



**Poultry  
Research  
Centre**

**Poultry Research Centre  
Strategic Framework  
2016 to 2021**

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# I. Executive Summary

## Poultry Research Centre Mission

The Poultry Research Centre is a partnership of the poultry industry, Government of Alberta and University of Alberta to foster a healthy Canadian poultry enterprise. Excellence in research and innovation, knowledge management, technology transfer and mentoring tomorrow's poultry professionals are the Centre's hallmark.

## About the Poultry Research Centre

In 1986 the Government of Alberta closed its poultry research operations. In response, Alberta Chicken Producers, Alberta Hatching Egg Producers, Egg Farmers of Alberta, Alberta Turkey Producers, Government of Alberta and University of Alberta came together to form the Poultry Research Centre (PRC). In subsequent years, other partners joined the PRC (see section VII).

Through its collaborative structure, the PRC engages diverse stakeholders from industry, government and academia, and works to advance Canada's poultry industry through excellence in research, teaching, technology and knowledge transfer. The PRC was built on core competencies in poultry production and poultry reproduction research and in more recent years has incorporated cost competitiveness, value-added products, by-product utilization, animal health management and food safety, and environmental sustainability research. The PRC maintains research facilities for broiler breeder, broiler, layer and turkey research and is home to a hatchery and a processing facility. The PRC also houses a collection of heritage breeds chickens and runs a program to conserve heritage genetics.

## Future Vision

Looking to the future, the Poultry Research Centre aspires to be a consortium of Western Canadian government, poultry industry, and university stakeholders, recognized globally as a leader and innovator in supporting ethical and sustainable poultry production. PRC partners have strong ownership and pride in the Centre's efforts to foster a responsible and sustainable Canadian poultry enterprise and its outstanding research facilities. The PRC excels in poultry research, knowledge creation, technology transfer and professional education and is unique in its ability to conduct research throughout the full supply chain. Each PRC partner brings diverse knowledge, skills, resources and perspectives in exploring solutions to systems-level issues such as high standards for animal care, respect for the environment and genetic resources, economic efficiency and poultry by-product utilization.

## The PRC Strategic Framework Summary Diagram

Attached to this one-page narrative is a diagram that summarizes the PRC's Strategic Framework. A 23-page version of this Framework is available for those wanting more detail about PRC's value proposition and stakeholder benefits, what stakeholders currently constitute the PRC, plan implementation sequencing, a monitoring and course correction protocol, and the planning process.

## POULTRY RESEARCH CENTRE - Strategic Planning Map (2015 to 2021)

### MISSION

The Poultry Research Centre is a partnership of the poultry industry, Government of Alberta and University of Alberta to foster a healthy Canadian poultry enterprise. Excellence in research and innovation, knowledge management, technology transfer and mentoring tomorrow's poultry professionals are the Centre's hallmark.

### STRATEGIC DIRECTIONS

Develop structures, processes and working relationships that enhance the PRC's collaborative and inclusive culture and foster shared-ownership and responsibility of its partners and stakeholders.

Develop a sound business model for the PRC that will diversify revenue sources, strategically maintain and enhance facilities, promote productivity and efficiency, and ensure the Centre's long-term financial security.

Enhance the PRC's capacity to enable and support its researchers to excel in innovative and significant poultry research and knowledge development.

Work collaboratively with PRC partners to develop an innovative educational program that attracts and prepares students to assume professional leadership in all facets of the poultry enterprise.

Position the PRC as an important hub in a global network for poultry knowledge management and technology transfer that fosters continuous improvement of Canada's poultry enterprise.

Increase public awareness of and connection to the PRC - its mission, programs and accomplishments - and expand its position and reach as a knowledgeable and credible source for poultry related information.

Conserve the diversity of Canada's poultry genetics through the PRC's Heritage Breeds Program in order to better understand and benchmark the impacts of genetic change.

### OUTCOME GOALS

1: The PRC is a larger, high-impact, multi-stakeholder collaboration.

