

**Business Plan
2005-2010**

Building the Foundation for a Strong and Stable White-tail and Mule Deer Industry in Alberta

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Executive Summary

The Alberta White-tail & Mule Deer Association (AWMDA) was formed in January of 1997 to meet the needs of a growing game farming industry in Alberta. The Association currently has 38 members who raise whitetail and mule deer on farms and ranches in Alberta. This Business Plan is the Association's vision and blueprint on what it wants the deer farming industry to be in Alberta and how it proposes to achieve its vision.

Deer farming in Alberta was legalized in 1991 with the proclamation of the Livestock Industry Diversification Act (LIDA) and Regulations. LIDA and the regulations are currently being updated and revamped to accommodate market development and market access. Once implemented, the new regulations and changes to the Act will allow producers to further develop markets for meat and co-products.

The Alberta deer industry underwent rapid growth from 1997 to 2002. However, in 2002 the industry underwent much stress due to market access restrictions placed on movement due to Chronic Wasting Disease. In addition, the discovery of BSE in an Alberta based cow further impeded trade with the United States banning the entry of cervids. Unfortunately the venison industry in Alberta had not been developed and the industry soon went into a downward spiral. Inventory numbers plummeted as did the number of producers in the province. Adding further stress to the industry was the limited processing capacity in Alberta due to the sudden influx of beef and other ruminants now being processed in Alberta versus the United States.

The AWMDA has struggled with the loss of membership, and producer interest and involvement has waned severely. However, the Board is determined to rebuild the industry and a recovery plan has been set in motion. Goals and priorities have been set to be achieved over the next 5 years:

- Develop a profitable and stable venison and co-product industry.
- Build producer support systems and educational tools
- Increase markets and market access for trophy animals
- Promote Alberta genetics and increase sales for breeding stock, semen and embryos
- Construct and implement a plan that will facilitate marketing of current inventory and allow for expansion
- Work to mitigate trade barriers and restrictions
- Build a marketing entity to aid producers to sell product
- Increase the current producer base and expand existing facilities.

In order to measure the success of the AWMDA in meeting the priorities of the industry and the membership the following goals have been set:

- Expand the number of producers from 120 licensed producers to 200 by 2010.
- Increase the provincial herd inventory from 8800 to 15,000 by 2010.
- Increase the number of animals being processed annually from 200 to 1500 by 2010.
- Increase producer knowledge of best production practices and consumer expectations
- Increase awareness of deer farming and its benefits to consumers, industry advisors and the general public.
- Increase membership from 38 to 150 members by 2010
- Increase the services offered by the Association to include assistance with developing and marketing product in order to utilize the whole animal.
- Lobby for increased acceptance of the Alberta deer industry as an agricultural commodity both domestically and internationally.

Each goal is listed and a detailed work plan is outlined in this Business Plan. Timelines will be dictated by funding and resources available over the next 5 years, as well as world trade concerns and consumer demands and producer participation and cooperation.

Communication and promotion is also an important goal for the Association. The communications goals include awareness, improving the knowledge and skills of deer farmers, fostering confidence in the future of the industry, and encouraging positive purchasing decisions. The Association has developed a broad range of strategies and activities to enhance communications and promotion of the deer farming industry.

AWMDA will monitor how well it is doing in the achievement of its objectives as outlined herein. Some performance measures that will be used include recruitment of new members, renewal of former and existing members, profitability margins, and positive media coverage. Longer term success measures will include number of new farms, increases in animal inventory, new investment into the industry, opening of new markets and producer satisfaction. A performance report will be provided to the membership at each Annual General Meeting.

Finally, the Business Plan includes detailed budget projections for the next five years. Major sources of expected revenues include membership fees, conventions, workshops and seminars, grants and donations, and fees for service recovered from the newly formed marketing company.

Introduction

The Deer Industry in Alberta

Whitetail and mule deer are native to North America and belong to the Cervidae (deer) family of mammals as do wapiti (elk), moose and reindeer. Deer are ruminants (four stomachs) distinguished by bony antlers (rather than hollow keratinous horns).

In 1991, the Government of Alberta passed the *Livestock Industry Diversification Act and Regulations* that permitted game farming in the province. The Act limits game farming in Alberta to white-tail deer, mule deer, elk and moose. A moratorium was established on importing any deer into the province in September of 1988 for disease concerns. This ban was since lifted in 2004 directly due to the lobbying efforts of the Associations/Commissions representing the deer and elk industry. Reaction to the lifting of this ban was positive in the game farming community as it demonstrates Alberta's willingness to encourage trade. As well, another change that is currently being implemented is an identity change from game farming to domestic cervid farming; a change which validates the industry as an agricultural commodity.

