

Building for the Future: 2019-2021 Strategic Plan



Building our future – together

Providing clear foundations for progress, our strategic plan sets our intention, articulates what we stand for, builds on our strengths, and realizes our potential.

The final report is the result of work done throughout 2018 that began with an in-depth, organization-wide planning session, included expert consultations and workshops, and culminated with member engagement and feedback.

While our core work remains the same, how we achieve the two-pronged goal of producer extension and public outreach has evolved. To demonstrate our commitment to building a culture of partnership and collaboration, we have updated our vision and mission

Our Vision

A collaborative approach to animal welfare

Alberta Farm Animal Care works to ensure farm animals in Alberta are respected, well-cared for and experience a high state of welfare through collaboration with and support of our members and partners.

Our Mission

Who we are, what we do, and why we do it

To promote best practices in care and handling, by working collaboratively towards continual improvement in responsible livestock care. Engaging the public to build trust through transparency.

Building for the Future



<https://youtu.be/JTGKkXfykpw>

Five Goals

We have five goals – or objectives- that will work to advance our strategic direction in the next three years. They work together to build a stronger organization – one that is innovative, collaborative and financially sustainable into the future. We have also defined Key Results to provide specific actions to achieve the objective.

Objective 1: Enhance the reputation and future of the livestock industry through support and collaboration. AFAC must be a credible, supportive voice for livestock welfare.

- Define and deliver value proposition for members
- A Vision + Mission that members know and support
- Provide programs like the ALERT line, emergency trailers and consumer outreach
- Collaborate on research, media messaging, education (extension projects and outreach), and support member efforts in their animal welfare initiatives

Objective 2: Strengthen relationships with like-minded organizations through collaboration and partnership

- Identify partnerships with groups such as: AB SPCA, LIS, FFCSK, CLT, BC and SK assoc., etc.
- Target 3 organizations each year – either new or existing partners
- Explore new relationship opportunities by identifying gaps in information, tools & resources
- Look for research or project opportunities that benefit multiple parties for extended terms

Objective 3: In three years increase number of members, resulting in a 25% (~ \$10K/year) membership revenue increase

- Regaining and maintaining support of seven primary commodity groups
- Achieve: 50% of counties become members, 24 new producers, 90% member retention
- Increase membership of key groups: diverse livestock groups, auction mart and abattoir associations (and individual organizations), retail, transport, veterinarians, breed associations, industry stakeholder groups, ag societies and counties, producers, feedlots, etc.
- Continue to ask what individuals and organizations need from us to ensure long-term commitment

Objective 4: Increase awareness of and deliver brand promise

- Position our organization as a dedicated livestock welfare partner
- Continuously improve calibre of the LCC event
- Attract additional sponsors and attendees for the LCC event
- Define market segments and develop different messaging for each
- Increase newsletter subscriptions by >10% years 1, 2, 3
- Increase social media engagement by >25% (8% increase in years 1, 2, 3 each) with volume of messaging and platform development
- Member recognition program with a channel for promotion
- Develop communications plan and brand guidelines. Who are we? What do we stand for?
- Continue outreach to both public and industry - trade shows, presentations, resources, online

Objective 5: Streamline operations. Ensure the organization is financially stable and has a plan in place to continue operations into the future.

- Finalize review of current board policies and procedures
- Re-work bylaws to be simple, easy-to-use, and to remove barriers to progress
- Develop organizational policies and procedures to accommodate changes to bylaws
- Streamline operating budget, and day-to-day operations of the organization- ensure that member dollars are being put to their highest use
- Succession planning - board and staff
- Professional Development- staff and board

It is an exciting time for Alberta Farm Animal Care and we look forward to working towards this vision with our members, partners and stakeholders – **building for the future.**