



Business Plan (2016-2021)

Canadian Sheep Breeders' Association

March 18th, 2016

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VISION

To provide the best purebred sheep genetics to the Canadian sheep industry and to the world

MISSION

To represent all Canadian sheep breeders by providing leadership aimed at insuring the integrity and genetic advancement of purebred sheep through cooperative work among all levels of government and industry-related organizations, both domestic and international, to enhance the viability, growth and prosperity of the Canadian sheep industry.

OBJECTIVES

To Represent:

- by presenting a unified voice for purebred sheep breeders aimed at the sustainability and growth of the Canadian sheep industry;
- the purebred sheep industry in support of our industry partners;
- by providing a high level of communication across the Canadian purebred sheep industry.

To Lead:

- the sheep industry into proactive change;
- in breeding, selecting and supplying superior purebred sheep genetics;
- by providing a clear, transparent and visible governance structure for the Canadian purebred sheep industry.

To Enhance:

- by executing the industry strategy for viability and growth;
- by supporting purebred sheep breeders in raising the profile of the Canadian sheep industry, both nationally and globally;
- by promoting the Canadian purebred sheep industry for both domestic and international market access.

ACTIONS 1 - COMMUNICATION

Strategic Objective:

To ensure communication linkages and activities with those who have a vested interest in viability and growth of the Canadian purebred sheep industry:

Goals	Target Date	Performance Indicator
1.1) develop and maintain the CSBA website:	Ongoing Ongoing	<ul style="list-style-type: none"> • Update as required (at minimum bi-monthly) • Finish website creation (links to industry partners: CLGA, CFIA, CCWG, CSF, CEPOQ, Scrapie Canada and provincial associations) • Add standard policies • Schedule of GenOvis course dates • List of export requests
1.2) develop an email based newsletter for the CSBA:	Ongoing Month following conference calls	<ul style="list-style-type: none"> • CSBA Quarterly e-newsletter (provincial directors to send reports if needed) • Insert information in provincial newsletters (information taken from our Quarterly Newsletter) • Work with CLRC to add newsletter link to their website • Place “call for nominations” in fall newsletter for balloted provincial elections • publish directors every January
1.3) maintain regular contact with provincial, national and international industry partners:	Ongoing	<ul style="list-style-type: none"> • Maintain conference calls with CSF, CCWG, CLGA, Scrapie Canada and CEPOQ • Participate in the Sheep Value Chain Roundtable meetings • Maintain regular contact with Government: AAFC-agriculture and agri-food Canada, CFIA-Canadian food inspection agency, DEFIAT –foreign affairs and international trade Canada, MAS-marketing access secretariat, provincial and federal ministers, etc. • Maintain regular contact with provincial associations & individual producers and breeders
1.4) Promotion:		<ul style="list-style-type: none"> • Ads in magazines, journals as required

	Completed 2015 Completed Completed 2017 Ongoing Ongoing	<ul style="list-style-type: none"> • trifold or single sheet pamphlet (similar to banners) that can be used for promotion • Create welcome letter/pamphlet (through CLRC) • Print additional pull-up banners and distribute to provinces • Pens • Implement annual picture contest • Support provincial 4-H shows • Support Royal Agricultural Winter Fair and Agribition • Develop extensive promotion package, including social media, transfer education, ads for magazines, build demand in US
1.5) Bilingualism	Ongoing	<ul style="list-style-type: none"> • Business Plan • Website • Constitution • Translate pull-up banners • Scholarship application

ACTIONS 2 – BUSINESS DEVELOPMENT

Strategic Objective:

To provide leadership to the Canadian purebred sheep industry in the promotion of market opportunities nationally and internationally:

Goals	Target Date	Performance Indicator
2.1) Work with industry partners (Scrapie Canada and CSF) in lobbying for open borders with other countries:	Ongoing Ongoing Ongoing	<ul style="list-style-type: none"> • Progressing towards open borders (number of countries we have export/import protocols with...see CFIA website) • Request to the CFIA website to keep information updated • Support CLGA, MAS • Encourage full traceability of all small ruminants • Support Scrapie eradication strategic plan
2.2) Expand the CSBA membership base:	Ongoing	<ul style="list-style-type: none"> • Educate producers on the value of transferring registration papers • Continue work with the Katahdin Assoc.
2.3) prioritize and target national	Ongoing	<ul style="list-style-type: none"> • All Canada Sheep Classic success

