

ALBERTA CHICKEN PRODUCERS

# Strategic Plan 2015/16 - 2017/18

Updated for 2017-18



*Updated October 13, 2017*

## Table of Contents

ACP One-Page Summary.....	3
Situation Assessment .....	4
Context and Background .....	4
Strategic Priorities .....	6
Strategic Direction .....	8
Standards of Leadership.....	8
Key Success Factors.....	8
Vision .....	9
Mission.....	9
Goals .....	10
Key Performance Indicators .....	11
Governance .....	13
3-year Implementation Plan .....	14
ACP 3-year Budget .....	17
Appendix 1: Strategic Framework.....	18
Appendix 2: Glossary.....	19

### List of Figures:

Figure 1: Current Governance Structure .....	13
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### List of Tables:

Table 1: Key Performance Indicators.....	11
Table 2: Work Flow and Timing.....	12
Table 3: Board Committees Aligned to KPIs .....	13

## Standards of Leadership

*Fundamental principles and beliefs that serve as implicit criteria guiding all actions and decision-making.*

Value People . Drive best practices . Strive for continuous improvement . Be a good corporate citizen; behave fairly and legally . Be open and transparent . Meaningfully engage producers, industry and consumers . Be positive, proactive and future-focused . Actively create opportunities to improve and innovate within the industry . Be effective and efficient .

### Vision

*Our desired future.*

By working together, Alberta's chicken industry is growing, creating shared value and satisfying consumers by providing safe, high-quality chicken products.

### Mission

*Our distinctive identity and core purpose.*

Serve Alberta's chicken producers by

- Creating a thriving environment for sustainable chicken production.
- Collaboratively encouraging a competitive, consumer-focused chicken industry.

### External Environment

- Context
- Trends
- Competitive Landscape
- Consumer Analysis

### Internal Environment

- Strengths
- Weaknesses
- Opportunities
- Threats

### Goals

*Long-term areas of focus.*

1. Grow the chicken market served by Alberta producers.
2. Champion an industry culture of continuous improvement and commitment to best farming practices.
3. Work collaboratively with industry partners in addressing matters of mutual interest.
4. Proactively build and maintain public trust in Alberta's chicken industry.
5. Be a valuable resource to Alberta producers.
6. Ensure all stakeholders are meaningfully engaged and proudly contributing towards the success of the Alberta chicken industry.
7. Be an innovative leader in the Canadian context.

### Key Performance Indicators

*Basic measures used to gauge actual results against the Goals.*

1. Sustainable Growth Metrics.
2. Flock Health and Management Metrics.
3. Consumer Confidence.
4. Stakeholder Satisfaction (Producers & Industry Partners).
5. Regulatory Metrics.
6. Strategic Alignment.
7. Board Effectiveness.
8. Financial Metrics.

### Strategic Priorities

*Key drivers for focused action.*

1. Driving sustainable production (existing initiatives)
2. Creating shared value (evolved initiatives)
3. Preparing producers for evolving consumer demands (discovery process)



### Key Success Factors

*Conditions that when properly maintained or managed significantly impact the entity's ability to achieve its vision.*

1. Collaboration
2. Strategic Focus
3. Continuous Improvement
4. Organizational Effectiveness
5. Shared Value

# Situation Assessment

## Context and Background

### PURPOSE OF THE ALBERTA CHICKEN PRODUCERS

The Alberta Chicken Producers (ACP) is a provincial ‘farmer-run’ organization that represents 245 registered chicken farmers in Alberta. Their farmers are local families who are passionately committed to providing consumers with safe, high quality, locally produced chicken, raised under the highest standards of animal care and food safety. A not-for-profit, the ACP regulates chicken production in Alberta. They are governed by a board of five elected directors, administered by the Executive Director and staff. Their 245 members produce over 130 million kg live weight of chicken annually, with a farm gate value of over \$200 million.

