



Alberta Pork Industry

Research and Development
Strategic Planning Session
August 10 & 11, 2004



Workshop Summary



Convening Strategic Conversations

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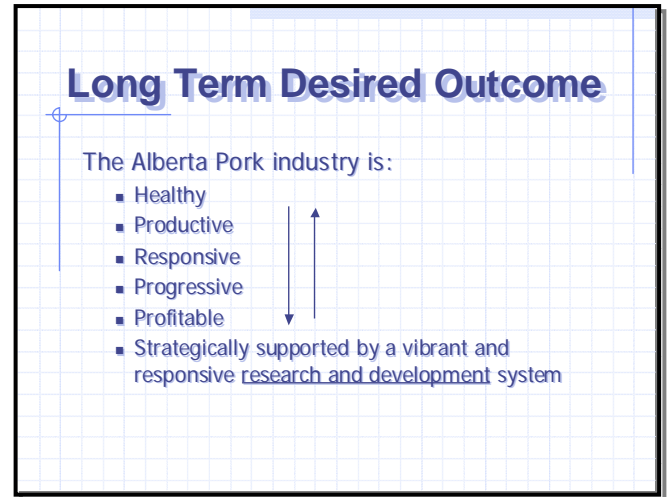
Introduction

Over forty representatives of the Alberta and Canadian Pork research community, veterinarians, pork producers and processors and various support agencies participated in a two day research and development strategic planning event on August 10 and 11.

The goal of the workshop was to create a stronger research and development system by developing:

- Clearly identified, industry-driven research and development priorities
- Guiding principles for implementing the research and development strategies
- Collaboratively managed processes for developing and implementing the research and development strategies

The workshop was introduced with a presentation by Jurgen Preughas of Five Lakes Farms at Mayerthorpe, Alberta, who presented an industry perspective on the need for strategic research and development in the pork industry. Mr. Preughas is the former Chairman of Alberta Pork, Alberta Pork Research Committee and the Canadian Pork Council Research Committee.



The Workshop Process

A. Research and Development Priorities

Research and development priorities for the industry were developed by exploring a range of factors that affect the pork industry and the research and development processes, identifying the themes that occurred throughout the information gathered and then defining the priorities for research and development. The raw data of the reflection questions is appended to this summary.

B. Research and Development Principles

Guiding principles reflect the purpose and guide the actions and decisions of an organization. When an organization adopts guiding principles, they are used as a sieve for all decisions, and decisions are assessed as to how well they *genuinely* reflect all or some of the principles.

The participants worked together to develop guiding principles by responding to the following question:

“To ensure the industry has/is building capacity to meet current and emerging needs, R&D for the pork industry should focus on, address, align with, demonstrate that, or lead to...”

C. Process for Developing and Implementing a Research and Development Strategic Plan

The Alberta Agriculture Funding Consortium presented the concept and process that has been used in Alberta for the last three years to provide a one-window approach to funding agricultural research and development.

Workshop participants, and specifically Alberta Pork, were asked to consider the Funding Consortium model as a mechanism for aligning funding for the identified pork R&D priorities, and for building stronger partnerships.

Workshop Results

A. Guiding Principles for Research and Development in the Alberta Pork Industry

The vision and mission of Alberta Pork were used as a foundation for the guiding principles discussion, recognizing that this discussion was for an industry-wide strategy that moved beyond production.

Alberta Pork Vision

Valued producers of preferred quality foods in a prosperous and sustainable environment

Alberta Pork Mission

To position Alberta pork producers and the industry as vital, sustainable and valued in the Agri-food business and society through the continued advancement of initiatives that enhance prosperity

Results:

Each of the following principles represents an important aspect of supporting a robust and effective research and development system for the pork industry which includes producers, processors, further processors and consumers.

The guiding principles will benefit the industry if they are used in the decision-making and evaluation process, recognizing that the assessment should be made upon *how well* the strategy, project, or program aligns with some or all of these principles.



