

ALBERTA CHICKEN PRODUCERS

Strategic Plan

Updated October 2022



FINLEY+
ASSOCIATES
STRATEGY. ACTION. IMPACT.



Standards of Leadership

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

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 proactive, positive, and future-focused. Actively create opportunities to improve and innovate within the sector. Be effective and efficient.

ACP Vision

The vision articulates the desired future state.

Alberta's chicken sector is collaborating to grow, create shared value, and ensure chicken is consumers' preferred and trusted protein.

ACP Mission

ACP's distinctive identity and core purpose.

Serve Alberta's chicken producers by collaborating with key stakeholders to:

- Create a thriving environment for sustainable chicken production.
- Encourage a competitive, consumer-focused value chain.

Strategic Priorities

Key drivers for focused action.

1. Championing a strong, effective, unified value chain
2. Responding to a Dynamic Environment
3. Building Public Trust

Goals

Long-term areas of focus.

1. Sustainably grow the chicken market served by Alberta producers.
2. Champion a culture of continuous improvement and commitment to best practices across the value chain.
3. Capture opportunities and work collaboratively with industry partners.
4. Proactively build and maintain public trust in Alberta's chicken sector.
5. Be a valuable resource to Alberta producers.
6. Ensure all value chain players are engaged and proudly contributing towards the success of the Alberta chicken sector.
7. Be an innovative leader in the Canadian context.

Key Success Factors

Key Success Factors (KSFs) are traits that when properly maintained or managed significantly impact the organization's ability to achieve its vision.

- Collaboration
- Strategic Focus
- Continuous Improvement
- Organizational Effectiveness
- Adaptability

Key Performance Indicators

Key Performance Indicators (KPIs) are measures used to gauge performance.

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

1. Situation Assessment

Context and Background

PURPOSE OF THE ALBERTA CHICKEN PRODUCERS

The Alberta Chicken Producers (ACP) is a provincial 'farmer-run' organization that represents 253 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 253 members produce over 180 million kg live weight of chicken annually, with a farm gate value of over \$275 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.

KEY INSIGHTS & TRENDS

- Consumer trends (highlights from Intensions Consulting 2021 Consumer Study)
- Covid-19 Pandemic & Avian Influenza Outbreak – Impacts and Responding to a Dynamic Environment
- 2021 ACP Producer & Stakeholder Survey (highlights)
- NEW CFC Strategic Plan 2023-2025 (highlights and points of alignment with ACP)

KEY RISKS

Risks were identified and ranked by the value chain (see **Figure 1**).

Figure 1: Prioritized Risks

** Risks were identified and rated by the value chain: High – 3 points; Medium – 2 points; Low – 1 point, then averaged and ranked:

Rank	Risks (2022)	Avg. 2022
1	Emerging Diseases	2.92
2	Labour Shortage	2.67
2	Fractured Industry Partnerships	2.67
4	Plant Interruptions	2.33
4	Flock Health & Management	2.33
6	Perceptions of Animal Care	2.25
7	Bio-Security & Food Safety Incidents	2.17
8	Activism	2.08
9	Erosion of Public Trust	1.83
10	Government Policy	1.75
10	Not responsive to consumer trends	1.75
10	Confidence in the Supply Management System	1.75
10	Perceptions of Environmental Impacts	1.75
14	Succession Planning ACP (Board & Management)	1.58
15	Industry Consolidation	1.50
16	Plant based proteins	1.33

Shared Sector Issues identified by the Value Chain:

Top Issues:

1. Increase effectiveness of allocation and chick supply
2. Pricing (make it a win-win)
3. Emergency preparedness
4. Maintaining open communication and results-driven collaboration

Other Issues:

- AI path forward
- Data for allocation (what is relevant to West)
- Bird sizes / weights
- Labour shortages
- Governance structures
- Government relations (having a voice into policy/regulation)
 - Position with Government
 - Supply Management
- Category III antibiotic usage
- SE
- Succession Planning
- Value Chain Mapping

ALBERTA CHICKEN VALUE CHAIN

The Alberta Chicken Value Chain is depicted by key activities¹ (see **Figure 2**).

