



**Business Plan
(2021-2026)**



Managing Today for Tomorrow

The Organization

The Atlantic Poultry Research Institute (APRI) is an industry-driven, not-for-profit organization with a 32-year history, having been established in 1988. The mandate of APRI is “to further scientific research as it relates to poultry production in Atlantic Canada.”

APRI achieves this mandate through the following objectives:

- Serving as a vehicle for consultation amongst all stakeholders in the Atlantic poultry industry regarding research and development needs,
- Encouraging joint participation by industry and research centers in setting research priorities,
- Integrating the regional poultry research and development activities of Dalhousie University, Faculty of Agriculture and the Atlantic Veterinary College into one strong program,
- Raising funds for poultry research & development,
- Disseminating research findings to the regional poultry industry, and
- Providing research experience to students to prepare them as participants in the poultry sector, either as business owners or employees.

APRI operates through a board of directors, comprised of industry representatives from the various poultry sectors of Atlantic Canada as well as Universities, governments, processors, and feed manufacturers. Commodities and industry sectors appoint one representative per commodity for the Atlantic region. This individual is responsible for conveying the issues to APRI that pertain to their sector. See Table 1 in the appendix for the list of current board members.

Business Plan 2015-2020, Looking Back

In 2013 APRI undertook a business planning process to re-evaluate their structure and purpose. Industry strongly supported the initiatives of the organization and agreed to commit funds to ensure it was industry-driven, addressing research priorities as identified by the industry. As a result of this planning process, in December 2015, industry committed to fund administrative operations of APRI for a five-year period. Yvonne Thyssen-Post, P.Ag. was contracted (on a fee for service basis) as the CEO responsible for connecting with industry. Laurie Eagles was hired as part-time Office Manager to assist with the administrative aspects of APRI as well as all industry supported research projects.

APRI is completing the final year of that five-year plan, and operations have been streamlined with administrative policies and procedures in place. Researchers are required to submit LOI's for proposed research projects which are submitted to the board for consideration prior to preparing submissions seeking external funding. All LOI's must address one or more of the research priorities established by industry. The priority list for each sector is posted on the APRI

website (www.aprinstitute.ca), and reviewed/updated annually by the various commodity boards and industry stakeholders. APRI continues to secure industry research 'seed' funds through an annual request to industry stakeholders. On occasion when a specific industry issue arises, financial support is requested on a per project basis.

Another goal of APRI is to enhance the poultry research capacity of the region. In 2018 APRI successfully secured funding for a Chicken Industry Research Chair (IRC) position at Dalhousie Agricultural Campus with support from the Chicken Farmers of Canada matched by funding provided through the Growing Forward II Federal-Provincial Agreement. This position is addressing the reduction in the use of anti-microbials within the broiler industry. Chicken Farmers of Nova Scotia is providing industry funds for specific research projects.

APRI maintains an office on the Dalhousie Agricultural Campus (Dal AC), within the Atlantic Poultry Research Centre (APRC). The terms/conditions of the relationship between APRI and Dal AC are outlined in a signed MOU between the two entities. The office space at the APCR is provided rent free and any projects conducted at Dal AC where APRI is the applicant, do not incur overhead charges. This is part of the symbiotic relationship - APRI brings in industry 'seed' funds for researchers to attract students to do graduate studies in the poultry sector. They also ensure that Dal AC researchers maintain a connection with industry and transfer their research results to industry. Collectively as a group - APRI, Dal AC and UPEI – ensure the poultry industry in Atlantic Canada is progressive and competitive through effective research and education.

The 2015 Business Plan presented 17 recommendations for APRI to achieve its mandate; of which 5 have been completed, 9 are ongoing and 3 remain outstanding. The full list of the 2015 recommendations, status, and further details are outlined in Table 2 of the appendix.

Performance Measures (2015-2020)

This section presents the outcomes of the efforts in terms of various forms of administrative improvements and communications used to connect with industry and share the results of research. The 'Funds Leveraged' table represents the ability of industry to access research dollars through funding agencies. And the last measure is the number of individuals trained as a result of the research undertaken and the hiring of a new Industry Research Chair.

