

Alberta's Agriculture and Food Traceability Systems

2007 – 2010

**Strategic Management Plan
for
Alberta Agriculture and Food**

June 1, 2007

The Systems Thinking Approach™

**Part of a
Yearly Strategic Management System Cycle
(Planning — People — Leadership — Change)**

The logo for the province of Alberta, featuring the word "Alberta" in a stylized, bold, black font. The letter 'A' is unique, with a diagonal stroke that extends upwards and to the left, forming a shape reminiscent of a mountain range or a stylized 'A'.



Alberta's Agriculture and Food Traceability System

Strategic Management Plan for AF

June 1, 2007

Introduction:

As part of Canada's response to bovine spongiform encephalopathy (BSE) and avian influenza (AI) issues, Federal/Provincial/Territorial (FPT) officials formed a national traceability task team (TTT) to build a national agriculture and food traceability framework beginning with a national livestock traceability system (including poultry). In May 2006, Alberta Agriculture, Food and Rural Development (AAFRD) created a Traceability Branch in the Environment and Food Safety Sector to ensure that Alberta has an active voice in national discussions and to engage Alberta's agriculture and agri-food industry to create leading edge traceability systems in the province.

There is a clear understanding that Traceability supports both public and private good. Key areas include:

- Food Safety/Quality Control
- Food Safety/Emergency Preparedness and Management
- Supply Chain Management
- Market Differentiation/Credence

Traceability is based on three pillars: **1) Premises ID, 2) Animal & Product ID** and, **3) Animal & Product Movement** tracking. Industry is spearheading animal/product ID and all partners are working on Animal & Product Movement tracking. The Government of Alberta (GOA) is working with industry to develop the infrastructure for premises identification for all farms by December 2007. Alberta will continue to participate in the national discussions on traceability in order to ensure that Alberta's traceability initiatives influence the discussions for a national traceability system and industry input and feedback are integrated. Traceability is a priority area for Alberta Agriculture and Food (AF). Department traceability leads are seeking opportunities to partner with private industry in developing retail trace back, animal/product identification and full animal/value attribute tracking.

This **Strategic Management Plan for Alberta Agriculture and Food** (SMP) is the product of input from several staff, other government partners and industry players. It will focus Department resources on this key priority for the next 3 years as Alberta's Agriculture and Food Traceability Systems are built to achieve three core outcomes:

1. Emergency management which includes prevention, preparedness, response and recovery for food safety and public health events, including effective containment of zoonotic disease outbreaks and food safety recall;
2. Address the need for zoning, swifter border reopening and market access to minimize the economic impact of disease outbreaks; and,
3. Support industry's individual interests for more informed decision making, enhanced supply chain management and operational efficiencies.

Alberta Agriculture and Food's *Ministry Strategic Change Leadership Team* provides visionary leadership and ensures integration within AF and with Industry. Members:

Rory Campbell, Deputy Minister

- Executive Sponsor

John Donner, ADM Environment & Food Safety Sector

- FPT Traceability Champion (Federal/Provincial/Territorial)
- Alberta Traceability Co-Champion

Brian Rhiness, ADM Industry Development Sector

- Alberta Traceability Co-Champion

Brent McEwan, Executive Director - Traceability Branch

- FPT Traceability Task Team Co-Champion

Within the Traceability Branch, the **Traceability Systems Management Office (TSMO)** operates to coordinate the organization-wide Traceability Strategic Management Process. The TSMO's mandate is to ensure the fit, support and integration with the strategic vision, positioning and values captured in this document. Inherent to this, is alignment with the Department's Business Plan and Growth Strategy. TSMO staff are dedicated to this initiative. Roles include: Executive Director, Traceability Initiatives Manager, Internal Process Consultant/Facilitator, Communications Lead, Project/Grant Coordinator, Administrative Support.

The Strategic Management Plan will be implemented by the **Change Implementation Team** - Department managers/staff, with input from AF, other government and Industry advisors.

The signatures below indicate approval of Alberta's Agriculture and Food Traceability Systems: 2007 – 2010 Strategic Management Plan for Alberta Agriculture and Food, dated June 1, 2007

Rory Campbell – Deputy Minister
Alberta Agriculture and Food

John Donner, ADM – Environment and Food Safety Sector
Alberta Agriculture and Food

Brian Rhiness, ADM – Industry Development Sector
Alberta Agriculture and Food

Brent McEwan, Executive Director – Traceability Branch
Alberta Agriculture and Food

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Listing of Terms & Acronyms

Terms

3 Pillars of Traceability:

1) Premises Identification (PID)

Unique identifier(s), associated with a geographic location descriptor, used to locate a food production, handling, or processing facility. May be described in absolute terms of longitude and latitude with GPS or a cadastral (survey) description. Used for reference in movement and tracking (CLIA).

2) Animal & Product Identification

The identification and registration of an animal (or agriculture and food product) individually, with a unique identifier; or collectively by its epidemiological unit or group, with a unique group identifier. (Source of definition excluding brackets above – OIE)

3) Animal & Product Movement

Tracking and tracing a unique group identifier for animals or agriculture and food products, from farm to farm, to auctions, to fairs, to testing stations, to tagging sites, to community pastures, to packers, to retail, to the dinner plate.

Enterprise Risk Management

Enterprise risk management seeks to identify, assess, and control - sometimes through insurance, more often through other means - all of the risks faced by the business enterprise, especially those created by growth.

Framework

A plan presented as a concept or guide for how to proceed.

Governance

The term governance deals with the processes and systems by which an organization, public body or society operates. Includes the effective management of relationships with integrity.

Implementation Plan

The operation plan (Annual Work Plan) linking expected outcomes and Key Success Measures with actions, associated resources and timelines.

Industry

Key players across the agriculture and agri-food supply/value chain. Includes but is not limited to: Producers, Processors, Wholesalers, Transport/Distributors, Food Services, Retailers, and Consumers. Also takes into account ag-related commodity organizations, cooperatives, financial associations, policy organizations, Marketing Boards & Commissions, special interest organizations, private companies and corporations, other governments and agencies.

Portal

Single electronic window through which federal, provincial, territorial governments and industry access specified traceability information.

Program

A coordinated and integrated multi-faceted set of processes, projects and complex initiatives that support Alberta's Agriculture and Food Traceability Systems.

Stakeholders

Groups and individuals who have an interest in or influence on the implementation, operations and outcomes of the Traceability Initiative, i.e. clients, partners, staff, Industry.

Standards

Documented rules or agreements that determine how people and organizations work together to common goals. (Source - FPT TTT draft)

Strategic Management Plan

Document that guides the planning and implementation and progress and evaluation of the initiative.

Supply Chain

The network of retailers, distributors, transporters, storage facilities and suppliers that participate in the sale, delivery and production of a particular product.

Traceability System

The infrastructure required to deliver traceability including hardware, software and organizational infrastructure.

