

Alberta Livestock and Meat Strategy

Industry Engagement Workshop #3

Alberta Livestock and Meat Agency
September 18, 2008

The logo for the province of Alberta, featuring the word "Alberta" in a white, stylized sans-serif font. The letters are slightly shadowed, giving them a three-dimensional appearance as if they are floating above the landscape. The background of the slide is a vibrant green landscape with rolling hills and a winding road, partially obscured by decorative blue and yellow wavy bands.

Presentation Outline

- **Evolving Shared Vision & the Imperative for Change**
- The Agency's Mission and Core Business
- Roles and Responsibilities, and Priorities
- Working Together on Priority Initiatives
- Communication and Next Steps

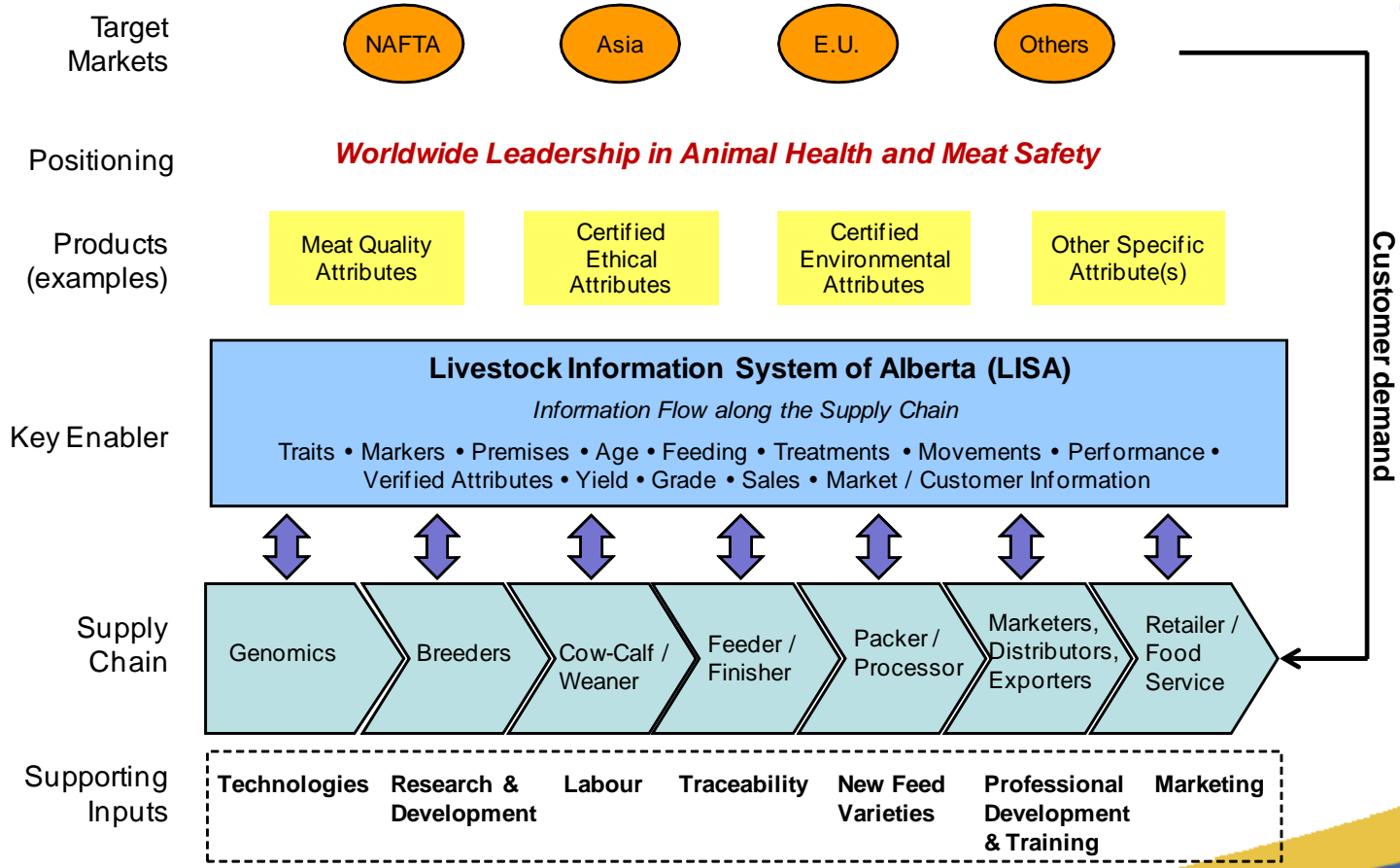
The shared vision statement communicates the desired future state of the Alberta livestock industry, as envisioned by industry and government.