Figure 2: Value Chain Activities²



Strategic Priorities

In assessing the key risks and trends that are within the span of control that ACP can address, three strategic priorities³ have been identified for action:

1. Championing a strong, effective, unified value chain

- Drive strategy across the value-chain
 - Intentional, meaningful and frequent engagement with partners in the value chain
 - Issues mapping
 - Share trusted and credible data/information across the value chain
- Foster a thriving environment that enables growth, sustainable production and investment into the industry
- Prepare producers for evolving consumer demands (i.e., leadership development, responding to customer / consumer demands, etc.)
- Connect with producers for a strong producer voice

2. Responding to a Dynamic Environment:

- Understand and effectively respond to a rapidly changing market and external challenges
- Strategically align and collaborate across the Western region
- Enterprise Risk Management (ERM)
 - Business continuity and contingency planning
 - Emergency management

3. Building Public Trust:

- Build trust in chicken production practices:
 - Commitment to best practices in animal care, food safety, flock health and management, and environmental sustainability
 - Measure and understand public perceptions
 - Promote positive public perceptions of chicken and the chicken industry
- Advocacy:
 - Maintain government and public support for supply management and agriculture
 - Advocate on issues and policies of importance to our industry
 - Advocate as a value-chain

¹ ACP Strategic Planning Retreat, Sep. 29, 2018

² ACP Board Retreat, Sept. 20, 2022

³ ACP Board Retreat, Sept. 21, 2022

2. 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 LEADERSHIP⁵

- 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 partners and consumers
- Be proactive, positive, 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.⁶

- 1. Collaboration**
 - Engage others at an early stage to co-create solutions
 - Motivate and create a sense of belonging
 - Build consensus - focus on common goal(s) / vision
- 2. Strategic Focus**
 - Discipline to deliver on strategic priorities
 - Maintain a broad perspective and consumer-focus
 - Stability in navigating challenges and opportunities
- 3. Continuous Improvement/Innovation**
 - Research
 - Best practices and knowledge sharing (at every level)
 - Commitment to learning and leadership development
- 4. Organizational Effectiveness**
 - Informed, data-driven decision-making
 - Strong governance and business risk management
 - Attracting and retaining key talent
- 5. Adaptability**
 - Respond nimbly and effectively to change

⁵ ACP Board meeting, Oct. 7, 2021

⁶ ACP Board meeting, Oct. 7, 2021

Vision

The vision reflects the desired future state of the sector.

SHARED INDUSTRY VISION⁴

Alberta's chicken sector is collaborating to grow, create shared value and ensure chicken is consumers' preferred and trusted protein.

KEY CONCEPTS

- Working together; collaboration throughout the value chain
- Various dimensions of 'growth' including leadership capacity, responding to the market, adapting to change
- Shared value: all members are succeeding in a thriving value chain

Mission

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

ACP MISSION⁵

Serve Alberta's chicken producers by collaborating with key stakeholders to:

- *Create a thriving environment for sustainable chicken production.*
- *Encourage a competitive, consumer-focused value chain.*

KEY CONCEPTS

- Serve producers – lead, 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 sector in Alberta.

⁴ Vision refreshed ACP Strategic Planning Retreat, Sep. 28, 2018

⁵ Mission refreshed ACP Strategic Planning Retreat, Sep. 28, 2018

Goals

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

ACP GOALS⁶

1. Sustainably grow the chicken market served by Alberta producers.
2. Champion a culture of continuous improvement and commitment to best practices across the value chain.
3. Capture opportunities and work collaboratively with value-chain partners.
4. Proactively build and maintain public trust in Alberta's chicken sector.
5. Be a valuable resource to Alberta producers.
6. Ensure all value chain players are engaged and proudly contributing towards the success of the Alberta chicken sector.
7. Be an innovative leader in the Canadian context.