Value Chain

A value chain is an alliance of enterprises collaborating vertically to achieve a more rewarding position in the market.

Acronyms

AAFC	Agriculture and Agri-Food Canada
ABP	Alberta Beef Producers
AF	Alberta Agriculture and Food
AHA	Alberta Health Act
AI	Avian Influenza
APF	Agriculture Policy Framework
ATQ	Agri-Traçabilité Québec
AVSN	Alberta Veterinary Surveillance Network
CAPIFS	Canada/Alberta Partners in Food Safety
CCGD	Canadian Council of Grocery Distributors (Does this show up in the plan?)
CCIA	Canadian Cattle Identification Agency
CFIA	Canadian Food Inspection Agency
CLIA	Canadian Livestock Identification Agency
Codex	“Codex Alimentarius”, collection of internationally recognized standards, codes of practice, guidelines and other recommendations relating to foods, food production and food safety under the aegis of consumer protection.
CPVO	Chief Provincial Veterinarian Office
EMA	Emergency Management Alberta
EU	European Union
FADERS	Foreign Animal Disease Emergency Response System
FMD	Foot and Mouth Disease
FPT	Federal/Provincial/Territorial
FPT TTT	FPT Traceability Task Team
FSI	Food Safety Initiative
GOA	Government of Alberta
HACCP	Hazard Analysis Critical Control Point
IGAC	Industry Government Advisory Committee (National Traceability)
IAR	International, Intergovernmental and Aboriginal Relations (Government of Alberta)
ISO	International Organization for Standardization (International standards for processes, products, systems)
LIS	Livestock Identification Services Ltd.

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MAPAQ	Quebec Department of Agriculture, Fisheries and Food
NAFTS	National Agriculture and Food Traceability System
NLTS	National Livestock Traceability Systems
OFFS	On-Farm Food Safety Assurance Program
OIE	Office International des Epizooties (Science-based guidelines for animal health)
OTM	Over Thirty Months
PID	Premises Identification
PIPEDA	<i>Personal Information Protection and Electronic Document Act</i>
RFID	Radio Frequency Identification
SMP	Strategic Management Plan
SRM	Specified Risk Materials
TSMO	Traceability Systems Management Office (AF – “Traceability Office”)
UTM	Under Thirty Months
WTO	World Trade Organization

Three Planning Principles

1. Planning and change are the primary job of leaders.
2. People support what they help create.
3. Use system thinking – begin with the future in mind, focus on outcomes, consider all components that work together to achieve the overall objective.

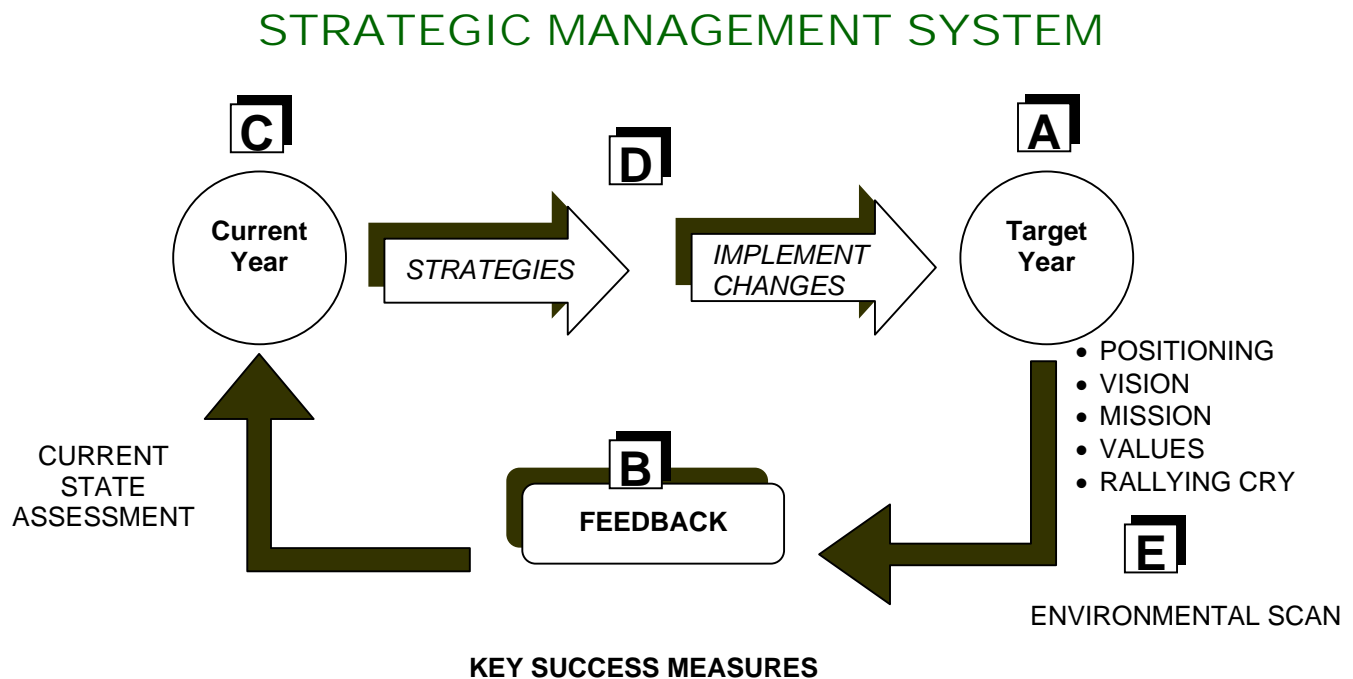
Key Goals in Strategic Management

Planning ▪ People ▪ Leadership ▪ Deliver Customer Value

1. Develop a 3-year strategic plan and yearly operational plans/documents → strategic management plan.
2. Ensure successful implementation and change.
3. Build and sustain high performance in planning, change and implementation year to year.

Project Phases

“ABCs” of STRATEGIC AND SYSTEMS THINKING, PLANNING AND CHANGE



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Yearly Strategic Management System

(Planning — People — Leadership — Change)

Topic	Five Phases
Environmental Scan	E
Creating Our Ideal Future.....	A
Measurements of Success	B
Converting Strategies to Actions	C
Successful Implementation/Change	D

Future Environmental Scan to 2010 and Beyond

*“The future is shaped
by those who see the possibilities
before they become obvious.”*

- Straits Times

E

What do we know is changing in the environment?

Environmental: *trends - projections - opportunities - threats* facing AF, the agriculture and agri-food industry and the national traceability system over the life of the strategic management plan.