Shared Vision Statement

*“An internationally competitive
and profitable livestock and
meat industry”*

The shared vision has continued to evolve with valuable stakeholder feedback.

REVISED



Several paradigm shifts are still required to realize a shared vision for the industry.

REVISED

From... the livestock industry today		To... the livestock industry of tomorrow
Shared Industry vision lacking	➡	Alignment around a shared vision
Dependence on U.S. market	➡	Diversified export markets
Commodity focus	➡	Differentiated products
Under developed animal health & meat safety system	➡	Highly developed animal health & meat safety system
Focus on production efficiency	➡	Value chain focus on consumer
Limited information flow	➡	Information exchange across value chain
Continued government support for agriculture in crises	➡	Strategic investments by government and industry in agriculture
Independent sector perspectives	➡	Integrated value chain perspective
Unsustainable industry	➡	Sustainable value-adding businesses
Talk	➡	Action

Being aligned on ultimate industry outcomes is important to understanding the implementation plan

- A shared vision
- Profitability and competitiveness
- Self-reliance
- Market Diversification
- Industry Investment
- Leadership

The imperative for change...

- Herman Simons – Chair, Alberta Pork
- Irene Rutledge – Director, Alberta Sheep and Wool Commission
- Leighton Kolk – Feedlot Operator and Beef Producer

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The Agency's Mission statement clarifies our roles within the sector.

