

Alberta Chicken Producers

Strategic Plan

*Approved by the Board on December 1, 2023.
Developed with the assistance of Finley & Associates Ltd.*

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Executive Summary

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 industry. Be effective and efficient.

ACP Vision

The vision articulates the desired future state.

Alberta's chicken industry 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 and Sentiment

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 industry.
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 industry.
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 producer-run association that represents about 250 registered chicken farmers in Alberta. These producers are local families and communities 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 175 million kg live weight of chicken annually, with a farm gate value of over \$260 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 2023 Consumer Study)
- 2021 Producer & Stakeholder Survey (highlights)
- CFC Strategic Plan 2023-2025 (highlights and points of alignment with ACP)

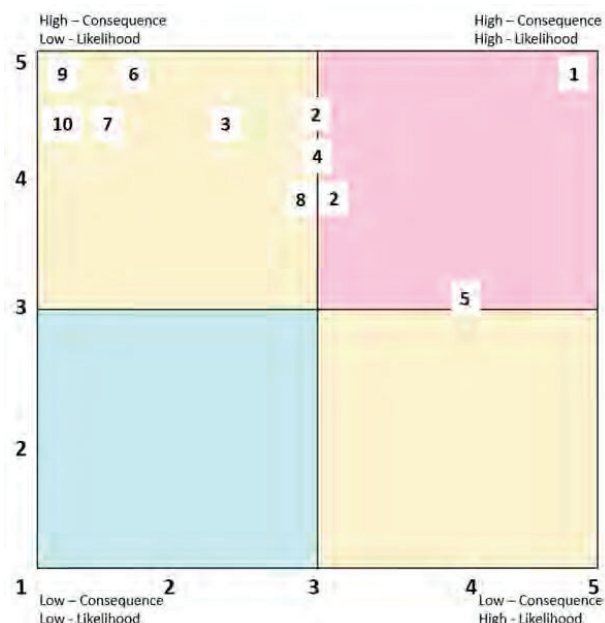
Key Risks

Risks were identified and ranked (see Figure 1 and Figure 2). Priorities were rated as follows: High – 3 points; Medium – 2 points; and, Low – 1 point. Votes were then averaged and ranked accordingly.

Figure 1 - Prioritized Risks

Rank	Risks (2021)	Average
1	Labour Shortage	2.83**
2	Perceptions of Animal Care	2.58
3	Plant Interruptions	2.50
4	Erosion of Public Trust	2.33
4	Fractured Industry Partnerships	2.33
6	Plant based proteins	2.25
6	Government Policy	2.25
8	Activism	2.17
9	Bio-Security & Food Safety Incidents	2.08
10	Not responsive to consumer trends	2.08
11	Confidence in the Supply Management System	1.75
12	Emerging Diseases	1.67
12	Industry Consolidation	1.67
14	Perceptions of Environmental Impacts	1.58
15	Flock Health & Management	1.50
16	Succession Planning ACP (Board & Management)	1.42

Figure 2 - Likelihood and Consequence of Risks



Key Sector Issues

Shared Sector Issues were identified from the perspective of the Alberta Value Chain (see Figure 3) and prioritized (see Table 1).

Figure 3 - Chicken Value Chain



Table 1 - Prioritized Shared Sector Issues

Issue:	Problem Statement	Priority H/M/L	Criteria for Evaluating
1. Pathogen reduction/ salmonella strategy	What is the best strategy to pursue for the benefit of the full Value Chain?	H	<ul style="list-style-type: none"> Stability of Value Chain Builds common tools
2. Cost recovery (COP)	Production costs are high; what pricing mechanisms do we want to cover those higher costs to provide reasonable return?	H	<ul style="list-style-type: none"> Value Chain Stability Value Chain Sustainability
3. Communication/ Trust	How can we (ACP/ AHEP) increase trust with producers, processors/ hatcheries?	H	<ul style="list-style-type: none"> Demonstrates supportive collaboration Benefits all Value Chain