Strategic Issues List

S Socio-demographic

- Emerging zoonoses infections - (HIV, SARS, AI, vCJD, West Nile, 0157:H7, Streptococcus suis, Johnne's, Crohns)
- Aging is not equal across markets, population aging is more severe in developed countries and some developing ones
- Benefits of traceability not well understood, defined nor communicated (What - Why - So What)
- Food safety is a key driver for traceability
- Emergency planning and response measures hinge on traceability systems
- Traceability is understood to be a tool for federal and provincial governments and industry to safeguard Canada's food supply and the plants and animals upon which safe and high-quality food depends
- Sustaining the plant and animal resource base
- Global shifts in power away from the U.S.
- Bio-terrorism paranoia increasing
- World-wide decline in species – ocean fish in particular
- Genetic narrowing of plant and animal species
- People are more mobile and connected (wired and wireless at the same time)
- As populations get older, they will focus on quality of life issues, will be vocal, influential

K Competition/Substitutes

- Globalization creating unprecedented growth in meat production in the developing world
- Reemergence of Food and Mouth Disease (FMD) in Brazil ties together globalization, uncontrolled growth, environmental destruction, and infectious disease
- Changing global eating habits – more emphasis on certain products/fads/lifestyles
- Use of non-tariff barriers
- Our competitors are developing traceability systems – the race is on
- Increasing regulatory and legislative requirements to trade
- Globalization of industry – the world is getting smaller – industry concentration is increasing
- Multinationals have power to influence and create change immediately on domestic and international policy
- Traceability systems linked into key markets, e.g., Japanese and EU food standards
- Counterfeit products

E Economics/Environment

- Pandemics - the number one health, security and economic risk for the world
- Rapid intensification of agriculture in the developing world has brought a rise in disease
- Traceability as an untapped value, rather than a cost
- Traceability systems that are driven by the reality of the economics of the industry
- Traceability systems affecting commercial activities
- Traceability resulting in value-added products
- Traceability as a global competitive advantage
- Sustainable traceability systems
- Cost/benefit of traceability throughout the chain and among sectors

P Political/Regulatory

- U.S. Homeland Security Department has identified the agriculture and agri-food industry as a potential terrorist target
- Canadian obligations to protect its meat supply to the U.S. and other markets
- Animal welfare groups using animal diseases to step up long-running campaigns against large poultry and livestock operations to persuade the public to stop eating meat
- Politics being used as market access weapons, non-tariff barriers
- Non-regulatory incentives for traceability initiatives may result in trade action

T Technical

- Technological advances for traceability emerging and evolving, i.e., DNA typing, RFID, Sensor technologies, Bio-med
- Interconnected traceability systems
- Technology is a tool for traceability initiatives
- Capability of industry to adopt and accept technology
- Electronic infrastructure in rural areas not in place
- Different systems required for different commodities and needs
- One size does not fit all
- Security and privacy
- People require technology to be easy to use, flexible, scaleable, responsive, transparent, secure, compliant, auditable, compatible, and credible
- Liability issues across the supply chain
- Logistics, integrity of information and costs
- Common language and definitions
- Communication (government, consumers, industry)

I Industry/Suppliers

- Return on investment, cost/benefit are key determinants for how far and how fast each sector/commodity advances traceability initiatives
- Canada is blessed by nature with less density of people and livestock than any other country but may be less challenged by increased urbanization than many other countries
- Industry leaders need to have the tools to demonstrate the value of traceability to their stakeholders, e.g., producer groups
- Silos of traceability activity exist
- National standards, data standards and auditing may not be in place
- One size fits all traceability system may not work
- Not all commodities and sectors have the same risk (risk-based traceability)
- Information versus data
- Building industry confidence
- Engaging industry
- Partnerships among all links in various chains
- Addressing costs associated with traceability through the chain
- Governments and industry demonstrating flexibility and understanding in working together towards a common goal
- Bringing ALL supply chain members and industry sectors to the table

- Dealing with co-mingling, activity-based sites (e.g., fairgrounds, zoos, veterinarians)
- Ensuring participants supply valid information and data to the system
- Retain the engagement of provincial commodity organizations in traceability
- Not all sectors and commodities within sectors moving at the same pace
- Confusion about the definition of traceability
- Industry tends to focus on today's problems rather than looking ahead
- Little knowledge in the sector about minimum standards for Can-Trace
- Diversity of the processing sector is a challenge
- Recruiting and training employees involved in agriculture
- Elimination of duplication in the system
- Creating harmonized standards
- Dealing with multi-sector/whole chain approaches
- Dealing with tools/services/guidelines/education
- Traceability applying to domestic and international products equally
- Entrench the validity of one up/one down traceability, where each part of the chain keeps records on where a product has come from and where it goes next
- Information sharing does not take place at the expense of confidentiality
- Streamlining paperwork in organizations and improving business efficiency over all
- Keeping it simple
- Industry-Government collaboration
- Exchange and integrate work being done in silos
- Developing sustainable solutions
- Both industry and government take leadership
- Making integration happen
- All parts of the chain and all sectors knowing the risks of not implementing traceability for their operation

C Customer/Citizens

- Animal diseases such as FMD are endemic in different parts of the world
- Population and income growth in developing world, especially China and India
- Cheap food policies affecting profitability of the agriculture and food industry
- Consumers want safe and high quality food
- Countries are using traceability as a solution to consumer food safety concerns
- International marketing and country standards are a moving target
- Consumer unwillingness to pay for traceability
- Differing global standards
- Markets are more segmented giving rise to more niche market opportunities
- Choice and service tied to ability to respond

Critical Issues List

1. Access to information – legislation, privacy, restrictions, opportunities, FOIP, PIPEDA.
2. Ensuring that the integrity of what already exists stays intact and is enhanced – auditing, tag distributors, tags.
3. Definitions within traceability – different views. Common language needed and clarity of requirements needed.
4. Legislation, regulation and policy needed.
5. Industry interest/concerns in traceability.
6. Recognize Alberta's other provinces' role in a national traceability systems.
7. Competitiveness/Sustainability – public good, value added from Industry.
8. Not an either/or, i.e., public good ↔ market access.
9. Who will pay?
10. Data and information requirements: Data → Information → Knowledge.

Creating the Ideal Future – 2010

A

Where do we want to be?

*Our vision statement describes ideally where and what we want to be in the year 2010.
These are the future hopes, desires, and aspirations for AF.*

2010 Vision Statement

Industry and government partner to have secure, sustainable, value-driven and networked traceability systems enabling Alberta's diverse Agriculture and Food industry to:

- a. Prepare and respond to crisis, emergencies and disease outbreaks
- b. Enhance industry competitiveness, capture market opportunities and restore market access

Details Within the 2010 Vision: (Presented in no particular order)

Secure and Sustainable Traceability Systems

- Industry and government partnerships in Alberta's Agri-Food industries have secure and sustainable one up one down distributed database.

Privacy, Security, and Credibility

- Our systems are FOIP/PIPA compliant and secure, where access to information is defined, controlled, enforced, and is regularly audited to ensure the systems' integrity and protection of stakeholder privacy.

Information to Improve Quality Products

- Alberta's agriculture and food traceability systems will enable access, availability, and retrieval of information to foster consumer confidence and increase market access.