Guiding Principles:

- Principles reflect our purpose and guide actions and decisions as we move towards our vision.
- Question: To **ensure the industry has/is building capacity to meet current and emerging needs**, R&D for the pork industry should focus on, address, align with, demonstrate that, or lead to:

Guiding Principles or Pillars of Research and Development

The stakeholders of the Alberta pork industry will use the following pillars to proactively define and guide research and development strategies, initiatives and priorities for the industry.

Leadership in Innovation: The Alberta pork industry demonstrates leadership in innovation to support a globally competitive advantage for the industry and ensure market access.

Collaboration: A holistic approach to R & D is demonstrated by genuine multi-disciplinary integration across R & D sectors and along the value chain.

Responsiveness: R & D focuses on understanding and responding to consumer and societal expectations and demands in all aspects of the pork industry.

Scientific Excellence: R & D for the Alberta pork industry adheres to the highest standards of scientific excellence and knowledge generation.

Effective Communication: A strategic communication and knowledge sharing process is an integral part of R & D initiatives.

Supporting a Stable R&D Infrastructure: The pork industry believes that a stable and sustainable infrastructure, including developing highly skilled/educated people, is key to an effective R&D system and to that end will strive to support long term program funding.

Readiness: The pork industry will work together to build R & D capacity to ensure a quick and effective response to challenges or threats to the Alberta pork industry.

B. Research and Development Priorities for the Alberta Pork Industry

The Scanning Questions:

Workshop participants in small groups consisting of producers, researchers and agency representatives answered the following questions:

1. Where specifically does **human resource (people) /Infrastructure/ financial capacity** for Alberta Pork R &D need to be strengthened?
2. Are there key areas in which Pork R&D has **inadequate capacity** to serve the industry?
3. What **current challenges** face the industry now—how specifically can research and development help?
4. What is **coming up the road** that you think will be an issue? What capacity do we need in Pork R&D **to be able** meet these and **surprise challenges**?

5. What specific R&D do we need to be doing to be **successful and sustainable**? (specific research not general categories)
6. What issues affect the **whole agricultural industry**? (*Who do you need to be working with?*)
7. What do we know about **emerging consumer needs** or trends that could affect our R&D priorities?
8. Is there something that **needs to change** in how R&D is done for Alberta? For what benefit, **whom would it benefit**?
9. What do funders, producers, processors, researchers **need to do to better** support effective R&D for Alberta?

Themes:

The following themes were identified by workshop participants after reviewing the information gathered:

- Competitiveness
- Infrastructure and capacity of R&D institutions
- Maintaining global market access
- Market, trade and economic analysis
- Policies and Regulatory impacts
- Foreign Animal Disease (FAD)
- Serious disease outbreaks
- Sow productivity, sow nutrition
- Genetics and proteomics
- Improved communication and transfer of knowledge
- Environmental issues –air,water,soil, consumer perception
- New energy sources
- Feed grains—animal nutrition, new varieties
- Food safety and consumer confidence
- Risk management
- Cost of production-management practices leading profitability
- Valued added products and processing
- Multi-disciplinary research and collaboration
- Animal welfare

Results:

The following research and development priorities represent the results of identification of key focus areas and a group ranking process (each participant was provided with five votes to determine the priorities from R&D issues identified by participants). The number represents the number of participants who made this focus area one of their five priorities. The resulting priorities reflect both the ranking process and the discussion themes of the workshop.

The statements below each priority were provided by workshop participants to clarify and give examples of the kinds of R&D that would relate to the priority.