Issue:	Problem Statement	Priority H/M/L	Criteria for Evaluating
4. Continuing to position chicken as the #1 protein	How do we maintain competitive advantage vis-à-vis other proteins/ alternatives?	H	<ul style="list-style-type: none"> Value Chain Stability Value Chain Sustainability
5. Public Trust	How can we maintain existing public trust?	H	<ul style="list-style-type: none"> Based on consumption, profitability
6. Efficiencies: production, financial	What do we do with chronic under-producing farms?	H	<ul style="list-style-type: none"> Brand image Animal Welfare issues
7. Balance of supply	How to get the eggs to the right hatchery at the right time?	H	<ul style="list-style-type: none"> AI shortage of supply Chick quality Intro of new hatcheries Lack of clear policies
8. Industry risk management	Do we have adequate contingency plans in place to deal with emergencies (e.g., depopulation)?	H	<ul style="list-style-type: none"> Value Chain sustainability of partners
9. Growth: How we grow as an industry; national allocation; efficiency and costs	How do we grow/ attract investment to the industry?	H	<ul style="list-style-type: none"> Value Chain Stability Engages producers/ processors Demonstrates Collaboration
10. Joint governance training for ACP and AHEP	How do we continue to be high performing teams?	H	<ul style="list-style-type: none"> Demonstrates supportive collaboration
11. Labour: Transportation, catching, vaccinations	How do we mitigate our industry labour shortages?	M/H	
12. Regulatory issues – Joint advocacy: AOPA/ NRCB; environment; safety	How do we get our voice to be heard?	M/H	<ul style="list-style-type: none"> Sustainability for Value Chain Partners
13. Joint government relationships and public relations	How do we most effectively advocate for our industry?	M	<ul style="list-style-type: none">
14. Allocation/ market share	Alberta chicken production not kept pace with population growth.	M	<ul style="list-style-type: none"> Happening at national agency
15. Issues identification and mapping of	What are the best tools to identify and prioritize issues that affect	M	<ul style="list-style-type: none"> Learn these tools and continue working together

Issue:	Problem Statement	Priority H/M/L	Criteria for Evaluating
actions to address those issues	multiple members of the Value Chain?		

Strategic Priorities

In assessing the key risks and shared sector issues trends that are ACP's span of control, three Strategic Priorities¹ have been identified for action:

1. Championing a strong, effective, unified Value Chain
2. Responding to a dynamic environment
3. Building public trust and sentiment

See Chapter 4 for 3-year implementation plans that address each Strategic Priority.

¹ ACP Board Retreat, Oct. 3, 2023.

2. Strategic Framework

Standards of Leadership

Standards of Leadership are fundamental principles and beliefs that serve as implicit criteria guiding all actions and decision-making².

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

Vision

The Vision reflects the desired future state of the sector³.

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 participants in the sector are succeeding in a thriving value chain

Mission

The Mission communicates the distinctive identity or purpose the Alberta Chicken Producers seeks⁴.

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

² ACP Board meeting, Oct. 7, 2021.

³ Vision reviewed and confirmed at ACP Board Retreat, Oct. 3, 2023.

⁴ Mission refreshed at ACP Strategic Planning Retreat, Sep. 28, 2018.

- Competitive – creates choice, encourages efficiencies and innovation, drives best practices
- Coordinate initiatives; co-create solutions; create forums; unify, strengthen and elevate the chicken producing sector in Alberta.

Goals

Goals are ideal states to be achieved at some time in the future⁵.

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 sector partners.
4. Proactively build and maintain public trust in Alberta's chicken sector, particularly among newcomers.
5. Ensure all value chain participants are engaged and proudly contributing towards the success of the Alberta chicken sector.
6. Be a valuable resource to Alberta producers and sector partners, and a recognized innovator within the Canadian sector.
7. Be an innovative leader in the Canadian context.

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 Goals were reviewed and confirmed at ACP Board Retreat, Oct 3, 2023.

⁶ Ibid.

Key Performance Indicators

Key Performance Indicators (KPIs) are measures used to gauge performance against the Strategic Priorities and Key Success Factors (see Table 2) and workflow and timing of reporting (see Table 3).