Emergency Management, Food Safety, and Pandemic Precaution

- Our systems provide information to enable effective planning management and rapid response to any crisis borne from involving food and food animal including terrorist and natural events/disasters.

Animal and Human Health

- Alberta's traceability systems will promptly secure and contain animal or human health incidents or outbreaks.

Information Enabling Increased Market Place Value

- Our systems provide for the diverse needs of industry, government and customers and drives increased value across the supply chain through information use, improved operational efficiencies and lowered costs.
- Our traceability systems will respond to and meet the increasing demand of the value chain in identifying, tracking animal and product movement.

Government/Industry Participation – Traceability Systems

- The animal and product traceability systems are complete.

Market Opportunities & Access

- The right systems enhance market/consumer confidence in Alberta's agriculture and food products, restore market access in time of crisis.

Core Values

Our core values describe how we act in order to accomplish the tasks leading to achievement of our vision. They create our desired culture.

- **Respect** – Fostering a privacy and information-sharing environment where industry individuals, and organizations are valued, heard and respected.
- **Accountability** – Ensuring a traceability system that is built on being responsible for one’s actions and for contributing to the effectiveness of the entire national traceability system.
- **Integrity** – Behaving ethically while being open, honest and fair.
- **Excellence** – Using innovation and continuous improvement to achieve excellence.
- **Partnerships** – Partnerships between government(s) and industry will drive the vision for and commitment to developing Alberta’s Agriculture and Food Traceability Systems effectively serving mutual interests and needs.

Partnership Principles

By “Partnership” we mean:

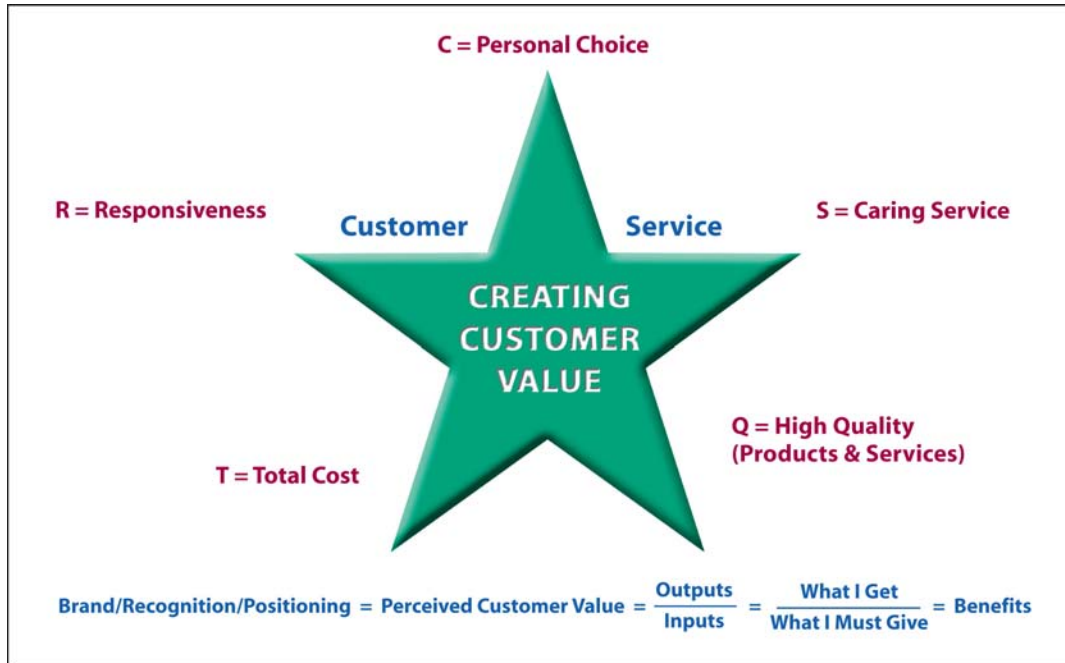
- To form **consultative and collaborative partnerships** across sectors to ensure participation, build relationships, create value and achieve accountability.
- **Attuned** with the mandate and **strategic direction** of our partners. We are committed to holding each other mutually accountable to common values and vision.
- To strategically **focus complementary strengths** on specific goals/objectives for traceability. We capitalize on our partners’ interests and strengths to build and implement Alberta’s Agriculture and Food Traceability Systems.
- To understand, **respect** and address our partners’ concerns in our strategic management process.
- A priority on frequent, open and honest **communication**. AF’s DRAFT Strategic Management Plan is shared with our partners and stakeholders as it is being developed. Constructive feedback is asked for and given. Active listening is practiced.
- We believe the best way to make quality decisions in partnerships is to use a **consensus** approach. i.e., Whenever possible we seek to reach a decision in which all parties **agree to actively support the direction**.
- We continuously gather new information on global and strategic developments to increase our understanding and improve the effectiveness of our efforts. We appreciate the **mutual learning** that takes place within partnerships.

Positioning → Added Customer Value

Where do we want our agriculture and food industry to be?

- **Competitive Edge** – Unique, different, better than the competition in the eyes of the customer

Value – Added Star Positioning



Alberta's Agriculture and Food Industry is able to gain a competitive business advantage by anticipating and responding to customer/market wants and needs for products. We recognize that the bar for meeting customer/market expectations is continually rising. We must be well positioned against our competitors if we are to take advantage of market opportunities. We understand the cost: benefit of going above and beyond.

Traceability is a means for enhancing marketplace competitiveness and sustaining a market edge.

Key Success Measures

B

How will we know when we get there?

Key Success Measures are outcome measures of success. They measure how effectively Alberta Agriculture and Food is achieving its vision, values and desired position on a year-by-year basis.

It is a scoreboard for continuous improvement of success in Traceability.

How Will We Know We Are Successful, Creating Value?

- I Financial/Economics
- II Operations/Data in the System
- III Customer/Stakeholder Value - Government, Agriculture and Food Industry

I Financial/Economics

1. Traceability systems are recognized by Alberta's priority target countries/markets with access at or above pre BSE levels; new markets established.
2. Traceability Systems are efficient, cost effective and valued by Industry and Government.

II System Operation/Data in the System

1. 48-hour emergency response and tracking by means of a well populated Traceability System with credible verifiable information.
2. Legislative and regulatory frameworks in place that support participation and improve quality of the Traceability Systems.
3. Alberta's Traceability Systems are equipped for rapid, accurate response and meet National standards and performance measures.

III Customer/Stakeholder Value

1. Alberta Systems are user friendly for *input* and *extraction* of data and information of data and information.

Organizational Goal Setting

Scoreboard for continuous improvement of success in Traceability.

Note: Some measures demonstrate value in more than one area.