The ACP operates through service charges paid by registered producers in accordance with the number of kilograms of chicken they market each cycle. The Board office administers quota transactions, administers allocation and live price, monitors chicken production on each farm, and ensures all registered producers adhere to the requirements of On-Farm Food Safety Assurance and Animal Care Programs.

### KEYS TO SUCCESS

- Strong Stakeholder Relationships
- 100% On-Farm Food Safety Certification
- 100% Animal Care Certification
- Emergency Preparedness
- Biosecurity
- Commitment to Research

### KEY TRENDS

With a recent change in provincial and federal governments, there is a need for ACP to build new relationships with both governments. The new Provincial Government was elected on a platform that included changes to Alberta's labour laws as it relates to agriculture. ACP will need to be aware of and prepared to respond to these potential changes. . Though the Trans-Pacific Partnership Agreement has been signed by Canada, the Canadian chicken industry is still unsure of how the international trade agreement will affect our industry. Potential repercussions and benefits should be explored. Additionally, a continuation of depressed oil & gas prices are anticipated for the next 24+ months.

Consumer and retail trends are seeing an increase in demand of ‘raised without antibiotics’ by large companies like A&W and McDonald’s. Large retailers like Costco and Walmart have been taking power away from smaller stores leading to greater power in fewer hands when it comes to dictating purchasing prices. Producers are responding with a continued operational efficiencies and changes to management practices that are helping to drive down costs, however, these initiatives need to be balanced with the need for profitability.

Within ACP, the succession process for the Executive Director position has been well-developed and implemented. ACP will work to elevate the level of leadership development for producers as well as increase Director Recruitment. ACP will be conducting its regulatory review as part of the five-year regulatory review, with a focus on quota ownership, minimum farm size, etc. Biosecurity and emergency preparedness, and farm worker safety will continue to be ongoing areas of focus over the next three years.

### KEY RISKS

During the 2017 Strategic Planning Retreat, four new risks (Activism, Emerging Diseases, Changing (Consolidation) Landscape of Retailers, and Tax Changes/Farm Succession – highlighted in teal in the table) were identified with “Activism” identified as the highest risk. Risks ranks were calculated according to number of “high” risk votes, then by number of “medium” risk votes, and finally by “low” risk votes. The top 3 key risk areas for 2017-18 identified through the discussion are: Activism, Animal Care/Catching, and Consumer Trends.

2017 Rank	Risk Areas	Perceived Level of Risk (2017)	Perceived Level of Risk (2016)	Perceived Level of Risk (2015)
1	Activism	H - 12	-.***	-
2	Animal Care (Catching & Transportation)	H - 11	M - 6**	-
3	Government Relations	H - 10	H - 12	-.*
4	Consumer Trends	H - 10	H - 7	3
5	Flock Health & Management	M - 10	M - 10	11
6	Biosecurity + Food Safety	M - 10	M - 10	2
7	Changing (Consolidation) Landscape of Retailers	M - 9	-	-
8	International Trade	M - 8	M - 8	1
9	Emerging Diseases	M - 8	-	-
10	Environmental Impacts	M - 7	L - 7	6
11	Social Responsibility	M - 6	L - 10	11
12	Guiding Research	L - 6	M - 7	11
13	Systems Integrity & Information Exchange	L - 7	M - 12	11
14	Tax Changes (Succession Planning)	L - 9	-	-
15	Strong Industry Partnerships	L - 8	L - 12	6
16	Alberta's Allocation	L - 12	L - 12	4

## STRENGTHS<sup>2</sup>

- Collaborative, consultative, consensus builders
- Professionalism, competency and effective utilization of resources
- Genuine openness to continuous improvement and new ideas

## WEAKNESSES<sup>3</sup>

- Focus on areas where we can have the greatest impact
- Succession planning
- Building shared understanding and co-creating shared outcomes

# Strategic Priorities

In assessing the key risks and trends that are within the span of control that ACP can address, three strategic priorities<sup>4</sup> have been identified for action over the next 3-5 years:

### 1. Driving Sustainable Production:

- Thriving environment – prosperous environment that enables sustainable production
- Sustainable chicken production - profitable (economic), socially and environmentally responsible
  - Identify targeted investment to ensure industry is economically, sustainable
- Maximizing production (i.e. infrastructure investment, managing growth)
- Animal welfare/care
- Flock health & management (i.e. food safety, bio-security, AMU reduction)

### 2. Creating Shared Value with Stakeholders:

- Building shared understanding and co-creating shared outcomes along the value chain
- New and better ways of working together for greater impact
- Serve producers - influencer, mentor, advocate on issues of common concern within a regulatory framework
- Coordinate initiatives; co-create solutions; create forums; unify, strengthen and elevate the chicken industry in Alberta

<sup>2</sup> ACP Board meeting, Oct. 8, 2015.

<sup>3</sup> Ibid.

<sup>4</sup> ACP Board meeting Oct 8, 2015; updated ACP Strategic Planning Retreat, Sep. 14, 2017

### 3. **Consumer Focus**

- Competitive - creating choice, encouraging efficiencies and innovation, driving best practices
- Preparing producers for evolving consumer demands (i.e., leadership development, market intelligence)
- Matching supply to demand (i.e., Consumer confidence, getting the 'right' product to the 'right' market)Initiating discussion at the national level on key risks (e.g., activism)
- Facilitating partnerships within the value chain

# Strategic Direction

## Standards of Leadership

Standards of Leadership are fundamental principles and beliefs that serve as implicit criteria guiding all actions and decision-making.

### ACP STANDARDS OF LEADERSHIP<sup>5</sup>

- Value people
- Drive best practices
- Strive for continuous improvement
- Be a good corporate citizen; behave fairly and legally
- Be open and transparent
- Meaningfully engage producers, industry and consumers
- Be positive, proactive and future-focused
- Actively create opportunities to improve and innovate within the industry
- Be effective and efficient

## Key Success Factors

Key Success Factors (KSFs) are conditions that when properly maintained or managed significantly impact the entity's ability to achieve its vision. ACP has identified five Key Success Factors.<sup>6</sup>

- 1. Collaboration**
  - Co-create solutions
- 2. Strategic Focus**
  - Discipline to deliver on strategic priorities
  - Maintain a broad perspective
  - Consumer-focused
- 3. Continuous Improvement/Innovation**
  - Research
  - Best practices (at every level)
  - Commitment to learning and leadership development
- 4. Organizational Effectiveness**
  - Informed decision making
  - Business Risk Management
  - Accountability (compliance)
- 5. Shared Value**
  - Social, Environmental, Economic

<sup>5</sup> ACP Board meeting, Oct. 8, 2015.

<sup>6</sup> ACP Board meeting, Oct. 8, 2015.



# Vision

The vision reflects the uniqueness of the Industry.

## SHARED INDUSTRY VISION<sup>7</sup>

*By working together, Alberta's chicken industry is growing, creating shared value and satisfying consumers by providing safe, high-quality chicken products.*

## KEY CONCEPTS

- Working together
- Alberta focused
- Various dimensions of 'growth' including leadership capacity, responding to the market, adapting to change
- Triple bottom line (economic, social and environmental)
- Consumer Satisfaction
- Product quality / food safety

# Mission

The mission communicates the distinctive identity or purpose the Alberta Chicken Producers seeks.

## ACP MISSION<sup>8</sup>

*Serve Alberta's chicken producers by:*

- *Creating a thriving environment for sustainable chicken production.*
- *Collaboratively encouraging a competitive, consumer-focused chicken industry.*

## KEY CONCEPTS

- Serve producers - influencer, mentor, advocate on issues of common concern within a regulatory framework
- Thriving environment – prosperous environment that enables sustainable production
- Sustainable chicken production - profitable (economic), socially and environmentally responsible
- Competitive - creates choice, encourages efficiencies and innovation, drives best practices
- Coordinate initiatives; co-create solutions; create forums; unify, strengthen and elevate the chicken industry in Alberta.

