

**Goal 1: Develop a full spectrum of beneficial accessible markets based on utilization of the whole animal.**

**Strategy: Identify and develop market avenue sand resources**

Identify and compile a database on key stakeholders including marketers, processors, wholesalers, other agricultural organizations and sister organizations across North America.	Executive Director Office Staff Membership	H
Survey membership to gather list of contacts for products.	Board of Directors, Membership Office Staff Executive Director	H
Compile a database of contacts, addresses, product interests and/or duties performed.	Executive Director Office Staff	H
Draft a letter to introduce the AWMDA and suggest the willingness to work with key stakeholders, requesting information on desired product characteristics, and potential market obstacles.	Executive Director Office Staff	H
Follow- up on call backs, collect additional information and add to database	Executive Director Office Staff	M
Summarize information collected and relay to membership	Executive Director Board of Directors Office Staff	M
Work with industry to develop minimum standards which will grow and maintain industry markets	Board of Directors Membership	H
Work with government and industry to alleviate or eliminate trade barriers and obstacles	Executive Director Board of Directors Membership	H

**Strategy: Develop venison and co product markets based on current and future inventories**

Investigate and identify private enterprise which is willing to work with industry to expand at a steady and progressive rate to develop and maintain markets	Executive Director Board of Directors Membership Government	H
Research product regulations and relay information to membership	Executive Director Board of Directors Office Staff	H
Work to alleviate or eliminate trade barriers in relation to venison and co-products	Executive Director	H
Work with the pet food industry to utilize trim and available offal	Executive Director	H
Identify and approach other organizations to help increase product supply (fruit growers, bison, elk, fish growers)	Executive Director Office Staff	H
Establish standards for carcass grading, body condition scoring etc	Executive Director Outside Resources Government	H,M
Perform composition analysis on venison and co products	Executive Director Government Outside Resources	M

***Increase consumer awareness and confidence in relation to deer products***

Research consumer demand studies and circulate to membership	Executive Directors Board of Directors Membership	M
Research and make available current nutritional information on venison in comparison to other meats.	Executive Director Board of Directors Office Staff Membership	H,M
Work with colleges to develop preparation workshops for chefs	Executive Director	H
Collect, prepare and publish recipe and cooking information	Executive Director Board of Directors Office Staff Membership	M,L
Research and identify value-added products which may have market potential	Executive Director Board of Directors Office Staff Membership	M
Work with other industries to piggyback on ideas i.e. fruit and venison jerky (pemmican)	Executive Director Office Staff	M
Identify and attend high profile tradeshow in relation to venison promotion	Board of Directors Office Staff Membership	M
Co-host theme dinners in communities in conjunction with other diversifies livestock industries	Executive Director Board of Directors Office Staff Membership	L
Participate in projects such as “Dine Alberta”	Board of Directors Office Staff Membership	H
Prepare and distribute brochures to agricultural offices, libraries, and companies/farms relating to venison and co products	Executive Director Board of Directors Office Staff Membership Outside sources	M
Prepare and distribute list of available resources to members and other interested parties to aid with product development, marketing etc	Executive Director Office Staff Government	H

***Facilitate market development, quality assurance, and marketing in relation to venison and co products***

Launch Association owned marketing company to market product for producers	Executive Director Board of Directors Office Staff Outside Resources	H
Work with key stakeholders to develop workshop on proper processing techniques	Executive Director Office Staff Outside Resources Government	H
Work with marketers, restaurants, specialty stores etc to develop products that will meet their consumer demands and expectations	Executive Director Office Staff	H
Work with producers to develop criteria for “ approved farm” status for selling product	Executive Director Board of Directors Membership	M
Liaison with processors of co products to facilitate raw or finished product sales	Executive Director Office Staff	H

***Increase sales of trophy animals***

Identify areas in North America which allow harvesting of animals and key contacts in each area	Executive Director Office Staff	H
Compile a list of North American harvest preserve operations, locations, and contact information.	Executive Director Office Staff	H
Work with harvest preserves in various areas to determine value of animals and to better understand client needs/desires. Make information available to producers	Executive Director Board of Directors Office Staff Membership	H
Work with producers to determine availability and status of animals and farms	Board of Directors Office Staff Membership	H
Host workshops on antler scoring and field scoring	Board of Directors Membership	M
Continue to work towards legalization of harvest preserves in Alberta	Executive Director Board of Directors Office Staff Membership	H
Develop public relations package on harvest preserves	Executive Director Board of Directors Membership Outside Resources	M

