

**Manitoba Sheep Association
Business Plan
March 2013**

Our Mission:

The initiation, support and conduct of programs and activities designed to stimulate and improve the economic well being of all segments of the Manitoba Sheep Industry.

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Green- New Information

Actions 1 – Communication

Strategic Objective: Provide timely, effective and current communications to the membership on matters pertinent to the Manitoba Sheep Industry.

Goals	Target Date	Performance Indicator
1.1) A current user friendly website easily accessible to members directly controlled and maintained by the Manitoba Sheep Association	Completed Fall 2011	<ul style="list-style-type: none"> • Terminate web master contract and regain control of domain name. Redevelop MSA website under guidance of new domain owner and host.
	Completed January 2013	<ul style="list-style-type: none"> • Keep website and all pertinent links and pages current.
	Completed January 2013	<ul style="list-style-type: none"> • Add contact for MAFRI Sheep Specialist
	Completed January 2013	<ul style="list-style-type: none"> • Register new domain name, self-host and develop professional user friendly website.
	Completed January 2012	<ul style="list-style-type: none"> • Appointment of website committee
	Completed 2013	<ul style="list-style-type: none"> • Update MSA logo
	Completed 2013	<ul style="list-style-type: none"> • Terminate current web master contract when hosting payments end August 2012

<p>1.2) Develop the Sheep Sense into a timely and concise quarterly publication highlighting the current events and activities of the association and industry</p>	<p>Complete</p> <p>Complete/ Ongoing</p> <p>Complete</p> <p>Complete/ Ongoing</p> <p>Quarterly</p> <p>Ongoing</p> <p>Complete/ Ongoing</p>	<ul style="list-style-type: none"> • Advertise change to electronic newsletter for April 2012 • Develop membership communication database; email, phone, mailing address • Publish first issue of 2012 Sheep Sense • Identify members desiring Sheep Sense in hard copy; identify means of provision • Set fixed release date for Sheep Sense • Review content • Update breeders directory
<p>1.3) Provide real time updates to the membership on emergent developments within the industry</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> • Utilize email data base to provide timely announcements to membership
<p>1.4) Ensure timely response to telephone inquiries</p>	<p>Completed</p>	<ul style="list-style-type: none"> • Set up phone line in Manager/Communications Office
<p>1.5) Engage relevant media as circumstance dictates for the public promotion of the Manitoba Sheep Association</p>	<p>Complete/Ongoing</p>	<ul style="list-style-type: none"> • Develop position statements allowing for a unified MSA voice • Make use of media releases where appropriate

Actions 2 – Business Development

Strategic Objective: to identify and address those issues concerning expansion of the Manitoba ewe flock and the long term sustainability of the industry in Manitoba.

Goals	Target Date	Performance Indicator
<p>2.1) Facilitate the awareness of the membership to market initiatives enhancing the MB Sheep Industry</p>	<p>Ongoing</p> <p>Needs Attention</p> <p>Ongoing – Carman plant to become federal plant in 2013</p> <p>Needs Attention</p> <p>Needs Attention</p>	<ul style="list-style-type: none"> • Maintain communication with Agassiz Lamb Co-op and Canadian Lamb Co-op • Facilitate appropriate resources for the development of Manitoba value chains • Ensure open lines of communication with Manitoba abattoirs regarding the potential of lamb processing • Refine the potential of the ethnic market for the sustainability of in province processing • Identify opportunities associated with the increasing popularity of ethnic cuisine amongst the traditional population
<p>2.2) Work for Sustainable Expansion of the MB Ewe Flock</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<ul style="list-style-type: none"> • Identify challenges of predator control that put the industry at a disproportionate disadvantage to our competitors and lobby government on appropriate remediation. • Promote sheep as a viable agricultural enterprise on its own or supplementary to other forms of agriculture. • Provide the resources and