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

KSF / Strategic Priority	KPIs	Rational for Measuring	Target	Champion
Priority 2 KSF 3	Sustainable Growth Metrics	To sustainably grow the chicken market served by Alberta producers	<ol style="list-style-type: none"> 1. 100% provincial quota utilization averaged over 2 periods and compared to other provinces 2. Board programs and policies support environment for 100% utilization. 3. Reduction in the gap between Alberta's allocation: population from the 2015 ratio of 80.4% 	Production Committee
Priority 2 KSF 3	Flock Health & Management	Foster a value-chain culture of continuous improvement and commitment to best farming practices	<ol style="list-style-type: none"> 1. Continued reduction in 7d mortality from 2022 4 quarter average; and 95% of barns reporting <2% 7d mortality 2. Year over year reduction in a) average On-Farm Food Safety & Animal Care Program CARs per farm year over year; and b) CARs for barn density. 	Supply Chain Committee

⁶ ACP Board Retreat, Sept. 21, 2022

KSF / Strategic Priority	KPIs	Rational for Measuring	Target	Champion
Priority 3 KSFs 1, 2, 3, 5	Consumer Confidence	Proactively build and maintain public trust in Alberta's chicken industry. And Proactively build and maintain customer confidence in Alberta's chicken industry.	1. Measured % increase in positive "farmer attitudes" among the 16-29 age demographic from 2021 baseline (20.9% in 2021) 2. Measured % increase in positive "chicken attitudes" among the 16-29 age demographic from 2021 baseline (45.2% in 2021) 3. Measured % increase in chicken as a weekly protein meal from 2021 baseline (4.29, or 25% in 2021) 4. Measured % increase in aided brand recall of the ACP brand from 2021 baseline (41% yes) and CFC brand from 2021 baseline (48% yes) <i>Note: all targets to be assessed through 2023 Consumer Study</i>	Board
Priority 1 KSFs 1, 4, 5	Stakeholder Satisfaction (Producers & Industry Partners)	Collaborate with Industry Partners in addressing matters of mutual interest	1. Establish long-term sustainable pricing framework with processors 2. Continuous improvement in feedback received from producer and stakeholder surveys conducted bi-annually (2021 to 2023) 3. Initiate joint actions with industry partners (PR, CSR and GR) 4. Build relationships with 2-3 regional retailers	Board
Priorities 1, 2, 3 KSF 4	Regulatory Metrics	Ensure the integrity of the supply management system in Alberta	1. Zero CARs cited in CFC Provincial Production Audits 2. Zero CARs cited in Animal Care 3rd party NSF audits 3. Zero material issues identified in annual Hatchery inspection	Board
Priorities 1, 2, 3 KSFs 2, 4, 5	Strategic Alignment	Ensure all aspects of the value chain are supporting the shared industry vision	1. Review and align strategic actions semi-annually each Spring and Fall 2. Review and align committees annually 3. Value Chain Engagement: <ul style="list-style-type: none"> a. Meet one-on one with each processor annually, b. meet with the AHEP Board semi-annually c. Engage the value chain in issues mapping 4. Strategic alignment with CFC 5. Strategic alignment as a Western Region	Board

KSF / Strategic Priority	KPIs	Rational for Measuring	Target	Champion
Priority 2 KSF 4	Board Effectiveness	Continuous learning and performance improvement	1. Continuous year over year improvement from previous Board evaluations 2. Increase Producer engagement in Leadership roles 3. All Directors individually participate in minimum of one formal professional development opportunity per year	Governance Committee
Priorities 2, 3 KSF 4	Financial Metrics	Ensure transparency and sustainability	1. Budget complies with ACP's Financial Policy Budgeting Principles and reflects the operational realities and strategic plan of ACP. 2. Zero material issues identified in Audit Findings Report	Finance Committee

Table 2: Workflow and Timing

KPIs	Frequency	Date of Review
1. Sustainable Growth Metrics	Semi-Annually	April / May, Sept / Oct
2. Flock Health & Management	Quarterly	Jan., April, July / Aug., Oct.
3. Consumer Confidence	Every 2-3 Years	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.