1. Regaining our Feeding Advantage 28

- Maximizing caloric output of land for animal use
- Crop/livestock interface—plant breeding programs that recognize livestock as the ultimate end user of the product
- Competitiveness of feed grains and protein sources
- Feed grain varieties: increased yield, increased protein, alternatives and comparisons (corn), developing non-visual identification systems so feed and export varieties can be indentified
- Locally grown feedstuffs: feed grains and proteins—How do we better utilize “Grown in Alberta” feed and resources to improve swine productivity?
- Improve nutrient efficiency to reduce cost of production and reduce environmental impact—net energy and amino acid utilization

2. Disease Detection, Prevention and Treatment 24

- Foreign animal disease (FAD) and serious outbreaks
- Common diseases e.g. arthritis, adhesions
- Analysis and solution development
- Developing contingency plans for disease outbreaks/disease containment
- Stress and disease detection and treatment (see Priority 10)
 - Chronic versus acute markers of stress
 - Phenotypic markers (proteomics) of stress and disease susceptibility
 - Reduction of painful procedures—use of analgesics
- Disease control by use of alternatives to antibiotics—boost innate immunity
- Recognizing emerging diseases

3. Policy and Market Analysis 20

- Recognizing the impact that global markets and government policies have on competitiveness, it is important to have accurate data for analysis and response
- This is a key component of global competitiveness that fits in the knowledge transfer stage of the continuum
- Market and economic analysis assists in focusing R&D priorities

4. Societal Acceptance of Modern Production Practices 19

- Dealing with consumer perception re: alternate feed ingredients, housing systems/in-barn environment
- Science of good food production
- Environmental sustainability
 - Odour mitigation
 - Water use and recycling—water reduction/technology
- Societal perceptions i.e.: Do shelter belts really help?

5. Air, Soil, Water Benchmarks to Develop Baseline Data for Environmentally Sustainable Operations	19
▪ For producers, processors, and renderers	
6. Carcass Quality	17
▪ Sharing and interpreting data from farm, processor, retailer (including Salmonella)	
7. Alternative Energy Sources	14
▪ Emerging technologies	
▪ Reduction production cost related to utility costs by identifying alternative energy sources	
▪ Research in alternative energy sources from manure—bio-gas	
8. Minimizing Animal Variability and Maximizing Animal Uniformity	12
▪ Define causes and identify methods to manage variability	
9. Industry and Consumer Driven Value-added Pork Products	12
▪ Branding: creating markets in which foreign and domestic consumers are willing to pay for pork production attributes—antibiotics versus natural environment, developing optimal animal production environments	
▪ Development of table ready products in response to changing demographics and consumer trends and needs	
10. Improved Methods of Transferring Genetics	11
▪ Maintain productive competitiveness while reducing disease risks	
11. Management and Operational Strategies to Maximize Profitability Including Best Management Practices with Benchmarks	10
▪ Ensuring competitiveness through benchmarking individual farm financial performance against accurate industry norms—this research would also support effective policy development (e.g. CAIS)	
▪ Develop and communicate management and operational strategies that maximize producer profitability	
▪ Develop and communicate management strategies to mitigate risk associated with volatile and cyclical markets	
12. Understanding and Managing the Impact of Structural Changes to the Pork Industry	3
▪ Impact on rural communities	
▪ Social/economic/marketing/trade/policy issues related to the change	
▪ Changes in packer/feedmill/producer operations—sizes and numbers	

13. Decreased Cost of Production Related to Utility Costs (was listed as a separate point but has been included in Priority Seven above)

14. Food Safety Education for the Public (vetoed)

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Discussion:

One participant comment related to defining the scope of R&D in that one of the priorities was research and analysis of trade and marketing policies and another included Best Management Practices. These priorities, while supporting industry competitiveness and sustainability, do fall outside of the realm of “science”. It was felt that the concept of R&D may be being stretched too far and that some of issues were issues, while affecting the industry, were not within the context of R&D. The industry and the Funding Consortium should provide a clear response to this query.

Several participants felt there was significant overlap in the final list of priorities and that some of them could be subsets of others if more time were dedicated to reviewing and refining the list. At the same time others felt that the subset was a strong enough priority to stand on its own and should not get lost in a list. Further discussion between the Funding Consortium and Alberta Pork might provide more clarity to this issue.

The major focus of the workshop was defining ways for Canada and Alberta to maintain and reinforce their competitive advantage in an increasingly competitive global market.