The white-tail deer industry in Alberta grew (number of farmed animals) at an amazing rate from 1990 to 2002. The industry underwent a severe downturn in 2002 due to the discovery of Chronic Wasting Disease (CWD) in Alberta and increased market access restrictions and later the discovery of BSE in a cow in 2003 with the United States implementing a ban on import of all ruminants from Canada. Currently there are over 120 deer producers with an estimated 8800 animals. Membership in the Alberta White-tail and Mule Deer Association has undergone a severe reduction as well with current membership standing at 38. Market access has been reestablished in some areas but increased restrictions have severely limited the number of farms that can access the regained markets.

DEVELOPMENT OF ALBERTA'S GAME FARMING INDUSTRY

	# OF LICENCED GAME FARMS	FARMS WITH ELK	ELK ON FARMS	FARMS WITH DEER	WHITE-TAIL DEER ON FARMS	MULE DEER ON FARMS	REINDEER ON FARMS
1990	117	N/A	3110	N/A	287	202	
1991	136	N/A	4054	N/A	362	198	
1992	154	121	4377	58	629	302	
1993	170	136	5918	61	960	371	
1994	196	152	7231	72	1439	421	
1995	249	185	9477	81	2049	430	
1996	310	227	12173	91	2920	435	
1997	400	273	15449	136	3717	360	
1998	459	335	19638	155	4884	282	66
1999	513	377	25914	168	6499	319	159
2000	575	424	33265	182	8601	323	191
2001	601	451	42021	181	11057	391	251
2002	605	460	48070	188	12190	430	271
2003	N/A	N/A	40730	175	10949	2285	330
2004	516	415	41488	124	9207	420	325

In Canada, whitetail farming is allowed in Alberta, Saskatchewan, Ontario, Quebec and New Brunswick. As of December 31, 2004 there were 422 farms across Canada raising 21,585 animals. Mule deer farming is allowed in Alberta and Saskatchewan with around 29 farms raising about 600 animals.

Commercial production markets for domestic whitetail and mule deer include breeding stock, trophy bucks, venison, and numerous co-products for art, nutraceuticals, medical research, clothing and leather products.

Largely because meat is accepted as the mainstream market for livestock production, venison has the most potential to stabilize the industry once fully developed. Tapping into niche markets as this sector of the industry develops will be essential due to currently restrictive inventory numbers. Co-product development will add to the recovery of value and profitability of the venison market. Trophy animal sales will increase with added market access, awareness and public acceptance. Advances in genetics geared at venison production, antler growth and production practices and profitability will round out the industry and allow the industry to stabilize and expand.

The domestic cervid farming industry has attracted considerable scrutiny from the public largely due to the efforts of anti-game farming lobbying groups. As a result trade barriers and restrictions have become a major impediment to trade.

The Alberta White-tail & Mule Deer Association

The Alberta White-tail & Mule Deer Association was formed in January of 1997 to meet the needs of a growing game farming industry. Nine zones were established throughout the province. Each zone has a representative on the Board of Directors (Zones 1-5 were combined into one zone due to the limited number of deer farms in the southern part of Alberta). Each zone representative was a liaison between the Board of Directors and the members in their zone. The Board of Directors also consisted of 4 additional members elected to the Board as Directors at Large.

In the early years many major accomplishments were achieved ranging from workshops, conventions, extravaganzas, trade shows, fall sales, and research projects. Promotional items have been developed as has a website. Newsletters became a large scale information exchange avenues for producers to private enterprise to government. Surveillance and monitoring programs were proactive approaches to herd health management and trade restrictions. Political relationships have been developed and nurtured.

Membership to the Association and producers participation has dramatically dropped in the past few years, fundamentally from the lack of markets and market access. The Board of Directors has been limited by lack of volunteer input and now stands at 5 active Directors. Along with the drop in Directors came a decline in services offered. The newsletter has now become almost non-existent and communications have

plunged. There is not enough time or man-power to offer all the lost services and budgets plummeted.

An Executive Director has been hired to help develop a recovery plan and strategy to regain markets and market access. Part of this plan includes forming strong and lasting relationships with government and political counterparts. Funding for the hiring of the Executive Director will rely strongly on member commitment and recruitment, as well as donations and funding from various government program aimed at helping the diversified livestock sector to recover for the effects of BSE. This money is targeted for the development of new products and markets both domestically and internationally.