	<p>Completed 2013</p> <p>Completed 2013</p> <p>Complete/ Ongoing</p> <p>Needs Attention</p>	<p>education for long term success of new entrants</p> <ul style="list-style-type: none"> • MASC Stocker loan has been implemented • MASC predator rates have been renegotiated • Organized to work with other live stock groups to discuss live stock issues • Promote the benefits of financial planning for the individual producer and facilitate resources for the development of sound business models
<p>2.3) Promote the competency of the Manitoba Sheep Association as the official representative body of the Manitoba Sheep Industry</p>	<p>Ongoing – e-newsletter, MSA news, seminar at AGM, Show & Sale etc.</p> <p>Ongoing</p> <p>Ongoing at RR Ex, Winter Fair and Amazing Ag Days Display booth redone</p> <p>Ongoing</p> <p>Complete – trying to get emails, regular updates on</p>	<ul style="list-style-type: none"> • Promote the MSA and its benefits to producers • Work for the betterment of the industry for the entire membership • Create open dialogue with producers requesting a check-off refund to identify MSA shortcomings and encourage producers to retain membership • Identify venues and events for visible promotion of the MSA • Redesign display for Red River Ex and Brandon Fair • Provide reports to membership on MSA activities and achievements • Identify means to improve membership attendance at AGM and District Meetings

	website	
2.4) Promote Manitoba Lamb as a delicious meal alternative to Manitoba Consumers	Complete Ongoing	<ul style="list-style-type: none"> Identify display opportunities at the Red River Ex and Brandon Fair Utilize the website to engage consumers on lamb consumption.
2.5) Facilitate the expansion of top quality, productive genetics within the Manitoba sheep flock	Complete Complete/ Ongoing Ongoing Ongoing Ongoing	<ul style="list-style-type: none"> Develop a simple, organized and sustainable model for an annual show and sale. Create a breeders listing of seed stock producers selling within Manitoba and post on website Provide education on the overall benefit of investing in top quality breeding stock. Investigate challenges of sourcing large quantities of good quality maternal genetics <p>Increase of shearers in province</p>
2.6) Maintain Ongoing Relations with Industry Partners	Complete Complete Ongoing	<ul style="list-style-type: none"> Work with CSF in re-structuring of the national organization Represent MB producers at a national level to CSF, CSBA, CFIA Establish a close working relationship with parallel provincial associations where applicable

Actions 3 – Financial Management

Strategic Objective: Transparency and accountability in the allocation of MSA financial resources on behalf of the membership.

Goals	Target Date	Performance Indicator
3.1) Ensure accountability and transparency in management of MSA funds	Complete-Review Annually Complete/Ongoing Complete 2013 Complete 2013	<ul style="list-style-type: none"> • Formulate annual budget at beginning of fiscal year • Treasurer to provide quarterly report to the board • Employ accountant for 2013 fiscal year • Identify accountant for 2013 fiscal year
3.2) Establish ongoing protocol for the management of MSA accounts and the clearing of MSA expenditures	Complete 2013 – needs to be done every year. Complete	<ul style="list-style-type: none"> • Appoint signing authority to communications director and selected directors for all MSA bank accounts. • Identify improved efficiency for the payment of MSA expenditures. Manager/Communications take overpayment of bills, provide cheque stubs to accountant,

3.3) Identify sources of funding additional to check-off income	Complete 2012 Complete/ Ongoing Complete/ Ongoing	<ul style="list-style-type: none"> • MSA Lighting Project • Work with MAFRI Sheep Specialist to refine Shrinkage Project • Explore opportunities presented by Growing Forward • MSA Show and Sale
3.4) Evaluate Capacity for Employment of Administrative Staff	Complete/ Ongoing	<ul style="list-style-type: none"> • Annual staff evaluation.

Actions 4 – Information Management

Strategic Objective: To ensure the security and integrity of all data required by the MSA for the representation of the membership.