A strong theme in this discussion was the need for involvement and investment by the entire value chain and increased collaboration by value chain stakeholders with specific emphasis on involvement by processors. Another similar theme was the need for multi-disciplinary, multi-sector collaboration to address societal and agricultural issues.

Achieving these goals will require implementation of the guiding principles.

C. The Funding Process used by the Alberta Agricultural Funding Consortium

Eight Federal and Provincial funding organizations cooperate in an annual R&D funding process by committing to the specific operational practices:

- Autonomous organizations with independent decision-making abilities
- Rotation of responsibilities
- Shared operational expenses
- Coordinated activities and processes
- Shared accountability

The fundamental components of the research and development funding process used by the Alberta Agriculture Funding Consortium are using shared processes:

- Joint call for proposals
- Shared list of priorities for funding
- One-window application process

- Shared due diligence and review process
- Joint funding
- Coordinated contracting and reporting

To obtain the following results:

- Increased investment in agricultural R&D
- Improved coordination of agricultural R&D
- Improved due diligence processes to select high quality, industry relevant initiatives
- Focused research initiatives in priority areas aligned with industry goals
- A model for collaboration and integration

The Funding Consortium hosted this planning event to present the consortium model and to invite Alberta Pork to participate in this one-window approach to the funding process. They also will use the data from the workshop in reviewing pork R&D proposals received in their call for proposals.

The development of more strategic applications that focus on priority research and development needs is a primary goal of the Funding Consortium concept. Collaboratively targeting resources with those that fund R&D initiatives is a primary function of the Funding Consortium. To that end, the Consortium recommends an annual review of the priorities to ensure that it is responding to industry needs in targeting its R&D investments.

Conclusion

Participants appreciated the opportunity to meet with and have the time to discuss industry development and competitiveness with such a diverse group of stakeholders. They stressed that a key benefit of the process was the ability to listen to and learn from each other.

Appendix A: Results of Poster Session Questions

The following section contains the direct transcription of the poster session in which participants responded to the focussing questions. The responses are verbatim and in no specific order.

Poster Questions:

1. Are there key areas in which pork R&D has inadequate capacity to serve the industry?

- R&D has inadequate capacity to transfer R&D information throughout the industry
- Government needs to be involved in supporting the extension of R&D results
- Agricultural engineering focus as applied to cost efficient value-adding of nutrients—methane generation for average sized production units—Prairie Agriculture Machinery Institute does this, but more is needed
- Several other areas need more infrastructure to achieve critical mass
- Equipment grants for things like barns and labs
- Need to decide whether Centres of Excellence will focus on benefiting Western Canada or global issues
- Industry scholarships—support student/intern sponsorship and practicum
- Genetics/proteomics
- Value adding to the carcass—product development, not necessarily food products
- More program support to train/retain excellent research personnel
- Market analysis, trade policy analysis, economic analysis
- Scope of vision—where research fits in the value chain
- Model/research farms

2. Where specifically does capacity in Alberta Pork R&D need to be strengthened?

Need capacity strengthened in	Outcome	Specific need
Financial capacity	Knowledge leading to competitive advantage and growth	Proportional funding to size and growth of industry
Engineering	Reduction of cost of operation related to industry costs	Methane generation for average sized units/barn design Identify ways to reduce utility costs
Meat science	Better integration of production and processing quality issues	Shelf life for fresh pork for export (packaging and transportation) Novel products—industry collaboration Carcass quality
Foreign animal disease	Preventing disease introduction Preparedness Compensation policy	Planning Communication Responsiveness

Export diversification	Stable industry Lessen threat to exports	Value-added processing Different markets
Genetics—molecular through to quantitative	Transfer known genetic throughout the industry Maintain competitiveness Increased human resources and infrastructure	Identify genes, transfer/selection of better genetics
Crops/Animal Interface	More kilocalories/acre Export replacement	Greater focus in plant breeding programs on livestock feeding needs
Proteomics	Infrastructure	Develop bio-markets for disease susceptibility/resistance, stress susceptibility, product tenderness/quality
Program support	Research and development infrastructure	Broad program support in partnership with other funders
Business economics	Improvement in financial competitiveness	Develop data base of financial measures by farm size The purpose would be to establish benchmarks
Market analysis	Working closer to consumer/end user needs for trade purposes	Collaboration with Pork Marketing Committee
Risk management	Better financial management on farm level	Alberta specific research/models