Administrative Improvements:

- Amended by-laws
- Board member orientation manual
- Policy manual
 - CEO – Board Communication
 - Conflict of Interest
 - Fiscal Management
 - Research Proposal Approval
 - Overhead
 - Travel

- Employee
- Communications
- New MOUs with Dal AC and UPEI

Communications:

- 12 Factsheets
- 8 Newsletters
- Tours:
 - 2 Research Tours (CHEP, CFNS/Dal AC)
 - API Open House/Tour of API with researchers
 - Hatchery tour with Dal AC students
- Promotional Video of APRI/APRC
- New Website (www.aprinstitute.ca)
- National Industry Commodity Association AGM’s plus receptions, 3 out of 5 years
- All Provincial Commodity Association AGM’s in each of the Atlantic Provinces, each year except 2020, including presentations when permitted
- Booth at Atlantic Poultry Conference (2017; 2018)
- Meeting with PEI Chicken Chair, Meeting with PEI Egg executive director
- Ongoing communications with Chicken Farmers of New Brunswick
- TFC Research Forum (2016)
- Rack Cards highlighting the current research per commodity (annually)
- APRI promotional rack card

Research Funds Leveraged 2013 - 2020:

<i>Sector</i>	Funds from Industry	Funds Leveraged from Research Programs
<i>Chicken</i>	\$144,100	\$446,600
<i>Egg</i>	\$256,300	\$758,000
<i>Processing</i>	\$20,000	\$152,000
<i>Hatchery</i>	\$10,200	\$50,000
<i>Turkey</i>	\$3,000	\$45,000**
<i>Feed</i>	\$2,000	\$45,000**
<i>Total</i>	\$435,600.00	\$1,451,600.00

**Same Project

Highly Qualified Personnel (HQP):

- 1 Industry Research Chair
- 4 Ph.D. Students & 8 M.Sc. Students

Business Plan 2021-2026, Looking Ahead

Less than 2% of the population is involved in grass-roots agriculture, but today consumers are taking more interest in knowing how their food is produced, and as such they are influencing production practices on the farm. The poultry industry continues to evolve their production practices in response to consumer preferences, however, at times retailers are forcing the course of change without considering the need for research and evaluation. For example, Egg Farmers of Canada have agreed to a market-oriented transition from conventional egg production toward other methods of production for supplying eggs. The collective approach will take animal welfare, human health, other resource implications, environmental impact and food production sustainability all into account. The entire industry has agreed to an orderly transition plan that will further diversify production practices, with 85% alternative production by 2031, and 100% by 2036. Poultry and turkey farmers have developed an AMU (antimicrobial use) strategy in conjunction with all its industry stakeholders. The strategy is built on the foundations of reduction, surveillance, stewardship and research and innovation. The strategy involves eliminating the preventive use of Category I, II and III antibiotics over time.

This changing environment presents immense potential to leverage research and innovation funds to achieve the best possible outcomes for all stakeholders of sustainable food production. APRI has an important role of ensuring research is conducted on the changes that affect industry, evaluating the impact.

In preparation for developing the next 5-year business plan, an environmental scan was conducted with Board members and researchers. The full results are outlined in Table 3 of the appendix. The strengths and weaknesses refer to the internal aspect of the APRI organization, and the opportunities and threats are external to the organization. The SWOT analysis can help steer the future direction of APRI and the type of research supported. It was the goal of both the Board and the APRI staff to consult with industry on the role and value of APRI at the 2020 annual meetings. This did not occur due to the restrictions imposed by the Covid 19 pandemic.

Atlantic Based Poultry Research

A progressive, industry focused, poultry research program in the Atlantic region, requires a number of parameters:

- Quality researchers, dedicated to address poultry research priorities to move the industry forward, increasing its competitive position,
- Top quality research facilities which are in line with industry standards and consumer expectations,
- Success in attracting research dollars through various programs to fund the research,
- Graduate programs that can attract top-notch students to assist with research,
- Industry funds to leverage matching funds from various programs,

- Commitment from all of industry to support research efforts – with more contributors, the ask of each is less, and all of industry gains from successful endeavors, and
- Excellent communications to transfer knowledge gleaned from research, from the lab to the farm/industry.