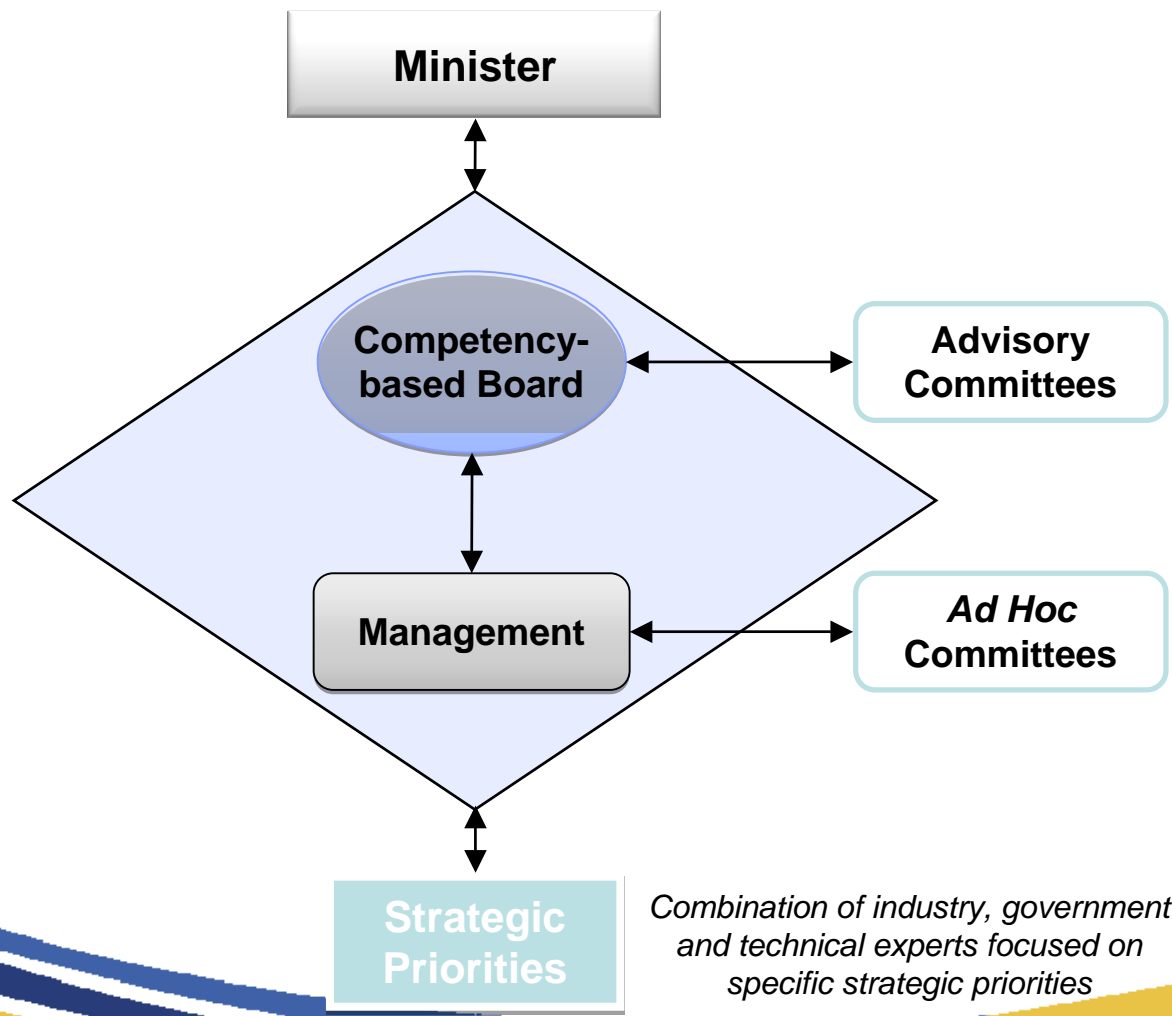
Agency's Mission

Act as a catalyst to achieve an internationally competitive and profitable livestock and meat industry.

Defining Terms:

- ***Act as a catalyst:*** fostering and facilitating change without seeking control.
- ***Internationally competitive and profitable:*** become self reliant and sustaining in target export and domestic markets.
- ***Livestock and meat industry:*** refers to beef, pork, sheep and lamb, bison and cervid sectors.

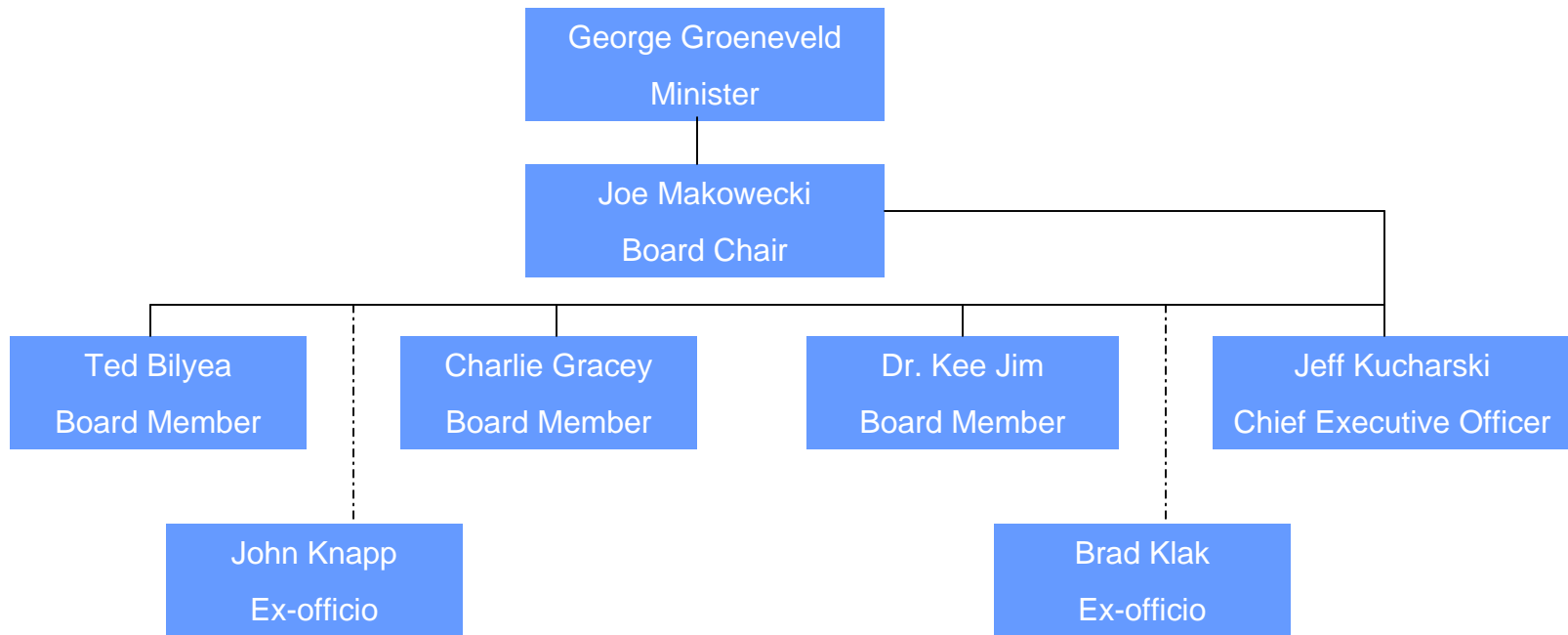
The proposed governance model for The Agency provides objective leadership through a competency-based Board.