2: The PRC is a vital and financially secure asset to the Canadian poultry industry and the University of Alberta. Poultry unit and laboratory facilities are well resourced, strategically managed and improved, and well utilized for both research and education.

3: PRC researchers generate leading-edge poultry research and knowledge in a working environment that is supportive and respectful.

4: A model graduate and undergraduate program, housed at the University of Alberta, which has PRC partners collaborating to educate and mentor Canada's future poultry professionals.

5: The PRC is a recognized global hub for poultry research, knowledge generation and dissemination, and technology transfer that supports Canada's poultry enterprise to continuously improve.

6: The PRC is well known and respected in Canada and internationally for its mission, innovative programs and accomplishments and as a credible public source for poultry-related information.

7: The PRC and the University of Alberta helps to conserve Canada's diverse poultry genetics by maintaining sustainable populations of its existing heritage breeds.

### OBJECTIVES

1A: Develop Engagement Plan.

1B: Executive-level on-site point-person.

1C: Review all job descriptions.

1D: Outreach strategy for new partners.

1E: Develop annual assessment process.

1F: Identify champions.

1G: Rotate AGM host.

2A: Hire business consultant to develop sound business model and plan.

2B: Create discretionary fund in order to be nimble and responsive.

3A: Assess research competencies.

3B: Identify gaps and potential collaborations.

3C: Promote PRC's total systems research.

3D: Develop approach to integrated research.

3E: Explore larger, multi-year research.

3F: Explore new approach to on-farm, practical solutions.

4A: Develop academic experiential program.

4B: Green Certificate program site potential.

4C: Continue to build Poultry Club.

4D: Improve graduate student and post doc communication.

4E: Implement final executive summaries.

4F: More opportunities for industry feedback for students.

5A: Develop system to manage data, knowledge and information.

5B: Set up advisory group and protocols for stakeholder communication.

5C: Maintain tech transfer as integral part of culture and have research proposals include tech transfer plan.

6A: Develop an communication plan for external audience.

6B: Resource and implement communication plan.

7A: Develop poultry genetics program.

7B: Continue Adopt a Hen and Heritage Chick programs.

7C: Use heritage breeds to educate the public about science-based poultry products and practices.

# Poultry Research Centre

## II. Mission Statement

The Poultry Research Centre is a partnership of the poultry industry, Government of Alberta and University of Alberta to foster a healthy Canadian poultry enterprise. Excellence in research and innovation, knowledge management, technology transfer and mentoring tomorrow's poultry professionals are the Centre's hallmark.

*Note: the Strategic Planning Team is considering a modified name for the PRC that better describes the Centre and the work it does: The Poultry Research and Technology Centre (similar to other agriculture centres on south campus).*

## III. History and Context

In 1986 the Government of Alberta closed its poultry research operations. In response, Alberta Chicken Producers, Alberta Hatching Egg Producers, Egg Farmers of Alberta, Alberta Turkey Producers, Government of Alberta and University of Alberta came together to form the Poultry Research Centre (PRC). Their purpose was to support poultry research in the province and respond to industry needs. In subsequent years, the PRC was joined by other partners including Sofina Foods, Maple Leaf Foods, Burnbrae Farms, Egg Farmers of Alberta and Egg Farmers of Canada.

Through the PRC's collaborative structure, engaging diverse stakeholders from industry, government and academia, the PRC has been working to advance Canada's poultry industry through excellence in research, teaching, technology transfer and knowledge transfer.

The PRC was built on core competencies in poultry production and poultry reproduction research and in more recent years has incorporated cost competitiveness, value-added products, by-product utilization, animal health management and food safety, and environmental sustainability research. In addition to its research, teaching and technology transfer activities, the PRC also houses a collection of heritage breed chickens and operates a program to conserve heritage genetics.

One of the values of the PRC is to support the development of Highly Qualified People (HQP) and mentor future poultry professionals. As of 2014, the PRC includes: 11 researchers, 42 grad students, 10 technicians, 4 Post Docs, 5 Research Associates, and 1 visiting scholar.