Directions and Environment

Opportunities and Risks

Deer farming in Alberta is a relatively new business in Alberta. Some of the reasons for its large potential are

1. Whitetail and mule deer have a high rate of reproduction. It is common for mature does to bear twins annually. Well fed fawns can conceive at 6 to 7 months of age but are generally bred at 18 months.
2. The demand for venison in markets around the world is growing. Venison is lean, finely grained, low-cholesterol meat that is highly desired by health conscious consumers. As well, venison meat is considered the meat of royalty in Europe and is part of the mainstream diet in many of the Asian countries.
3. Deer operations are economically viable on a smaller land base that required for most other free- range agricultural enterprises.
4. Demand for trophy quality antlered animals is high in Canada and the United States. The whitetail deer is the most sought after hunting species of all the North American mammals. Cervid harvest preserves are becoming increasingly popular for many hunters due to the experience they offer.
5. Whitetail and mule deer are native, very adaptable and hardy.
6. Deer farming is environmentally friendly and does not have the same impact or opposition typically associated with intensive livestock operations such as hog farming or cattle feedlots.
7. Utilization of the entire animal is attainable. Almost every part of the deer is able to be utilized for a potential market.

As with any business venture there are risks associated with deer farming. These include:

1. **Price stability.** Due to underdeveloped venison markets, restricted access for harvest animals, and industry downsizing in Alberta with no new investor dollars; prices in Alberta are range all over the board from extreme lows to medium highs.
2. **Infrastructure.** When dealing with the deer industry very few markets have the infrastructure to move the industry forward. Processing capacity and limited access to federal or EU approved facilities weakens the ability to market venison. Co-product markets are just being researched and discovered.
3. **Regulatory Environments/Market Access.** Domestic cervid farming in Alberta is heavily regulated. Constant pressures from lobbyist anti-game farming groups is becoming more of a concern as political pressures profoundly infringe on restrictions placed on animal movement and market access. Issues surrounding disease continues be one of the most negatively impacting forces for the deer industry across North America.
4. **Natural disasters.** Poaching, predation, escape and disease are always concerns of the industry.

The risks are real, but as in any agricultural business venture can be mitigated. AWMDA is confident the benefits of deer farming far outweigh the risks in the long term.

Vision and goals

Vision

The *vision* of the Alberta White-tail & Mule Deer Association is to:

Develop a profitable and environmentally sustainable deer industry that contributes positively to the economy and the people of Alberta.

Mission

The *mission* of the Association is to:

Facilitate the development of the industry in its entirety and inspire confidence in the future of the industry from all key stakeholders while promoting responsible and humane production of whitetail and mule deer in Alberta.

Goals and Objectives

The goals and objective of the AWMDA for the next five years are:

1. Market Development/Access & Quality Assurance
 - a. Develop a full spectrum of viable markets and access to those markets based on utilization of the whole animal. The strategies of this goal are:
 - Identify potential markets for the industry
 - Identify and develop market avenues
 - Work with key stakeholder and governments to identify trade barriers for all market sectors and work to eliminate or alleviate
 - Develop niche venison and co-product market plan
 - Increase consumer awareness and confidence on relation to deer products
 - Facilitate product development, quality assurance, and marketing in relation to meat and co-products.
 - Increase sales of trophy animals
 - Increase markets for breeding animals, semen and embryos
 - Develop potential markets for tourism related activities
2. Herd Health and Quality Assurance
 - a. Expand the opportunities available to producers for market access and to ensure optimum production levels and efficiency
 - Promote and maintain herd health and animal welfare
 - Inform producers of world health concerns in relation to disease control, eradication, and human health.
 - Optimize production efficiencies
3. Communications & Public Relations
 - a. Increase confidence and awareness of the industry and the Association principles.
 - Develop and implement a communications plan
 - Provide training to key stakeholders within government
4. Strengthen & Sustain the Association
 - a. Create a self-sufficient, effective organization that instills confidence in the Association, its members and strengthens government relations while pursuing the current and future needs and desires of the membership.
 - Raise funds to finance Association activities
 - Increase participation of members and external resources
 - Enhance the effectiveness of the Board, Executive, staff and committee members.
 - Improve internal efficiencies