***Increase markets for breeding animals, semen and embryos***

Identify and publish desirable characteristics of deer for the breeding, trophy and venison industry	Executive Director Board of Directors Office Staff Membership	M
Compile, publish, and distribute information on Alberta genetics	Executive Director Board of Directors Office Staff	M
Work with other organizations to develop a deer registry/pedigree system	Executive Director Outside Resources	L
Work with national cervid organization and governments to reduce or eliminate barriers for exporting semen, embryos and breeding stock	Executive Director	H
Compile a directory of Alberta genetics and publish on the website and in paper form	Executive Director Board of Directors Office Staff Membership	M
Develop information packages that outline the benefits to using AI technology	Executive Director Board of Directors Outside Resources	H
Enlist the support and cooperation of AI technicians to promote the industry both domestically and abroad	Executive Director	M

***Develop markets for tourism related activity***

Develop a deer producers handbook that includes “Best Management Practices” which includes information relating to the risks associated with tourism opportunities	Executive Director Board of Directors Office Staff Membership Outside Resources	H
Distribute to producers and publish on the website the “Code of Practice for Farmed Deer”	Executive Director	H
Compile and distribute information on diseases and parasites that affect deer and methods of prevention/treatment including vaccination practices and intervals.	Executive Director	M
Provide information to producers on avenues available for producers when in need of aid to care for their animals	Board of Directors	M

***Inform producers of world health concerns in relation to disease monitoring, control, eradication, and human health. Develop methods to mitigate trade impediments as a result.***

Investigate, compile and relay available information to producers on standards of trading jurisdictions	Executive Director Board of Directors Office Staff	H
Examine recent surveys and studies done by professionals to clarify consumer demands and relay to membership	Executive Director Board of Directors Office Staff	M
Identify disease concerns in other jurisdictions and work towards mitigation or improved farm practices	Executive Director Board of Directors Office Staff	M
Relay the importance of bio-security measures, “status” for disease monitoring and on-going herd management and record-keeping		M

***Optimize production efficiency***

Investigate existing literature and compile database	Executive Director	M
Develop a list of potential research projects that would optimize production	Executive Director Board of Directors Membership	M
Obtain funding for research and identify personnel to conduct research. Ensure agreement states results belong to the Association and that results are published if desired	Executive Director	M
Examine current feeding practices to determine potential areas for increased efficiencies	Executive Director Board of Directors Membership	M

***Goal 2: Expand the opportunities available to producers for market access and to ensure optimum production levels and efficiencies.***

***Promote and maintain herd health and animal welfare***

Develop a deer producers handbook that includes “Best Management Practices”	Executive Director Board of Directors Membership Outside Resources	H
Distribute to producers and publish on the website the “Code of Practice for Farmed Deer”	Executive Director Board of Directors Office Staff	H
Compile and distribute information on disease and parasites that affect deer and methods of prevention	Executive Director Board of Directors Office Staff Outside Resources	M
Work with Alberta Agriculture and Alberta Farm Animal Care Council to develop protocols for distressed animals and dispersal of animals when markets are restricted.	Executive Director AFAC Government	M
Compile and distribute lists of vaccines and medications that are approved for deer.	Executive Director Outside Resources Office Staff	M
Provide information to producers on avenues available for producers in need of aid to care for their animals.	Executive Director Board of Directors Office Staff Outside Resources	M

***Inform producers of world health concerns in relation to disease control, eradication and human health. Develop methods to mitigate trade impediments as a result***

Investigate available information on disease control, eradication and human health risks in relation to the deer industry and relay to the membership.	Executive Director Board of Directors Office Staff Outside Resources	L
Explore standards of other countries and make information available to producers.	Executive Director Board of Directors Office Staff Outside Resources	L
Examine recent surveys done by professionals to clarify consumer demands and relay to membership	Executive Director Board of Directors	M
Identify disease concerns of importing jurisdictions and subsequent barriers. Work towards mitigation	Executive Director Board of Directors Membership Government	M
Relay the importance of bio-security measures, “status” for disease monitoring and on-going herd management and recordkeeping.	Executive Director Board of Directors	M