The PRC maintains research facilities for broiler breeder, broiler, layer and turkey research and is home to a hatchery and a processing facility. The PRC is well suited to conduct research throughout the full supply chain.

In 2013, the PRC Advisory Board recognized that a long-term strategy was needed to continue to build on the strengths of the PRC and position the organization to meet its objectives well into the future. The current PRC contract, establishes the organization's main activities until March 2017. However, the Advisory Board felt it was important to begin planning beyond the current contract and identify short-term strategies to achieve longer term objectives to support this initiative. In 2014, the Advisory Board formed a Strategic Planning Committee to begin the Strategic Planning process and the development of a Strategic Framework.

## IV. Core Values and Beliefs

The following core values and beliefs are the foundation for the PRC's mission and vision and guide the implementation of the proposed five to seven year strategic framework.

### PRC Core Values:

- Integrity, creativity, quality and innovation in scientific research.
- Social, economic and environmental responsibility in the poultry enterprise.
- Ethical care and treatment of animals.
- Respectful, honest and accurate communication, and accountability among all stakeholders, collaborators, colleagues, co-workers and students.
- Poultry professionals and leaders of highest quality, now and in the future.
- Openness to change and the ability to be nimble and proactive.

## V. Future Vision of the Poultry Research Centre

### What is the vision for the PRC in 2030?

The PRC is a consortium of Western Canadian government, poultry industry, and university stakeholders, recognized globally as a leader and innovator in ethical and sustainable poultry production. PRC partners have strong ownership and pride in the Centre's and its efforts to foster a responsible and sustainable Canadian poultry enterprise.

The PRC excels in poultry research, knowledge creation, technology transfer and professional education. Each PRC partner brings diverse knowledge, skills, resources and perspectives in exploring solutions to systems-level issues such as achieving high standards for animal care, respect for the environment and genetic resources, economic efficiency and poultry by-product utilization.

### What will the PRC have accomplished by 2030?

- New knowledge and technologies that continually improve, and occasionally transform the poultry industry.
- Effective extension and technology transfer that raises stakeholders' level of excellence.
- Integrated problem-solving that positions the PRC as a global leader in ethical production systems.
- Visionary and committed leadership that cultivates and sponsors innovative ideas.
- Increased financial self-sufficiency by capitalizing on its valuable assets, products and services.
- State-of-the art research facilities and effective governance.
- A model or approach for others aspiring to create high impact collaborations.
- Recognized value that attracts program and project investment from confident stakeholders.

## VI. Niche, Assets and Value Proposition

The PRC is particularly recognized and well regarded in Alberta, nationally and internationally for

- an excellent track record of innovation, knowledge and technology management and practical problem solving expertise.
- a “farm to fork” scope (total systems research involving poultry – from sustainable production practices, to biomedical applications, to value-added products.)
- high standards for research.
- teaching, training and mentoring excellence for developing industry leaders.
- a model of doing business that engages a diverse set of stakeholders – government, industry and academia – all invested and interested in working together to ensure a viable Canadian poultry enterprise.

Stakeholder	Value Proposition
All Stakeholders	<p>Participate in a model for industry, provincial government and university collaboration that provides common ground for fostering the health and vitality of Canada's poultry industry.</p> <p>Association with a credible and innovative centre committed to high standards of animal care and long term sustainability.</p> <p>Collegial and supportive relationships.</p> <p>Public good.</p> <p>Public trust.</p>
Researchers	<p>Leading edge equipment, facilities, infrastructure and supportive environment in which to conduct excellent research.</p> <p>Opportunity to help solve practical problems.</p>
Producers and Processors	<p>Access to facilities, researchers and networks.</p> <p>Access to leading edge intellectual resources and problem solving expertise.</p> <p>Opportunity to define industry problems and direct solutions.</p> <p>Access to R&amp;D personnel that are committed to practical poultry industry solutions.</p> <p>Access to knowledge, data and technical information to support decision-making.</p> <p>Access to highly qualified technical personnel.</p> <p>Support for training of future leaders.</p> <p>Early knowledge of and access to new innovations.</p> <p>Access to resources and innovations through academic and government personnel and their networks.</p> <p>Credible industry-friendly public messaging through knowledgeable independent third party partners.</p> <p>Opportunity to leverage research and innovation by PRC research and technology transfer personnel.</p>
Heritage Chicken Program Supporters	<p>Satisfaction from helping conserve endangered genetic resources in a meaningful way</p> <p>Receipt of eggs, chicks and practical information about raising healthy chickens.</p>