3. Governance

Board of Directors

- David Hyink, Board Chair
- Rob Van Diemen, Board Vice Chair
- Dennis Steinwand, Board Director
- Wes Nanninga, Board Director
- Ross Bezovie, Board Director
- Karen Kirkwood, Executive Director

Figure 1 illustrates the STRIVE Governance Model used by ACP⁷.

Figure 1: Current Governance Structure

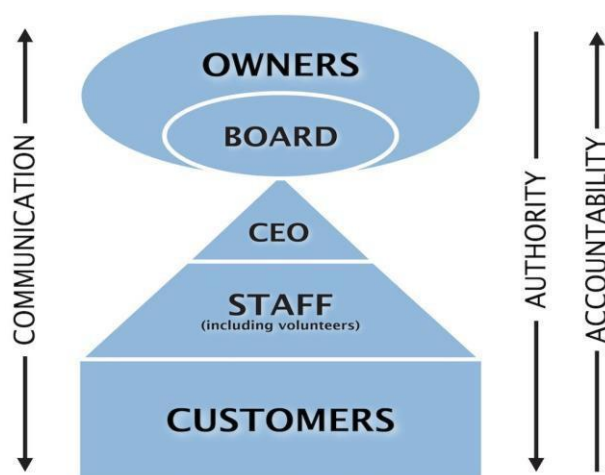


Table 3: Board Committees Aligned to Strategic Priorities and KPIs

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

⁷ ACP Governance Workshop, June 9, 2015.

4. 3-Year Implementation Plan

Implementation Plans were last updated October 2022.

Priority 1: Championing a strong, effective, unified value chain

Action	Start Date	End Date	Lead
1.1 Drive strategy across the value chain			
a) Engage AHEP in ACP's Strategic Planning retreat	Jan 2023	Dec 2023	Board
b) Engage processors and AHEP Board in a facilitated issues mapping workshop to identify next steps for joint actions	Dec 2023	Mar 2023	Board
c) Meet with the AHEP Board semi-annually to discuss strategic priorities and identify next steps for joint actions	Jan 2023	Dec 2023	Board
d) Conduct one on one meetings with processors to further discuss next steps for joint actions	Jan 2023	Dec 2023	Board
e) Include hatching egg producers in ACP workshops	Jan 2023	Dec 2023	ED
f) Meet with CFC Executive and Executive Director to discuss priorities and seek alignment on common matters	Jan 2023	Dec 2023	Board
1.2 Foster a prosperous environment that enables sustainable production and investment into the industry			
a) Establish a long-term, sustainable pricing framework	Jan 2023	Feb 2023	Board
b) Review and align the Board's programs and policies to support optimum utilization performance <ul style="list-style-type: none"> i. Assess utilization performance ii. Assess impacts of Policy changes: 50% maximum leasing of quota, 5% production sleeve, timeframe for leasing 	Jan 2023	July 2023	Production Committee
1.3 Prepare Producers for evolving consumer demands			
a) Use updated consumer study, customer market trends and retail data in presentations to producers	Jan 2023	Dec 2024	ED
b) Provide ongoing tools, resources and training to producers to coach and prepare them to communicate with confidence	Jan 2023	Dec 2024	ED
c) Identify and communicate customer needs to producers	Jan 2023	Dec 2024	Board
2.4 Build Organizational Leadership Capacity			
a) Conduct Producer Leadership Development Courses for broiler and broiler hatching egg producers	Jan 2023	Dec 2023	Governance Committee
b) Increase Producer engagement in leadership roles (committee work, volunteerism, public relations)	Jan 2023	Dec 2023	Governance Committee

c) Each Director to attend at least one professional development opportunity per year	Jan 2023	Dec 2023	Board
d) Conduct Board Governance Training Session	Jan 2023	Dec 2023	Board
e) Conduct Stakeholder Satisfaction Surveys	June 2023	Aug 2023	ED
f) Work with Marketing Council to initiate development of Bylaws under ACP's Regulatory Framework	Jan 2023	Apr 2023	ED