5. Support, Promotion & Growth

- a. Inspire confidence in the future of deer farming by supporting member producers, encouraging confirmation from key stakeholders, and demonstrating the potential of the industry in Alberta.
 - Make potential deer farmers aware of the opportunities and benefits of deer farming
 - Provide production and management advice, information, and support to new deer farmers.
 - Identify capital available for farmers to enter the industry and expand operations
 - Encourage other key stakeholders to support and assist the deer farming industry in Alberta
 - Inspire confidence on the future of the deer farming industry in Alberta.
 - Provide information, training and learning opportunities top existing and new deer farmers.
 - Make accurate and positive information available on the industry and its products to the general public.
 - Identify research and development priorities for the next 5 years
 - Find and obtain the funds, researchers, facilities and animals to conduct the research
 - Implement procedures and systems for managing the research program
 - Ensure the research and development results get to the people that need to know.

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

Strategies	Actions	Expected Deliverables
Identify potential markets for the industry	<p>Liaison with key stakeholder (government, processors, markets etc) to gain further knowledge on markets for deer and deer products</p> <p>Speak with other livestock organizations and cervid organizations from other countries/provinces to determine additional markets</p> <p>Survey membership on requests for products from outside sources</p>	<p>Increased potential for profit</p> <p>Increased markets for deer and deer products</p> <p>Outlines development required for both domestic and international marketing plans</p> <p>Increase viability of the industry</p> <p>Decreases market volatility</p>
Identify and develop market avenues	<p>Liaison with key stakeholders to determine available marketing avenues for products</p> <p>Research market trends and identify parallel industry markets.</p>	<p>Increase viability of the industry</p> <p>Increased profit potential</p> <p>Allows industry to grow with markets.</p>

<p>Identify and develop market avenues (continued)</p>	<p>Develop relations with marketing firms both domestic and international markets</p> <p>Identify market demands for deer and deer products and determine supplier chains</p> <p>Work with key stakeholders to identify trade restrictions and barriers for all market sectors and work to alleviate or eliminate</p>	<p>Decrease market volatility</p>
<p>Develop venison and co-product markets based on current and future inventories</p>	<p>Identify private enterprise that is willing to work with the industry to expand at a steady and progressive rate to develop and maintain markets</p> <p>Research product regulations and relay information to the industry</p> <p>Work to eliminate or alleviate barriers or restrictions that impede the development of venison and co-product markets.</p> <p>Work with the pet food industry to market products for pets</p> <p>Cooperate with other organizations to help fill demand and expand product (other provincial industries, fruit growers, other livestock industries etc)</p> <p>Establish a standardized method for grading venison in cooperation with governments</p> <p>Perform composition analysis on co-products such as pizzles, tails, organs etc to determine efficacy</p>	<p>Allows industry to grow at a steady and progressive rate.</p> <p>Allows time for expansion</p> <p>Potential for increased profitability</p> <p>Increase consumer awareness</p> <p>Decrease market effects of market volatility</p> <p>Stabilizes the industry</p> <p>Increase profitability of meat and co-product market sector.</p>
<p>Increase consumer awareness and confidence in relation to deer products</p>	<p>Research consumer demands and circulate information to producers.</p> <p>Research and make available nutrition information on venison and comparisons to other meats.</p> <p>Prepare and publish recipe and cooking information</p> <p>Work with colleges and develop preparation workshops for chefs on venison preparation</p>	<p>Allows industry to grow at a steady and progressive rate</p> <p>Stabilizes the industry</p> <p>Secures the future of the venison market and protects against volatility</p> <p>Creates awareness and acceptance of deer farming and its products.</p> <p>Ensures consumer safety is a priority</p>

<p>Increase consumer awareness and confidence in relation to deer products (continued)</p>	<p>Research and identify value-added products that may have market potential (jerky, sausage etc)</p> <p>Work with other industries to piggyback on ideas i.e. fruit and venison jerky (pemmican)</p> <p>Identify and attend high profile tradeshow</p> <p>Participate in projects such as “Dine Alberta”</p> <p>Co-host theme dinners in communities in conjunction with other diversified livestock industries</p> <p>Prepare and distribute brochures to agriculture offices, libraries and to companies/farms selling deer and deer products</p> <p>Prepare and distribute resources kits to interested parties.</p>	
<p>Facilitate product development, quality assurance and marketing in relation to meat and co-products</p>	<p>Launch Association owned marketing company to market product for producers. (This company should not discourage or impede on private enterprise – other than setting the bar for expectations)</p> <p>Work with key stakeholders to develop workshop on proper processing techniques.</p> <p>Work with marketers, restaurants, retails, specialty stores etc to develop products that will meet their consumer demands and expectations</p> <p>Work with producers to develop criteria for “approved farms” status for selling product</p> <p>Liaison with processors of co-products to facilitate raw or finished product sales.</p>	<p>Develop and coordinate markets and supply chains</p>
<p>Increase sales of trophy animals</p>	<p>Identify areas which allow harvesting of animals and key contacts in each area</p>	<p>Increased profitability</p> <p>Increased confidence in the industry</p>