Maintaining an active poultry research program in the Atlantic region is important from several perspectives:

- Dal AC has one of the most modern poultry research facilities in Canada with the capacity to do research from hatchery level, to production, and food science. It is important that these facilities be utilized and maintained thereby contributing to the long-term success of the poultry industry,
- Dal AC is the only agricultural university east of Quebec and as such it educates most of those who choose an agricultural career in Atlantic Canada, many of whom will be future farmers/leaders in the industry. Many of these students also decide to work in the poultry sector based on the hands-on experience they received while at University. This contributes to the long-term sustainability of the poultry industry in the Atlantic region.
- Although Atlantic Canada has many similarities to the rest of the Canada, there are subtle differences including climate, feed sources, input costs, and labor that can affect production of poultry in the region. It is important to have regional research to address these important differences.
- Programs that fund research are national as well as regional/provincial. The provincial/Atlantic programs can address either national or regional issues, but the research must be undertaken in the Atlantic region. All programs require industry contributions to be eligible for funding, and some are restricted by permitting only industry organizations as applicants. APRI is a qualifying industry organization that can coordinate these efforts, ensure research is conducted that addresses industry concerns, and ensure results are communicated to industry.

Significant progress has been made in the first five years of industry supporting the administrative aspects of APRI. Much of the administrative protocol has been established with policies and procedures in place. Although these will need constant monitoring and tweaking, the groundwork has been completed and is well documented.

Strategic Priorities

The mandate of APRI remains the same - to support research that will enhance the competitiveness of the Atlantic Provinces poultry industry. In light of the accomplishments of the previous five years, the Board has identified priorities going forward:

- maximize the APRC research capacity;
- secure an additional IRC position;
- secure funding from all industry stakeholders; and,
- decrease reliance on industry funds for administration by accessing income from other sources (possibly private research and/or membership program).

The strategic priorities of APRI for the next 5 years are outlined in the next section, in no particular order of importance as they are all inter-dependent.

Enhance the Research Capacity of the Region

- The Atlantic Poultry Research Centre (APRC) requires structural upgrading. The layer housing facility is still utilizing conventional cages. However, the egg industry has committed to having all hens out of conventional housing by 2036. This facility must be upgraded to reflect what is occurring in the industry to enable relevant research. Many producers have already made progress on this transition. APRI has requested that Dal AC seek input from the industry as to what system would be most appropriate. Dal AC will also be seeking financial contributions from industry to enable the upgrades.
Recommendation: The APRI Board and the CEO play a front-line role in coordinating the industry effort to upgrade APRC, aligning the stakeholders, and securing support.
- Staff at Dal AC-APRC have assisted in many aspects of the research projects such as feeding, data and sample collections and slaughter. This is not part of their required duties and at times when there are several research projects underway, has stretched their resources.
Recommendation: To accommodate further research, labour capacity to perform all the necessary project tasks, must be built into the project budgets. This includes costs associated with graduate students, summer students and a research associate.
- Most of the APRI supported research projects in the last 5-years have been concentrated at Dal AC. APRI has a signed MOU of cooperation with UPEI, where some research has been conducted particularly in animal welfare, however, there may be opportunities to expand their efforts through collaboration with Dal AC and other Universities.
Recommendation: To further develop the relationship with researchers at UPEI, to expand the research efforts dedicated to poultry production issues.
- Many of the issues facing the poultry sector are complicated and involve many disciplines. A more comprehensive approach to research may facilitate the transfer of the results into practice more readily. Current researchers are involved in collaborative efforts, but with funders such as CPRC encouraging collaboration, further opportunities should be sought.
Recommendation: To seek out additional collaborative research in associated areas such as food science, economics and social sciences.
- The hatchery facility at Dal AC has capacity to expand research. Securing an IRC position for the hatching egg industry would enable a dedicated researcher to concentrate their efforts on that industry sector and its challenges. An IRC position requires funding from the industry sector, to be matched with government funding. In the past, NS federal-provincial agreements (Growing Forward I and II) have allocated funds specifically for this

purpose. There have been conflicting responses from the NSDA Programs Office as to whether this funding opportunity is still part of the new CAP program.

Recommendation: To initiate discussions with stakeholders on the possibility of securing another IRC position.

- Long-term research strategy: one of the recommendations from the previous business plan was to develop a long-term/short term research strategy. CPRC as the national organization responsible for coordinating research for the industry had developed a research strategy dated 2012-2017. This strategy has yet to be updated although they have refined their research priorities annually when they request LOI's for research projects.

Recommendation: To develop a research strategy with an Atlantic focus which aligns with CPRC's national research strategy.

- AAFC is a major funder of poultry research in Canada, primarily through the poultry cluster program. AAFC has had representation on the APRI board from its inception, yet the structure of funding and the staff responsibilities have changed over time.

Recommendation: To define the relationship between APRI-AAFC and how this partnership can be of benefit to helping both achieve their mandate.

