



Canadian 
Meat Goat

A S S O C I A T I O N

canadienne de la
chèvre de boucherie

Canadian Meat Goat Association

STRATEGIC PLAN
2020-2024

February 2020

Introduction

The CMGA's Strategic Plan sets a direction for the Canadian Meat Goat Association for the next four years. It will serve as a guide to both the Board of Directors and the CMGA Membership, as well as all interested external stakeholders.

The plan is the product of a participatory planning process that included:

- a review of SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis done by CMGA board members.
- a self-assessment of board of directors' governance roles and responsibilities fulfillment, effectiveness, and support.
- a reassessment and review of the previous strategic plan (2014), including mission and vision statements.

Some results from the SWOT analysis

A SWOT analysis is a study undertaken by an organization to identify its internal strengths and weaknesses, as well as its external opportunities and threats. It permits to build the planification on strengths and opportunities, to develop goals and objectives to improve weaknesses and to determine how best to respond to identified threats.

Main Strengths

- The Association is responsible financially and well organized.
- The Association offers programs and services adding value to membership.
- The Board is composed of a diverse representation of industry members across the country which ensures to have a variety of knowledge and experience.
- Board members work well together and are in favor of pooling resources with other goat organizations.
- Board members always remember to keep the best interest of the meat goat industry and its members first and always.

Weaknesses

- The industry members not being fully aware of all the support and efforts of the CMGA board which leads to dissatisfaction among members who have the impression that the association is not working for their best interests.
- The decline in membership and registration activities leading to a decrease in revenue because of a lack of income diversification.
- The lack of judges and classifiers.
- The association's mission regarding breeders training is missing.

Opportunities

- The opportunity for the goat meat industry to expand in both number of goats and members to produce more goat meat and breeding stock to help fill the demand.
- Openness of livestock industry stakeholders to working together to connect and share resources.
- The trend to healthy/natural eating, taste discoveries, exotic meats, offering growth potential for goat meat demand.
- The development of technology, and people wanting to use it.

Threats

- The increasing prices of registering goats are increasing costs of goat farming and reducing the producer's income and financial viability.
- The CLRC fees increases coupled to decreases in registrations and memberships are affecting CMGA's financial results and therefore the ability to submit a balanced budget.
- The animal welfare concerns from goat producers and from the population in general.
- The instability of the industry due to producers entering and exiting all the time, and to the relatively small numbers of goats most people tend to keep.

Planning Background

The Canadian Meat Goat Association

In 1995, the Canadian Boer Goat Association was officially incorporated by Agriculture Canada under the Animal Pedigree Act, with official by-law approval coming in 1996. This approval provided sole authority as the only association approved to register Boer and Boer-cross goats in Canada. Eventually the CBGA began self-registry out of the Association office in Glenwood, Alberta.

In 2001, the Association office was relocated to eastern Ontario, and bilingual services became available to Franco-phone producers. Since then, the Association has been working hard to offer all its written materials, including the quarterly Canadian Meat Goat Journal and the website, in both official languages.

In 2004, the membership of the CBGA voted to change its name to the Canadian Meat Goat Association (CMGA) and to expand its mandate to the broader meat goat industry in Canada. Since then, the Association has been developing educational and marketing tools for both commercial meat goat and purebred seed stock producers.

In 2009, the Association office was relocated to Saskatchewan, and the Canadian Livestock Records Corporation (CLRC) in Ottawa was contracted to process registrations and memberships.

In 2013, the CMGA received official approval from Agriculture Canada to become the only registering body for Kiko goats in this country.

In February 2016, the CMGA joined the Livestock Alliance and the office was relocated to Guelph, Ontario. Veal Farmers of Ontario, Ontario Goat and the Canadian Goat Society were the other partners in the Alliance.

At the end of 2017, the CMGA and the Alliance decided to separate by mutual agreement. The office was relocated to Quebec.

On October 10, 2018, the Association turned 25 years old. The Association owes a tremendous debt of gratitude to the early pioneers of the Boer goat industry in Canada. Untold hours of volunteer labor and expense were donated to establish an organization and structure upon which to build the future industry. To this day, the Association depends on the commitment of its volunteer Board and committee members, who keep its many programs running.