<sup>7</sup> Refreshed Vision ACP Board meeting, Oct 8, 2015

<sup>8</sup> Refreshed Mission ACP Board meeting, Oct. 8, 2015.

# Goals

Goals are ideal states to be achieved at some time in the future.

## ACP GOALS (2015 – 18)<sup>9</sup>

1. Grow the chicken market served by Alberta producers.
2. Champion an industry culture of continuous improvement and commitment to best farming practices.
3. Work collaboratively with industry partners in addressing matters of mutual interest.
4. Proactively build and maintain public trust in Alberta's chicken industry.
5. Be a valuable resource to Alberta producers.
6. Ensure all stakeholders are meaningfully engaged and proudly contributing towards the success of the Alberta chicken industry.
7. Be an innovative leader in the Canadian context.

<sup>9</sup> ACP Board meeting, Oct. 8, 2015.

# Key Performance Indicators

Key Performance Indicators (KPIs) are measures used to gauge performance against the Strategic Priorities and Key Success Factors (see Table 1).

**Table 1: Key Performance Indicators<sup>10</sup>**

KSF / Strategic Priority	KPIs	Rational for Measuring	Target	Champion	Results: April / May 2018 (green = target achieved; orange = in progress; red = not started)
Priority 1 KSF 3	1.Sustainable Growth Metrics	To grow the chicken market served by Alberta producers	<ol style="list-style-type: none"> <li>100% provincial quota utilization averaged over 2 periods and compared to other provinces</li> <li>Board programs and policies support environment for barn space to meet allocation.</li> <li>Consistently clean audit reports from CFC</li> <li>Reduction in the gap between Alberta's allocation: population from the 2015 ratio</li> <li>Alberta signs back into FPA</li> </ol>	Production Committee	
Priority 1 KSF 3	2.Flock Health & Management	Foster an industry culture of continuous improvement and commitment to best farming practices	<ol style="list-style-type: none"> <li>15% year-over-year reduction in 7d mortality (1.24% for 2018) and 95% of barns reporting &lt;2% 7d mortality</li> <li>100% AMU survey completion by Dec. 31, 2017</li> <li>Euthanasia training offered to all producers by Dec. 31, 2018</li> <li>Full implementation of new Emergency Management structure by Dec. 31, 2018</li> </ol>	Flock Health & Management Committee	

<sup>10</sup> ACP Board Meeting Oct. 13, 2015; and ACP Board Meeting updated Oct. 13, 2016

KSF / Strategic Priority	KPIs	Rational for Measuring	Target	Champion	Results: April / May 2018
Priorities 1,2,3 KSFs 1,2,3,5	3. Consumer Confidence	Proactively build and maintain public trust in Alberta's chicken industry	<ol style="list-style-type: none"> <li>1. Measured % shift from "Ethically Concerned" and "Careful Chooser" consumer segments to "Fans" and / or "Industry Advocates" from 2016 baseline.</li> <li>2. Measured % increase in "Chicken Positive" perception among "Ethically Concerned" Consumer Segment from 2016 baseline (35%)</li> </ol>	Board	
Priority 2 KSFs 1,4,5	4. Stakeholder Satisfaction (Producers & Industry Partners)	Collaborate with Industry Partners in addressing matters of mutual interest	<ol style="list-style-type: none"> <li>1. Maintain 6-7 period live price MOUs with processors year over year</li> <li>2. Implement industry-led, government supported farm safety programs and resources for producers</li> <li>3. Continuous improvement on producer and stakeholder feedback surveys conducted bi-annually (2016 and 2018)</li> </ol>	Board	
Priority 1 KSF 4	5. Regulatory Metrics	Ensure the integrity of the supply management system in Alberta	<ol style="list-style-type: none"> <li>1. Implement new web-based Grower Program by Dec. 31, 2018</li> <li>2. Implement regulatory changes by May 2017</li> </ol>	Governance Committee	
Priority 2 KSFs 2,4,5	6. Strategic Alignment	Ensure all aspects of the organization are supporting the vision	<ol style="list-style-type: none"> <li>1. Review and align strategic actions semi-annually each Spring and Fall</li> <li>2. Review and align committees annually in early Winter</li> </ol>	Board and Governance Committee	
Priority 2 KSFs 4	7. Board Effectiveness	Continuous learning and performance improvement	<ol style="list-style-type: none"> <li>1. Continuous year over year improvement from previous Board evaluations</li> <li>2. Increase Producer attendance in Leadership Development Workshops from 6 in 2015 to 10 in 2017</li> </ol>	Governance Committee	
Priority 2 KSF 4	8. Financial Metrics	Ensure transparency and sustainability	<ol style="list-style-type: none"> <li>1. Balanced Budget</li> <li>2. Clean Audit Findings Report</li> </ol>	Finance Committee	

