFadden  
Department of Geography,  
University of Ottawa,  
165 Waller Street,  
Ottawa, Ontario  
K1N 6N5

Dear (Participant),

I am conducting a graduate research survey in the Geography Department of the University of Ottawa. Presently, I am attempting to accomplish two objectives:

First, to create a complete inventory of all of the agricultural organizations and associations in Ontario.

Second, to determine these non-governmental organizations' (NGO's) awareness of the agricultural soil erosion problem in the province.

Agricultural soil erosion represents yet another problem to be addressed by the farm community. Although the provincial government has already taken some steps, I feel that ultimately some agricultural organizations may have major roles to play in determining how the individual farmer copes.

I am asking you to participate in this survey in your capacity as an executive of an agricultural organization. I am hoping that you will be able to find the time to complete the following questionnaire as it represents my only means of obtaining necessary information.

In the context of the questionnaire, please feel free to check more than one answer if it is appropriated. If you wish to expand on any answer given, simply turn the page and write on the back.

Any documentation (pamphlets, constitutions, etc.) which you may have, that may gether answer certain questions may also be included. They will be much appreciated.

If you have any questions about the survey, I may be reached at (613)-828-8038 (home) or (613)-564-5451 (Geography Department).

Yours Sincerely,

Nanette McFadden

**APPENDIX TO CHAPTER SEVEN**

# APPENDIX 7.1: NGO MOBILIZATION POTENTIAL AS DETERMINED BY ORGANIZATIONAL MANDATE

PROVINCE	SUB-REGION A	SUB-REGION B	SUB-REGION C	MPS
<p>Ontario Plowmens Association</p> <p>Ontario Soil &amp; Crop Improvement Association</p>	<p>Bluewater Conservation Club</p> <p>Brant Norfolk Conservation Tillage Club</p> <p>Huron Soil &amp; Water Conservation District</p> <p>Middlesex Soil &amp; Crop Improvement Association</p> <p>Oxford 4-H Soil Management Club</p>			4
<p>Organic Crop Improvement Association</p>	<p>Middlesex Plowmens Association</p> <p>Perth Plowmens Association</p>	<p>Cold Creek Improvement Association</p> <p>Peel Soil &amp; Crop Improvement Association</p> <p>Stormont Soil &amp; Crop Improvement Association</p>	<p>Muskoka Soil &amp; Crop Improvement Association</p>	3
<p>Christian Farmers Federation of Ontario</p> <p>Kawartha Institute of Applied Technology</p> <p>Ontario Federation of Agriculture</p>	<p>Middlesex Junior Farmers</p> <p>Oxford County Federation of Agriculture</p>	<p>Wentworth-Brantford CFFO</p>	<p>Kenora District Soil &amp; Crop Improvement Association</p>	2
<p>Ontario Corn Producers Association</p>	<p>Central Huron-CFFO</p> <p>Dufferin Wheat Producers Association</p> <p>Lambton Sheep Club</p> <p>Oxford Corn Leaders Association</p> <p>Simcoe County Wheat Producers Association</p> <p>Waterloo Federation of Agriculture</p>	<p>Dundas Corn Producers Association</p> <p>Northumberland Federation of Agriculture</p> <p>Prince Edward 4-H Leaders Association</p>	<p>Northern Ontario Agricultural Development Program</p> <p>Temiskaming Junior Farmers Association</p>	1
<p>Ontario Cattlemens Association</p> <p>Ontario Dairy Herd Improvement Corporation</p>	<p>Brant County Farm Management Association</p> <p>Grey County 4-H Leaders Association</p> <p>Kent County Beef Improvement Club</p> <p>Kent County Soybean Growers District Committee</p> <p>Lambton Soybean District Committee</p> <p>Middlesex Fruit and Vegetable Growers Association</p> <p>Oxford Farmers Union</p> <p>Peel Holstein Club</p> <p>South Simcoe Potato Growers Association</p>	<p>Grenville Beef Herd Improvement Club</p> <p>Halton Agricultural Advisory Committee</p> <p>Lanark County Milk Committee</p> <p>Leeds Community Pasture Committee</p> <p>Maberly Agricultural Society</p> <p>Ottawa Valley Ayrshire Club</p> <p>Peterborough County Cattlemens Association</p> <p>Victoria County Sheep Producers Association</p>	<p>Algoma Cattlebreeders Association</p> <p>Rainy River Cattlemens Association</p> <p>Thunder Bay District Milk Committee</p> <p>Temiskaming Grain Growers Association</p>	0