Secure Research Funds

- Poultry Cluster Funding: AAFC has allocated research dollars in the last 12-15 years through a system of cluster funding. CPRC administers the poultry cluster funds, but APRI has not been successful in its submissions. 2023 will mark the end of the 3rd, 5-year cluster funding program; and so, it is imperative that APRI be included in the next cluster funding round. Cluster funding supports long-term projects (5-years) which are more complex, involving multiple researchers collaborating, considering multiple parameters. This will require significant effort compiling a quality proposal that addresses research priorities, perhaps targeting an area that will become a specialty of the Atlantic region. It will require significant time from the CEO lobbying for support, connecting the 'best' people, and ensuring a comprehensive, quality proposal is submitted.

Recommendation: Identify a project theme and leaders by November 2021 in preparation for cluster project proposal submission deadlines.

Recommendation: To continue building relationships at the national level with CPRC, CFC, EFC, CHEP, TFC, CPEPC and other funding agencies.

- Sourcing funds through various provincial/regional programs is important because it allows researchers to address more local issues, as well as shorter term projects.

Recommendation: To continue to focus on local issues and solutions, and source provincial/regional funding to support the research efforts.

Secure Support from ALL Industry Stakeholders in Atlantic Canada

- Some commodities and industry players have chosen not to support APRI, in either administration funds and/or research. This is of concern because the entire industry gains from the efforts and the outcomes. Efforts were made in the first five-years to secure full industry support and although some headway was made, the commitment to participate by all wasn't achieved. It will require designated effort to develop relationships with the non-paying commodities and industry players. Communications will need to be streamlined such that they are informed of our successes and how it helps industry. APRI needs to have 'significant research results' that can be actively promoted. With full participation of all commodities from all four Atlantic provinces, the financial burden is reduced for everyone.
Recommendation: CEO to further connect with industry stakeholders, one-on-one, and beyond the AGMs. May include attending a provincial board meeting, farm visits, industry tours, etc. with the goal of attaining full support from all commodity associations and industry suppliers.
- Work with the commodity directors on the Board to assist them in fulfilling their role to inform their Atlantic counterparts of APRI's work and initiatives.
Recommendation: Establish a communication system for all directors on the Board enabling them to easily update their Atlantic counterparts on the work of APRI.

Request Industry Research Funds on a per Project Basis

During the first 5-years APRI's administrative procedure has been to issue annual invoices to industry with two asks: one for the business plan (administration) and one for research contributions. Some members have chosen to support both areas, while others have chosen one, and fewer have chosen to support neither. One organization, CFNS, has chosen to support research on a per project basis. The research contributions are accounted for in APRI's records by commodity. The amount of available funds to conduct research in any one commodity is dependent on the number of contributors for that commodity, and the number of research projects involving that sector. As such some commodities, like processing and egg, have built up a reserve, while others, like chicken, have no reserve. Many research grant programs require a contribution of 15-25% of total project costs from industry. The amounts provided by hatchery and turkey are significant, but relatively small compared to other commodities. As a result, it would take considerable time to build up the required matching funds to support a research project in those sectors.

Recommendation: To request annual research funds from industry on a per project basis.

The rationale for this recommendation is as follows:

- Prevents the current situation of funds accumulating in one sector, and at the same time advancing transparency and accountability.
- Builds industry partnership by directly communicating research needs and solutions.
- Solidifies APRI's role in facilitating research in Atlantic Canada by ensuring the research conducted is relevant and shared.

- Builds on improving communication between the board members and their counterparts in the other Atlantic Provinces. When LOI's are approved at the board level, it is then the role of the CEO to solicit the industry funds from industry, with the assistance of the board member representing that commodity.

Decrease Reliance on Administrative Funds from Industry

- Office space/overhead charges: The MOU between APRI and Dal AC expires on April 27, 2022. This must be renegotiated. The current agreement provides office space at no cost as well as no overhead charges on research projects where APRI is the applicant. Both attributes are essential to APRI's operations. APRI-Dal AC is a symbiotic relationship in that APRI brings funds to the table for Dal researchers; connects researchers with industry; and industry gains by having impactful research conducted with reduced operational costs.

Recommendation: To begin negotiations with Dal AC to extend the current MOU for another 5-year period.