**Table 2: Work Flow and Timing<sup>11</sup>**

KPIs	Frequency	Date of Review
1. Sustainable Growth Metrics	Quarterly	March, June, Sept., Dec.
2. Flock Health & Management	Quarterly	Jan., April, July/Aug., Oct.
3. Consumer Confidence	Bi-Annually	June / July (pre-Strategic Planning)
4. Stakeholder Satisfaction (Producers & Industry Partners)	Bi-Annually	June / July (pre-Strategic Planning)
5. Regulatory Metrics	Annually	Ad Hoc
6. Strategic Alignment	Semi-Annually	May / June and Sept / Oct.
7. Board Effectiveness	Annually	Jan. / Feb.
8. Financial Metrics	Quarterly	Feb., May, Aug., Nov.

<sup>11</sup> ACP Board Meeting Oct. 13, 2015; and ACP Board Meeting updated Oct. 13, 2016  
 Alberta Chicken Producers – Strategic Plan (16-10-13)

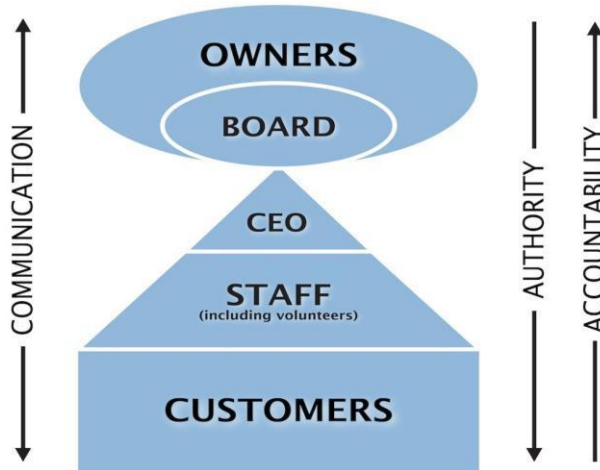
# Governance

## BOARD OF DIRECTORS

- Erna Ference, Board Chair
- Jason Born, Board Vice Chair
- Dennis Steinwand, Board Director
- Martin Van Diemen, Board Director
- Christian Guenter, Board Director
- Karen Kirkwood, Executive Director

Figure 1 illustrates the STRIVE Governance Model used by ACP.

**Figure 1: Current Governance Structure<sup>12</sup>**



**Table 3: Board Committees Aligned to Strategic Priorities and KPIs<sup>13</sup>**

	<u>KSF / KPI / Priority(ies)</u>
1. Production Committee	3 / 1 / 1
2. Flock Health & Management Committee	3 / 2 / 1
3. Supply Chain Committee	1,3 / 1,2 / 1,2
4. Research Committee	1,3 / 2 / 1,2
6. Finance Committee	4 / 8 / 2
7. Governance Committee	2,4,5 / 5,6,7 / 1,2

<sup>12</sup> ACP Governance Workshop June 9, 2015.