The Canadian goat industry

The goat industry is one of the fastest growing sectors of the Canadian agriculture sector. It is estimated that this trend will continue, as the ethnic population grows and as consumers are looking for healthier alternatives and more variety in their diets. According to AAFC's Quarterly report, goats' slaughter shows increases in Federal and Provincial abattoirs. Indeed, from 2017 to 2018, slaughtering increased by almost 18%. So, there is a huge opportunity for Canadian goat producers to continue growing this emerging market.

Vision and Mission

CMGA Vision

A long term profitable Canadian meat goat industry where meat, dairy, and fibre interests work together locally, provincially, and nationally for the growth and development of the meat goat industry.

CMGA Mission

The Canadian Meat Goat Association supports the development of a profitable meat goat industry in Canada by providing animal registration, industry promotion and education for the membership.

Action Plan

The action plan revolves around six strategic goals related to the issues set out above.

- Goal #1:** to increase the use of technology for the association's daily business, to keep in touch with members and offer them new business management opportunities.
- Goal #2:** to update / enhance current CMGA programs to provide better value and members' uptake.
- Goal #3:** to promote producers education.
- Goal #4:** to ensure the continued financial stability of the Canadian Meat Goat Association.
- Goal #5:** to promote animal welfare.
- Goal #6:** to promote goat meat.

Strategic Goals

Goal #1: to increase the use of technology for the association's daily business, to keep in touch with members and offer them new business management opportunities.

Strategic objective 1.1 - Redesign website

Priority Actions:

- Contact the website service provider to setup the new infrastructure of the website. Make sure it includes online payment, members space, online version of the Canadian Meat Goat Journal, link to CLRC for online registration and online membership
- Choose content to keep / to remove from old website
- Create new content

Outcomes:

- Added CMGA membership value
- Increase in Meat Goat Journal subscriptions
- Increased efficiency of GM work
- Increased traffic on the CMGA website

Lead: General Manager

Timeline: 2020-2021

Strategic objective 1.2 - Increase communication with our members and the industry in general through social media and mass mailing

Priority Actions:

- Use Facebook as an informative tool to reach our members and potential members
- Establish a calendar for subjects to be published throughout the year
- Follow stakeholders relevant to the meat goat and small ruminants sector in general and share their articles, videos, podcasts, and other publications with our members and on our Facebook page
- Use Facebook as a teaser to get movement on the CMGA website and increase attendance to webinars
- Use trailer from full video training to get people to attend our seminar or full videos
- Use mass mailing for useful tips

Outcomes:

- Added CMGA membership value
- Increased visibility for the association
- Decrease in postage/ mailing costs for the association
- Support goal #5 and #6

Lead: Anna Haupt

Timeline: 2021-2024

Strategic objective 1.3 – Find and / or develop / promote a goat herd management application¹

Priority Actions:

- Find existing applications and see if they would be suitable for usage for meat goat herds
- Figure out how we are going to feature it to our members
- If we have the application developed, figure out cost and make a budget including sale price and how to recoup costs
- Determine who has the ownership

Outcomes:

- Support goal #3
- Added CMGA membership value

Lead: Sarah James

Timeline: 2021-2022

1. This strategic objective was put aside at the 2022 Strategic Planning Review. The CMGA board felt that there was not enough interest at this time.

Strategic Objective 1.4 – Set up electronic registration system

Priority Actions:

- Contact CLRC about logistics of setting up electronic registration
- Bring proposal to CMGA board for approval
- Follow procedure for any necessary amendments to CMGA bylaws

Outcomes:

- Increased income to the CMGA through increased registrations and memberships
- Added value to CMGA memberships and increased retention of new entrants into the industry by simplifying the registration process
- Possibility of cost savings to members

Lead: General Manager

Timeline: 2022

Goal #2: to update / enhance current CMGA programs to provide better value and members' uptake.

Strategic objective 2.1 – Review the actual CMGA judges training program procedure to obtain a full CMGA judging licence.