# APPENDIX 7.2: NGO MOBILIZATION POTENTIAL AS DETERMINED BY MEMBERSHIP SIZE

PROVINCE	SUB-REGION A	SUB-REGION B	SUB-REGION C	MPS
Ontario Corn Producers Association  Ontario Federation of Agriculture				4
Ontario Cattiemens Association  Ontario DHIC  Ontario Soil & Crop Improvement Association				3
Ontario Plowmens Association	Lambton Soybean District Committee  Oxford Corn Producers Association			2
Christian Farmers Federation of Ontario	Grey County 4-H Leaders Association Huron Soil & Water Conservation District  Kent County Beef Improvement Club  Middlesex Junior Farmers  Middlesex Soil & Crop Improvement Association  Oxford 4-H Soil Management Club Oxford County Federation of Agriculture  Peel Holstein Club  Simcoe County Wheat Producers Association  Waterloo Federation of Agriculture	Northumberland Federation of Agriculture  Peterborough County Cattiemens Association  Prince Edward 4-H Leaders Association  Stormont Soil & Crop Improvement Association  Wentworth-Brantford CFFO	Rainy River Cattiemens Association	1
Kawartha Institute of Applied Technology  Organic Crop Improvement Association	Bluewater Conservation Club  Brant County Farm Management Association Brant Norfolk Conservation Tillage Club  Central Huron-CFFO Dufferin Wheat Producers Association  Kent County Soybean Growers District Committee  Lambton Sheep Club  Middlesex Fruit and Vegetable Growers Association Middlesex Plowmens Association  Oxford Farmers Union  Perth Plowmens Association  South Simcoe Potato Growers Association	Cold Creek Improvement Association  Dundas Corn Producers Association  Grenville Beef Herd Improvement Club  Halton Agricultural Advisory Committee  Lanark County Milk Committee  Leeds Community Pasture Committee Maberty Agricultural Society Ottawa Valley Ayrshire Club  Peel Soil & Crop Improvement Association  Victoria County Sheep Producers Association	Algoma Cattlebreeders Association  Kenora District Soil & Crop Improvement Association  Muskoka Soil & Crop Improvement Association  Northern Ontario Agricultural Development Program  Thunder Bay District Milk Committee  Temiskaming Grain Growers Association  Temiskaming Junior Farmers Association	0