## VII. Stakeholders and Partners

The PRC is a collaboration between the poultry industry, government and the University of Alberta, represented as the intersection of the three circles in Figure 1. Listed in each large circle are the PRC's current Platform Partner\* organizations. The small circles depict stakeholders that currently cooperate with the PRC in specific project areas and are potential future Platform Partners. They are listed in the left-hand corner of the diagram.

The Poultry Research Advisory Board guides and aligns PRC activities following the strategic priorities of the PRC and provides strategic input into the funding and budget of the PRC. It is made up of representatives from the Platform Partners, three ex officio members representing research, education and technology transfer, the Academic Leader of the PRC, and two individuals external to all of these groups selected based on their ability to contribute to the PRC's strategic planning.

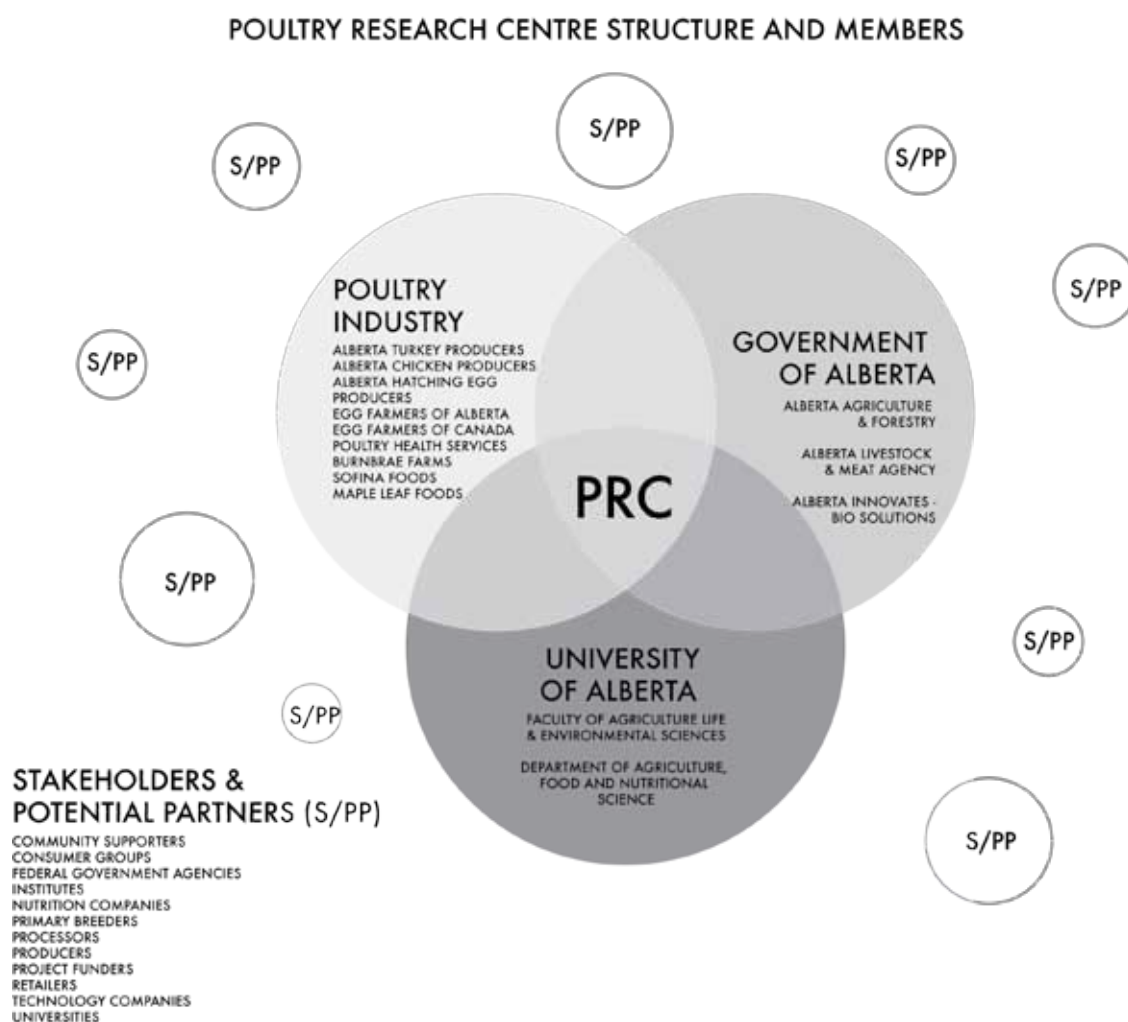


Figure 1. Poultry Research Centre Structure

\* A Platform Partner provides a minimum of \$15,000 annually to support the PRC.

## VIII. Strategic Directions for the Next Five to Seven Years

Strategic directions summarize the future areas of focus the PRC plans for the next five to seven years. The seven core strategies listed below help to leverage the PRC value proposition and set priorities for work and resource allocation.

- 1. Develop structures, processes and working relationships that enhance the PRC's collaborative and inclusive culture and foster shared-ownership and responsibility of its partners and stakeholders.**
- 2. Develop a sound business model for the PRC that will diversify revenue sources, strategically maintain and enhance facilities, promote productivity and efficiency, and ensure the Centre's long-term financial security.**
- 3. Work collaboratively with PRC partners to develop an innovative educational program that attracts and prepares students to assume professional leadership in all facets of the poultry enterprise.**
- 4. Enhance the PRC's capacity to enable and support its researchers to excel in innovative and significant poultry research and knowledge development.**