<sup>13</sup> ACP Board Meeting Oct. 13, 2015; and ACP Board Meeting updated Oct. 13, 2016  
Alberta Chicken Producers – Strategic Plan (16-10-13)

# 3-year Implementation Plan *updated Oct. 2016*

Action	Start Date	End Date	Lead
<b>1. Driving sustainable production</b>			
1.1 Allocations support sustained increases in chicken consumption	Jan 2016	Dec 2018	Production Committee
1.2 Allocation setting and metrics	Jan 2017	Dec 2017	Board
a) Facilitating discussion at CFC via national Analysts and CFC Managers Meetings	Jan 2017	Dec 2018	ED
b) Allocation Conference Calls with processors; evaluate effectiveness	Apr 2017	Dec 2018	Board
1.3 Review and align the Board's programs and policies to support optimum utilization performance	Jan 2016	Dec 2018 (updated annually)	Production Committee
1.4 Meet Alberta's Allocation Growth Requirements While Respecting the National System	Jan 2016	Dec 2018 (updated annually)	Production Committee
1.5 Engage Ministers of Agriculture & Forestry and International & Intergovernmental Relations to sign Alberta's re-entry into the FPA	Jan 2016	Dec 2018 (or as soon as possible)	Chair & ED
1.6 Address leasing of quota regulation	Jan 2016	Dec 2017	Board
1.7 Explore export market opportunities / review market development program with processors	Jan 2016	Dec 2018	Board
a) Discuss market development coefficients with processors at AGM	Feb 2018	Dec 2018	Board
1.8 Align antibiotic use in Alberta with national AMU strategy	Jan 2016	Dec 2018	Flock Health & Management Committee
1.9 Maintain standard best management practices for producers by providing workshops and tools for producers: a) Euthanasia Training b) Brooding Workshops	Jan 2016 Jan 2017 Jan 2017	Dec 2018 Dec 2017 Dec 2018	Flock Health & Management Committee
1.10 Assess impacts of AMU strategy on mortality and flock health with Processors/Hatcheries and Alberta Hatching Egg Producers	Jan 2016	Dec 2018	Supply Chain Committee
1.11 Monitor and actively participate in the Code of Practice Review and Implementation: a) Provide meaningful, influential input into CFC's Animal Care Program b) Support producers with training and resources for implementation of new requirements	Sept 2016 Sept 2016	Dec. 2018 Dec. 2018	Flock Health & Management Committee

Action	Start Date	End Date	Lead
1.12 Support practical and responsible pathogen reduction and vaccination strategies	Jan 2016	Dec 2018	Flock Health & Management Committee
a) Initiate supply chain discussion (exploratory)	Jan 2018	Dec 2018	Board / Supply Chain Committee
b) Producer awareness and education	Jan 2018	Dec 2018	Board / Supply Chain Committee
1.14 Environmental impacts			Board
a) CFC LCA- use results to identify areas of strength and areas possible requiring attention	Jan 2016	Dec 2018	
b) Foot printing – using CFC LCA and AB Agriculture’s Environmental Footprinting data to identify good news stories and areas of focus	Jan 2016	Dec 2018	