## APPENDIX 7.3: NGO MOBILIZATION POTENTIAL AS ORGANIZED BY MEMBERSHIP DISTRIBUTION

PROVINCE	SUB-REGION A	SUB-REGION B	SUB-REGION C	MPS
Ontario Cattlemens Association Ontario Federation of Agriculture Ontario Soil & Crop Improvement Association Organic Crop Improvement Association				4
Ontario Plowmens Association				3
Christian Farmers Federation of Ontario				2
Ontario Corn Producers Association				1
Kawartha Institute of Applied Technology Ontario Dairy Herd Improvement Corporation	Bluewater Conservation Club Brant County Farm Management Association Brant Norfolk Conservation Tillage Club Central Huron-CFFO Dufferin Wheat Producers Association Grey County 4-H Leaders Association Huron Soil & Water Conservation District Kent County Beef Improvement Club Kent County Soybean Growers District Committee Lambton Sheep Club Lambton Soybean District Committee Middlesex Fruit and Vegetable Growers Association Middlesex Junior Farmers Middlesex Plowmens Association Middlesex Soil & Crop Improvement Association Oxford 4-H Soil Management Club Oxford Corn Producers Association Oxford County Federation of Agriculture Oxford Farmers Union Peel Holstein Club Perth Plowmens Association Simcoe County Wheat Producers Association South Simcoe Potato Growers Association Waterloo Federation of Agriculture	Cold Creek Improvement Association Dundas Corn Producers Association Grenville Beef Herd Improvement Club Halton Agricultural Advisory Committee Halton Agricultural Advisory Committee Lanark County Milk Committee Leeds Community Pasture Committee Maberly Agricultural Society Northumberland Federation of Agriculture Ottawa Valley Ayrshire Club Peel Soil & Crop Improvement Association Peterborough County Cattlemens Association Prince Edward 4-H Leaders Association Stormont Soil & Crop Improvement Association Victoria County Sheep Producers Association Wentworth-Brantford CFFO	Algoma Cattlebreeders Association Kenora District Soil & Crop Improvement Association Muskoka Soil & Crop Improvement Association Northern Ontario Agricultural Development Program Rainy River Cattlemens Association Thunder Bay District Milk Committee Temiskaming Grain Growers Association Temiskaming Junior Farmers Association	0

# APPENDIX 7.4: NGO MOBILIZATION POTENTIAL AS <sup>280</sup> DETERMINED BY QUALITATIVE REPRESENTATIVENESS

PROVINCE	SUB-REGION A	SUB-REGION B	SUB-REGION C	MPS
	Middlesex Soil & Crop Improvement Association Perth Plowmens Association Waterloo Federation of Agriculture	Halton Agricultural Advisory Committee	Northern Ontario Agricultural Development Program	4
Ontario Corn Producers Association	Middlesex Fruit and Vegetable Growers Association Oxford Corn Producers Association		Algoma Cattlebreeders Association Kenora District Soil & Crop Improvement Association Rainy River Cattlemens Association	3
Ontario Plowmens Association	Lambton Soybean District Committee Oxford County Federation of Agriculture Peel Holstein Club	Lanark County Milk Committee Peterborough County Cattlemens Association	Thunder Bay District Milk Committee	2
Ontario Cattlemens Association Ontario DHIC Ontario Federation of Agriculture	Grey County 4-H Leaders Association Huron Soil & Water Conservation District Oxford Farmers Union Simcoe County Wheat Producers Association	Northumberland Federation of Agriculture Peel Soil & Crop Improvement Association Prince Edward 4-H Leaders Association Stormont Soil & Crop Improvement Association	Muskoka Soil & Crop Improvement Association Temiskaming Junior Farmers Association	1
Christian Farmers Federation of Ontario Kawartha Institute of Applied Technology Ontario Soil & Crop Improvement Association Organic Crop Improvement Association	Bluewater Conservation Club Brant County Farm Management Association Brant Norfolk Conservation Tillage Club Central Huron-CFFO Dufferin Wheat Producers Association Kent County Beef Improvement Club Kent County Soybean Growers District Committee Lambton Sheep Club Middlesex Junior Farmers Middlesex Plowmens Association Oxford 4-H Soil Management Club South Simcoe Potato Growers Association	Cold Creek Improvement Association Dundas Corn Producers Association Grenville Beef Herd Improvement Club Leeds Community Pasture Committee Maberly Agricultural Society Ottawa Valley Ayrshire Club Victoria County Sheep Producers Association Wentworth-Brantford CFFO	Temiskaming Grain Growers Association	0