Goals	Target Date	Performance Indicator
4.1) Ensure integrity and security of Check-Off Data	Complete Complete	<ul style="list-style-type: none"> • Direct manager to collect and maintain check-off data in a reliable, professional manner. • Ensure the secure and reliable transfer of the database from outgoing to incoming data managers
4.2) Develop and maintain a current database linking membership contact with check-off data	Completed Completed Complete/ Ongoing Ongoing	<ul style="list-style-type: none"> • Recover current data base from outgoing secretary manager • Amalgamate communication database with check-off data • Annual revision of currency of database • Ensure privacy of collected data

Actions 5 – Human Resource Management

Strategic Objective: Employment of reliable personnel for the effective delivery of MSA activities

Goals	Target Date	Performance Indicator
5.1) Identify the administrative needs of the association *As limited by 3.4	Complete Complete Complete	<ul style="list-style-type: none"> • Identify requirements of daily operations, e.g. Website, minutes, communications, Sheep Sense • Identify requirements for implementation of Business Plan, in particular Business Development, eg. Promotional Material, Policy and Lobbying, Educational Seminars • Arrange for all incoming mail to be directed to the MSA Office (63 Clearwater Street, Winnipeg, MB)
<u>5.2)</u> Employ competent and reliable administrative staff required for the furthering of MSA activity	Complete Complete	<ul style="list-style-type: none"> • Hire communications manager for three month trial. • Evaluate the need for employment of a managerial position or executive director and establish the financial capacity for such employment.

Actions 6 –Education and Training

Strategic Objective: The availability of the knowledge and expertise necessary for the long term success of the Manitoba Sheep Industry.

Goals	Target Date	Performance Indicator
6.1) Administer an annual post-secondary scholarship for members or their relations actively involved in the Manitoba Sheep Industry.	2013 – New panel selected	<ul style="list-style-type: none"> • Approve scholarship model and select scholarship committee. • Announce acceptance of scholarship applications.
6.2) Facilitate the means for producers to remain abreast of current best management practices.	Ongoing Ongoing	<ul style="list-style-type: none"> • Organize and administer seminars in the areas of animal husbandry and farm management. • Provide readily accessible information via MSA media resources. Direct members towards appropriate resources the MSA cannot directly provide itself.
6.3) An effective and knowledgeable board of directors.	Ongoing Ongoing Ongoing 2013	<ul style="list-style-type: none"> • Annual reminder of appropriate parliamentary procedure. • Annual briefing on current and ongoing policy and program. • Organize seminar for board behaviour/ privacy etc.
6.4) Competent Administrative Staff	Complete	<ul style="list-style-type: none"> • Facilitate education and up grading of staff where appropriate. Eg, website maintenance

Actions 7 – Governance

Strategic Objective: Execution of decision making and related activities in an organized and professional manner.

Goals	Target Date	Performance Indicator
7.1) Facilitate effective and efficient governance through board meetings and policy development	Ongoing	<ul style="list-style-type: none"> • Adherence to proper parliamentary procedure in all meetings
	Ongoing	<ul style="list-style-type: none"> • Effect clear and concise motions with clear majority support
	Ongoing	<ul style="list-style-type: none"> • Deference to Chair in matters of timeliness.
	Ongoing	<ul style="list-style-type: none"> • Re-visit any and all incomplete actions or tabled agendas before advancing to new business until such items are addressed with complete satisfaction.
7.2) An effective executive unencumbered by excesses above and beyond the reasonable expectations of a volunteer.	Ongoing	<ul style="list-style-type: none"> • Establish concise responsibilities of board executive; Chair, Vice-Chair, Treasurer.
	Ongoing	<ul style="list-style-type: none"> • Ensure sufficient support of the executive by the board as a whole.
7.3) Effective Board Activity	January 2013	<ul style="list-style-type: none"> • Assignment of committees and associated chairs as deemed appropriate.
7.4) Maintenance of a Comprehensive and Effective Business Plan	Ongoing	<ul style="list-style-type: none"> • Annual review of business plan prior to AGM to ensure alignment with current policy and goals.
	Ongoing	<ul style="list-style-type: none"> • Summarization of business plan at AGM with subsequent posting

	Ongoing	to website.
	Ongoing	<ul style="list-style-type: none">• Add the up keep of the business plan into the job description for the manager.• Constitutional amendment requiring an annual review of the business plan.