Table 2 - Key Performance Indicators

Strategic Priority / KSF	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"> 100% provincial quota utilization averaged over 2 periods and compared to other provinces Board programs and policies support an environment for 100% utilization. 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"> Continued reduction in 7d mortality from 2022 4 quarter average; and 95% of barns reporting <2% 7d mortality Year over year reduction in: <ol style="list-style-type: none"> Average On-Farm Food Safety & Animal Care Program CARs per farm year over year; and CARS for barn density. 	Supply Chain Committee
Priorities 3 KSFs 1, 2, 3, 5	Consumer Confidence	Proactively build and maintain public trust and consumer confidence in Alberta's chicken sector.	<ol style="list-style-type: none"> Measured % increase in positive "farmer attitudes" and "chicken attitudes" among the 16-29 age demographic from 2021 baseline. Measured % increase in positive "farmer attitudes" and "chicken attitudes" among the BIPOC demographic from 2023 baseline Measured % increase in chicken as a weekly protein meal from 2021 baseline (4.29, or 25% in 2021) Measured % increase in aided brand recall of the ACP brand from 2021 baseline (41% yes) and CFC brand from 2021 baseline (48% yes) <p><i>Note: all targets to be assessed through 2025 Consumer Study</i></p>	Board

Strategic Priority / KSF	KPIs	Rational for Measuring	Target	Champion
Priority 1 KSFs 1, 4, 5	Stakeholder Satisfaction (Producers & Sector Partners)	Collaborate with Sector Partners in addressing matters of mutual interest	<ol style="list-style-type: none"> 1. Sustain a long-term pricing framework with processors 2. Continuous improvement in feedback received from producer and stakeholder surveys conducted bi-annually (2021 to 2024) 3. Initiate joint actions with sector partners (PR, CSR and GR) 4. Promotion of value-added (i.e., further processing) in Alberta 	Board
Priorities 1, 2, 3 KSF 4	Regulatory Metrics	Ensure the integrity of the supply management system in Alberta	<ol style="list-style-type: none"> 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 sector vision	<ol style="list-style-type: none"> 1. Review and align strategic actions semi-annually each Spring and Fall 2. Review and align committees annually 3. Value Chain Engagement: <ol 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
Priority 2 KSF 4	Board Effectiveness	Continuous learning and performance improvement	<ol style="list-style-type: none"> 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

Strategic Priority / KSF	KPIs	Rational for Measuring	Target	Champion
Priorities 2, 3 KSF 4	Financial Metrics	Ensure transparency and sustainability	<ol style="list-style-type: none"> 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 3 - Workflow and Timing

KPIs	Frequency	Date of Review
1. Sustainable Growth Metrics	Quarterly	Apr/ May, Sep/ Oct
2. Flock Health & Management	Quarterly	Jan, Apr, Jul/ Aug, Oct
3. Consumer Confidence	Bi-Annually	Jun/ Jul (pre-Strategic Planning)
4. Stakeholder Satisfaction (Producers & Sector Partners)	Bi-Annually	Jun/ Jul (pre-Strategic Planning)
5. Regulatory Metrics	Annually	Ad Hoc
6. Strategic Alignment	Semi-Annually	May/ Jun, Sep/ Oct
7. Board Effectiveness	Annually	Jan/ Feb
8. Financial Metrics	Quarterly	Feb, May, Aug, Nov
9. Farmer/chicken Sentiment Tracking (both 16-29 demographic and BIPOC)	Annually	Dec
10. Removal of 2-3 Additional Retail Partnerships	Once	Dec
11. Promotion of Value-Added Processing	Annually	Ad Hoc

3. Governance

Board of Directors

- David Hyink, Board Chair
- Rob Van Diemen, Vice Chair
- Ross Bezovie, Board Director
- Tara deVries, Board Director
- Wes Nanninga, Board Director
- Geoff Brown, Executive Director, ex-officio

The STRIVE Governance Model used by ACP⁷ is illustrated in Figure 4.

Figure 4 - Current Governance Structure

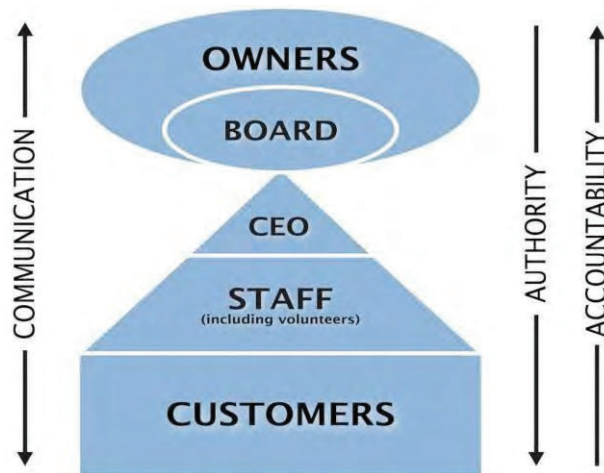


Table 4 - Board Committees Aligned to Strategic Priorities and KPIs

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, 3

⁷ ACP Governance Workshop, June 9, 2015.