# APPENDIX 7.5 : NGO MOBILIZATION POTENTIAL AS <sup>281</sup> DETERMINED BY QUANTITATIVE REPRESENTATIVENESS

PROVINCE	SUB-REGION A	SUB-REGION B	SUB-REGION C	MPS
<p>Christian Farmers Federation of Ontario</p> <p>Ontario Federation of Agriculture</p> <p>Ontario Soil &amp; Crop Improvement Association</p> <p>Organic Crop Improvement Association</p>	<p>Bluewater Conservation Club</p> <p>Brant County Farm Management Association</p> <p>Oxford Farmers Union</p>	<p>Grenville Beef Herd Improvement Club</p> <p>Halton Agricultural Advisory Committee</p> <p>Maberly Agricultural Society</p> <p>Wentworth-Brantford CFFO</p>	<p>Northern Ontario Agricultural Development Program</p>	4
<p>Ontario Corn Producers Association</p>	<p>Dufferin Wheat Producers Association</p> <p>Kent County Soybean Growers District Committee</p> <p>Oxford Corn Producers Association</p> <p>Oxford County Federation of Agriculture</p> <p>Waterloo Federation of Agriculture</p>	<p>Prince Edward 4-H Leaders Association</p> <p>Stormont Soil &amp; Crop Improvement Association</p>	<p>Kenora District Soil &amp; Crop Improvement Association</p> <p>Muskoka Soil &amp; Crop Improvement Association</p> <p>Thunder Bay District Milk Committee</p>	3
<p>Ontario Dairy Herd Improvement Corporation</p> <p>Ontario Plowmens Association</p>	<p>Central Huron-CFFO</p> <p>Grey County 4-H Leaders Association</p> <p>Huron Soil &amp; Water Conservation District</p> <p>Middlesex Junior Farmers</p> <p>Middlesex Plowmens Association</p> <p>Middlesex Soil &amp; Crop Improvement Association</p> <p>Oxford 4-H Soil Management Club</p> <p>Perth Plowmens Association</p> <p>Simcoe County Wheat Producers Association</p>	<p>Cold Creek Improvement Association</p> <p>Lanark County Milk Committee</p> <p>Northumberland Federation of Agriculture</p>	<p>Rainy River Cattlemens Association</p> <p>Temiskaming Junior Farmers Association</p>	2
<p>Ontario Cattlemens Association</p>	<p>Kent County Beef Improvement Club</p> <p>Lambton Soybean District Committee</p> <p>Middlesex Fruit and Vegetable Growers Association</p>	<p>Peel Soil &amp; Crop Improvement Association</p> <p>Peterborough County Cattlemens Association</p> <p>Victoria County Sheep Producers Association</p>	<p>Temiskaming Grain Growers Association</p>	1
<p>Kawartha Institute of Applied Technology</p>	<p>Brant Norfolk Conservation Tillage Club</p> <p>Lambton Sheep Club</p> <p>Peel Holstein Club</p> <p>South Simcoe Potato Growers Association</p>	<p>Dundas Corn Producers Association</p> <p>Leeds Community Pasture Committee</p> <p>Ottawa Valley Ayrshire Club</p>	<p>Algoma Cattlebreeders Association</p>	0