<u>Financial/Economics</u>				
Key Success Measures (Outcome Measures of Success)	2006 (Baseline)	2007/08	2008/09	2009/10
<p>Measurement #1:</p> <p>Traceability Systems are recognized by U.S., Mexico, Hong Kong, Macau, Japan, S. Korea, Taiwan</p> <p>Measurement #2:</p> <p>Traceability Systems are efficient, cost effective and valued by Industry and Government.</p> <ul style="list-style-type: none"> ➤ Databases populated ➤ Pilot projects deliver sound technology solutions, enhanced value and Industry uptake 	<p>U.S., Mexico, Hong Kong, Macau, Japan, S. Korea, Taiwan</p> <p>Minimal amount of data in the system</p> <p>Pilot projects identified and initiated for Beef + Cattle</p>	<p>Tracking</p> <p>30% populated</p> <p>Technology tested + evaluated for Cattle, Hogs, Sheep, Bison</p>	<p>Tracking</p> <p>60% populated</p> <p>Potatoes, Bees, Pulses, Other Crops initiated</p>	<p>Market access is restored, enhanced or established in new jurisdictions</p> <p>90% populated</p> <p>All sectors complete</p>

<u>Systems Operation</u> Key Success Measures (Outcome Measures of Success)	2006 (Baseline)	2007/08	2008/09	2009/10
<p>Measurement #1:</p> <p>48-hour emergency response and tracking by means of a well populated Traceability System with credible verified information.</p> <ul style="list-style-type: none"> ➤ CPVO is equipped to prepare for, prevent, respond to, or recover from a crisis or emergency ➤ Premises Identification ➤ System audited, credible → confidence ➤ Systems are secure, information is private and used as intended 	<p>Months</p> <p>No system in place</p> <p>20%</p> <p>50%</p> <p>Uncertain</p>	<p>Weeks</p> <p>System needs identified</p> <p>100% (Dec. '08)</p> <p>65%</p> <p>Measures in place</p>	<p>Days</p> <p>System in development</p> <p>100%</p> <p>80%</p> <p>Measures in place</p>	<p>Hours</p> <p>System operational</p> <p>100%</p> <p>95% (400 - 500 farm audits)</p> <p>Measures in place</p>
<p>Measurement #2:</p> <p>Legislative and regulatory frameworks in place that support participation and improve quality of the Traceability Systems.</p>	<p>No legislation</p>	<p>AHA (<i>Animal Health Act</i>) 3rd reading (Section 38 - Traceability)</p>	<p>Premises ID + Traceability Regulations drafted</p>	<p>AHA & Regulations enacted</p>
<p>Measurement #3:</p> <p>Alberta's Traceability Systems are equipped for rapid, accurate response.</p> <ul style="list-style-type: none"> ➤ National standards and performance measures, met or exceeded 	<p>System tested through 8 BSE cases – mixed results</p> <p>20% accuracy</p>	<p>System third party tested</p> <p>40% accuracy</p>	<p>System third party tested</p> <p>70% accuracy</p>	<p>System third party tested</p> <p>100% accuracy</p>

Current State Assessment

C

Where are we now?

Today's Issues and Challenges

AF Main Strengths: (“Build”)

- Political will and priority for Ministry
- Connection to provincial organizations and grass roots
- Strategic plan (working, completing)
- Have resources and talent to drive the initiative forward; people are engaged
- Governments talking to governments
- Government talking to and cooperating with industry; relationships established
- Major player at FPT TTT table
- Build on work already completed/lessons learned

AF Main Weaknesses: (“Eliminate/Cope”)

- Some people, resourcing unclear
- Internal and external communication to target audiences is lacking; the Communication Plan has not been implemented
- Need for Project/Grant Coordinator, Traceability Communications Lead (strategist and implementer)
- Strategic Change Management plan with structures to support it, not in place
- Too many demands on AF; not always able to effectively utilize in-house resources
- Competitor, market, technical intelligence lacking
- Linkages to the system are lacking
- Ability to explain so what? And why? Around traceability is weak
- Do not know and cannot articulate our information needs to industry

Core Strategies

D

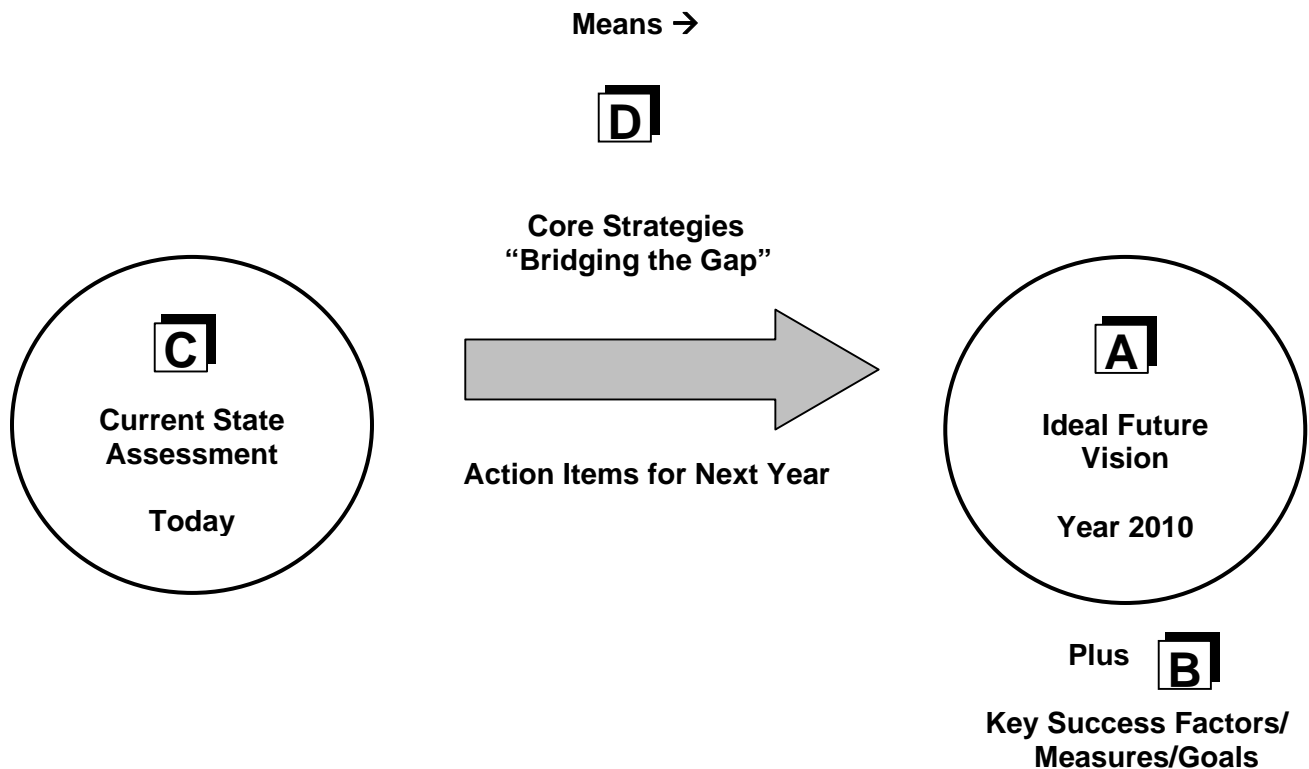
How do we get there?

