

Appendices

Appendix 1: Public Relations Budget

Advertising & Promotions Budget 2020-21 & 3-Year Projection

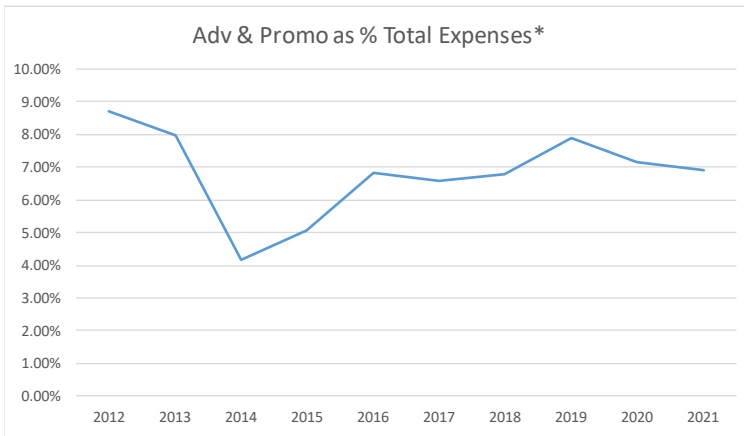
<u>Currently Included in this Expense Line:</u>	<u>2021 Proposed Budget</u>	<u>Notes:</u>
Promotional Items	\$ 55,000	Consistent - to maintain existing stock and order additional for new ag/consumer events; and add new items that encourage consumers to purchase chicken - replenishment of spices, cooking thermometers, etc.)
Marketing & Advertising	\$ 55,000	Consistent - to expand awareness of our brands and messaging to the appropriate target audiences. We will utilize multiple platforms (digital, print, instore), focusing on frequency and target audience as determined by 2018
Non-Agriculture Events - Family and Consumer focused	\$ 10,000	Consistent - continue to grow our presence at non-ag events.
Stampede & Aggie Days; Producer Volunteer Honorariums & AGM Draw Giveaways	\$ 26,000	Consistent - High engagement from producers through our volunteer recognition program.
Government Relations Events/Materials (signage, giveaways, tent, etc.)	\$ 5,000	Decreased to reflect the discontinuation of supporting Edmonton Premier's Breakfast
Taste Alberta Events (i.e. Christmas in November, Porkapalooza, etc.)	\$ 11,000	Consistent - Be Assured Initiative and annual Taste Alberta events
Graphic Design	\$ 12,000	Consistent - for fresh content on an ongoing basis - social and website
Videos / Photos	\$ 15,000	Consistent - developing content that shows "our" farms and brings awareness to myths identified in Consumer Study
Education / Curriculum-Related Material Development	\$ 6,000	Decreased slightly due to final elements completion, 6000 is to maintain website, content accuracy and review projects as they come in.
Zoo Partnership	\$ 3,000	Consistent - Annual Partnership
TOTAL	\$ 198,000	

Other initiatives covered by Expenses note in 2020-21 Budget Above:

Ongoing development of content for website and social media (Photo/Film/Graphic)
Media/Digital Buys for ongoing campaigns

Comparison to Other Provinces: % Operating Budget

BC	7.4%
SK	14.1%
ON	13.9%
CFC	21.7%



Education:

A budget of 6K is required to carry on the ongoing maintenance of the Project Agriculture Program and the marketing of it to educators. (1K decrease from 2020)

- Attend teacher workshops
- School board newsletters
- Hosting teacher sessions
- Incentives for students to complete projects as case study examples
- Annual review of education program content to align with industry needs
- Annual website hosting costs, maintenance

Promotional Inventory 2021 Re-order:

Re-order of stock in 2021, with uncertainty of some events, staff will look into non-perishable strategic promotion items, encouraging cooking/purchase of chicken.

Education & Consumer Focus:

- Oven Mitts, Aprons
- Spices (limited re-order)
- Recipe Cards
- Cooking Thermometers
- Chicken Washing Scrubbers
- Tattoos
- Chicken Soups (limited re-order)
- Shopping Bags
- Chicken Stress Squishes
- One-off prizes for digital contests (call to action, consumer has to prove they are eating chicken, or ag literacy) Increase exposure and following.
- In-store/restaurant co-branded sandwich boards

New Ag Events added in 2020:

- Camrose Bull Congress Ag Education Event
- Stollery Teddy Bear Lunch on the Beach (piloted 2019)
- Zoo partnership – free admission day, Canadian Ag Day

Other channels of distribution:

- Dietitian Events/Cooking Classes
- Influence Partnerships
- Stampede & Agricultural Events
- SM5 Events
- Other Public Events (i.e. Taste AB, Farm Tours)
- Classroom Agriculture Program
- Corporate Swag (speaker gifts, government relations, industry relations)
- Donations (i.e. gift baskets)
- Producers (i.e. AGMs, Regionals)

Edmonton Zoo Partnership:

Ongoing commitment: 3K over 10 years

This is a strategic opportunity to reach a captive audience through the Zoo's – Zoo School education programming. We will be able to utilize the Zoo to deliver our existing education content and new program for Jr./Sr. High once completed. As well, target all of the general public that visits the zoo...