3. What <i>current challenges</i> face the industry now?	How specifically can research and development help?
Environmental issues	Manure treatment alternatives Water utilization
Maintaining global market access	Need economic research on trade policy alternatives Developing production options
Global competitiveness—cost of production including production, processing, transportation, etc.	Increased input in efficiency, lower costs

Consumer and societal acceptance overall—animal welfare related issues and consumer acceptability, environmental issues, food safety issues	Housing alternatives Stress and disease susceptibility Nutrition medication Painful procedures—castration and tail docking, teeth chipping Lameness, early identification
Readiness for Foreign Animal Disease—emerging swine diseases, Zoonotic disease hazard	Development of “readiness strategy” Identification/traceability studies
Trade barriers	
Permitting of new units/processing plants	
Labour supply issues	Increased mechanization Higher skills/skill development
Feed cost	Collaborate with the feed industry to benefit all Alternate protein sources—develop net energy system for Western Canada Higher energy grains—define optimum energy programs Higher grain production/hectare
Animal variability overall—production and marketing	To define causes and identify methods to manage this variability
Canadian regulatory environment and policy	This issue constrains R&D and production opportunities
Antibiotics and antimicrobial resistance	Alternatives to antibiotics Better vaccines and immunity Better communication of existing technical uses
Hormones—estrogen mimics	
Product branding	Identification of specific characteristics that could be branded Traceability of product
Financial viability	Provide better benchmarks on hog operations Create production financial databases
Confidentiality, Freedom of Information and Privacy Act impact ownership of information in multi-disciplinary studies	Involvement of all agencies Legal agreements on ownership Coordinated timing of release of information so as not to damage industry
Potential protein glut due to impending BSE cow cull	Test every cow and get them out of here!!
Consolidation of packers and retail	Coordination and cooperation in the value chain

4. What is <i>coming up the road</i> that you think will be an issue?	What capacity do we need in pork R&D to be able to meet <i>surprises/challenges</i>?
Potential disease outbreaks	Expansion of infrastructure—labs and researchers
Traceability and disease detection	
Trade protection /protectionism	Market and trade policy research
Occupational health and safety	Ergonomics related to worker health and safety—on farm and in plant
Competition from developing nations (Argentina, Chile, Brazil, China)	Continued focus on cost competitiveness in quality and value
Competition from developed nations (U.S. and Australia)	
Welfare issues—consumer perceptions, bad image of “corporate farms”	Consumer education/ambassador programs Proactive research on animal housing /handling
Environmental concerns—	Facilities for applied research—bench top and pilot plants
Hormones and carcass modifiers	Improved product efficiency versus consumer acceptance
New feed additives—numerous	Applied research Efficacy, economics, consumer acceptability
Funding basic research infrastructure	Keeping the lights on, heating the buildings and making renovations to research facilities
Structural change in the industry—small numbers of large units	Many aspects of large population management Manure/water/soil and human resource management
Antibiotics—reduction of use and alternatives	Develop alternative production systems and products
Social restrictions on livestock production aspects—operation	Research to address social concerns and transfer this information to the public
Bio-terrorism in the food chain	Surveillance tools Proactive strategic planning
Ability to survive financial shocks—above factors indicate rising costs and income volatility	Economic analysis for developing safety net programs

5. What specific R&D do we need to be doing to be *successful and sustainable*? (specific research, not general categories)