- Administrative funds are needed to cover the costs of operating the organization. The Office Manager is currently employed 30 hours weekly and is responsible for daily operations, implementing all policies and procedures, preparing all written correspondence with industry, advertising/promotional efforts, managing research project budgets, preparing project claims, holding researchers accountable to timelines, and reviewing all reports. As the number of projects increase, the Office Manager's time for managing projects will increase. The CEO is responsible for establishing relationships with industry, securing their support and communicating results. In the first five years, more time was devoted to developing policies and procedures for operations and becoming familiar with the industry and its stakeholders.

Recommendation: Efforts of the CEO in the next five-years, be more directed to communicating with industry, securing support and increasing the research capacity and volume.

- Industry supported all the administration aspects of APRI in the first 5-years. The goal is to reduce that cost to industry over time. From the experience gained in the first five years, the budget for administration can decrease from \$200,000 to \$100,000.
 - Attaining cluster funding projects will be a major avenue of revenue as 10% administration fees are applicable project costs, as well as project management fees.
 - In discussions with Mike McConkey, Dal AC Farm Manager, private research options as a source of funding will not be viewed positively if APRI is used as an avenue to avoid paying overhead costs on research to Dal AC. The farm determines the cost of private research at a 'for-profit' rate. If a private sector project simply required collection of data without any analysis, the added cost will be for birds, space rental and staff to collect the data. If the project required actual research data and analysis, then graduate students would be necessary as farm

staff are already stretched. The other concern with private research is it usually proprietary for the company that is requesting/paying for it, and therefore precludes researchers from publishing, which is one of their employment requirements to achieve tenure.

Recommendation: By the end of 2026, APRI to reduce the ask of industry to support basic administrative functions. All other incremental labour and travel is funded by research administration fees.

ADMINISTRATION BUDGET

Prior to 2015 APRI dealt with consecutive setbacks: the end to provincial program funding for Institute administrative support, a vacant poultry researcher position at Dalhousie University, and the elimination of direct poultry research funding support by Agriculture and Agri--Food Canada; all of which increasingly limited APRI's ability to undertake new research projects and fulfill its mandate. Having implemented most of the recommendations from the first business plan, administrative aspects are now in place and streamlined. Going forward, APRI's administrative duties can focus less on the day-to-day processes and more on working with researchers to develop and fund research projects that will be impactful to industry. The operational costs to run the organization is about \$10,000 per year for insurance, accounting, website maintenance, office supplies and meeting expenses, as well as an additional \$15,000 to \$20,000 in labour for administrative support to the board. These expenses must be covered by non-research sources while the cost to administer research projects, coordinate research efforts and research travel are eligible project expenses.

Table 4 in the appendix includes the calculations/request for administrative funds in 2015-16, as well as the proposed calculations for the next five years. Unfortunately, not all stakeholders committed to funding the first five years, and therefore the anticipated revenue of \$200,000 was not received. However, there were also less expenses than anticipated, the largest being the Research Associate salary of \$45,000. This is the position held by Janice MacIsaac for the last 20 plus years. Her role is to work with the poultry researchers to develop proposals, purchase supplies, formulate diets, mentor graduate students, collect and analyze data and prepare project reports and manuscripts. This position is solely funded by research projects secured by poultry researchers at Dal AC. APRI has not had to contribute to her salary in the past five years but has allocated \$60,000 to a fund to manage her payroll throughout the year. The \$60,000 is reimbursed by various project funds at the end of each fiscal year. It is the responsibility of the poultry researcher team to source project funding for her salary. APRI has agreed to allocate a maximum of \$15,000/year out of the salary fund if there are shortfalls. However, once the \$60,000 is depleted, there will be no further allocation of funds for this position.

Because income exceeded expenses in the past five years, there is a reserve of \$134,600 from which operating shortfalls can be withdrawn, if need be. The intent of a non-profit organization is not to generate profit, but rather to provide a service at a reasonable cost. The reserve funds should be used for their intended purpose, maintaining a 3-4-month surplus for working capital.

Table 5 presents the proposed budget for the next five years of APRI's administration. The following notes provide explanation behind the numbers.