- Our target audience of "Careful Chooser" is a large portion of the population that already visits the zoo
- The new Urban Farm features other livestock animals from Alberta. Alberta Milk and Alberta Beef have also signed onto a partnership with the Zoo.
- While the zoo may not be able to show all of the elements that go into a working barn with their live animal displays... we can share our story through signage, education content, onsite videos and the mock barn.
- There will be opportunities to host booths onsite with our farmers and sessions with students.
 - o free admission day that sees over 20K guests (during chicken month)
 - o Canadian Ag Day
- The Zoo has agreed to direct consumers to our website as the "credible source" for how chickens are raised in Alberta. They will also be sharing messaging on their social media, providing brand exposure for us and access to a new online audience.

Appendix 2: Corporate Social Responsibility (CSR) Program

Alberta Chicken Producers' Good Neighbours Program

From our families to yours, care is at the heart of what we do.



Background:

1. Through our evaluations at past meetings, and in person, producers have expressed interest in further community outreach and donations
2. The Board responded by creating guiding principles for an ACP Corporate Social Responsibility Program, branded as ACP's *Good Neighbours Program*
3. Research was conducted
4. A framework has been developed

Principles Guiding the Program's Development:

The board developed a set of principles to guide the development of the Program, these are:

1. Flexible and responsive to actual needs
2. Value-chain approach: leveraging industry contributions (\$ and in-kind) to maximize impact of the Program
3. Personal touch: Seeking opportunities that involve Producers and industry partners in a hands-on and meaningful way

The Pillars of the Good Neighbours Program:

1. Creating Connection
2. Building Strong, Healthy Communities
3. Social Responsibility

Initiatives Supporting Each Pillar:

1. Creating Connection

Working with our value-chain partners to support farmers and agriculture communities through education, connection, and awareness.

Initiatives Include:

- Classroom Agriculture Program (in Public Relations Budget)
- Amazing Agriculture - Event (in Public Relations Budget)
- Camrose Bull Congress – Event (in Public Relations Budget)
- Calgary Stampede - Event (in Public Relations Budget)
- Aggie Days Lethbridge/Calgary - Event (in Public Relations Budget)
- Raymond Aggie Dayz - Event (in Public Relations Budget)
- Edmonton Valley Zoo Partnership – permanent Alberta chicken exhibit (in Public Relations Budget)
- Project Agriculture - collaborative Jr./Sr. High education program (in Public Relations Budget)
- UofA Rural Café and AFAC Student Sponsorship Program (\$5K in donations and sponsorship budget)
- **{NEW}** *You're never far from the farm* – Digital Campaign
- **{NEW}** AMA Backyard BBQ Partnership in support of Food Banks Alberta (\$5K in donations/sponsorship budget)
- **{NEW}** ILWG Public Trust Project (CAP funded project)

2. Building Strong, Healthy Communities

Working together with our value-chain partners to raise-up and support those in need.

Initiatives Include:

- AMA partnership supporting Food Banks Alberta (\$5K)
- Stollery Children's Hospital Partnership - event/campaigns (in Public Relations Budget)
The Stollery Children's Hospital hosts the only pediatric emergency in northern Alberta, it is the referral centre for all complex pediatric heart surgeries and transplants, a major organ transplantation centre, home to Canada's largest regional program for neonatal intensive and intermediate care, and provides some of the most advanced treatments for child-health issues in the country.
- AgSafe Alberta (in Dues, Registrations, & Subscriptions Budget)
- **{NEW}** Do More Ag – champions the mental wellbeing of all Canadian farmers
- **{NEW}** Donation program with Food Banks Alberta (\$30K budgeted in donations / sponsorship)

3. Social Responsibility

Alberta's Chicken Producers and Staff contribute to the local community through ad-hoc volunteering efforts.

Initiatives Include:

- Producers/Directors participating in volunteer events
- Staff volunteering for the Bissell Centre (pro-bono)
- Staff volunteering at the Stollery Children's Hospital
- Charitable contributions made by Producers and Staff in their local communities



New - Donation Program in Partnership with Food Banks Alberta

Lead. Feed. Share.

Background:

Mission: We lead by creating new opportunities, increasing knowledge, providing resources, and delivering innovative programs. We see connections for positive social change.

Vision: Our leadership and network relationships create connected communities to sustain lasting social change.

Are AB Foodbanks In Need?

- 89, 821 visits to a food bank in March 2019
- 45% of food banks in Alberta reported an increase in visits
- **38% of visits were children under the age of 18, compared to 34% nationally**
- 42.7% of visits were single households, an increase of 7% from 2018

ACPs Proposed Donation Program - NEW

The donation program for ACP has been broken down into two phases with Phase 1 beginning in 2020/21 and Phase 2 planned for 2021/22 based on learnings from Phase 1

Phase 1:

- Adopt the three pillars as previously mentioned with the addition of a Food Banks Donation Program:
- Annual budget based on research and need for a Food Banks Alberta Program is \$30K. This would amount to about only \$350 per food bank
- In Phase 1, ACP will make the \$30K donation annually; as well, producers will be able to make their own cash donations to Food Banks Alberta
- Work with Alberta Food Banks to develop content to “tell story”, engage farmers and staff in activations where appropriate and of interest
- Further explore opportunities of working with value-chain members to “match” or support our efforts
- Announce program in December of 2020 during the “holiday/giving season”.