<p>Increase sales of trophy animals (continued)</p>	<p>Compile a list of Canadian and US harvest ranches that may be a market for Alberta animals.</p> <p>Work with harvest preserves in various areas to determine value of animals and to better understand harvesting operations. Make information available to producers.</p> <p>Work with producers to determine availability and status of animals and farms.</p> <p>Connect producers to people who can field score</p> <p>Host workshop on scoring animals and field scoring.</p> <p>Enter in agreement to help promote harvest preserves which support and buy Alberta genetics.</p> <p>Continue to work towards legalization of harvest preserves in Alberta</p>	<p>Increased awareness of the harvest market</p>
<p>Increase markets for breeding animals, semen and embryos</p>	<p>Identify and publish desirable characteristics of deer for the breeding, venison and trophy markets</p> <p>Compile, publish and distribute information on Alberta genetics and available genetics</p> <p>Define the positive characteristics of Alberta stock</p> <p>Work with other groups and associations to develop and implement a deer registry/pedigree system</p> <p>Work with the national cervid organization and governments to reduce the barriers to exporting live deer, semen and embryos</p> <p>Compile a directory of available Alberta genetics and publish on the website and in paper form.</p> <p>Develop information that outlines the benefits of utilizing AI technology.</p>	<p>Increased sales, revenues and price stability for breeding animals and products</p>

Increase markets for breeding animals, semen and embryos (continued)	Enlist the support and cooperation of AI technicians in promoting the industry.	
Develop potential markets for tourism related activities	<p>Compile and publish a directory of deer farms that are open to visitors and special events.</p> <p>Hold promotional events such as Extravaganza etc</p> <p>Encourage deer farmers to consider photo safaris.</p> <p>Create links to local and community websites.</p> <p>Establish partnerships with other tourist operators.</p>	Additional income, awareness and publicity for the deer farming industry.

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

Strategies	Actions	Expected Outcomes
Promote and maintain herd health and animal welfare	<p>Develop a deer producers handbook that includes “Best Management Practices”</p> <p>Distribute to producers and publish on the website the “Code of Practice for Farmed Deer’</p> <p>Compile and distribute information on disease and parasites that affect deer and methods of prevention</p> <p>Compile and distribute lists of vaccines and medications that are approved for deer.</p> <p>Work with Alberta Agriculture and Alberta Farm Animal Care Council to develop protocols for distressed animals and dispersal of animals when markets are restricted.</p> <p>Provide information to producers on avenues available for producers in need of aid to care for their animals.</p>	Ensures confidence in the industry to the public and the producers.

<p>Inform producers of world health concerns in relation to disease control, eradication and human health. Develop methods to mitigate trade impediments as a result</p> <p>Inform producers of world health concerns in relation to disease control, eradication and human health. Develop methods to mitigate trade impediments as a result (continued)</p>	<p>Investigate available information and relay to the membership.</p> <p>Explore standards of other countries and make information available to producers.</p> <p>Examine recent surveys done by professionals to clarify consumer demands</p> <p>Identify disease concerns of importing jurisdictions and work towards mitigation</p> <p>Relay the importance of bio-security measures, "status" for disease monitoring and on-going herd management and recordkeeping.</p>	<p>Expand the knowledge of producers of consumer demands and practices to mitigate risks.</p>
<p>Optimize production efficiency</p>	<p>Investigate if literature has been published on any areas of this subject</p> <p>Develop a list of potential research projects that would optimize production</p> <p>Obtain funding for research and identify personnel to conduct research. Ensure agreement states results belong to the Association Ensure results are published</p> <p>Identify and publish a list of desirable characteristics of deer for the breeding, venison and trophy markets</p>	<p>Lower production costs</p> <p>Harmonize feeding practices</p> <p>Healthier herds, more effective management</p> <p>Increased profitability</p>

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

Strategies	Actions	Expected Outcomes
<p>Develop, implement and publish a communications plan</p>	<p>Develop and publish Association key messages</p> <p>Develop literature and guidelines for publication and circulation of the key messages to the membership and general public</p>	