1. Industry contributions reduced to 50% of previous years, with the plan to get those organizations on board who have resisted in the past, therefore showing an increase in the total support from industry over the 5-years, but not an increase in ask from each organization.
2. Interest earnings – surplus funds have been invested in mutual funds, earning interest at 2% /year.
3. IRC Position – The chicken IRC position ends in 2023, but it is the hope that Dalhousie will maintain the position. The budget includes funds for a proposed second IRC position to start in 2023-24.
4. The office manager has a baseline salary of \$15,000-\$20,000 per year. All additional salary is earned through research project administration. Research Program Administration refers to a charge of 8% of total project cost for managing research projects. With the cluster projects, the administration fee is 10% of project costs, with typically higher total costs. Provincial/regional projects have also allowed 1 -2 days/month of the CEO's time to promote the projects, transfer the knowledge to industry.
5. Atlantic Poultry Conference – APRI has a contract to do the administration for the conference which is scheduled for every second year. Most of the contract cost is for Laurie's time, plus a small admin charge which covers phone, postage and printing.
6. Advertising & Promotion – covers costs of printing rack cards, purchasing promotional items such as pens, coasters, post-it notes, paper holders, etc. that are distributed to industry at AGM's and at the APC.
7. Dues, fees & subscriptions – includes annual business registration fees and website hosting. In 2020 APRI developed their own website outside of the Dal AC website to eliminate the perception that APRI is part of Dalhousie University.
8. CEO fees are calculated at \$600/day plus HST since APRI is not qualified for HST reimbursement. Costs for the first two years are based on 52 days as it is essential to secure support for the poultry cluster funding requiring a lot of networking and lobbying. There is a slight increase predicted in Year 2 with the hopes that the poultry cluster will be secured.
9. CEO travel – again the same justification to cover expenses to travel to put an excellent quality proposal forward for the cluster, to meet with the industry organizations and CPRC to lobby for support.
10. Office manager is based on a current salary level of \$27.45/hour for 30 hours weekly, plus deductions. This includes time spent on board, research and APC administration.
11. Research associate wages – the \$60,000 is held in a research account at Dalhousie from which the research associate is paid. It is a payable on the balance sheet. It is expected that researchers will secure adequate research funds to replenish the account back to the full \$60,000 at the end of each fiscal year.

Summary of Recommendations

1. The APRI Board and the CEO play a front-line role in coordinating the industry effort to upgrade APRC, aligning the stakeholders, and securing support.
2. To accommodate further research, labour capacity to perform all the necessary project tasks, must be built into the project budgets. This includes costs associated with graduate students, summer students and a research associate.
3. To further develop the relationships with researchers at UPEI, to expand the research efforts dedicated to poultry production issues.
4. To seek out additional collaborative research in associated areas such as food science, economics and social sciences.
5. To initiate discussions with stakeholders on the possibility of securing another IRC position.
6. To develop a research strategy with an Atlantic focus which aligns with CPRC's national research strategy.
7. To define the relationship between APRI-AAFC and how this partnership can be of benefit to helping both achieve their mandate.
8. Identify a project theme and leaders by November 2021 in preparation for cluster project proposal submission deadlines.
9. To continue building relationships at the national level with CPRC, CFC, EFC, CHEP, TFC, CPEPC and other funding agencies.
10. To continue to focus on local issues and solutions, and source provincial/regional funding to support the research efforts.
11. CEO to further connect with industry stakeholders, one-on-one, and beyond the AGMs. May include attending a provincial board meeting, farm visits, industry tours, etc. with the goal of attaining full support from all commodity associations and industry suppliers.
12. Establish a communication system for all directors on the Board enabling them to easily update their Atlantic counterparts on the work of APRI.
13. To request annual research funds from industry on a per project basis.
14. To begin negotiations with Dal AC to extend the current MOU for another 5-year period.

15. Efforts of the CEO in the next five-years, be more directed to communicating with industry, securing support and increasing the research capacity and volume.
16. By the end of 2026, APRI to reduce the ask of industry to support basic administrative functions. All other incremental labour and travel is funded by research administration fees.

APPENDIX

Table 1: 2020 Board of Directors

Sector	Representative
Hatching Egg	Matthew Harvie (Chair)
Egg	David Coburn (Vice-Chair)
Turkey	Steven Eadie
Chicken	Nick de Graaf
Hatchery	Gerry Kenzie, API
Processing	Dean Gurney, Eden Valley
Feed	Jeff Walton, Belisle
Dal AC	Dr. Bruce Rathgeber
	Dr. Dian Patterson, Dept. Head
University of PEI	Dr. Michael Cockram
Government/Extension Representatives	Heather McLean, Perennia (NS)
	Fred VanderKloet, PEI
	Carol Ann Walsh, NL
	Tom Byers, NB
Ex-officio	Dianne Sampson, AAFC
	Janice MacIsaac, Dal AC
	Dr. Stephanie Collins, Dal AC
	Dr. Deborah Adewole, Dal AC