- 5. Position the PRC as an important hub in a global network for poultry knowledge management and technology transfer that fosters continuous improvement of Canada's poultry enterprise.**
- 6. Increase public awareness of and connection to the PRC – its mission, programs and accomplishments – and expand its position and reach as a knowledgeable and credible source for poultry-related information.**
- 7. Conserve the diversity of Canada's poultry genetics through the PRC's Heritage Breeds Program in order to better understand and benchmark the impacts of genetic change.**

## IX. Specific Outcome Goals and Objectives

The outcome goals and objectives highlighted below, articulate the desired results and implementation steps.

### Organizational Development and Financial Outcome Goals and Objectives

#### **Outcome Goal #1: The PRC is a larger, high-impact, multi-stakeholder collaboration.**

##### Objective 1A:

Form a diverse Working Group of 5 to 7 PRC partners/stakeholders to develop an “Engagement Plan” to present to the PRC Advisory Board for deliberation. The Plan would include suggestions and recommendations on PRC structures, processes, strategies for resource sharing, effective use of technologies and PRC-sponsored events that cultivate: member ownership, multi-way communication, and active engagement in the PRC’s development and work. Ensure that this Working Group has appropriate staff and/or consultant resources to support its work.

##### Objective 1B:

Essential to effectively implementing this Strategic Framework is an executive-level on-site point-person to initiate and manage partners and stakeholder communications, PRC committees and working groups, new opportunities for joint action, PRC events, and regular and frequent outreach to U of A researchers and potential stakeholders and partners.

##### Objective 1C:

Review and revise all job descriptions for PRC current and future positions to ensure that the strategic objectives of this Framework can be successfully and efficiently implemented.

##### Objective 1D:

Develop a targeted outreach strategy to recruit and engage at least five new national and international stakeholders in collaborative research and education projects. Move at least two stakeholders to Platform Partner status. Involve both current PRC partners and researchers in this effort. The PRC Executive will organize and manage this work.)