Core strategies are the primary means and methods to move Alberta Agriculture and Food from today to the vision for the year 2010. Strategies are the primary ways to “close the gap” between today and the desired Future Vision.

Sources of Information → Strategies

- Critical issues
- Vision themes
- Outcomes
- Critical success factors
- Key success measures
- Environmental scan
- Strengths and Weaknesses (SWOT)

“Bridging the Gap”



AF's Core Strategies for Traceability

1. Emergency & Risk Management

Integrate Alberta's traceability capabilities to provincial emergency response systems.

2. Business and Market Development

With Industry and other government partners assess and expand the market opportunities for products/sectors with traceability attributes/systems.

3. Sector/Supply Chain Traceability Systems

With partners, test new technology and develop traceability systems for each industry sector that meet the respective needs of all players and that will be integrated within a national system.

4. Policies

Identify, draft and employ frameworks for emergency risk management to enable development of traceability systems that do not impede commerce or competitiveness

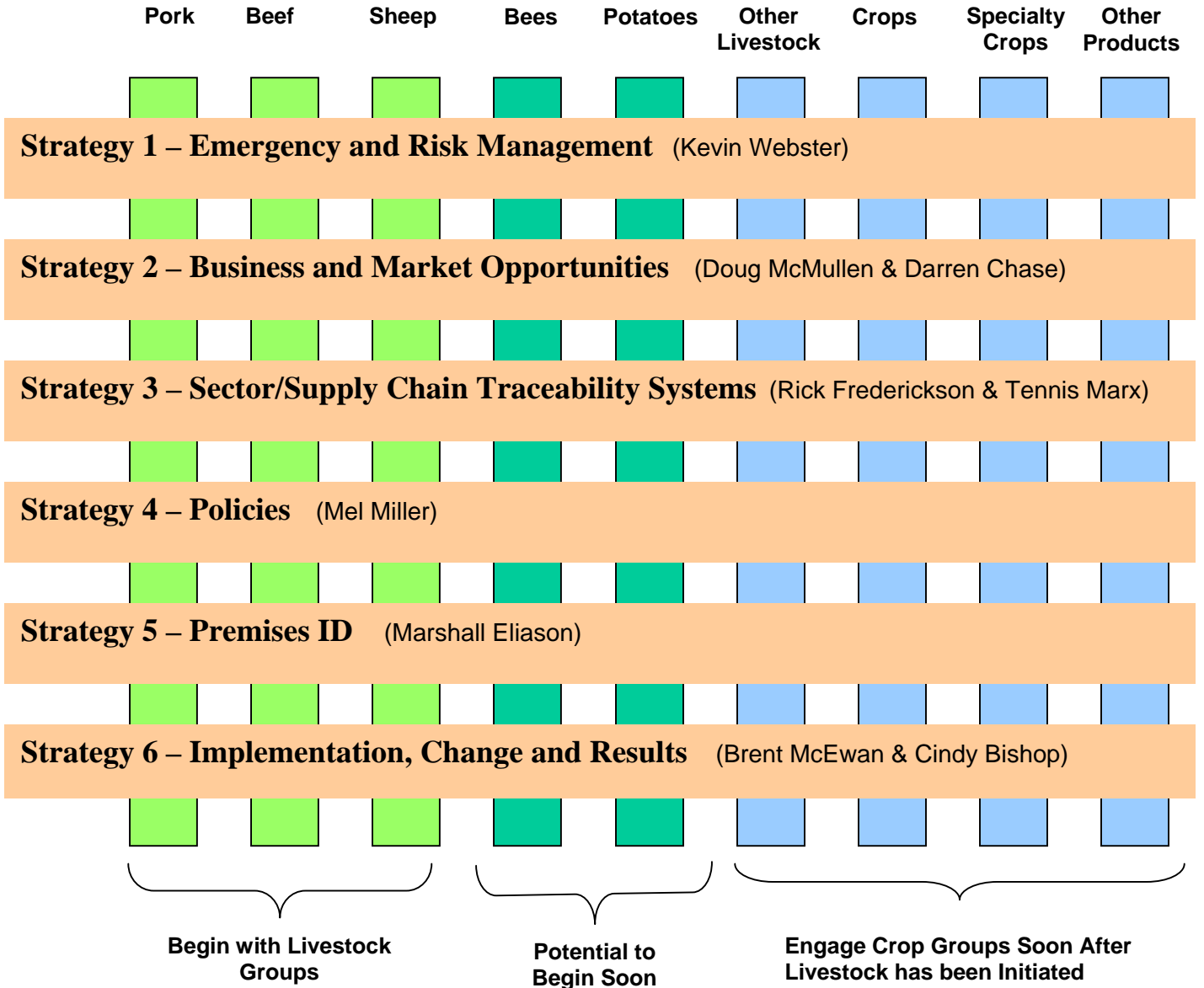
5. Premises Identification

Develop and implement a plan to identify all agriculture and food premises in Alberta where animals, plants and food are kept, assembled, disposed of or grown.

6. Implementation, Change and Results

Build AF's capacity, resources, communications and strategic management plan needed to implement an integrated and value enhancing change management program that supports Alberta's Agriculture and Food Traceability Systems. As a key player at the FPT table, drive the development of the National Agriculture and Food Traceability Systems.

Alberta's Traceability Systems Matrix



Strategy #1: Emergency & Risk Management

Integrate Alberta's traceability capabilities to provincial emergency response systems.

Actions/Key Initiatives for 2006/2007:

Provincial Actions:

Phase I

1. Clarify AF's role in emergency management and identify what information is needed, and why it is needed to support effective emergency management.
 - a) Department staff to review FPT TTT performance objectives and standards for premises/product identification, animal/product identification and movement.
 - b) Review for Alberta-specific needs (ensure WHY is addressed).
 - Assess the information requirements to support traceability within the context of the Canada-Alberta Partners in Food Safety (CAPIFS) Foodborne Illness and Risk Investigation Protocol, and the Foreign Animal Disease Eradication Support (FADES) plan.
 - Review and provide summary report of the CAPIFS and FADES plan and AF's roles. (Kevin Webster and Sandy Honour / Greg Orriss).
 - Evaluate the FADES plan to identify gaps in information needed by the OCPV (e.g. via a table top exercise to test the system).
2. Review post-processing approaches for traceability used in other jurisdictions and assess their applicability to Alberta.
 - Contact Ontario/Quebec/British Columbia to determine their approaches to processing and post-processing with traceability (John Girvan).
 - Communicate via e-mail and phone calls to begin with and in-person visits.
 - September 2007 visits to Ontario (John G and Kevin W) to observe the ONTrace program relative to post-processing traceability potential.
3. Incorporate traceability as appropriate within Alberta's Food Safety Strategy (FSS), which is currently under development.
 - Assess traceability needs within the Alberta FSS (with CAPIFS).
 - Evaluate the On-Farm Food Safety (OFFS) programs to ensure that recall/traceability are included as appropriate. (Safe Food Systems Section reps)
 - Evaluate the Alberta HACCP Advantage (AHA) Recall program to ensure traceability needs are included as appropriate. (Safe Food Systems Section reps)
4. Conduct *Animal Health Act* consultation and draft sector-specific regulations.
 - Animal Health Act (AHA) enacted (Office of the Chief Provincial Veterinarian). A clear traceability component has been built into the AHA.
 - Regulations drafted and approved (Office of the Chief Provincial Veterinarian).