Table 2: Accomplishments (2015-2020)

Recommendations from 2015-2020 Business Plan	
COMPLETE	
1. Separate Chair and CEO	Bylaws have been revised: Chair must be a member of the Board representing an industry sector; CEO is a separate position from the chair and is currently contracted 1 day per week
2. Redefine the CEO Position	CEO-Board relationship is outlined in policy and orientation manuals
3. Hire Administrative Support	Currently 30-hour per week position with job description
4. Define APRI Role/Relationship with Dalhousie	MOU to expire April 22, 2022
5. Define APRI Role/Relationship with UPEI/AVC	MOU to expire April 22, 2021
ONGOING	
6. Engage Board Members	Board member duties outlined in Orientation Manual; Members encouraged to work with the regional and national organizations. Have met with NSDA Minister, Dal AC Dean, CHEP, AAFC toured APRC
7. Lobby for Research Resources	Successfully secured an IRC position for the chicken sector; CEO has met with Dean of Research, Liaison Office; communication with Province, AAFC, CFC, CPRC regarding research program funding; Pan Atlantic submissions; AgriScience submission; NSERC
8. Expand the APRI Research Cluster Scope	2018 Cluster Application was not approved. Lessons have been learned and CEO will work with CPRC to ensure success for next round. Consultations with AAFC/CPRC; APRI can assist application process
9. Build Support with Meat Bird and Processing Sector	HEPNS support; CFC support of IRC position; CFNS support for research per project; Special projects WS/WB for processing
10. Improve Communications at All Levels	Tradeshaw Booth (APC 2017 & 2018), Rack Cards (updated 1-2 times per year), Newsletter (3-4 issues per year), Website; Regular communications/updates with Industry; updates at Atlantic commodity AGM's; attend National commodity AGM's; APRC promotional video
11. Expand Outreach and Knowledge Transfer	Factsheets, Newsletter; APC booth; APRC video: Updates at AGM's
12. Specialty	Lobster project – private industry funded via ACOA
13. Explore New Research Funding Options	Mitacs; Pan Atlantic; CPRC; NSERC
14. Seed Money Contributions	Annual ask; HEPNS
OUTSTANDING	
15. Long Term/Short Term Research Strategy	CPRC has a national research strategy developed in 2012. CPRC is in the process of updating it. Board to determine whether to accept CPRC strategy or develop its own.
16. Define APRI Role/Relationship with AAFC	To be defined in 2021-2026 plan.
17. Intermediary Research	Definition: Take research from other institutions and play an intermediary research role in the commercialization process. (Is this within APRI's capacity?)

Table 3: SWOT Analysis

INTERNAL ANALYSIS	EXTERNAL ANALYSIS
<p>Strengths</p> <ul style="list-style-type: none"> - Represents Atlantic poultry stakeholders - Organizes industry re research needs - Dedicated Board members - Structurally in order - Operational policies/procedures - Industry-driven - Research priorities identified - Good working relationship with Dal AC - Dedicated staff - Significant loyal industry support - Minimal overhead - MOU with Dal AC; UPEI - Office space provided Dal AC 	<p>Opportunities</p> <ul style="list-style-type: none"> - Most modern research facility (APRC) - Industry needs research to address challenges - Dal AC, only agricultural university in the Atlantic Canada - Many other universities in Atlantic Canada - Program funding applicant must be industry organization - Decreased consumption of turkey – value-added projects - Develop alternative strategies for disease control - Long term research strategy - Collaborate with AAFC and CPRC
<p>Weaknesses</p> <ul style="list-style-type: none"> - Not ‘full’ industry support - No researchers on staff; dependent on others to access program funding and conduct research - Limited control over researchers, unless program applicant - Limited resources: staff; funding 	<p>Threats</p> <ul style="list-style-type: none"> - APRC requires upgrades, industry enriched housing - Competitiveness within industry - International trade issues affecting supply-management - Financial support - Limited researchers with poultry interests - Competing research facilities; more money; more resources - Increased consumer expectations and demands - Increase rules/regulations; increased costs of production - Reduction in Category 1,2, 3: increased diseases - Gov’t reduction in funding support (expect 50% industry contributions)