# APPENDIX 7.6: NGO MOBILIZATION POTENTIAL AS DETERMINED BY COMMUNICATION LINKS

PROVINCE	SUB-REGION A	SUB-REGION B	SUB-REGION C	MPS
<p>Ontario Federation of Agriculture</p> <p>Ontario Cattlemens Association</p> <p>Ontario Dairy Herd Improvement Corporation</p> <p>Ontario Corn Producers Association</p> <p>Ontario Soil &amp; Crop Improvement Association</p>	<p>Peel Holstein Club</p> <p>Middlesex Junior Farmers</p> <p>Oxford County Federation of Agriculture</p>	<p>Peterborough County Cattlemens Association</p> <p>Lanark County Milk Committee</p>		4
<p>Organic Crop Improvement Association</p> <p>Christian Farmers Federation of Ontario</p>	<p>South Simcoe Potato Growers Association</p> <p>Waterloo Federation of Agriculture</p> <p>Perth Plowmens Association</p> <p>Kent County Soybean Growers District Committee</p> <p>Middlesex Fruit and Vegetable Growers Association</p> <p>Huron Soil &amp; Water Conservation District</p>	<p>Victoria County Sheep Producers Association</p> <p>Prince Edward 4-H Leaders Association</p> <p>Ottawa Valley Ayrshire Club</p> <p>Stormont Soil &amp; Crop Improvement Association</p> <p>Grenville Beef Herd Improvement Club</p>	<p>Thunder Bay District Milk Committee</p> <p>Temiskaming Grain Growers Association</p> <p>Rainy River Cattlemens Association</p>	3
<p>Ontario Plowmens Association</p> <p>Kawartha Institute of Applied Technology</p>	<p>Oxford Corn Producers Association</p> <p>Middlesex Plowmens Association</p> <p>Oxford 4-H Soil Management Club</p> <p>Kent County Beef Improvement Club</p> <p>Oxford Farmers Union</p> <p>Central Huron-CFFO</p> <p>Middlesex Soil &amp; Crop Improvement Association</p> <p>Lambton Sheep Club</p> <p>Dufferin Wheat Producers Association</p> <p>Brant Norfolk Conservation Tillage Club</p> <p>Grey County 4-H Leaders Association</p> <p>Bluewater Conservation Club</p> <p>Simcoe County Wheat Producers Association</p> <p>Lambton Soybean District Committee</p>	<p>Cold Creek Improvement Association</p> <p>Maberly Agricultural Society</p> <p>Halton Agricultural Advisory Committee</p> <p>Wentworth-Brantford CFFO</p> <p>Northumberland Federation of Agriculture</p> <p>Peel Soil &amp; Crop Improvement Association</p> <p>Dundas Corn Producers Association</p>	<p>Kenora District Soil &amp; Crop Improvement Association</p> <p>Temiskaming Junior Farmers Association</p> <p>Muskoka Soil &amp; Crop Improvement Association</p> <p>Algoma Cattlebreeders Association</p> <p>Northern Ontario Agricultural Development Program</p>	2
	<p>Brant County Farm Management Association</p>	<p>Leeds Community Pasture Committee</p>		1

# APPENDIX 7.7: NGO MOBILIZATION POTENTIAL AS DETERMINED BY PROBLEM KNOWLEDGE

PROVINCE	SUB-REGION A	SUB-REGION B	SUB-REGION C	MPS
<p>Christian Farmers Federation of Ontario</p> <p>Kawartha Institute of Applied Technology</p> <p>Ontario Corn Producers Association</p> <p>Ontario Soil &amp; Crop Improvement Association</p> <p>Organic Crop Improvement Association</p>	<p>Bluewater Conservation Club</p> <p>Brant Norfolk Conservation Tillage Club</p> <p>Dufferin Wheat Producers Association</p> <p>Huron Soil &amp; Water Conservation District</p> <p>Middlesex Soil &amp; Crop Improvement Association</p> <p>Oxford 4-H Soil Management Club</p>	<p>Wentworth-Brantford CFFO</p>		4
	<p>Middlesex Junior Farmers</p> <p>Middlesex Plowmens Association</p> <p>Oxford Farmers Union</p> <p>Perth Plowmens Association</p>	<p>Cold Creek Improvement Association</p> <p>Stormont Soil &amp; Crop Improvement Association</p>		3
<p>Ontario Cattlemens Association</p> <p>Ontario Federation of Agriculture</p> <p>Ontario Plowmens Association</p>	<p>Central Huron-CFFO</p> <p>Kent County Soybean Growers District Committee</p> <p>Oxford Corn Producers Association</p> <p>Oxford County Federation of Agriculture</p> <p>Simcoe County Wheat Producers Association</p> <p>South Simcoe Potato Growers Association</p> <p>Waterloo Federation of Agriculture</p>	<p>Dundas Corn Producers Association</p> <p>Peel Soil &amp; Crop Improvement Association</p> <p>Peterborough County Cattlemens Association</p> <p>Victoria County Sheep Producers Association</p>	<p>Kenora District Soil &amp; Crop Improvement Association</p> <p>Temiskaming Grain Growers Association</p> <p>Temiskaming Junior Farmers Association</p>	2
<p>Ontario Dairy Herd Improvement Corporation</p>	<p>Grey County 4-H Leaders Association</p> <p>Kent County Beef Improvement Club</p> <p>Lambton Sheep Club</p> <p>Lambton Soybean District Committee</p>	<p>Grenville Beef Herd Improvement Club</p> <p>Lanark County Milk Committee</p> <p>Northumberland Federation of Agriculture</p> <p>Prince Edward 4-H Leaders Association</p>	<p>Muskoka Soil &amp; Crop Improvement Association</p>	1
	<p>Brant County Farm Management Association</p> <p>Middlesex Fruit and Vegetable Growers Association</p> <p>Peel Holstein Club</p>	<p>Halton Agricultural Advisory Committee</p> <p>Leeds Community Pasture Committee</p> <p>Maberly Agricultural Society</p> <p>Ottawa Valley Ayrshire Club</p>	<p>Algoma Cattlebreeders Association</p> <p>Northern Ontario Agricultural Development Program</p> <p>Rainy River Cattlemens Association</p> <p>Thunder Bay District Milk Committee</p>	0