Action	Start Date	End Date	Lead
<b>2. Creating shared value with stakeholders</b>			
2.1 Recommend Options for Strengthening the National Allocation System, including two- period allocation setting, production auditing	Jan 2016	Dec 2018	Production Committee
2.2 Work together through the value chain to identify opportunities for synergy and improvement (i.e., pathogen reduction, AMU, animal care; shared practical research, data collection)	Jan 2017	Dec 2018	ED / Board
2.3 Address Alberta’s poultry veterinary and diagnostic capacity	Jan 2016	Dec 2018	ED / Board
2.4 Sustainable Emergency Response Plan Structure for Alberta’s Poultry Industry	Jan 2016	Dec 2018	ED / Board
a) Conduct crisis preparedness training for Alberta supply chain	Jan 2017	Dec 2017	ED / Board
b) Emergency Response Plan and Resources – implementation and training	Jan 2017	Dec 2018	ED / Board
2.5 Reinforce Role of Alberta’s Catching Manual in Risk Mitigation	Sep – Nov 2017	Dec 2018	ED / Board
a) Update Alberta’s Catching Manual with industry partners	Sep – Nov 2017	Dec 2017	ED / Board
b) Educate and reinforce responsibilities and accountabilities for catching with producers and all parties	Jan 2018	Dec 2018	ED / Board
c) Provide input to national agencies to influence development of standards for catching across the country	Jan 2018	Dec 2018	ED / Board
2.6 Influencing and leveraging CFC’s branding strategy	Jan 2018	Dec 2018	ED / Board
2.7 Implement strategic communications and marketing plan, informed by consumer research, to enhance public knowledge and awareness of Alberta’s chicken industry	Jan 2017	Dec 2018 (updated annually)	ED
a) Develop positive, proactive Supply Management communications that promote awareness and understanding of Alberta’s supply managed industry	Jan 2016	Dec 2018 (updated annually)	ED
b) Enhance Public Awareness and Knowledge of Alberta’s Chicken Industry through increased followers in Social Media, increased website traffic	Jan 2016	Dec 2018 (updated annually)	ED
c) Increase Social Media followers in target demographic: “Ethically Concerned” and “Careful Chooser”) segments.	Jan 2017	Dec 2018	ED
d) Form relationships with Media to achieve at least three solid media stories published / aired within mainstream media in Alberta	Jan 2017	Dec 2018	ED
e) Facilitate partnerships with processors on public relations initiatives	Jan 2018	Dec 2018	ED

f) Develop and deploy curriculum-based education tools for teachers and students	Jan 2017	Dec 2018	ED
2.8 Address impacts of Government policies: Bill 6, Climate Change Policy, MGA Review	Jan 2016	Dec 2018	ED / Board
2.9 Focus GR Strategy to enhance knowledge and support of our industry with new government(s) and elected officials	Jan 2016	Dec 2018 (updated annually)	ED / Board
a) Launch SM5 website	Jan 2017	Dec 2017	ED
2.10 Building relationships with provincial government			ED / Board
a) Meetings for Alberta SM-5 with new leaders, MLAs and MPs	Jan 2017	Dec 2018 (updated annually)	ED / Board
b) Heightened focus on relationship building with Ministers, Department, and Marketing Council	Jan 2017	Dec 2018 (updated annually)	ED / Board
c) Meetings with leaders of all parties	Jan 2017	Dec 2018	ED / Board
2.11 Agriculture industry collaboration on Public Trust			
a) Lead and engage with Alberta Livestock and Crop Industries to openly discuss and assess opportunities for sustainable collaboration	Jan 2016	Dec 2018	ED / Chair
b) Addressing activist activity: Encourage CFC and national agencies to conduct a risk assessment throughout the supply chain to identify gaps and develop risk mitigation plans	Jan 2018	Dec 2018	ED / Board
2.12 Work with industry partners and CFIA to implement CFIA Regulations as practically and responsibly as possible; discuss joint letter from Alberta's chicken industry to CFIA with processors	Jan 2016	Dec 2018 (updated annually)	ED / Board
2.13 Work with the Provincial Government, AgCoalition and ILWG to implement practical and responsible Farm Worker Safety legislation, technical rules and insurance	Jan 2016	Dec 2018 (updated annually)	Board
2.14 Work in collaboration with SK and BC Board Offices to enhance Grower Program capabilities to ensure system integrity	Jan 2016	Dec 2018	ED
2.15 Mitigate potential risk of external regulatory decisions to our members (i.e., trade agreements)	Jan 2016	Dec 2018 (updated annually)	Board
2.16 Producer Leadership Development Courses	Jan 2017	Feb 2017 (bi-annually)	Governance Committee
2.17 Stakeholder Satisfaction Surveys	2016	July 2018 (bi-annually)	Board