Phase 2:

- If there is a need or interest to further expand the program, further develop Phase 1 to include a “producer donation” program based off of Manitoba “Caring for Communities” program. In which ***producers are able to donate a certain amount of Kgs and would receive a tax receipt for their donation.***
- Engage our industry partners in further developing the program.
- ACP is due for a regulation review in 2022 making this timely as a regulation amendment would be needed to implement a program similar to the Manitoba and Ontario models.

Donations & Sponsorship Budget: for 2020/21

New Donation Program in partnership with Food Banks Alberta:	\$30K
AMA backyard BBQ Donation Program:	\$ 5K
UofA Rural Café and AFAC Student Sponsorship Program	\$ 5K
Promotional Materials and admin. support for producer-led charitable events*	\$ 5K
TOTAL	\$45K

*includes farm tours, local community fundraisers, etc.

Appendix 3: Human Resources Investments

2020 Salaries & Benefits Comparison

BC 2019 Actual – 318 producers

11 staff

Salaries + Benefits: \$1,052,929

RRSP: 10% of gross monthly salary contribution to an RRSP plan of the employee's choice

SK 2019 Actual – 67 producers

4 full time Staff

Salaries + Benefits: \$414,950

RRSP: 5% of gross monthly salary contribution to an RRSP plan of the employee's choice

MB 2019 Actual – 118 Producers

7 full time staff

Salaries + Benefits: \$910,000

Egg Farmers of Alberta (2019 Financial Statement) – 190 Producers

12 Staff

Salaries + Benefits: \$1,250,355

AB 2020-21 Budget – 252 Producers

7 Staff (incl. ED)

1 Contract Bookkeeper (0.6)

Salaries / Benefits / Medical Benefits / Contract Labour: \$845,000*

**Including 7% bonus for 100% achievement for goals;*

Appendix 4: Strategic Priorities

Investing in ACP's Strategic Priorities

The following outlines budget items that have increased over the past 3-4 years to deliver on ACP's Strategic Priorities. These items are categorized under each of ACP's strategic priorities below. Further detail regarding these items is contained in the notes in the presentation of the enclosed Budget.

1. Building Public Trust:

- Public Relations (aka "Advertising and Promotions"): a substantial increase was made into public relations to support our priority of building public trust. This includes events that target our key demographics, strategic partnerships with retailers, dieticians and community organizations, public education, development of education materials a partnership with the Edmonton Zoo, and promotions. While our investment has increased over the

past 3-4 years to deliver on our objectives, you will see in Appendix 1 that the % of our budget spent on public relations has been restored to historic levels (see Appendix for detailed breakdown).

- Personnel: additional staff resources have been secured over the past 5 years to deliver on our strategic actions.
- Professional Fees: ACP conducts regular Consumer Studies (every 2-3 years) to guide the development of our strategic marketing and communications strategy

2. Driving Sustainable Production:

- Maximizing production: using data and reporting in the grower program to assess utilization performance, over-under production, and assessing changes in barn space and average weights (currently a manual exercise)
- Animal Care: euthanasia training, and the purchasing of thermometers for producers
- AMU and pathogen reduction: within the last 5 years, AMU and Pathogen Reduction have become high priorities for the chicken industry; ACP is investing more in data collection and supply chain meetings to assess challenges and opportunities and provide input into national strategy
- Flock Health and Management: to support producers in adapting the AMU reduction, ACP is collecting benchmarking data (i.e. 7-day mortality) to assess flock health and performance as a supply chain and providing resources to producers (i.e. webinars, articles, thermometers, etc.)
- Poultry Diagnostics: government's withdrawal of funding for poultry diagnostics has required the poultry industry to make-up for the shortfall; the four boards are working with professional consultants and advisors to develop a long-term strategy
- Environment: collecting data and communicating messages to the public to dispel myths
- Personnel: additional staff resources have been secured to deliver on our strategic actions.

3. Championing a strong, effective, unified value chain:

- Work together in new and better ways for greater impact and facilitate partnerships within the value chain: ACP has formed several partnerships with retailers and restaurants, and ACP works with our processors and AHEP on joint initiatives such as AMU, pathogen reduction, government relations, and promotions.
- Serve producers – maximizing our ability to provide producers with benchmarking information through the Grower Program; delivering producer workshops
- Sharing data/information across the value chain to drive strategy (i.e. AMU, flock health, research)
- ACP is engaging Producer Representatives in ACP Committees
- Developing a Corporate Social Responsibility Program for ACP

In addition to these investments, the growth of Alberta's chicken industry is slowing and returning to more moderate levels (was 4-7% in 2014-2019, now in the 2- 2.5% range for 2021-23)