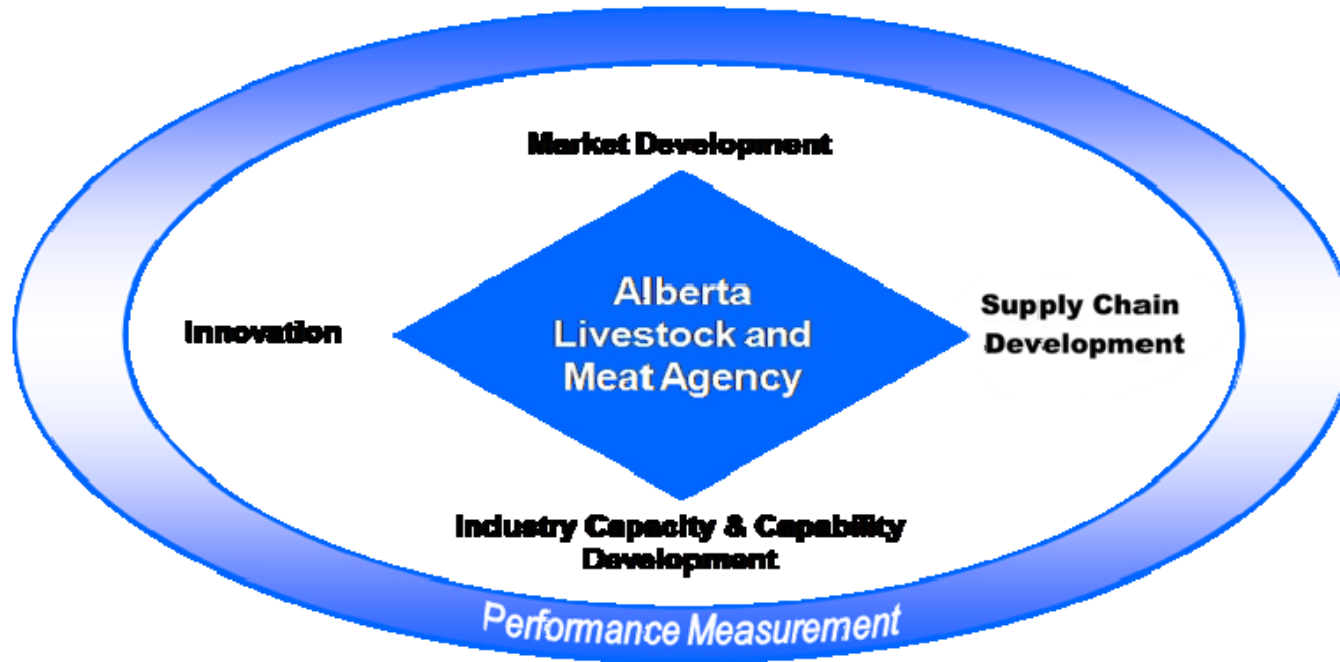
- Governance Principles**
- 1. Objective leadership
 - 2. "Oversight" separate from 'operations'
 - 3. Competency based
 - 4. Minimize potential for conflict of interest
 - 5. Flexibility of the future
 - 6. Responsive and accountable operational support
 - 7. Supportive of goals of the strategy

The Minister of Agriculture and Rural Development appointed the board members.

Initial Agency Board



The Agency will focus its resources on four long-term core businesses to achieve its mission.



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Agency Priorities

Market Development

Priority 1.1 - Realign and enhance funding commitment to international market development.

Priority 1.2 - Develop and implement a dedicated Alberta advocacy strategy for dealing with other jurisdictions on matters of interest to Alberta.

Supply Chain Development

Priority 2.1 - Foster the creation and further development of customer focused value chains.