<p>markets for Canadian sheep genetics:</p>	<p>2016</p>	<p>(increase in sale average and numbers)</p> <ul style="list-style-type: none"> • Number of transfers to commercial producers • Request to have GenOvis certificates altered (no pedigree) • Research option of having GenOvis information added to online registration papers
<p>2.4) prioritize and target international markets for Canadian sheep genetics:</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> • Increase in number and value of purebred sheep exports • Update list of most important countries for export supplied to MAS (work with CLGA potential opportunities) • CLGA – annual conference call and regular contact during the year • Forward export requests to approved list of contacts and list requests on website • Director to sit on ShVCRT market access working group
<p>2.5) develop a strategy for the improvement of purebred sheep genetics:</p>	<p>2017</p> <p>2015</p> <p>2014</p> <p>2016</p> <p>Completed</p> <p>Ongoing</p> <p>Ongoing</p>	<ul style="list-style-type: none"> • Review CEPOQ's classification guide/images/poster • Conformation evaluation • Breed standards • Update/develop scorecard • Create list of available judges • Courses in judging and procedures • Co-applicant for inbreeding study with CEPOQ • Foreign association review and protocol for evaluating new requests • Equal partnership in the support of GenOvis
<p>2.6) develop a business model for the All Canada Classic:</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> • Planning guide (consistency at every Classic) • Develop a Sponsorship/Advertising model • Add evaluation process for each Classic organizing committee

ACTIONS 3 – FINANCIAL MANAGEMENT

Strategic Objective:

To develop the capability and processes aimed at attracting a broad range of public and private funding in support of CSBA initiatives:

Goals	Target Date	Performance Indicator
3.1) Implementation of the CSBA's annual Business Plan:	Ongoing	<ul style="list-style-type: none"> • Annual review: ½ day following board meeting (Friday afternoon); all directors present
3.2) Improve the performance of CSBA in managing its revenue and obtaining funding:	Ongoing	<ul style="list-style-type: none"> • Balanced budget and books • Find best rates for maturing GIC's and inform board prior to reinvestment
3.3) Partner with industry affiliates in identifying the sources of potential funding (both public and private):	Ongoing	<ul style="list-style-type: none"> Ñ Communication, operation and funding agreements for projects (CSF, Scrapie Canada, CEPOQ, CCWG)
	Ongoing	<ul style="list-style-type: none"> Ñ Provide financial support to research initiatives
3.4) Review of budget and financial statements (quarterly)	Ongoing	<ul style="list-style-type: none"> Ñ Quarterly year-to-date statement to be included in conference call package (compare to previous 2 years)
3.5) Allocate finances to research	Ongoing	<ul style="list-style-type: none"> Ñ 10% of net income from CLRC each year

ACTIONS 4 – INFORMATION MANAGEMENT

Strategic Objective:

To develop a process to gather, analyze and relay relevant information to producers and those with vested interests on production and market related issues:

Goals	Target Date	Performance Indicator
4.1) Provide market data for sheep genetics:	Ongoing	Ñ Classic statistics (all numbers – ex. 2010)
4.2) Develop the ongoing means to collect feedback from producers and incorporate into market promotion:	Ongoing Ongoing	Ñ Be present at sales, meetings, information days Ñ Online Classic entries Ñ Genovis participants list on website Ñ National GenOvis awards process Ñ GenOvis testimonials
4.3) Develop tools for the better use of the CLRC sheep database:	Ongoing Ongoing Ongoing	Ñ Registration and transfer statistics Ñ Breeder, producers buying, etc. Ñ Links to GenOvis Ñ Review registrations and transfers statistics/unit price Ñ Inbreeding study link • ET/AI registration numbers • Develop list of services for implementation in the next 6 months

ACTIONS 5 – HUMAN RESOURCE MANAGEMENT

Strategic Objective:

Goals	Target Date	Performance Indicator
5.1) Creation of job description for General Manager of CSBA	Periodic review	<ul style="list-style-type: none"> • Job description completed
5.2) High performing staff	Ongoing Ongoing Annually	<ul style="list-style-type: none"> • Prepare procedure manual <ul style="list-style-type: none"> ○ AGM hosting ○ Classic hosting ○ Executive committee election • Update job description and circulate • GM evaluation: Discuss protocol with the president • Monthly update emailed to directors
5.3) Ensure robust, responsive and sustainable registration service provider	Ongoing	<ul style="list-style-type: none"> • Survey to members • Development of Business Plan at CLRC

ACTIONS 6 – EDUCATION AND TRAINING

Strategic Objective:

To identify and provide those persons with a vested interest in the success of the sheep industry with the knowledge, skills and motivation to make the industry viable on a continuing basis:

Goals	Target Date	Performance Indicator
6.1) Development of purebred specific education material:	2014 Completed-update as required	<ul style="list-style-type: none"> • Review of available material from provinces and other countries • Guide for ram breeding intervals • Guide for importation and International Recognition • Create list of available judges • Convey the benefits of registration • Economic analysis of purebred industry's contribution • Testimonials (short video annually discussing profitability – commercial breeder, abattoir) • Update and expand conformation booklet for a complete “purebred guide” • Seek permission to acquire and translate portions of the classification booklet
6.2) Coordinate education and training programs aimed at improving production practices in the sheep industry:	2015 2015	<ul style="list-style-type: none"> • Create Video on proper paired tagging, tattooing and tail docking for registration (CLRC and CSBA website) and replacement instructions/cost • Link to pertinent CEPOQ videos and University of Laval (translate videos and studies from Dr. Castonguay)
6.3) Manage scholarship fund and program	Annually	<ul style="list-style-type: none"> • Select applicants for the fall semester
6.5) Represent members regarding health and biosecurity and animal welfare	Ongoing 2014	<ul style="list-style-type: none"> • Collaborate and communicate in appropriate forums (Scrapie Canada, Medications working group, National Flock Health program, etc.) • Standards regarding MV testing and cost investigation; explore resistance testing available in the US • Flock Health Biosecurity Plan • MV collaboration to align programs

	2018	<ul style="list-style-type: none"> • Contact OSMA/CEPOQ regarding servicing out-of –province producers • Scrapie Flock Certification Program • Secure involvement with the Sheep Code of Practice development committee • Implement support and guidance for the Classic culling committees
6.6) Lead in the promotion of GenOvis as our national genetic evaluation program:	Ongoing	<ul style="list-style-type: none"> • Implementation of GenOvis Canada (standard control and service across the country)
	Ongoing	<ul style="list-style-type: none"> • Education of members (Classic entry: form adjust comments to add specific spaces for indexes/comment to provide verification, newsletter, websites, provincial association involvement, contact CEPOQ/OSMA for consistent message, page in Classic catalogue)
	2015	<ul style="list-style-type: none"> • Combined genetic/conformation award at Classic 2016
	2013-2016	<ul style="list-style-type: none"> • Add GenOvis logo to evaluated animals in the Classic catalogue
	2015	<ul style="list-style-type: none"> • Advise provinces that provincial money may be available for GenOvis training and ultrasound (backfat measurement) training programs through Growing Forward
	Ongoing	<ul style="list-style-type: none"> • Support CEPOQ and OSMA • Contact provinces regarding GenOvis seminar and advise of cost • Form genetics advisory sub-committee
	Ongoing	<ul style="list-style-type: none"> • Develop link between FarmWorks and GenOvis • GenOvis webinars and short videos online
6.7) Research	Ongoing	<ul style="list-style-type: none"> • Support pertinent projects • Prioritize research areas and approach appropriate facilities

ACTIONS 7 - GOVERNANCE

Strategic Objective:

To determine and sustain the necessary organizational structure and functions to achieve CSBA’s business strategy and provide support to the breeders:

Goals	Target Date	Performance Indicator
7.1) Review and update constitution	Annually 2017 2016	<ul style="list-style-type: none"> • Updates prepared for next AGM • Procedure for calculation of number of directors/province • Provincial director election process • Draft “junior director” role
7.2) Review the mandate and operations of all CSBA decision making bodies (Board, committees, general manager)	Completed Review Review annually	<ul style="list-style-type: none"> • Create defined roles and responsibilities • Position statements for outside meetings (Scrapie, Code of Practice) • Expense claim policy
7.3) Ensure that the CSBA is duly diligent through the provision of governance orientation provided to Board members (*Properly inform and educate directors in roles and responsibilities)	As required Ongoing	<ul style="list-style-type: none"> • Training session added to annual board meeting • Orientation for new directors <ul style="list-style-type: none"> ○ previous year’s Annual Meeting Package ○ list of acronyms ○ list of committees and members ○ Business Plan ○ reminders of confidentiality
7.4) Rationalize the Board meeting structure aimed at ensuring effective decision making and provision of strategic direction (*Effective board meeting structure)	Annual Ongoing	<ul style="list-style-type: none"> • AGM evaluation • General manager report every month • Prepare summary of committee meetings and share with directors • Regular teleconferences of board of directors
7.5) AGM	Completed Annually Completed	<ul style="list-style-type: none"> • Template for meeting preparation at provincial level • Discussion of next 2 meeting locations • Post-meeting mail out package • Financial statements placed on website prior to AGM • Prepare a procedure to confirm memberships at the AGM • Executive election process