***Optimize production efficiency***

Investigate if literature has been published on any areas of this subject	Executive Director	H
Develop a list of potential research projects that would optimize production	Executive Director Board of Directors Membership	M
Obtain funding for research and identify personnel to conduct research. Ensure agreement states results belong to the Association. Ensure results are published	Executive Director Board of Directors	M
Identify and publish a list of desirable characteristics of deer for the breeding, venison and trophy markets	Executive Director Board of Directors Membership Outside Resources	M
Examine current feeding practices and investigate potential to research more efficient feeding techniques and ingredients.	Executive Director Board of Directors Membership Outside Resources	M

***Goal 3: Increase confidence and awareness of the industry and of the Association principles, values and ethics***

***Develop, implement and publish a communications plan***

Develop and publish Association key messages	Executive Director	H
Develop literature and guidelines for publication and circulation of the key messages to the membership and general public	Executive Director Board of Directors Membership	H
Compile a list of all media outlets including television, radio and newspapers	Executive Director Office Staff	H
Compile a listing of all provincial MLA's and develop an information package about the industry.	Executive Director Board of Directors	H
Actively promote the industry and the Association by writing press releases on success stories and pertinent events.	Board of Directors Membership	M

***Provide information and training to industry advisors***

Undertake "train the trainer" sessions to ensure agricultural advisors and consultants have the knowledge, skills and materials to assist deer farmers.	Executive Director Outside Resources	M
Prepare complete training and information packages for use by the advisors.	Executive Director Outside Resources	M
Prepare professional presentation materials (overhead and handouts) for use by those promoting the deer industry.	Executive Director Board of Directors Membership Outside Resources	M

***Goal 4: Create a self-sufficient, effective organization that instills confidence in the Association and its members, with strong government relations that pursues the current and future needs of the industry.***

***Raise funds to finance Association initiatives***

Prepare a five year budget for the inclusion in the Business Plan	Executive Director Board of Directors	H
Expand membership to increase revenues from fees	Board of Directors Membership	H
Undertake fund-raising activities that include: <ul style="list-style-type: none"> <li>• Auctions and sales</li> <li>• Seminars and workshops</li> <li>• Conferences and sale of materials</li> <li>• Grants, donations, sponsorship and matching funds</li> <li>• Sales of manuals, books and other items</li> </ul>	Board of Directors Membership Outside Resources	M

***Increase participation of members and external resources***

Actively recruit members and external experts to serve on the Board and committees	Board of Directors Membership Executive Director	H
Remove obstacles to participation, e.g. weekend and virtual meetings	Board of Directors	H
Provide recognition and rewards to people who have contributed to the Association	Board of Directors	M
Compile a list of expertise available to Association, and involve these people as necessary	Executive Director Board of Directors	M

***Enhance the effectiveness of the Board. Executive, staff and committee members***

Develop orientation materials and sessions for new Board members	Board of Directors Executive Director	H
Provide workshops and learning opportunities to Board members, Executive and staff in leadership and effective management of not-for-profit organizations.	Board of Directors	M
Provide media training for the Board, Executive and staff and interested members.	Board of Directors	M
Develop, follow, and update this Business Plan	Executive Director Board of Directors Membership	H
Review zone organization structure, composition and operations.	Board of Directors Membership	H
Implement a suggestion box and invite constructive suggestions at the conference, through newsletter and the website.	Board of Directors	H
Provide support staff to ease the workload of the Board and Executive	Board of Directors	H

***Goal 5: Inspire confidence in the future of deer farming by supporting member producers, encouraging confirmation from key stakeholders, encouraging new producers and investment, and demonstrating the potential of the industry in Alberta.***

***Make potential deer farmers aware of the opportunities and benefits of deer farming***

Publicize the industry through articles and ads in the media	Executive Director Board of Directors Membership	M
Have booths at agricultural trade shows	Board of Directors Membership	M
Develop and distribute an information package on deer farming	Executive Director Board of Directors Office Staff	M
Compile and publish statistics and data on deer farming	Executive Director	M
Develop a professional presentation package that can be used by the Association to promote the industry at meetings and other agricultural events	Executive Director Outside Resources	M
Provide workshops, seminars and farm tours through the Association, and in cooperation with other organizations.	Board of Directors Membership Executive Director Outside Resources	M
Use the internet to provide education, and information through discussion forums, online presentations and chat forums	Executive Director Outside Resources	L

***Provide production and management advice, information and support to new deer farmers.***

Prepare a deer farmer's handbook and checklist	Executive Director Board of Directors Membership	H
Use the internet to provide education, and information through discussion forums, online presentations and chat forums	Executive Director Board of Directors	L
Undertake "train the trainer" sessions to ensure agricultural advisors and consultants can assist deer farmers.	Executive Director Outside Resources	M