Priority 2: Responding to a Dynamic Environment

Action	Start Date	End Date	Lead
2.1 Understand and effectively respond to a rapidly changing market and external challenges			
a) Assess the allocation process at the provincial value chain level	Jan 2023	Dec 2023	ED / Board
b) Collaborate and consult with other economists and national analysts to enhance the allocation setting process through: <ul style="list-style-type: none"> i. Identification of a common set of fact-based metrics ii. Demand modelling tools iii. Assessment of past allocations iv. Assessment of the process as a whole, including the frequency of allocation setting, use of the Medium Term Growth Rate, etc. 	Jan 2023	Dec 2023	ED
2.2 Strategic alignment and collaboration across the western region			
a) Use market and consumer data to better understand shifts in the market	Jan 2023	Dec 2024	Board
b) Coordinate approaches to allocation setting	Jan 2023	Dec 2024	Board
c) Implement transfer of payment terms for catching from producers to processors	Jan 2023	Mar 2023	Board
d) Initiate discussion on western region strategic alignment: <ul style="list-style-type: none"> i. Hold a facilitated workshop with the Western Boards to identify opportunities for strategic alignment and greater efficiencies and effectiveness ii. Distill into ACP's Strategic Plan 	Jan 2023/24 Sep 2023/24	Jun 2023/24 Oct 2023/24	Board
2.3 Enterprise Risk Management			
a) Emergency Contingency Funding: <ul style="list-style-type: none"> i. Continue working with processors to develop an emergency euthanasia funding mechanism for Alberta's chicken industry ii. Establish a sustainable avian influenza funding mechanism: <ul style="list-style-type: none"> • Present options for avian influenza insurance to producers at the 2023 AGM 	Jan 2023 Feb 2023	Mar 2023 Apr 2023	ED

<ul style="list-style-type: none"> Establish a sustainable avian influenza funding mechanism 			
b) Emergency Euthanasia and Disposal Plans: <ul style="list-style-type: none"> i. guide the AB Poultry Industry Emergency Management Team in finalizing a plan and securing services / contractors for Alberta's poultry sectors ii. guide producers in developing disposal plans for all Alberta registered broiler farms 	Jan 2023	Apr 2023	ED

Priority 3: Building Public Trust

Action	Start Date	End Date	Lead
3.1 Commitment to best practices in animal care, food safety, flock health and management, and environmental sustainability			
a) Uphold the world-class standards of the CFC Animal Care Program <ul style="list-style-type: none"> i. Provide practical tools and resources to producers to uphold the CFC OFFS and Animal Care Programs (brooding workshops, videos, newsletter articles, sharing best practices, etc.) ii. Support CFC in achieving 3rd party (FTP) recognition of the Animal Care Program iii. Support CFC in providing input into the NFACC Code Review process 	Jan 2023	Dec 2024	Board / Flock Health & Management Committee
b) Align antibiotic use in Alberta with national AMU strategy <ul style="list-style-type: none"> i. Continue to assess impacts of removal of preventative use of Category II antimicrobials, and trials of removal of Category III antimicrobials, on mortality and flock performance through production data, AMU surveys and CIPARS data ii. Provide feedback to CFC regarding the reduction of Category III antimicrobials; and continue to collaborate with Western provinces 	Jan 2023	Dec 2024	Supply Chain Committee
c) Deliver flock health resources to producers <ul style="list-style-type: none"> i. Host a minimum of two flock health and management workshops (virtually or in-person) annually; focusing on highest priority themes ii. Leverage relationship with PIP and drive research initiatives to effectively deliver research outcomes to broiler producers iii. Collaborate with producers, the UCVM, poultry veterinarians and industry partners to increase use of the Poultry Diagnostics Services Unit at the University of Calgary iv. Collaborate with Alberta's poultry boards, Alberta Agriculture & Forestry, and post-secondary institutions to encourage students to enter poultry veterinary medicine 	Jan 2023	Dec 2024	ED
d) Uphold the fulfillment of responsibilities set out in Alberta's Humane Catching & Transportation Standards Manual	Jan 2023	Dec 2023	Board