Develop, implement and publish a communications plan (continued)	<p>Compile a list of all media outlets including television, radio and newspapers</p> <p>Compile a listing of all provincial MLA's and develop an information package about the industry.</p> <p>Actively promote the industry and the Association by writing press releases on success stories and pertinent events.</p>	
Provide information and training to industry advisors	<p>Undertake "train the trainer" sessions to ensure agricultural advisors and consultants have the knowledge, skills and materials to assist deer farmers.</p> <p>Prepare complete training and information packages for use by the advisors.</p> <p>Prepare professional presentation materials (overhead and handouts) for use by those promoting the deer industry.</p>	Greater pool of expertise and resources to provide information and support to the deer farming industry.

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.

Strategies	Actions	Expected Outcomes
Raise funds to finance Association initiatives	<p>Prepare a five year budget for the inclusion in the Business Plan</p> <p>Expand membership to increase revenues from fees</p> <p>Undertake fund-raising activities that include:</p> <ul style="list-style-type: none"> • Auctions and sales • Seminars and workshops • Conferences • Grants and matching funds • Donations • Sponsorships • Lottery • Sales of manuals, books and other items • Sales of conference materials 	Sufficient funds to undertake priority initiatives as described in this Business Plan

<p>Increase participation of members and external resources</p> <p>Increase participation of members and external resources (continued)</p>	<p>Actively recruit members and external experts to serve on the Board and committees</p> <p>Remove obstacles to participation, e.g. weekend and virtual meetings</p> <p>Provide recognition and rewards to people who have contributed to the Association</p> <p>Compile a list of expertise available to Association, and involve these people as necessary</p>	<p>A more effective Association characterized by more equitable workloads, greater member participation and a wealth of expertise.</p>
<p>Enhance the effectiveness of the Board. Executive, staff and committee members</p>	<p>Develop orientation materials and sessions for new Board members</p> <p>Provide workshops and learning opportunities to Board members, Executive and staff in leadership and effective management of not-for-profit organizations.</p> <p>Provide media training for the Board, Executive and staff and interested members.</p> <p>Develop, follow, and update his Business Plan</p> <p>Review zone organization structure, composition and operations.</p> <p>Implement a suggestion box and invite constructive suggestions at the conference, through newsletter and the website.</p> <p>Provide staff support to ease the workload of the Board and Executive</p>	<p>A more effective and efficient organization advancing the deer industry in Alberta</p>
<p>Improve internal efficiencies</p>	<p>Share resources with other organizations</p> <p>Make a greater use of technology to reduce manual workloads and increase efficiencies</p> <p>Look at new and improved ways of doing things within the Association.</p>	<p>An Association that is “doing more with less”.</p>

Goal 5: Inspire confidence on 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.

Strategies	Actions	Expected Outcomes
<p>Make potential deer farmers aware of the opportunities and benefits of deer farming</p>	<p>Publicize the industry through articles and ads in the media</p> <p>Have booths at agricultural trade shows</p> <p>Develop and distribute an information package on deer farming</p> <p>Compile and publish statistics and data on deer farming</p> <p>Develop a profession presentation package that can be used by the Association to promote the industry at meetings and other agricultural events</p> <p>Prepare a deer farmer's handbook and checklist</p> <p>Provide workshops, seminars and farm tours through the Association, and in cooperation with other organizations.</p> <p>Use the internet to provide education, and information through discussion forums, online presentations and chat forums</p> <p>Undertake "train the trainer" sessions to ensure advisors and consultants can assist deer farmers</p>	<p>Steady growth in the number of deer farmers in Alberta and the number of new members for the Association.</p>
<p>Provide production and management advice, information and support to new deer farmers.</p>	<p>Prepare a deer farmer's handbook and checklist</p> <p>Provide workshops, seminars and farm tours through the Association, and in cooperation with other organizations.</p> <p>Use the internet to provide education, and information through discussion forums, online presentations and chat forums</p> <p>Undertake "train the trainer" sessions to ensure agricultural advisors and consultants can assist deer farmers.</p>	<p>Increased success and profitability among Alberta deer farmers.</p> <p>More sources of easily accessible expertise and information to new and experience deer farmers.</p>