Table 4: APRI Administration Calculations

2015 - 2020				2021 - 2025	
<u>Industry</u>				<u>Industry</u>	
Total Ask	\$100,000			\$50,000	
Sector	# of units	\$/unit	Funding	Funding	
Processing	0.0005				
Nadeau	36,000,000		\$18,000	\$9,000	
Eden Valley	36,000,000		\$18,000	\$9,000	
Country Ribbon	20,000,000		\$10,000	\$5,000	
Total Processing				\$46,000	\$23,000
Hatchery	0.0001				
API	280,000,000		\$28,000	\$14,000	
Synergy	60,000,000		\$6,000	\$3,000	
Maritime Chicks	90,000,000		\$9,000	\$4,500	
Total Hatchery				\$43,000	\$21,500
Feed	0.1				
API	45,000		\$4,500	\$2,250	
Trouw	29,000		\$2,900	\$1,450	
Belisle	6,000		\$600	\$300	
Total Feed				\$8,000	\$4,000
			\$97,000	\$48,500	
<u>Commodities</u>				<u>Commodities</u>	
Total Ask	\$100,000			\$50,000	
Sector	% of regional poultry		Funding	Funding	
Chicken	63.8%		\$65,000	\$32,500	
NS	43.5%		\$28,000	\$14,000	
NB	34.8%		\$25,000	\$12,500	
PE	4.6%		\$1,000	\$500	
NL	17.1%		\$11,000	\$5,500	
Total Chicken				\$65,000	\$32,500
Egg	31.3%		\$32,100	\$16,050	
NS	46.0%		\$15,000	\$7,500	
NB	26.0%		\$8,200	\$4,100	

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PE	8.0%	\$2,500	\$1,250
NL	20.0%	\$6,400	\$3,200
		\$32,100	\$16,050
Turkey	4.9%	\$4,900	\$2,450
NS	56.0%	\$2,740	\$1,370
NB	44.0%	\$2,160	\$1,080
		\$4,900	\$2,450
Hatching Egg	0.0012		
Atlantic	5,565,000		
NS	2,039,167	\$2,447	\$1,224
		\$104,447	\$52,224

Note: Those highlighted in yellow have been regular contributors to APRI

Table 5: Project Budget 2021-2026

Revenue	2021-22 Year 6	2022-23 Year 7	2023-24 Year 8	2024-25 Year 9	2025-26 Year 10
Industry Contributions ¹	\$69,000	\$73,000	\$80,000	\$85,000	\$85,000
Interest earnings ²	\$500	\$500	\$500	\$500	\$500
IRC Position ³	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000
Research Program Admin ⁴	\$36,590	\$18,540	\$20,000	\$30,000	\$30,000
Private research Admin	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
APC - Admin ⁵	\$3,800	\$1,525	\$3,800	\$1,525	\$3,800
Total	\$156,890	\$140,565	\$151,300	\$164,025	\$166,300
Expenses					
Accounting & Legal	\$1,400	\$1,450	\$1,500	\$1,550	\$1,600
Advertising & Promotion ⁶	\$2,500	\$2,500	\$3,000	\$3,000	\$3,500
Bank Charges	\$50	\$50	\$50	\$50	\$50
Courier/Postage	\$90	\$95	\$100	\$105	\$110
Dues/Fees/Subscriptions ⁷	\$250	\$255	\$260	\$265	\$270
Liability Insurance (Directors)	\$2,300	\$2,400	\$2,500	\$2,600	\$2,700
Meeting Expense	\$2,000	\$2,100	\$2,200	\$2,300	\$2,400
Office Supplies	\$500	\$550	\$600	\$650	\$700
Phone/Network	\$500	\$500	\$550	\$550	\$600
Miscellaneous	\$100	\$100	\$100	\$100	\$100
Scientist Travel	\$4,000	\$4,200	\$4,400	\$4,600	\$4,800
Subcontract IRC Position	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000
CEO Professional Fee ⁸	\$36,000	\$39,000	\$30,000	\$30,000	\$30,000
CEO Travel ⁹	\$6,000	\$7,000	\$6,500	\$6,500	\$6,500
Office Manager + APC Admin ¹⁰	\$46,935	\$32,700	\$39,745	\$43,000	\$44,745
Research Associate Wages ¹¹					
Total	\$147,625	\$137,900	\$136,505	\$140,270	\$143,075
Net Income	\$9,265	\$2,665	\$14,795	\$23,755	\$23,225