Strategy #2: Business and Market Development

With Industry and other government partners assess and expand the market opportunities for products/sectors with traceability attributes/systems.

Actions/Key Initiatives for 2007/2008:

Phase I – Collect/Analyze/Disseminate Information for Cattle, Hogs and Sheep sectors

1. Conduct market, competitor, and technical intelligence to explore market/country requirements for Traceability Systems.
 - a) Conduct literature search and identify knowledge gaps in Serecon study and other available documents.
 - Confirm priority markets.
 - Conduct literature search to determine what current information is available.
 - Identify gaps in knowledge of traceability systems of markets and competitors.
 - b) Complete comparative analysis of ATQ and Alberta traceability systems including review of Serecon and FPT TTT analyses.
 - Initial comparative analysis is complete.
 - Obtain Serecon ATQ study as well as FPT TTT analysis of ATQ.
 - c) Tour MAPAQ and ATQ to complete assessment of their systems.
 - Determine who besides Brent McEwan, John Donner, and Brian Rhiness should travel to Quebec.
 - Utilizing Brent's MAPAQ contact, arrange tours and appropriate briefing sessions.
 - d) Complete case study of implications of food recalls.
 - e) Assess traceability systems of major competitors including the EU, Denmark, US, Australia, Brazil, Uruguay and others.
 - Identify and confirm list of major competitors.
 - Based on gaps identified in 1(a), conduct primary research on major competitors to determine the nature of their traceability system and to assess their competitive advantage.
 - Based on the assessment of their competitive advantage, provide recommendations for features to include in a traceability system that will allow Alberta to be globally competitive.
2. Work with IIAR to provide on-the-ground market intelligence in international markets (US, Japan, China, South Korea, Mexico, EU).
 - Based on gaps identified in 1(a), conduct primary research on priority markets to identify market requirements and consumer expectations for traceability.
 - Agriculture & Food Branch, IIAR staff will draw on personal experience and market contacts to complete assessment of international markets. Where possible and appropriate, travel to the market will be involved.
 - Based on market intelligence, provide recommendations for features to include in a traceability system that will allow Alberta to be globally competitive.
 - Communicate relevant intelligence (market policies and regulations) to Strategy #4 and other relevant information to other strategies.

3. Approach and consult with upstream value-chain enterprises to determine their traceability needs, future needs and direction for traceability. Enterprises to meet with should include: Food Service, Restaurants, McDonalds, Harveys, Canada Safeway, Wal-Mart, Loblaws, Sobeys, Sysco Canada, Gordon Food Service (GFS), Burger King, A&W, Overwaitea Foods, Olymel, Cargill, Saputo, Parmalat, etc.
 - Meet with key companies to define sense of urgency and determine their needs and future expectations for their suppliers.
 - Engage outside consultant (Ted Bilyea) to work with TSMO to communicate with upstream companies, to set up and facilitate discussions.

4. Work with Strategy #3 pilot projects to define consumer willingness to pay for traceability attributes.
 - Define parameters for study.
 - Issue RFP (Request for Proposals) for consultant to complete study.

Strategy #3: Sector/Supply Chain Traceability Systems

With partners test new technology and develop traceability systems for each industry sector that meet the respective needs of all players and that will be integrated within a national system.

Actions/Key Initiatives for 2007/2008:

1. Establish AF sector leads to be key contacts with targeted sectors, partner with key industry stakeholders and other government to stage pilot projects, to meet traceability objectives and demonstrate net benefit to industry.
 - Identify project leads for sector specific traceability pilots and activities such as communication and demonstration sites for new technology, real time scanning and testing.
 - Provide needs assessment, enable automation/traceability for plants and processors.
 - Tasks, e.g., Identify budget/resource needs.
 - With Alberta Pork address human resource needs to meet traceability needs of the Pork industry.
2. Collaborate with industry partners to demonstrate integrated value adding traceability systems that provide benefit across the supply chain, enhanced automation, and operational efficiency and meet traceability requirements.
3. Inventory, audit and assess current state and readiness of Alberta's Agri-food Traceability systems and needs.
 - Scope out, pilot and adapt new technologies and competitive strategies used by other industries in other jurisdictions for traceability applications in Alberta.
 - Collaborate with Strategies #2 and #4 on cost benefit analysis/policies in other jurisdictions.
4. With Canadian Cattle Identification Agency (CCIA) and Alberta Beef Producers (ABP) drive age verification of cattle.
 - Work with industry stakeholders develop strategies to identify and age verify under thirty month (UTM) and over thirty month (OTM) cattle within the province.
 - Develop and implement a communication advertising strategy related to age verification.
5. With Canadian Food Inspection Agency (CFIA), CCIA and ABP address BSE gaps/enable industry education to improve system capability and integrity. Ensure system meets audit and market/customer expectations.

Strategy #4: Policies

Identify, draft and employ frameworks for emergency and enterprise risk management to enable development of traceability systems that do not impede commerce or competitiveness.

Actions/Key Initiatives for 2006/2007:

1. Identify/inventory legislation, regulation and policies that currently exist that deal with traceability.
 - Focus on countries with traceability systems in place (Japan/EU etc). (Coordinate with Strategy 2).
 - Identify Traceability systems still in developmental stages (USA, Canada, etc, and document issues being experienced).
 - Assess progress of traceability systems work across a range of commodity groups.
 - Assess the stages of development (progress) various countries have made in their movement towards traceability systems.

2. Investigate examples of “real world” value proposition for industry through the use of legislation/regulation involving Traceability.
 - Evaluate relative success of these systems, including their current and/or anticipated positive impacts on competitiveness and commerce.
 - Assess use of audits or performance measures as tools to ensure and track compliance (100 percent).
 - Investigate use of non-regulatory mechanisms or incentives to achieve industry compliance.
 - Identify and assess any problems encountered with existing traceability systems.
 - Identify issues and obstacles to system introduction in other jurisdictions.
 - Research voluntary vs. mandatory traceability systems, referencing key trading partners: 95 percent USA and Mexico vs. 5 percent smaller trading partners.
 - Investigate implications of international ownership structure of Alberta-based companies and their strategic impacts on Alberta.