<p>Identify capital available for farmers to enter the industry and expand operations.</p>	<p>Develop and make available a business plan template for deer farms.</p> <p>Prepare and distribute a cost and return analysis on deer farming.</p> <p>Compile and make available a list of deer-friendly bankers and lenders</p> <p>Prepare an information package that can be used to inform and attract potential investors</p> <p>Hold workshops for bankers and investors as to why they should invest in the deer industry</p>	<p>Sufficient access to debt and equity capital to enable the industry to expand and grow.</p> <p>Reduction of one major obstacle to new farmers entering the industry.</p>
<p>Encourage other key stakeholders to support and assist the deer farming industry</p>	<p>Compile a database of important stakeholders(e.g. government sectors economic development, livestock organization etc) and potential contributors to the deer industry</p> <p>Have regular meetings with stakeholders to keep them information and gain their support and assistance</p> <p>Invite representatives from other stakeholder groups to attend regional meetings and conferences</p> <p>Send out complementary copies of the newsletter to key individuals and groups</p> <p>Invite and involve local people (e.g. politicians) in deer industry events.</p>	<p>A broader base of support and resources for the deer farming industry.</p>
<p>Inspire confidence in the future of the deer farming industry in Alberta</p>	<p>Compile and publish a “story” on the past and future of the deer industry.</p> <p>Collect and publish success stories about deer farming</p> <p>Promote deer events to the general public</p> <p>Compile and publish statistics on the deer industry</p> <p>Develop and implement a Code of Ethics for the Association and its members</p>	<p>Gradual and rational growths in deer farming as deer farmers and investors have confidence and see a positive future of the industry.</p>

<p>Provide information, training and learning opportunities to existing and new deer farmers.</p>	<p>Develop and run seminars and workshops directly through the Association, and in cooperation with the private sector, government departments and agricultural colleges.</p> <p>Prepare and distribute manuals, videos, and other learning materials related to effective deer farming.</p> <p>Make use of the AWMDA website to provide information and online learning opportunities</p> <p>Create a network of experienced deer farmers who are available to help new producers e.g. mentors.</p> <p>Develop a deer farmer's library of useful and relevant information that is readily accessible.</p>	<p>Increased success and profitability among Alberta deer farmers</p> <p>More sources of easily accessible information to new and experienced deer farmers.</p>
<p>Make accurate and positive information available on the industry and its products to the general public.</p>	<p>Encourage all deer farmers in all regions of the province to offer farm tours to tourists, local public and school children, university students etc.</p> <p>Prepare and distribute brochures about the deer industry.</p> <p>Participate in general consumer trade shows to make aware of the industry and deer products such as venison</p> <p>Develop and publish information on the AWMDA website.</p>	<p>Greater awareness and positive public perceptions and support for the deer farming industry.</p>
<p>Identify research and development priorities for the next 5 years</p>	<p>Develop a list of research projects and circulate among membership and other agencies for feedback</p> <p>Update and revise the research priorities on an annual basis</p>	<p>A systematic, planned research program that will benefit the deer farming industry.</p>
<p>Find and obtain the funds, researchers, facilities and animals to conduct the research</p>	<p>Advertise for and compile a list of researchers and organizations that are interested in deer research</p> <p>Obtain commitments and cooperation from deer farmers to participate and provide animals for research projects.</p>	<p>Adequate resources to carry out research that is credible and accepted and will advance the industry</p>

Find and obtain the funds, researchers, facilities and animals to conduct the research (continued)	Identify internal and external sources of funding and submit applications on a project/initiative basis.	
Implement procedures and systems for managing the research program	<p>Establish working group to prepare procedures to:</p> <ul style="list-style-type: none"> • receive and approve applications for research projects • disburse and account for funds spent • define ownership rights • Ensure Association gets appropriate deliverables. • Provide suitable status/progress reports. 	Research program procedures that are fair, efficient and meet the needs of the Association, researchers and research agencies.
Ensure the research and development results get to the people that need to know.	<p>Require researchers to publish and/or present results</p> <p>Issue news releases to media when research results are out.</p> <p>Summarize research results at annual convention</p> <p>Make available copies of research report to members and industry experts/advisors</p>	<p>Increased awareness of the deer industry among the scientific community and general public.</p> <p>An increased body of knowledge that will improve production and marketing.</p>

The above list is quite comprehensive and will certainly take time to complete depending on the available resources. Some of the activities may be “delegated” by the Association to the governments, other organizations, or private enterprise.