- Traceability
- All biosecurity issues—salmonella control
- Feed ingredients—new feed evaluation methods, decreasing phosphorus, high yielding feed grains, higher energy grains
- Analyze and use health data at all processors to help reduce problems on farm (trims, condemnments, etc.)
- Herd health related to identifying common production diseases in Alberta and finding solutions
- Reduced water usage—reclamation potential
- New energy sources—biodigesters etc.
- Monitoring consumer tastes and preferences
- Carcass quality and yield—competitive advantage of breeding companies and processors
- Anti-microbial resistance
- Livestock welfare issues—housing alternatives, painful procedures, stress and disease resistance, genomics
- Water diversion—assurances of adequate feedstuffs to maintain low cost of production/water consumption
- Perception of by-product use in livestock production
- New varieties of high-yielding feed grain—non-visual grading systems are needed
- Follow-up to rural acceptance of hog operations—economic benefits
- Strengthen value-adding and export markets
- Sow longevity/gilt replacement
- Policy—Agricultural policies/trade understanding and planning to respond
- Technology to increase income—variability, energy, feeding programs
- Technology to decrease costs—dietary nutrient levels specific to pigs' needs, more efficient delivery methods, increased sow productivity
- Improved barn environments
- Odour management—air issues, research related to reduction and control
- Integrated R&D regarding manure management and nutrition influence, innovative processing and soil implications
- Product diversity to address niche markets
- Production economics
- Alternatives to antibiotics
- Grading systems

6. What issues affect the *whole agricultural industry*? (Who do you need to be working with?)

- Water utilization—supply and access
- Labour availability and skill level
- Market access including WTO issues
- Consumer confidence in food safety
- Environmental sustainability
- Foreign animal disease—need to work with other commodities
- Social acceptance and public profile of agriculture
- Need to work with different levels of government to address trade issues

- Need to work with educators at all levels
- Value-added diversification and promotion
- Animal activists regarding animal welfare
- Knowledge transfer at all levels of agriculture and society—dietitians, educators, etc
- Profitability issues—survival of all producers and loss of rural communities
- Land use issues—loss of quality agricultural land
- Approval of new products—CFIA , Health Canada
- Societal understanding of why small farms have become large farms—acceptance of modern practices
- Pork and beef need to work together as they have many similar issues to address
- Trade and protectionism—working with government and industry
- Overall reduction in meat protein products in the Western countries (developed)—while some fads are occurring, there is an overall reduction in consumption in the last twenty years
- Competition from other countries with fewer restrictions on their production practices—manure application into rivers—need to work with health research agencies

7. What do we know about *emerging consumer needs* or trends that could affect our R&D priorities?

- Needs don't always equal/convert to market opportunities
- Trends versus fads—fads are short term blips that are difficult to respond to and are short lived
- Opportunity for development of niche markets—organic, natural, low carbohydrate (Atkins diet), tastier foodstuffs
- Increased health consciousness
- Increased concerns about animal welfare—transportation and confinement
- Increased concerns about environment: odour, water
- Concerns about residue in products—antimicrobials in feed, perceptions about hormone use, confusion about anti-biotic use
- Shifting demographics means shifting demands/needs
- Increased concerns about food safety results in risk aversion and reduced consumption
- Consumer food preparation training
- Consumers want to be able to trust safety of product
- Brand recognition
- Increased demand for convenience and consumer ready (home meal replacement) products
- Media driven pandemonium results in hypersensitivity about statistically insignificant issues
- Potential to build trust in the industry by putting a human face to farming
- Reduction in meat protein consumption in developing countries
- Consumer price issues—low cost production is a concern

Themes: Consumers are increasingly concerned about the origin, quality, safety, content of products and are demanding