e) Encourage a practical, responsible, data-driven value chain approach to pathogen reduction	Jan 2023	Dec 2024	Board / Supply Chain Committee
f) Prepare producers to proactively secure their farms and respond in the event of a trespass	Jan 2023	Dec 2024	ED
g) Sustainability: <ul style="list-style-type: none"> i. Leverage PEFIP to drive on-farm improvements ii. Identify and communicate grant / funding opportunities to producers to drive on-farm improvements iii. Data collection and benchmarking: support CFC in collecting Life Cycle Assessment data iv. Telling Our Story: utilize Life Cycle Assessment data to promote industry strengths in external communications; share case studies with producers to promote peer to peer learning v. Collaborate with ILWG members in addressing pressures from municipalities on Confined Feeding Operations (CFOs); build relationships with RMA via Public Trust Project 	Jan 2023	Dec 2024	ED
3.2 Measure and understand public perceptions			
a) Conduct follow up consumer study with Intensions Consulting	Jan 2023	August 2023	ED
3.3 Promote positive public perceptions of chicken and the chicken industry			
a) Actively promote the three pillars of our Raised by a Canadian Chicken Farmer “brand promise” (Food Safety, Animal Care, Sustainability) through videos, photos, facts and interactive engagement initiatives on social media, ACP’s website, and advertising	Jan 2023	Dec 2024	ED
b) Apply the findings from the Intensions’ <i>Consumer Study</i> to develop and deploy “values-based” messaging to connect with ACP’s target demographics through our communications and marketing initiatives	Jan 2023	Dec 2024	ED
c) Social responsibility: Establish and implement Corporate Social Responsibility (CSR) initiatives that align with the 3 Pillars of ACP’s CSR Program	Jan 2023	Dec 2024	ED
d) Increase uptake of education tools for teachers through: <ul style="list-style-type: none"> i. Collaborating with school boards and identifying opportunities, such as teachers’ events, to increase uptake of elementary curriculum-based resources ii. Collaborating with other commodities and education partners in developing and disseminating JR/ SR high curriculum-based resources. iii. Collaborating with education partners in developing and marketing curriculum-based and age appropriate resources for elementary grades. (Classroom Agriculture Program, Inside Education, Agriculture for Life) 	Jan 2023	Dec 2024	ED