##### Objective 1E:

Involve PRC partners, stakeholders and researchers in an annual check-in/assessment (written and verbal) in order to measure progress, celebrate value, and identify areas and actions for improvement. Develop a consistent reporting process and structure for sharing information that demonstrates the continued growth and value proposition of the PRC

##### Objective 1F:

Working with the poultry industry, identify “champions” within different business and government entities, willing to inform and update their peers about the PRC and identify opportunities for PRC engagement and research. Develop a strategy to develop this group of “champions”.

##### Objective 1G:

Have PRC partners rotate hosting the Centre’s annual meeting.

**Outcome Goal #2: The PRC is a vital and financially secure asset to the Canadian poultry industry and to the University of Alberta. Poultry unit and laboratory facilities are well resourced, strategically managed and improved, and well utilized for both research and education.**

Objective 2A:

Raise funds to hire a business consultant and appropriate staff support, to lead a PRC Working Group of core partners to develop a sound business model and plan that:

- Diversifies PRC operating revenue sources and differentiates between PRC core and project funding.
- Develops an assessment and longer-term framework that helps to makes strategic decisions to maintain, improve, build and/or divest of facilities and equipment.
- Further develops enterprise and product development for revenue generation.
- Develops an equitable, transparent and flexible formula for managing the PRC facilities overhead costs with an eye to expanding the type and number of user groups.
- Promotes efficient use of human and financial resources.
- Creates a staffing plan that can expand over time to manage PRC's growth and development.
- Ensures the PRC's long-term financial security.

The PRC Advisory Board, University of Alberta, and other partners, stakeholders and researchers will need to be engaged in different aspects of this business planning to ensure a sound and realistic plan.

Objective 2B:

Create a PRC discretionary fund to ensure that the Centre is nimble and responsive to pressing poultry issues and opportunities as they arise. Recommendations to expend discretionary funds are approved by the PRC Advisory Board, once defined criteria and policies are developed to ensure fairness and appropriateness. Involve PRC researchers in developing the Fund's criteria.

## Programmatic Outcome Goals and Objectives

### **Outcome Goal #3: PRC researchers generate leading-edge poultry research and knowledge in a working environment that is supportive and respectful.**

#### Objective 3A:

Conduct an assessment of past, current and potential PRC researchers to clearly understand each researcher's core competencies, areas of future interest, and research needs. Update this assessment bi-annually. Use this assessment process to strengthen researchers' relationships with the PRC.

#### Objective 3B:

Once the initial assessment is completed, identify gaps that could be filled through collaborations with other institutions, a visiting scholars program or other innovative approaches. Be proactive and sensitive and work closely with PRC researchers and stakeholders to remedy gaps as opportune and appropriate. A diverse PRC Working Group would be organized to prepare draft assessments for Advisory Board discussion.

#### Objective 3C:

Continue to promote and publicize the PRC's philosophy and practice of supporting total systems research involving poultry – from sustainable production practices, to biomedical applications, and value-added products.

#### Objective 3D:

Develop a more intentional, informed and formalized approach to building integrated research projects. A key responsibility of the newly created PRC Executive position is communication with current and potential researchers to assist and advise on funding opportunities, keep researchers abreast of research needs and opportunities as identified by PRC stakeholders, facilitate researcher user meetings and help researchers to identify and assemble effective research teams.

#### Objective 3E:

Explore the possibility and feasibility of developing larger, international, multi-year and multi- and inter-disciplinary collaborative research initiatives and HQP development opportunities with broader public impact and visibility.

#### Objective 3F:

Working collaboratively with stakeholders, explore new avenues for solving practical, on farm questions and problems that have the potential for developing new and innovative knowledge and practices.

**Outcome Goal #4: A model graduate and undergraduate program, housed at the University of Alberta, which has PRC partners collaborating to educate and mentor Canada's future poultry professionals.**

Objective 4A:

Organize and staff an industry, government and university Working Group to develop a robust and well-resourced academic and experiential program of study for students who demonstrate an interest in poultry that includes:

- A strong, rotational internship/apprentice program in all facets of the poultry enterprise.
- A well-coordinated summer employment program for poultry students.
- Mentoring and funding for undergraduate and graduate research in PRC and government research facilities, and on-farm.
- Student participation at poultry industry annual general meetings, conferences, and events.
- A student-managed poultry farm where flocks of heritage and commercial breeds are managed for university credit.

