Alberta Chicken Producers

Strategic Plan 2025-27

Updated for 2026

Alberta Chicken Producers

Strategic Planning Session August 27-28, 2025
Approved by the Board on October 15, 2025

1. Strategic Framework

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

Vision

The desired future state of the Alberta chicken sector.

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

Mission

What ACP does to achieve the shared sector vision.

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

Three strategic priorities were identified for action over the next 12-36 months.

- Strengthening Collaborative Relationships
- Sustainable Growth
- Building Public Trust

Goals

Ideal states to be achieved in the long-term.

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.
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.
7. Be an innovative leader in the Canadian context.

Key Success Factors

Traits that impact the organization's ability to achieve its vision and mission.

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

Key Performance Indicators

Metrics used to gauge performance.

1. Sustainable Growth
2. Flock Health & Management
3. Public Trust
4. Stakeholder Satisfaction & Engagement
5. Risk Management
6. Organizational Effectiveness
7. Financial Performance

Standards of Leadership

Standards of Leadership are 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, 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 Alberta chicken sector.

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

Key Concepts:

- Collaborating:
  - Working toward common goals
  - Gaining broader perspectives that lead to stronger solutions
  - Broadening out the players we engage with as a value chain
  - Openness: collaborating to learn; being open to ideas and perspectives
- Growth:
  - Growth in all facets of the sector (market, target demographics, consumption, sector / value chain)
  - Capturing opportunities collaboratively as a value chain
  - Creating an environment for sustained growth and investment
- Creating Shared Value:
  - Maintaining programs that are valued (i.e. AMU, animal care); all actions that build trust and value with customers/consumers
  - Striving for win-win
  - Unifying the value chain around non-competitive issues and common goals
- Ensure chicken is consumers' preferred and trusted protein:
  - Measuring / gauging consumer perceptions (i.e. consumer studies)
  - Our programs and policies align with and support this vision

The Alberta chicken sector vision is a shared vision, created in collaboration with the three primary processors in Alberta and the Alberta Hatching Egg Producers.

Mission

ACP's Mission communicates what is done to progress toward the shared sector vision.

Serve Alberta's chicken producers by collaborating with key stakeholders to: create a thriving environment for sustainable chicken production; and encourage a competitive, consumer-focused value chain.

Key Concepts:

- Ensuring the environment of the sector provides for continued investment by all partners in the value chain
- ACP's mandate is to serve its Owners (producers) and to work with key stakeholders in fulfilling its regulatory responsibilities

Goals

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

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.
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.
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 organization's ability to achieve its vision. ACP has identified five Key Success Factors.

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 and extension
    - 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

2. Strategic Priorities

Considering the risks and opportunities, consumer trends, and input from producers and stakeholders, the Board and Executive Director identified three Strategic Priorities that will set the focus for ACP over the next 1-3 years:

1. Strengthening Collaborative Relationships:

Includes relationships with:

- Value chain
- Western Provinces
- SM5
- ILWG
- Poultry research and diagnostics

2. Sustainable Growth:

Includes:

- Chick supply and quality
- Broiler production management
- Responding to consumer trends
- Risk Management: disease, cyber security, farm security, natural disasters, business continuity
- Succession / new entrants

3. Building Public Trust:

Includes:

- Government relations / support for supply management
- Consumer / public relations
- Corporate social responsibility

3. Strategic Initiatives & Outcomes

Priority: Strengthening Collaborative Relationships

Strategic Initiatives:	Outcomes:
Strengthening relationships with each player in the value chain:	
- Engaging value chain members in a relational focused workshop - Increasing the frequency of one-on-one meetings with processors - Prioritizing time for building relationships as a value chain	- Increased trust among industry partners - Alignment among the value chain on goals / outcomes
Collaborating meaningfully and purposefully with value chain partners to address problems and work toward common goals:	
- Facilitating value chain dialogue to identify common goals and desired outcomes - Allocation process / meetings: defining the purpose and expectations of the parties - Engaging the value chain with an aim to improve chick quality and overall broiler livability - Establishing a long-term live price agreement	- Sector partners feel engaged and that their contributions are valued by ACP - Improved broiler livability: data sharing and metrics for evaluating bird livability are in place across the value chain - 100% quota utilization - Long-term live price agreement in place
Broadening the value chain partners that we engage with:	
- Regularly engaging with representatives from retail, foodservice, and further processing sectors - Involving representatives from retail, foodservice, and further processing sectors in strategic discussions / initiatives	- Increased understanding of each player in the broader value chain – particularly the customer (retail, foodservice, further processing sectors), and objective perspective of the realities impacting the value chain as a whole - Increased engagement and participation by value chain partners in ACP's meetings / committees/etc.