Innovation

Priority 3.1 - Establish and fund strategic innovation strategy for livestock and meat, focusing on achieving specific, measurable industry targets and outcomes.

Industry Capacity and Capability Development

Priority 4.1 - Execute a communication and engagement strategy that builds understanding, industry commitment and support for the implementation of the Alberta Livestock and Meat strategy priorities.

The Agency Team

Roles and Responsibilities

- **Jeff Kucharski - CEO**
- **Dr. Sandra Honour – Animal health and food safety, certification systems**
- **Jake Kotowich – Innovation, research & development**
- **Gordon Cove – Marketing services, value chain development**
- **Carol Bettac – LISA, Environmental goods and services**
- **Merle Good – Livestock production, business models, tax**
- **Maureen Bolen – Industry engagement and communication**
- **Richard Stadlwieser – Market development, market information**
- **Tracy Bowers – Project management**
- **Rena Vague – CEO and board support**
- **Joanne Jones – ALMA support services**
- **Courtney Mosentine – Communications**

Update on the Livestock Information System of Alberta

Carol Bettac

Livestock Information System of Alberta (LISA)

- A robust, **industry information management system** - includes mandatory traceability integrated with broader, industry value based information
- Fosters an “**information highway**” across the supply chain,
- Facilitates the development of unique and **differentiated products** that are driven by and designed to meet distinct customer needs.
- The enhanced flow of information will enable the Alberta industry to **respond more quickly** to market signals providing it with a decisive advantage relative to global competitors.

Livestock Information System of Alberta (LISA)

- Will aggregate **key data** from across the full supply chain and build upon Alberta's advantage in traceability and age verification.
- Producers and processors will have **better information** allowing for better decision making, providing the customer with products they desire, product branding, and improved efficiencies.
- The Alberta Livestock and Meat Agency will provide **oversight** to the design and operations of this information system.
- Built on foundation of **full traceability**

LISA Stakeholder Team

PURPOSE: Guide the development and implementation of the core process to create LISA.

- Create the **vision and value proposition** and communicate the benefits
- Research other systems, **highlight success stories** and cases that showcase key benefits
- Build agreement on how and what **information** needs to be shared along the supply chain and identify the governance/business and legal requirements and ensure **confidentiality**
- Provide input and guidance to the **design and information management** system
- Suggest related **compliance processes** to ensure information is shared
- Guide the **capacity development** and training along the supply chain to maximize opportunities
- Pilot, test and **evaluate**

Supply Chain Participants: from producer to retailer

Cattle

Pork

Sheep

Horses

Bison

Others

Value-Added/Information Sharing
Supply Chain Efficiencies

Process/Source Verification and Certification
/Differentiation
Food Safety, Environment, Animal Welfare
Quality Assurance

Traceability/Emergency Management/
Foreign Animal Disease

Industry Managed

ARD

Stakeholders

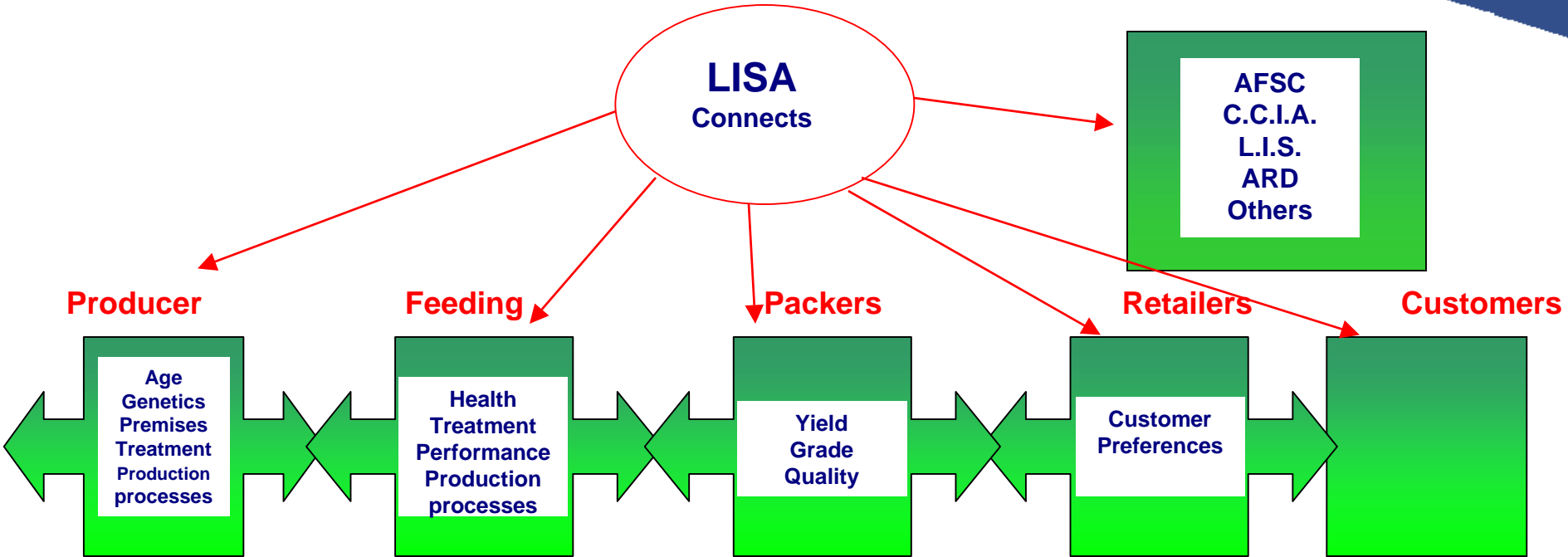
ARD
LIS
CCIA
AFSC
Commodities
Packers/Processors

