

WORKING DRAFT
Alberta Agricultural Industry Governance Review

Emerging Principles for Alberta's Agricultural Industry Governance Stakeholders

As a result of our consultations with over 400 individuals and based on the feedback received to date, the following principles are presented for your consideration:

Principles Related to:	Results	Comments
Producers		
1. The overall agricultural industry is competitive and sustainable.	Accept 94% (16) Accept with Revisions 6% (1) Do not accept 0% (0)	Should be stated as a goal
2. Farming is recognized as a business - not just a lifestyle.	Accept 94% (16) Accept with Revisions 6% (1) Do not accept 0% (0)	If it is a business, this allows the lifestyle
3. Industry (including producers, private industry, processors, etc) leads business and industry development -- government enables.	Accept 94% (15) Accept with Revisions 6% (1) Do not accept 0% (0)	Questionable whether government staff have the required expertise
4. Support and practice good governance.	Accept 100% (12) Accept with Revisions 0% (0) Do not accept 0% (0)	Good governance needs to be defined and it is important that all stakeholders (including government) adhere to this principle

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Principles Related to:	Results	Comments
Working Group(s)/ Forum(s) (e.g. Intensive Livestock Working Group)		
1. Government listens and responds to the 'messages' from these groups	Accept 91% (10) Accept with Revisions 9% (1) Do not accept 0% (0)	Government needs to work/respond-not just consult
2. Focus on similarities not differences	Accept 92% (12) Accept with Revisions 0% (0) Do not accept 8% (1)	The strength of the agricultural sector is our uniqueness...differences do drive innovation
3. Proactive rather than reactive	Accept 92% (11) Accept with Revisions 8% (1) Do not accept 0% (0)	Balance is important - need to do both
4. Collaboration enables efficiency, effectiveness and impact	Accept 86% (12) Accept with Revisions 14% (2) Do not accept 0% (0)	Collaborate only when it makes sense and for a distinct purpose
5. Support and practice good governance	Accept 100% (10) Accept with Revisions 0% (0) Do not accept 0% (0)	Perhaps instead of using the words 'good governance', use 'best management practices'

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Principles Related to:	Accept	Comments
Industry Organizations (e.g. Boards/Commissions, voluntary membership commodity organizations, processor organizations)		
1. Organizations are strategically focused rather than operationally focused	Accept 53% (9) Accept with Revisions 29% (5) Do not accept 18% (3)	Change 'are' to 'should be', also recognize the need for balance
2. Plans with defined goals and measures guide strategic focus and implementation	Accept 85% (11) Accept with Revisions 8% (1) Do not accept 8% (1)	Need to be measurable
3. Accountability is based on performance and outcomes and is assessed by the membership	Accept 93% (13) Accept with Revisions 7% (1) Do not accept 0% (0)	Membership should be only 1 of several assessors
4. Coordination and collaboration among industry stakeholders is key to future success	Accept 82% (13) Accept with Revisions 13% (2) Do not accept 6% (1)	Change 'key' to important, collaboration should only be done where it makes sense, don't lose individuality
5. Industry leads business and industry development -- government enables	Accept 93% (13) Accept with Revisions 7% (1) Do not accept 0% (0)	Change 'enables' to 'facilitates'
6. Support and practice good governance	Accept 100% (16) Accept with Revisions 0% (0) Do not accept 0% (0)	

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Principles Related to:	Results	Comments
Government-Supported Industry Organizations (e.g. ALIDF, ACIDF, Growing Alberta)		
1. Plans with defined goals and measures guide strategic focus and implementation	Accept 79% (11) Accept with Revisions 21% (3) Do not accept 0% (0)	This needs to be industry-led, need to support the entire agri-food industry, need adaptive goals
2. Government supports the creation and operation of these organizations, industry provides the strategic leadership, direction and plans, and jointly (with full disclosure of information) they assess impact and accountability	Accept 93% (13) Accept with Revisions 7 (1) Do not accept 0% (0)	
3. Due diligence is a key tool in ensuring transparency and accountability	Accept 86% (12) Accept with Revisions 14% (2) Do not accept 0% (0)	Change ‘key’ to ‘very important’
4. Support and practice good governance	Accept 100% (13) Accept with Revisions 0% (0) Do not accept 0% (0)	