Increasing our impact by forging strategic partnerships and working collaboratively to address common issues:	
- Western Provinces: regularly engaging as boards and staff to address issues including AMU, animal care, allocation, chick supply - Marketing Council: Meeting at least annually with Council members and staff - SM5: regularly engaging as boards and staff to strengthen awareness and understanding of supply management among elected officials, bureaucrats and Marketing Council - APIEMT: maintaining an effective emergency management team for Alberta's poultry sector - Improving the impact and coordination of poultry research and diagnostics - Actively engaging with the ILWG - Branding partnerships with retailers	- Increased number of strategic partnerships with retailers / food service companies - Stronger influence as a western region on shared goals (i.e. AMU, animal care, allocation) - Completion of removal of catching cost from live price as a western region - SM5 is working cohesively together - Alberta's poultry sector is nimble and readily prepared to respond to emergencies - Improved poultry research coordination and extension - Improved veterinary services and collaboration - ACP is perceived as a trusted collaborator and valued partner among the ILWG, SM5, APIEMT, etc. - Increased uptake to the ACP / CFC logo among retailers in Alberta

Priority: Sustainable Growth

Strategic Initiatives:	Outcomes:
Chick supply and quality:	
- Regularly engaging the value chain in monitoring and addressing chick supply and chick quality - Regularly collaborating with AHEP to review allocation and chick supply	- Improved chick supply and livability
Optimizing broiler production:	
- Regularly engaging the value chain in monitoring and addressing: ○ broiler livability ○ barn space ○ quota utilization / allocation performance - Increasing investment across the value chain	- ACP Policies support consistently achieving 100% quota utilization - Gap between Alberta's population:allocation ratio continuing to narrow (year over year) - Improved bird livability beyond 7 days - Sufficient barn space in place to grow allocation - Greater awareness of growth opportunities; greater understanding of each processor's future investment / capacity and further processing plans - Expansion / investment into infrastructure across the value chain
Risk management:	
- Build Emergency Reserve fund to $3 M cap - Conducting risk assessments and developing / updating risk management plans for each of the following risks: disease, cyber security, farm security, natural disasters, and internal risks (administrative, board staff succession)	- Sustainable funding for Highly Pathogenic Avian Influenza (HPAI) Reimbursement Program - Risk management policies / plans are in place for the following: disease, cyber security, farm security, natural disasters, and internal risks (administrative, board staff succession)
Responding to consumer trends:	
- Regularly monitoring and consumer trends - Working with value chain partners to prepare producers to meet consumer needs	- Consistently achieving 100% quota utilization - Increased positive perceptions of chicken and chicken farming among target demographics - ACP is perceived by customers as being open, listening to learn, and responsive to change
Succession / new entrants:	
- Identifying and communicating pathway(s) for new entrants to producers / prospective producers	- Average of 3 to 8 new entrants per year - Producer base has grown beyond 250 producers

Priority: Public Trust

Strategic Initiatives:	Outcomes:
Government relations:	
- Establishing a government relations strategy to build support for supply management system - Including value chain partners in government relations when possible - Collaborate through the ILWG Public Trust project	- Increased support / awareness of supply management - Increased understanding and improved perceptions of chicken, chicken farming and our “local food system” Greater understanding among government of the chicken sector - Build relationships with municipalities to build support and work through issues.
Consumer / public relations:	
- Engaging with the public / consumers to build support for chicken farming and demand for Canadian / Alberta chicken - Building partnerships with processors, retailers and foodservice companies to raise brand awareness	- Increased positive perceptions of chicken and chicken farming among target demographics - Increased number of strategic partnerships with retailers / foodservice companies carrying the ACP/CFC brand - Increased brand awareness
Corporate social responsibility:	

- Redesigning the food bank program to be more producer driven
- Increasing the connection our producers have with our CSR initiatives
- Securing at least one processor’s commitment to the food bank program
	- Increased impact of the food bank program:
	  ○ Increase in chicken donations (kg’s) from our producers to the food bank program
	  ○ Producers are more engaged in the program
	- Producers feel more connected to ACP’s CSR Programs
	- Processor buy-in to the food bank program

4. Key Performance Indicators

Key Performance Indicators (KPIs): metrics to gauge performance against ACP's Vision, Mission, Standards of Leadership and Strategic Priorities. KPIs are longer-term in nature than strategic actions and have concrete, measurable targets that are evaluated and updated each year.