Objective 4B:

Designate the PRC as a Green Certificate Program testing site for applied aspects of anatomy, physiology and poultry husbandry. Participating students might include: Alberta high school students interested in poultry science; recent immigrants working in animal agriculture; and/or poultry producers who are seeking additional training.

Objective 4C:

Continue to build an active, well-structured and resourced Poultry Club for both graduate and undergraduate students.

Objective 4D:

Welcome, orient, communicate and collaborate with graduate students, Post Doc students, visiting scholars, and their advisors in order to keep them informed about and engaged in PRC stakeholder professional development, research, technology transfer opportunities and resources.

Objective 4E:

Work with graduate and undergraduate faculty advisors to ensure that their students provide the PRC with final executive summaries of their research results.

Objective 4F:

Create more opportunities and forums for students, particularly graduate and post-docs, to present, discuss and get feedback on their research from poultry industry and government professionals.

**Outcome Goal #5: The PRC is a recognized global hub for poultry research, knowledge generation and dissemination, and technology transfer that supports Canada's poultry enterprise to continuously improve.**

Objective 5A:

Develop more sophisticated, accessible systems and approaches (including content, venues and formats) that gather, tailor and disseminate information and data, knowledge and practices among PRC's diverse stakeholders and audiences:

- Acquire the technology and database capacity that makes the hub possible and viable.
- Present PRC research and technology transfer at industry meetings.
- Identify existing or acquire staffing resources that can identify, manage and disseminate knowledge effectively to PRC's diverse stakeholders.
- Develop a structure and process that requires stakeholder participation to ensure priority knowledge needs are met.

Objective 5B:

Develop protocols for regular and timely communication with Canada's poultry industry to identify stakeholder research and technology transfer needs and priorities. In addition, establish an advisory group that meets at least quarterly to discuss potential areas of interest, opportunity and funding. Also make this topic a regular agenda item at Advisory Board meetings.

Objective 5C:

The PRC views technology transfer as an integral part of its culture and mission, not the responsibility of one or two staff. All PRC research proposals will include a realistic, impactful, and well thought out technology transfer plan that matches the context of the project and highlights benefits for recipients.

**Outcome Goal #6: The PRC is well known and respected in Canada and internationally for its mission, innovative programs and accomplishments, and as a credible public source for poultry-related information.**

Objective 6A:

Explore contracting with a communications consultant and/or the communications staff of PRC partners, to develop a external communications plan to: (1) better communicate the PRC's value proposition and collaborative approach; (2) raise its overall visibility; (3) publicize its future plans and innovative directions; (4) communicate its successes in outcomes and impacts; (5) improve its website and integrate the knowledge management component discussed in outcome goal #5; and (6) develop multiple venues – web-based news briefs and blogs, social media, email news briefs and updates, etc. to keep the PRC's diverse audiences well-informed. A Working Group of PRC partners, stakeholders and students will work with the communications experts to develop this plan.

Objective 6B:

Designate staff, student and poultry industry resources to effectively implement the communications plan over time.

**Outcome Goal #7: The PRC and the University of Alberta helps to conserve Canada's diverse poultry genetics by maintaining sustainable populations of its existing heritage breeds.**

Objective 7A:

Develop a Poultry Genetics Program at the PRC as a resource for researchers and students to gain knowledge and experience; and the industry as a live genetic resource to support new and emerging industry trends.

Objective 7B:

Continue the Adopt a Heritage Chicken Program and Heritage Chick Days with Peavey Mart to provide funding to sustain the heritage lines and the Poultry Genetics Program.

Objective 7C:

In collaboration with the poultry industry, use the Heritage Breeds Program as a gateway to educate the public about science-based poultry products and sound poultry management practices.