# APPENDIX 7.8: NGO MOBILIZATION POTENTIAL AS DETERMINED BY ADJUSTMENT KNOWLEDGE

PROVINCE	SUB-REGION A	SUB-REGION B	SUB-REGION C	MPS
<p>Christian Farmers Federation of Ontario</p> <p>Kawartha Institute of Applied Technology</p> <p>Ontario Corn Producers Association</p> <p>Ontario Soil &amp; Crop Improvement Association</p>	<p>Bluewater Conservation Club</p> <p>Brant Norfolk Conservation Tillage Club</p> <p>Huron Soil &amp; Water Conservation District</p> <p>Middlesex Soil &amp; Crop Improvement Association</p> <p>Oxford 4-H Soil Management Club</p>	<p>Wentworth-Brantford CFFO</p>		4
<p>Organic Crop Improvement Association</p>	<p>Grey County 4-H Leaders Association</p> <p>Middlesex Junior Farmers</p> <p>Middlesex Plowmens Association</p> <p>Oxford Farmers Union</p> <p>Perth Plowmens Association</p> <p>Simcoe County Wheat Producers Association</p>	<p>Cold Creek Improvement Association</p> <p>Peel Soil &amp; Crop Improvement Association</p> <p>Stormont Soil &amp; Crop Improvement Association</p>	<p>Kenora District Soil &amp; Crop Improvement Association</p>	3
<p>Ontario Cattlemens Association</p> <p>Ontario Federation of Agriculture</p>	<p>Dufferin Wheat Producers Association</p> <p>Kent County Soybean Growers District Committee</p> <p>Lambton Soybean District Committee</p> <p>Oxford Corn Producers Association</p> <p>Oxford County Federation of Agriculture</p>	<p>Northumberland Federation of Agriculture</p> <p>Prince Edward 4-H Leaders Association</p> <p>Victoria County Sheep Producers Association</p>	<p>Northern Ontario Agricultural Development Program</p> <p>Temiskaming Grain Growers Association</p>	2
<p>Ontario Dairy Herd Improvement Corporation</p> <p>Ontario Plowmens Association</p>	<p>Central Huron-CFFO</p> <p>Kent County Beef Improvement Club</p> <p>Lambton Sheep Club</p> <p>South Simcoe Potato Growers Association</p> <p>Waterloo Federation of Agriculture</p>	<p>Dundas Corn Producers Association</p> <p>Grenville Beef Herd Improvement Club</p> <p>Peterborough County Cattlemens Association</p>	<p>Muskoka Soil &amp; Crop Improvement Association</p> <p>Temiskaming Junior Farmers Association</p>	1
	<p>Brant County Farm Management Association</p> <p>Middlesex Fruit and Vegetable Growers Association</p> <p>Peel Holstein Club</p>	<p>Halton Agricultural Advisory Committee</p> <p>Lanark County Milk Committee</p> <p>Leeds Community Pasture Committee</p> <p>Maberly Agricultural Society</p> <p>Ottawa Valley Ayrshire Club</p>	<p>Algoma Cattlebreeders Association</p> <p>Rainy River Cattlemens Association</p> <p>Thunder Bay District Milk Committee</p>	0

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