Performance, Monitoring and Reporting

Short – term specific indicators

In the short to medium term, success of this Business Plan will be measured by:

- Number of new members joining the Association
- Increase in number of former members rejoining the Association
- Increase in Alberta animal inventory
- Prices for breeding animals stabilizing
- Increase in the number and effectiveness of sales and auctions
- Number of research projects (complete and on-going) related to deer.
- Number of general media articles published
- Amount of funds raised from the public and private sources

Longer term general indicators

In the longer term the success of this Plan will be measured by:

- Increase in number of deer farms in Alberta
- Number of new members and renewals of former members
- Opening in new markets for Alberta deer and deer products outside of the province
- Number of new companies/jobs established to produce and market deer products
- Increased volume and revenues from trophy bucks and venison
- Amount of new capital investment into deer farms and deer product companies.
- Increased participation for Association related activities

Plan Reporting and Revision

The Board of Directors will make a report to the membership at each Annual General Meeting regarding the progress and achievement of goals as outlined in the Business Plan.

The Alberta White-tail and Mule Deer Association Board of Directors will review and update this Business Plan on an annual basis. Plan updates and revisions will be based on the following factors:

- Amount of funds available
- Progress and success in achieving priority objectives
- Input, feedback and concerns of the membership
- Significant developments or issues related to deer production and management
- Market demands for breeding animals, trophy bucks and other deer products.
- Other factors that may affect the well being of the deer farming industry.

The Business Plan will be updated and distributed at the Annual General Meeting of the Association. The Plan will also be made available to other interested stakeholders.

Item	2006	2007	2008	2009	2010
REVENUES					
Memberships					
Number of Members	60	75	100	125	150
Annual Fees	\$185	\$185	\$185	\$200	\$200
Total fee revenues	\$11,100	\$13875	\$18500	\$25000	\$30000
Conventions					
Registrations					
Number	75	100	150	200	250
Average Fee	\$100	\$125	\$125	\$140	\$150
Registration Revenues	7500	12500	18750	28000	37500
Booths					
Number	10	15	20	25	30
Average Fee	\$50	\$60	\$75	\$100	\$100
Booth Revenues	\$500	\$900	\$1500	\$2500	\$3000
Corporate Sponsorships	\$200	\$300	\$500	\$750	\$1000
Total Convention Revenues	8200	13700	20750	31250	41500
Workshops					
Number of Workshops	2	4	4	6	6
Average Attendance	12	15	20	20	20
Average fee	\$50	\$50	\$60	\$60	\$60
Total Workshop revenues	\$1200	\$3000	\$4800	\$7200	\$7200
Promotional Item Sales	\$200	\$200	\$300	\$300	\$500
Grants & Donations	\$30000	\$35000	\$40000	\$40000	\$50000
Sale of educational packages	250	500	1000	1500	2000
Ear Tags	2400	2600	3000	3200	3500
Profit from Marketing Co	2000	3000	4000	5000	6000
Total Gross Revenue	53350	71875	92350	113450	140700
Less: variable costs					
Convention @60%	4920	8220	12450	18750	24900
Workshop @ 60%	720	1800	2880	4320	4320
Promo items @ 60%	120	120	180	180	300
Ed. Package @ 60%	150	300	600	900	1200
Ear Tags @ 60%	1440	1560	1800	1920	2100
Total variable costs	7350	12000	17910	26070	32820
Total net revenues	46000	49875	64440	87380	107880

EXPENSES	2006	2007	2008	2009	2010
Admin & Overhead					
Advertising	500	1000	1500	2000	2500
Bank charges	150	150	200	200	200
CCA expenses	5000	7000	9000	11000	13000
Insurance	1500	1500	1500	1500	1500
Legal & Accounting	1500	1500	1700	1700	2000
Meetings	1000	1000	1000	2000	2000
Office Rental	0	0	1200	1200	1200
Office Supplies	500	500	1000	1000	1500
Postage & courier	1000	1200	1400	1600	2000
Photocopying	500	500	1000	1000	1200
Telephone	5000	5000	5000	6000	7000
Trade shows	2000	3000	4000	5000	6000
Total Admin & overhead	\$18650	\$22350	\$28500	\$34200	\$40100
Staffing Costs					
Secretarial Services	\$10,000	\$12,000	\$15,000	\$15,000	\$15,000
Executive Director	27000	30000	32000	35000	35000
Incidentals & Expenses	4000	4200	4500	4700	5000
Total Staffing Costs	41000	46200	51500	54700	57000
Research Project costs	20000	25000	25000	30000	35000
Total Expenses	\$79,650	\$93,550	\$105,000	\$118,900	\$130,100
Net Income					
Cash on Hand					
Accumulated Surplus					