<p>e) Leverage relationships with strategic partners (i.e., dietitians, “foodies”, local celebrities, academia) to amplify our messaging to target demographics (1st Young, 2nd Visible Minorities, 3rd Boomers)</p> <p>i. Host Dietitians event or similar activation in 2023</p> <p>ii. Leverage partnerships with:</p> <ul style="list-style-type: none"> Edmonton Valley Zoo, NAIT, R.D. Emily Mardell, Alberta on the Plate, Christmas in November, Edmonton Oilers Entertainment Group and Calgary Stampede etc. to integrate our key messages in their content. <p>iii. Increase reach of our messaging through relationships with key influencers (i.e. Linda Hoang, Dr. Mom (Stephanie Liu) etc.)</p> <p>iv. Increase exposure of our messaging via social media by engaging our target audience, “visible minorities” through translated and culturally appropriate content</p> <p>v. Explore new strategic partnerships that target our key demographics identified in the Intensions Consumer Study</p>	Jan 2023	Dec 2024	ED
<p>f) Broaden and increase impact of strategic partnerships:</p> <p>i. Increase use and exposure of the Raised by a Canadian Chicken Farmer logo in Alberta retail stores and restaurants</p> <p>ii. Continue building relationships with AB and / or Regional based retailers (i.e., Freson Bros, Co-op, Save-On Foods)</p> <p>iii. Leverage relationship with Food Banks Alberta through public relations and producer volunteer opportunities</p>	Jan 2023	Dec 2024	ED
3.4 Maintain government and public support for supply management and agriculture			
<p>a) Collaborate with CFC (federally) and the Alberta SM5 (provincially) to develop messaging that connects the values of supply management to the policies of our provincial and federal governments</p>	Jan 2023	Dec 2024	ED
<p>b) Host an MLA event and include value chain partners</p>	Jun 2023	Dec 2023	ED
<p>c) Arrange meetings with key Ministers, MLAs, MPs and influencers; and where possible, include value chain partners in meetings with key officials</p>	Jan 2023	Dec 2023	ED
<p>d) Encourage and support producers to engage at the municipal, provincial and federal political levels:</p> <p>i. Provide 2023 provincial election “kit” to producers</p> <p>ii. identify political issues to producers and provide them with briefings and messaging to engage with their elected officials</p> <p>iii. house GR materials for producers to use in communicating with elected officials on the Producers’ Only web portal</p>	Feb 2023 Jan 2023 Jan 2023	May 2023 Dec 2023 Dec 2024	ED
<p>e) Build relationships with other livestock and crop commodities to develop shared understanding of each other’s sectors and interests</p> <p>i. Champion an annual All Boards & Commissions Workshop</p>	Jan 2023	Dec 2023	ED & Board

f) Support the Alberta Minister of Agriculture and Department of Agriculture & Irrigation in building public trust in agriculture i. leading the ILWG Public Trust Project ii. participation in RDAR iii. participation in PAG iv. participation in the Red Tape Reduction Steering Committee v. highlighting ACP's Red Tape Reduction initiatives	Jan 2023	Dec 2023	ED & Board
3.5 Advocate on issues and policies of importance to our industry			
a) Advocate for a producer-directed donation program: i. Support Food Banks Alberta in advocating for an Alberta tax credit program for farmer-directed donations	Jan 2023	Dec 2024	ED & Board
b) Collaborate with processors and industry associations in addressing impacts of labour challenges on the industry	Jan 2022	Dec 2022	ED & Board
c) Serve as a resource to government in the consideration and / or development of regulation / policy	Jan 2023	Dec 2024	ED & Board

Appendix 1: Strategic Framework

The Strategic Framework provides a consistent model to define the components of strategy.⁸



⁸ Finley & Associates Ltd.

Appendix 2: Glossary

Action Priorities	The specific steps, or tasks, needed to implement goals.
Budget	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.
Goals	Ideal states to be achieved at some time in the future.
Issue	A trend, event or factor, either internal or external, that will likely result in change within the time frame of the plan.
Key Success Factors	Those conditions that when properly maintained and managed will significantly support the organization in achieving its vision.
Mission	Communicates the distinctive identity, or purpose, which the organization seeks within the sector.
Objectives	Measurable activities specific in terms of quantity, quality, cost, time and responsibility.
Performance Indicators	Basic measures used to gauge actual results against the Goals and Key Success Factors.
Performance Targets	A pre-determined end-result to be achieved within a given period of time.
Situation Analysis	An evaluation of current issues, trends, and future developments for the sector, and SWOT analysis.
Strategic Planning	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.
Strategy	Enduring guidelines within which decision-making is carried out.
SWOT Analysis	Assessment of an organization's internal strengths and weaknesses, and external opportunities and threats. The analysis assists in the identification and prioritization of action.
Vision	A picture of the desired future state of the organization.
Values	Fundamental principles and beliefs that serve as implicit criteria guiding all actions and decision-making.