***Identify capital available for farmers to enter the industry and expand operations.***

Develop and make available a business plan template for deer farms.	Executive Director Board of Directors Outside Resources	M
Prepare and distribute a cost and return analysis on deer farming.	Executive Director Board of Directors Outside Resources	M
Compile and make available a list of deer-friendly bankers and lenders	Board of Directors Membership	M
Prepare an information package that can be used to inform and attract potential investors	Executive Director Board of Directors Outside Resources	M
Hold workshops for bankers and interested people with agricultural backgrounds as to why they should invest in the deer industry	Executive Director Outside Resources	M

***Encourage other key stakeholders to support and assist the deer farming industry***

Compile a database of important stakeholders(e.g. government sectors economic development, livestock organization etc) and potential contributors to the deer industry	Executive Director	H
Have regular meetings with stakeholders to keep them informed and gain their support and assistance	Executive Director	H
Invite representatives from other stakeholder groups to attend regional meetings and conferences	Executive Director	M
Send out complementary copies of the newsletter to key individuals and groups	Executive Director Office Staff	M
Invite and involve local people (e.g. politicians) in deer industry events.	Executive Director Board of Directors Membership	H

***Inspire confidence in the future of the deer farming industry in Alberta***

Compile and publish a “story” on the past and future of the deer industry.	Executive Director	L
Collect and publish success stories about deer farming	Board of Directors Membership Executive Director Office Staff	M
Promote deer events to the general public	Board of Directors Membership	M
Compile and publish statistics on the deer industry	Executive Director Office Staff	M
Develop and implement a Code of Ethics for the Association and its members	Executive Director Board of Directors	H

***Provide information, training and learning opportunities to existing and new deer farmers.***

Develop and run seminars and workshops directly through the Association, and in cooperation with the private sector, government departments and agricultural colleges.	Executive Director Board of Directors Membership Outside Resources	H
Prepare and distribute manuals, videos, and other learning materials related to effective deer farming.	Executive Director Membership Office Staff Outside Resources	H
Make use of the AWMDA website to provide information and online learning opportunities	Executive Director Office Staff	H
Create a network of experienced deer farmers who are available to help new producers e.g. mentors.	Board of Directors Membership	H
Develop a deer farmer's library of useful and relevant information that is readily accessible.	Executive Director	M

***Make accurate and positive information available on the industry and its products to the general public.***

Encourage all deer farmers in all regions of the province to offer farm tours to tourists, local public and school children, university students etc.	Board of Directors Membership Outside Resources	M
Prepare and distribute brochures about the deer industry.	Executive Director Office Staff	M
Participate in general consumer trade shows to make aware of the industry and deer products such as venison	Board of Directors Membership	M
Develop and publish information on the AWMDA website.	Executive Director Office Staff	M

***Identify research and development priorities for the next 5 years***

Develop a list of research projects and circulate among membership and other agencies for feedback	Executive Director Board of Directors Office Staff Membership Outside Resources	H
Update and revise the research priorities on an annual basis	Executive Director Board of Directors Office Staff Membership Outside Resources	M

***Find and obtain the funds, researchers, facilities and animals to conduct the research***

Advertise for and compile a list of researchers and organizations that are interested in deer research	Executive Director Outside Resources Office Staff	H
Obtain commitments and cooperation from deer farmers to participate and provide animals for research projects.	Board of Directors Membership	H
Identify internal and external sources of funding and submit applications on a project/initiative basis.	Executive Director Outside Resources	H

***Implement procedures and systems for managing the research program***

<p>Establish working group to prepare procedures to:</p> <ul style="list-style-type: none"> <li>• receive and approve applications for research projects</li> <li>• disburse and account for funds spent</li> <li>• define ownership rights</li> <li>• Ensure Association gets appropriate deliverables.</li> <li>• Provide suitable status/progress reports.</li> </ul>	Membership	H
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***Ensure the research and development results get to the people that need to know.***

Require researchers to publish and/or present results	Board of Directors	H
Issue news releases to media when research results are out.	Executive Director Board of Directors Office Staff	M
Summarize research results at annual convention	Board of Directors Outside Sources	M
Make available copies of research report to members and industry experts/advisors	Board of Directors Office Staff Executive Director	M