Action	Start Date	End Date	Lead
<b>3. Consumer Focus</b>			
3.1 Assess and evaluate product and/or market opportunities:			
a) Discuss options for improving utilization of the Market Development Program with processors	Jan 2016	Dec 2018	Board
3.2 Consumer trends:			
a) Consumer preferences and demands: conduct follow up study with Nick Black in 2018	Jan 2016	Dec 2018	Board
b) Use of customer market trends and retail data in presentations to producers	Jan 2016	Dec 2018	Board
c) Producer awareness and education of trends; 3 <sup>rd</sup> Party expert presentations of consumer insights and customer demand trends to producers	Jan 2016	Dec 2018	Board
d) Communicate customer needs to producers (i.e. proper weights, specs, product trends, etc.)	Jan 2016	Dec 2018	Board
3.3 Engage Processors in Communications:			
a) Develop “gate to plate” videos featuring producers and their processor to link agriculture and agri-food	Jan 2018	Dec 2018	ED
3.4 Engage Producers in Communications:			
a) Provide workshops to producers to coach and prepare them to communicate with confidence	Jan 2017	Dec 2017	ED
b) Work with producers and share their stories (e.g., with Loblaw, Sobey’s and KFC)	Jan 2017	Dec 2018	ED
c) Encourage and support the development of public communication resources (i.e. videos) nationally that demonstrate transparency throughout the supply chain	Jan 2018	Dec 2018	ED
3.5 Building retailer and food service partnerships:			
a) Broaden partnership network with local retail and food service companies	Jan 2017	Dec 2018	ED
b) Leverage sales data from partnerships to inform our marketing and communications strategy	Jan 2017	Dec 2018	ED

# Appendix 1: Strategic Framework

The Strategic Framework provides a consistent model to define the components of strategy.<sup>14</sup>



<sup>14</sup> Finley & Associates Ltd.

# Appendix 2: Glossary

<b>Action Priorities</b>	The specific steps, or tasks, needed to implement goals.
<b>Budget</b>	The month-by-month goals that have to be achieved to maintain an effective operating plan. The quantification of plans for revenues and expenses for control purposes.
<b>Goals</b>	Ideal states to be achieved at some time in the future.
<b>Issue</b>	A trend, event or factor, either internal or external, that will likely result in change within the time frame of the plan.
<b>Key Success Factors</b>	Those conditions that when properly maintained and managed will significantly support the organization in achieving its vision.
<b>Mission</b>	Communicates the distinctive identity, or purpose, which the organization seeks within the sector.
<b>Objectives</b>	Measurable activities specific in terms of quantity, quality, cost, time and responsibility.
<b>Performance Indicators</b>	Basic measures used to gauge actual results against the Goals and Key Success Factors.
<b>Performance Targets</b>	A pre-determined end-result to be achieved within a given period of time.
<b>Situation Analysis</b>	An evaluation of current issues, trends, and future developments for the sector, and SWOT analysis.
<b>Strategic Planning</b>	An iterative activity focused on discussion and consensus building resulting in well-defined action. A systematic and continuous disciplined approach to analyzing trend indicators about markets, competitors, strategies and product mix. Sets parameters for future growth and details strategies to make that growth happen.
<b>Strategy</b>	Enduring guidelines within which decision-making is carried out.
<b>SWOT Analysis</b>	Assessment of an organization's internal strengths and weaknesses, and external opportunities and threats. The analysis assists in the identification and prioritization of action.
<b>Vision</b>	A picture of the desired future state of the organization.
<b>Values</b>	Fundamental principles and beliefs that serve as implicit criteria guiding all actions and decision-making.