Priority Actions:

- Organise a judges' meeting to throw some ideas around about online judges training and CMGA judges program review
- Seek for judges input or implication to review the program or organise online training
- Review the training program and revise judges training for judges in other species such as dairy goats, sheep, and beef cattle
- Seek partnership with CGS for dairy judges who would like to get trained for judging meat goats
- Set up an online judges training program

Outcomes:

- Be able to welcome more CMGA licenced judges especially in area of the country where there are none
- Lower costs for fair organisations
- More CMGA sanctioned shows

Lead: Brianna Miller

Timeline: 2021-2022

Strategic objective 2.2 – Review the actual CMGA type evaluators' training protocol to be able to qualify more evaluators

Priority Actions:

- Review the training program and revise type evaluators training for evaluators in other species such as dairy goats, sheep, and beef cattle
- Seek partnership with CGS for dairy goats evaluators who would like to get trained for evaluating meat goats
- Update actual evaluation tools

Outcomes:

- Decrease in type evaluation costs for the CMGA
- Being able to offer more local type evaluation services
- Relief for Ian and Barbara
- Increased participation in TE program

Leads: Rob Schill, Kerry O'Donnell

Timeline: 2021-2022

Strategic objective 2.3 – Find an alternative to the actual GHIP program

Priority Actions:

- Contact Ken Andries to see if and how the data could be transferred to another management in Canada
- Seek for a partner to administer the program in Canada

Outcomes:

- Relief for Ken Andries
- Possibility for the association to continue to offer the program
- Increased participation in GHIP program
- Added value to membership
- Increase in membership

Leads: Rob Schill, Brianna Miller

Timeline: 2022-2023

Goal #3: to promote producers education

Strategic objective 3.1 - Set up webinar training for producers

Priority Actions:

- Find a webinar platform which supports videos and trainings
- Find speakers and / or videos which can provide webinar training
- Determine the cost of webinars for CMGA and for members/producers

Outcomes:

- Create an additional source of income for the CMGA
- Allow and provide members / producers with knowledge retention
- Provide education to producers to increase industry success rate

Leads: Jasmin Bautz, Brianna Miller

Timeline: 2022-2023

Goal #4: to ensure the continued financial stability of the Canadian Meat Goat Association

Strategic Objective 4.1 – Continue to balance the CMGA budget every year

Priority Actions:

- Monitor income and expenses closely to ensure a balanced budget
- Find new sources of revenue for the association

Outcomes:

- Maintain CMGA's financial stability
- Ensure CMGA can support projects in the goat industry

Leads: Jasmin Bautz (treasurer), General Manager

Timeline: 2020-2024

Strategic Objectives 1.1, 1.4, 2.1, 3.1 also respond to Goal #4.

Goal #5: to promote animal welfare

Strategic Objective 5.1 - Disseminate the information found in the Code of practice for care and handling of goats and other research results pertaining to animal welfare

Priority Actions:

- Follow up the course of the publication of the goat code
- Connect with researchers around the world who publish information about goat welfare
- Publish the information in the Meat Goat Journal and other media such as Facebook

Outcomes:

- Better public consumers perception of the association and goat meat in general
- Allow producers to implement improved practices which ultimately improves the welfare of goats and viability of operations

Leads: Brianna Miller, Sarah James, Anna Haupt

Timeline: 2022-2024

Goal #6: to promote goat meat

Strategic Objective 6.1 – Advertise on the CMGA website who is selling goat meat amongst our members

Priority Actions:

- See with CLRC how they could catch the information on the new members registration form and on the membership renewal form
- Display the information on the CMGA website

Outcomes:

- Added value to membership
- Less calls to the office and more calls directly to the sellers
- More demand for goat meat
- Increased meat sales for our members resulting in healthier enterprises

Leads: General Manager

Timeline: 2021-2022

Strategic Objective 6.2 – To give more options to the consumer for goat meat consumption

Priority Actions:

- Create a recipe bank using goat meat
- Share recipes in our journal and on our Facebook page
- Explain benefits of goat meat compared to other meats
- Create / find videos of how to cut and cook goat meat

Outcomes:

- Increase general awareness for goat meat
- Increase goat meat consumption
- Potential to increase revenues of meat goat producers
- Potential to increase revenues for the CMGA linked with more advertisement from members wanting to sell their meat

Leads: Sarah James, Rob Schill, Anna Haupt

Timeline: 2021-2024