8. Is there something that <i>needs to change</i> in how R&D is done in Alberta?	Because...
Greater inter-facility communication	To get the best out of research To provide a balance over supply chain and R&D continuum
Broaden scope beyond production research (Alberta Pork)	Focus on consumer needs—value added
More global awareness of research being done	Avoid unnecessary duplication
Greater flexibility in funding that would enable capital investment in infrastructure if needed to support the research	Alberta government's mandate is too restrictive compared to other provinces
Cooperation between stakeholders on multi-disciplinary projects—processor, producer, Alberta Health, government	Problems are multi-disciplinary—food safety, pork quality
Get processors and retail and McDonalds at the table as funders	They have an economic stake in the outcomes of research
Improved collaboration and program development among researchers—joint sessions	Improved dialogue between plant breeders and animal nutritionists Eliminate duplications, better use of funds
Improved communication to industry/public	To implement/put in practice the research results
Inter-community relationship needs to be promoted and developed in coordinated research initiatives	Barley fed pork in Japan High yielding feed grain (GMO barley and feed wheat)
Grant applications are too long and time consuming	Spend more time applying than doing research
Increased recognition for the value of program R&D funding	Provides more stability in the system—better personnel attraction/retention, ability to achieve long term/multi-level research

9. What do processors *need to do to better support effective R&D in Alberta?*

- Provide R&D priorities for pork industry from their needs (strong agreement)
- Recognize their customers' needs
- Communicate needs to suppliers
- Understand the constraints placed upon suppliers
- Make information available (i.e. carcass quality)
- Need to contribute to R&D funding (public R&D) as they also benefit from the outcomes or results (strong agreement)
- Make a commitment to improve their products and expand the export market
- Get involved—partner in projects

- Less arrogance (perception)
- Better integration of the value chain to address the needs of the end user
- Include retailers/food service
- Increased communication of activities back to producers

Themes: communication, collaboration

10. What do producers need to do better to support effective R&D for Alberta?

- Recognize that R&D involves both basic and applied research
- Better communication with funders and researchers—identify priorities or specific needs, concerns regarding research funding or the value (transferability) of the research being conducted (strong agreement)
- Maintain processes or activities that help researchers demonstrate the value of the R&D to individual producers
- Broaden the scope of the committee (Alberta Pork Research Committee) beyond producers
- Streamline process for applications to gain industry support (i.e. letters for industry funds etc.)
- Need to be better informed
- More producers need to get more involved and use available information
- Better sharing of “best practices” with other producers—sharing/comparing baseline numbers (fear of competition)

Themes: Increased interaction with the rest of the industry, increased involvement by a broader cross section of producers, increased opportunities for implementation of R&D, or transference of information.

11. What do funders need to do better to support effective R&D for Alberta?

- Make better application forms—need to increase space for research proposal, applicants capability and expertise, reduce emphasis on political outcomes and criteria
- Applications are too long—researchers can spend more time filling in applications than doing research
- Better feedback on application—both accepted and declined (strong agreement)
- Too much time finding matching funds
- Work together with commodity groups to ensure success in common purposes
- Project reviews must be, and must be perceived to be, based on merit of proposal
- More program and project funding
- More opportunity for young scientists (create separate funding category for young scientists)
- Continue to support the Funding Consortium (strong agreement)
- Two page pre-proposal, need only conceptual framework to evaluate quality of idea—save budget, timeline, etc. for full proposal
- More technical reviews done earlier on to assist decisions
- Scientific review panel has to be multi-disciplinary
- Consistency in review from year to year
- Support collaborative research—research networks
- Consortium should link with industry for application review
- Streamline and shorten decision timelines (not supported)

- Evaluation of researcher and scientific review of proposals (excellence, innovation, design, feasibility, etc.) should only be done by those with expertise in research (researchers)

12. What do researchers need to do to better support effective R&D for Alberta?

- Improved communication with industry, effective sharing of results and implications, identifying new directions and increasing familiarity and comfort level—interpretive centre has helped, we need more
- Provide ongoing information to funders on the progress of their research—beyond the regular reporting requirements
- Better understanding of industry's needs and how it functions, where the industry has been and where it is going
- Collaborate with industry and other researchers—both within and outside of agriculture
- Research institutions need to better coordinate their activities with individual researchers—better facilitation of research and overall collaboration
- In some instances researchers need to provide leadership in research directions as well—proteomics might require intellectual horsepower to determine research direction
- More long term program definition and anticipated output clarification
- Finish final report and effectively communicate with industry before complete funds are dispersed—communication plan with proposal
- Pragmatic summaries

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