4. 3-Year Implementation Plan

Implementation Plans were last updated October 2023.

Table 5 - Priority 1: Championing a strong, effective, unified value chain

Action	Start Date	End Date	Lead
1.1 Drive strategy across the value chain			
a) Host a Value Chain Mapping workshop that addresses top common industry issues.	Dec 2023	Feb 2024	Board
b) Work with AHEP Board to ensure adequate domestic chick supply and quality.	Jan 2024	Ongoing	Board
c) Conduct one-on-one meetings with processors to further discuss strategic next steps for joint actions	Jan 2024	Dec 2024	Board Chair/ Vice-Chair
d) Include hatching egg producers in ACP workshops with the goal to improve chick supply and quality and strengthen value chain relationships.	Jan 2024	Ongoing	ED
e) Meet with CFC Executive Committee to discuss priorities and seek alignment on common matters	Jan 2024	Dec 2024	Board
f) Establish data flows and process to establish and stage the deployment of a Dynamic Dashboard for real-time tracking of KPI's.	Nov 2023	Dec 2025	ED
1.2 Foster a thriving environment for value chain participants that enables growth, sustainable production, and investment into the sector			
a) Perform a high-level segmentation analysis of producers, including differences in needs and attitudes regarding sector trends.	May 2024	Dec 2025	ED
b) Continue to improve the long-term, sustainable pricing framework.	Feb 2023	May 2024	Board
c) Align the Board's programs and policies to ensure production of provincial allocation	Jan 2024	Dec 2024	Board / Production Committee
1.3 Prepare Producers for evolving consumer demands			
a) Use 2023 Consumer Research, customer market trends, and retail data in presentations to producers.	Jan 2024	Dec 2024	ED
b) Provide ongoing tools, resources, and training to producers to coach and prepare them to communicate with confidence.	Jan 2024	Dec 2024	ED
c) Explore addition of restaurant and quick service data to consumer study to quantify consumption	Jan 2025	Dec 2025	ED

Action	Start Date	End Date	Lead
behaviours of today's consumer.			
1.4 Build Organizational Leadership Capacity			
a) Conduct Producer Leadership Development Courses for broiler and broiler hatching egg producers.	Jan 2024	Dec 2024	Board
b) Increase Producer engagement in leadership roles (Committee work, volunteerism, public relations).	Jan 2024	Dec 2024	Board
c) Each Director to attend at least one professional development opportunity per year.	Jan 2024	Dec 2024	Board
d) Develop a Director Onboarding and Orientation program for new and current Directors.	Jan 2024	Dec 2024	Board
e) Conduct Stakeholder Satisfaction Surveys and discuss the findings at the Annual Strategic Planning Retreat.	May 2024	Sep 2024	ED

Table 6 - 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 and national level.	Oct 2023	Dec 2024	Board
b) Collaborate and consult with other economists and national analysts to enhance the allocation setting process.	Nov 2023	Dec 2025	Board
2.2 Strategic alignment and collaboration across the Western region			
a) Use market and consumer data to better understand shifts in the market.	Oct 2023	Dec 2025	ED
b) Coordinate approaches to production allocation setting.	Oct 2023	Dec 2024	Board
c) Implement transfer of payment terms for catching from producers to processors.	Oct 2023	Feb 2025	Board
d) Advance discussion on Western region strategic alignment at Western Provincial Boards meetings.	Nov 2023	Nov 2024	Board
2.3 Promote positive public perceptions of chicken and the chicken sector			

Action	Start Date	End Date	Lead
a) Establish a sustainable emergency and contingency funding model.	Oct 2023	Mar 2024	Board
b) Guide producers in developing emergency euthanasia and disposal plans.	Oct 2023	Dec 2024	ED

Table 7 - Priority 3: Building Public Trust and Sentiment

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. Facilitate the successful transition of program auditors ensuring proper training and resources are provided. ii. Provide practical tools and resources to producers to uphold the CFC OFFSP and Animal Care Programs (brooding workshops, videos, newsletter articles, sharing best practices, etc.). iii. Support CFC in achieving 3rd party (FTP) recognition of the Animal Care Program. iv. Support CFC in providing input into the NFACC Code Review process. 	Oct 2023	Dec 2024	ED/ 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 	Oct 2023	Ongoing	Supply Chain Committee
c) Deliver flock health resources to producers <ul style="list-style-type: none"> i. Host flock health and management workshops (virtually or in-person); focusing on highest priority themes v. Leverage relationship with PIP and drive research initiatives to effectively deliver 	Jan 2024	Dec 2024	ED