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Principles Related to:	Accept	Comments
Marketing Council		
1. Enable industry to make effective and strategic decisions that result in effective industry organizations	Accept 100% (14) Accept with Revisions 0% (0) Do not accept 0% (0)	Marketing Council is a guiding hand and shouldn't always be a regulatory hand
2. Enable, encourage and are aware	Accept 100% (14) Accept with Revisions 0% (0) Do not accept 0% (0)	Add 'support', need more detail/context
3. Lead by example	Accept 100% (7) Accept with Revisions 0% (0) Do not accept 0% (0)	Council needs to facilitate, confusion as to what this statement means
4. Enable change - don't force it	Accept 93% (13) Accept with Revisions 7% (1) Do not accept 0% (0)	Don't be a roadblock
5. Act in a proactive rather than reactive manner	Accept 64% (7) Accept with Revisions 18% (2) Do not accept 18% (2)	Council needs to be responsive to levy-paying producers and the B&C, need to be industry-driven, need to have a balance - need both
6. Support, advocate and practice good governance	Accept 100% (16) Accept with Revisions 0% (0) Do not accept 0% (0)	Council should attend AGMs in a support role
7. Support and facilitate cross-sectoral/commodity interaction and dialogue	Accept 73% (11) Accept with Revisions 7% (1) Do not accept 20% (3)	Council should provide support but not facilitate, facilitating this is not MC's role
8. Be responsive to customers e.g. provide support and services <u>as requested</u> by the industry in a timely and effective manner)	Accept 92% (12) Accept with Revisions 0% (0) Do not accept 8% (1)	Who are MC's customers? Should only work with B&Cs
9. Act in the public interest as well as in the interest of industry	Accept 19% (3) Accept with Revisions 31% (5) Do not accept 50% (8)	Council should not act in the interest of the public, Council's role is with the B&C and levy paying producers

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10. Maintain and support effective industry governance legislation and regulation	Accept 87% (13) Accept with Revisions 13% (2) Do not accept 0% (0)	Add 'enabling' and 'plan'
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Principles Related to:	Accept	Comments
Government - Agriculture and Food Ministry (and other ministries)		
1. Support and enable the industry to be competitive and sustainable	Accept 100% (17) Accept with Revisions 0% (0) Do not accept 0% (1)	Change 'competitive' to profitable/growing'
2. Be an advocate for industry while acting in the interests of both industry and the public	Accept 63% (10) Accept with Revisions 31% (5) Do not accept 6% (1)	Change to 'be an advocate for the industry' - eliminate the remainder of the sentence
3. Farming is recognized as a business - not just a lifestyle	Accept 79% (11) Accept with Revisions 21% (3) Do not accept 0% (0)	Add 'financially stable' or 'vibrant and sustainable' before 'business'
4. Performance is based on outcomes and accountability to 'customers'	Accept 92% (11) Accept with Revisions 8% (1) Do not accept 0% (0)	Confusion about who the government's customer is
5. Identify, promote and support cross-ministry and cross-government initiatives that target effective outcomes for industry	Accept 85% (11) Accept with Revisions 15% (2) Do not accept 0% (0)	Needs to be done with industry consultation, need to simply contacts within the Ministry, add 'positive' before 'outcomes'
6. Transparency and respect - clearly <u>listen</u> and respond to the public/the industry	Accept 80% (12) Accept with Revisions 20% (3) Do not accept 0% (0)	Need to communicate, need to consult meaningfully, reverse 'public' and 'industry', add 'in a timely fashion'
7. Support and practice good governance	Accept 100% (16) Accept with Revisions 0% (0) Do not accept 0% (0)	