Traceability

- Age Verification
- Premise ID
- Movement

Emergency
Management
Foreign Animal Disease
Surveillance

All Species



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It is the Agency's intention to effectively engage all appropriate stakeholders in all parts of implementation.

Key Stakeholders

- The Federal Government;
- The Alberta Government;
- Provincial Industry Associations;
- National Industry Associations;
- Supply chain participants

Possible Methods of Engagement

- An advisory committee to ALMA's Board and Management
- Ad hoc committees address specific issues or initiatives,
- Implementation teams;
- Research councils.

Advisory Committees

Producer Advisory Committee and a Processor Advisory Committee

- *How do you see a producer committee engaging with the board?*
- *How do you see a processor committee engaging with the board?*

How can we ensure a positive relationship exists between industry and government?

How can we work together on the priorities of the four core business areas?

As we work together, what are the challenges you anticipate in this engagement process, and how do we overcome these barriers?

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- **Communication and Next Steps**

The best outcome is industry and government working together.

What are the best methods of communication (in both directions)?

- Meetings and workshops – interactive sessions to explore options and co-create solutions
- Benchmarking and other guided market research (e.g., surveys)
- Newsletters and interactive website forums

Next Steps: Workshop #4 - Certification

Announcement	July – August 2008	September 2008	October 2008	November 2008	December 2008
<p><u>Engagement Workshop #1</u></p> <p>Focused on clarifying announcement and next steps (June 2)</p>	<p><u>Engagement Workshop #2</u></p> <p>Focused on introducing ALIS (July 3)</p> <p><u>Engagement meetings</u> with individual industry associations Review schedule, outcomes, clarify details</p>	<p><u>Engagement Workshop #3</u></p> <p>Focused on the shared vision and industry governance; Minister reception following workshop (Sept.18)</p>	<p><u>Engagement Workshop #4</u></p> <p>Focused on certification (environment, health, food safety, animal welfare/health) (Oct.30)</p> <p><u>International Livestock Symposium</u></p>	<p><u>Engagement Workshop #5</u></p> <p>Focused on consolidation; Minister reception following workshop</p>	<p><u>Industry AGMs</u></p> <p>Minister attends</p>
	<p>Deputy Minister to host engagement meetings with small groups of individual producers</p>				
	<p>Producer Meetings with AFSC</p>		<p>Producer Meetings with AFSC/ARD</p>		
	<p>Industry technical meetings, as required, to advance priority initiatives</p>				

Key Outcomes (Dec 31, 2008)

1. Agree, in principle, to shared vision
2. Agree, in principle, to buy-in to the Agency

Engagement

- 6 Livestock producer breakfast meetings
- Speaking at Alberta Beef Producer Zone meetings; Alberta Sheep and Wool Commission Zone Meetings; Alberta Pork Producers; ASB sponsored meetings; Industry meetings

Workbook collection

Please give your workbooks to the Agency representative at your table.

The workbooks are handled and analyzed by a Third Party – Framework Partners Inc.

There is complete confidentiality regarding your specific answers – Your name will never be attributed with a specific answer.