Action	Start Date	End Date	Lead
<ul style="list-style-type: none"> research outcomes to broiler producers vi. Collaborate with producers, the UCVM, poultry veterinarians and industry partners to increase use of the Poultry Diagnostics Services Unit at the University of Calgary vii. Collaborate with Alberta's poultry boards, Alberta Agriculture & Forestry, and post-secondary institutions to encourage students to enter poultry veterinary medicine. 			
d) Uphold the fulfillment of responsibilities set out in Alberta's Humane Catching & Transportation Standards Manual.	Oct 2023	Ongoing	Board
e) Encourage a practical, responsible, data-driven value chain approach to pathogen reduction.	Oct 2023	Ongoing	Board / Supply Chain Committee
f) Prepare producers to proactively secure their farms and respond in the event of a trespass or cyberattack.	Jan 2024	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 2024	Dec 2024	ED
3.2 Measure and understand public perceptions			
a) Conduct follow-up consumer study with Intensions Consulting to: <ul style="list-style-type: none"> i. Better understand the attitudes of immigrants / BIPOC consumers; how these evolve over time; and how they use chicken. 	Jan 2025	Dec 2025	ED

Action	Start Date	End Date	Lead
<ul style="list-style-type: none"> ii. To understand influencers and potential strategic partners to enable attitude shifts iii. Underlying factors in attitudes about farmers and the farming sector; how these might be influenced. iv. Explore addition of restaurant and quick service data to complete quantification of consumption & purchasing behaviour. 			
3.3 Promote positive public perceptions of chicken and the chicken sector			
a) Leverage relationships with strategic partners (i.e., dieticians, “foodies”, local celebrities, academia) to amplify our messaging to target demographics: <ul style="list-style-type: none"> • BIPOC/ Immigrants • Gen Z (16–29 year-olds) 	Dec 2023	Dec 2024	ED
b) Broaden and increase impact of strategic partnerships: <ul style="list-style-type: none"> i. Increase use and exposure of the Raised by a Canadian Chicken Farmer logo in Alberta retail stores and restaurants ii. Continue building relationships with AB and / or Regional based retailers (i.e., Freson Bros, Co-op, Save-On Foods) iii. Leverage relationship with Food Banks Alberta through public relations and producer volunteer opportunities 	Jan 2024	Dec 2025	ED
c) Marketing messages to shift toward: <ul style="list-style-type: none"> • Increase chicken consumption/ share of protein consumption. • Maintain positive sentiment about farmers/chicken products and move those with neutral sentiment to positive. • Improve sentiment and awareness of locally raised chicken and chicken farming with target demographics by utilizing values-based messaging. 	Jan 2024	Dec 2024	ED
d) Social responsibility: <ul style="list-style-type: none"> • Continued implementation of Corporate Social Responsibility (CSR) initiatives that align with the 3 Pillars of ACP’s CSR Program 	Jan 2024	Dec 2024	ED
e) Increase ag literacy through the uptake and sharing of educational resources to 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 	Jan 2024	Dec 2024	ED

Action	Start Date	End Date	Lead
<ul style="list-style-type: none"> ii. Collaborating with other commodities and education partners in developing/maintaining JR/SR high school 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). 			
3.4 Maintain government and public support for supply management and agriculture			
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 government.	Oct 2023	Ongoing	ED
b) Arrange meetings with key Ministers, MLAs, MPs, and influencers; and where possible, include value chain partners in meetings with key officials.	Oct 2023	Ongoing	ED
c) Encourage and support producers to engage at the municipal, provincial and federal political levels.	Oct 2023	Ongoing	ED / Board
d) Build relationships with other livestock and crop commodities to develop shared understanding of each other's sectors and interests	Oct 2023	Ongoing	Board
e) Support the Alberta Minister of Agriculture and Department of Agriculture & Irrigation in building public trust in agriculture.	Oct 2023	Ongoing	Board / ED

Appendix A: Strategic Framework

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



⁸ Finley & Associates Ltd.

Appendix B: Glossary

Action Priorities	The specific steps, or tasks, needed to implement goals.
Budget	The month-by-month goals that must 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.
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 continuously 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.