KPIs for 2025

KPIs	Strategic Priority	Rational for Measuring	Target	Champion	Frequency / Timing
Sustainable Growth Metrics	**Priority 2**	To sustainably grow the chicken market served by Alberta producers	1. 100% provincial quota utilization averaged over 2 periods and compared to other provinces 2. Reduction in the gap between Alberta's allocation: population from the 2015 ratio of 80.4%	Production Committee	Every 2 Periods / Annually
Flock Health & Management	**Priority 2**	Foster a value-chain culture of continuous improvement and commitment to best farming practices	1. Continued reduction in 7d mortality trendline and 95% of barns reporting <2% 7d mortality 2. Year over year reduction in average On-Farm Food CARS for barn density.	Supply Chain Committee	Quarterly / Annually
Public Trust	**Priority 3**	Proactively build and maintain public trust and consumer confidence in Alberta's chicken sector.	1. Measured % increased trend in positive "farmer attitudes" and "chicken attitudes" among the 16-29 age demographic 2. Measured % increased trend in positive "farmer attitudes" and "chicken attitudes" among the BIPOC demographic 3. Measured % increased trend in chicken as a weekly protein meal	Board	Bi-Annually (2025)

KPIs	Strategic Priority	Rational for Measuring	Target	Champion	Frequency / Timing
			4. Measured % increased trend in aided brand recall of the ACP brand *Note: all targets to be assessed through Consumer Study*		
Stakeholder Satisfaction & Engagement (Producers & Sector Partners)	**Priority 1**	Collaborate with Sector Partners in addressing matters of mutual interest	1. Sustain a long-term pricing framework with processors 2. A minimum response rate of 50% of producers and at least 30 sector stakeholders from producer and stakeholder surveys conducted bi- annually 3. Initiate joint actions with sector partners (PR, CSR and GR) 4. Promotion of value-added (i.e. further processing) in Alberta 5. Value Chain Engagement: a. Meet one-on one with each processor at least annually b. Regular engagement with the AHEP Board c. Engage the value chain in issues mapping 6. Strategic alignment with CFC 7. Regular engagement as a Western Region	Board	Ongoing
Risk Management	**Priorities 1, 2, 3**	Ensure the integrity of the supply management system in Alberta	1. Internal Risk assessment completed (every 2 years) 2. Risk management plans reviewed and updated annually 3. Zero CARs cited in CFC Provincial Production Audits 4. Zero CARs cited in Animal Care 3rd party NSF audits 5. Zero material issues identified in annual Hatchery inspection	Board	Annually

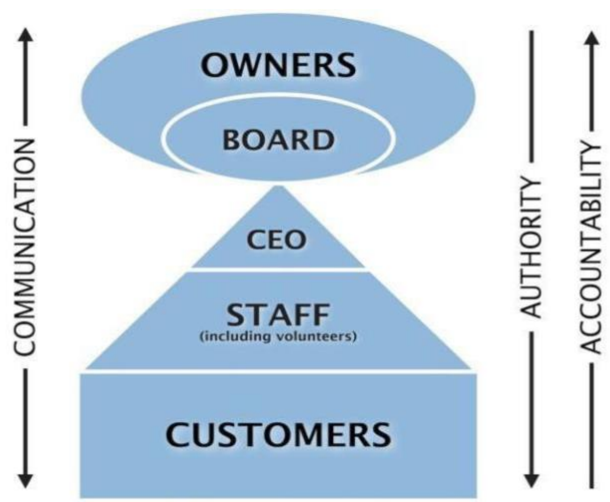
KPIs	Strategic Priority	Rational for Measuring	Target	Champion	Frequency / Timing
Organizational Effectiveness	**Priorities 1, 2, 3**	Continuous learning and performance improvement	1. Review and align strategic actions semi-annually each Spring and Fall 2. Review and align committees annually 3. Continuous year over year improvement from previous Board evaluations 4. Increase producer engagement in leadership roles 5. All Directors individually participate in minimum of one formal professional development opportunity per year	Governance Committee	Annually
Financial Metrics	**Priorities 1, 2, 3**	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	Annually

Appendix: Governance

Board of Directors

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

ACP uses the *STRIVE!* Governance Model of Organizational Effectiveness™:



Board Committees Aligned to Strategic Priorities and KPIs

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