Note: Potential overlap with information being collected under Strategy #2 to explore market or country requirements for traceability systems. Will dovetail efforts.

3. Recommend market access strategies through an understanding of international standards and requirements (WTO, ISO, Codex, OIE).

Strategy #5: Premises Identification

Develop and implement a plan to identify all agriculture and food premises in Alberta where animals, plants, and food are kept, assembled, disposed of or grown.

Actions/Key Initiatives for 2007/2008:

1. Identify strategy to align existing systems and numbers to ensure compatibility of entire traceability system, i.e. (CCIA, LIS and other livestock and provinces).
 - Review existing systems for operational and infrastructure compatibility.
2. Work to ensure agreements in place to enable reciprocal data/system access.
 - Encourage others that cooperation and sharing of information will increase the likelihood of a practical and useable system.
3. Ensure Alberta PID standards match National standards.
 - Develop means by which Alberta PID standards incorporate National standards yet accommodate systems all ready in place.
4. Develop process to upgrade grand-fathered Alberta PID data to geo-referenced standards.
 - Identify and test web based spatial tools to upgrade existing PID numbers in a non-intrusive means.
 - Incorporate web based spatial tools as part of the application and verification process.
5. Develop Premises ID Registration process.
 - Business case for data and IT information needs.
 - System compatibility with AF infrastructure.
 - Hardware and software purchase.
 - Systems integration.
 - Allocation process.
 - Verification process.
6. Implement process (build database).
 - Web based application.
 - Paper/fax application support.
 - Telephone and administration application support.
7. Identify strategy to implement robust GIS system (2008).

Strategy #6: Implementation, Change and Results

Build AF's capacity, resources, communications and strategic management plan needed to implement an integrated and value enhancing change management program that supports Alberta's Agriculture and Food Traceability Systems. As a key player at the FPT table, drive the development of the National Agriculture and Food Traceability Systems.

Actions/Key Initiatives for 2007/2008:

1. Lead the development and implementation of AF's Strategic Management Plan for Alberta's Agriculture and Food Traceability Systems.
 - Clarify roles, structures, responsibility and accountability to achieve Strategic Management Plan outcomes along with the budget/resources needed for 2007/2008. Secure budget to 2010.
 - Lead, track, monitor and adjust the Strategic Management Plan as part of a strategic management system and cycle that is reviewed/revised yearly. Build the first Strategic Management Yearly Cycle.
 - Develop a long-term tactical Communications Plan. Implement strategies for 2007/2008.
 - Identify and develop AF staffing, knowledge, skills and capabilities to implement a province-wide strategic change effort. Partnership building capability will be paramount.
 - Coordinate monthly meeting with strategy leaders to ensure actions and projects are on track.
2. Coordinate a Ministry Strategic Change Leadership Team: DM, ADMs, Traceability Executive Director.
 - Provide leadership for the Traceability initiative.
 - Determine where Traceability fits within the Department's strategic priorities and allocate resources (3 years) accordingly. Ensure the Strategic Management Plan is realistic in terms of cost, time, resource requirements and risks.
 - Work cooperatively with Traceability Champions within AF to anticipate or respond to obstacles, remove roadblocks.
 - Meet Quarterly and as critical issues arise. (Incorporate Stephen Haines - External Consultant, where appropriate).
3. Lead the Traceability Program Management Office (TSMO).
 - Coordinate implementation of AF's Strategic Management Plan for Traceability.
 - Resource and operate the TSMO. Clarify roles, structures, responsibility and accountability within the TSMO. Secure and manage the budget.
 - Develop and administer the Grant Program to support key Traceability initiatives/projects.
 - Manage processes, structures, projects and complex initiatives that must be integrated and coordinated through AF. Apply appropriate project management processes and systems.
4. Ensure there is Industry involvement in the development of AF's Strategic Management Plan.
 - Forge partnerships between AF and Industry to drive the vision for and commitment to developing Alberta's Agriculture and Food Traceability Systems.
 - Engage parallel government and industry involvement processes that allow progressive/refined drafts to be shared and constructive feedback solicited.

5. Advocate for Alberta's agriculture and agri-food industry through the National/Provincial/Territorial Traceability Task Team (FPT TTT).
 - Co-chair the FPT TTT.
 - Key AF staff including John Donner (FPT Traceability Champion), participate in ongoing FPT/TTT meetings.
 - Work with FPT table to identify key issues/concerns. Ensure work at the FPT TTT table is strategically driven and focuses on solutions to drive the development of a National Agriculture and Food Traceability System (NAFTS).

D**Yearly Comprehensive Map: (April 1 2007 – March 31, 2008)**

**Strategic Planning/Management Process
for AF's Contribution to
Alberta's Agriculture and Food Traceability Systems**

Action/Task	Timeline
1. Budget aligned with annual priorities, approved and assigned to Traceability Branch.	April 1/07
2. Operation of Traceability Systems Management Office (TSMO), staff in place, Infrastructure established – Processes, systems, structures (e.g. project mgmt.).	April 1, on-going
3. Operational planning session for Strategy Managers/"Implementation Team" – Refine KSMs in Strategic Management Plan, identify action priorities, develop annual work plans/detailed tasks; ADM Champions review.	April 17 & 18
4. Key Success Measures "Tune Up" (Refinement of Op Planning KSMs) – Work Group.	April 30
5. First Implementation Team Monthly Update – Priority Actions (peer reviewed), KSMs and Resource Needs finalized, Accountability & responsibility for ensuring implementation established, Project management requirements established.	May 14
6. Implementation Team <i>Monthly Update Meetings</i> – Scan the changing environment for plan implications; track, report on progress; identify problems → Core Strategies, Priority Actions, KSMs. <i>Quarterly Review</i> meetings (bolded) with Team, key AF staff (informal/formal leaders), stakeholders/partners who share the vision.	June 18 July 16 August 20 September 17 October 15 November 19 December 17
6. Strategy Managers assign or identify project/activity leads for Traceability, Coordinate planning and project management practices incl. reporting.	May 15, on-going
7. 2007 – 2010 Strategic Plan Completed & Signed Off.	June 5
8. Ministry Strategic Change Leadership Meetings (Exec. Director, Champions).	Quarterly – Dates TBD
9. Communications Plan revised, Implementation by Communications Lead begins.	June
10. Update Yearly Map of Implementation.	November
11. New Planning Cycle – 2008/2009 Fiscal Year Annual Strategic Review, incl. Evaluation of SMP's Success → Year #1 Develop and Review (large group) Annual Work Plans (Action Plans)/Budgets for 2008/2009.	2008 Early February March
12. Environmental Scan with SWOT – Strengths & Weaknesses, Update priorities (Stephen Haines)	October