



**CANADIAN
MEAT GOAT
Association**

**CANADIENNE
de la CHEVRE
de BOUCHERIE**

Canadian Meat Goat Association

Strategic Plan

2011-2014

May 2011

Introduction

The CMGA's Strategic Plan sets a direction for the Canadian Meat Goat Association for the next three 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 broadly based participatory planning process that included:

- a review of surveys from industry stakeholders, members of the CMGA and CMGA board members
- a reassessment of the previous strategic plan (2000), including mission and vision statements
- an overview of industry background



Planning Background

The Canadian Meat Goat Association

In 1992, an enterprising group of Canadian entrepreneurs was instrumental in the importation of Boer goat embryos into Canada from New Zealand and France, and later directly from South Africa. On November 27, 1993, the Canadian Boer Goat Association was formed through an ad hoc process involving 7 charter members.

At this time, registration was the greatest concern of the association, and the greatest challenge was getting registration from the source of the genetics, in a format which was acceptable under the Animal Pedigree Act. Boers were selling for \$10,000 - \$50,000. The association volleyed back and forth between registration with CLRC/CGS and with self-registration. There was some concern of being associated with CGS, because of the perception that the interests of a meat goat industry would be lost in a dairy goat-based industry. (*A Brief History of CBGA, Ann Marie Hauck, 2000*)

On October 10, 1995, the Canadian Boer Goat Association was officially incorporated by Agriculture Canada under the Animal Pedigree Act, with official by-law approval coming on January 3, 1996. This approval provided sole authority as the only association approved to register Boer and Boer cross goats in Canada. The newly incorporated association, which had begun its registration process under the Canadian Livestock Records Corporation, moved to Canadian Beef Improvement Inc., and eventually began self-registry out of the Association office in Glenwood, AB, Canada.

From the very incorporation of the Association, the requirement was put in place for mandatory DNA sampling on every purebred registration. The purpose of this was to build a data bank of DNA from which a program



of random parentage verification testing could be based. Presently, random testing is done on 1% of all purebred registrations submitted. The Canadian Boer Goat Association is the only Boer goat association in the world to have such a program, which is designed to maintain the integrity of Canadian Boer goat pedigrees.

The first CBGA-sponsored Boer Goat Sale was held in November of 1998 in connection with the Boer Goat Show at the Canadian Western Agribition in Regina, SK. Sanctioned shows with Canadian Boer Goat approved judges were started in 1999 with the first in July 1999 at Yorkton, SK. The Association has a judges training program to develop Canadian judges across the country.

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

In 2004, the membership of the CBGA voted to change its name to the Canadian Meat Goat Association 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.

Other CMGA activities have included: a youth program, a buck test station, development of a type evaluation (classification) program, and representation at agricultural events across the country. The Association's Annual General Meeting is held early in the calendar year.

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



The Global Meat Goat Industry

According to “An Analysis of the Current Goat Industry with a Focus on Alberta”, goats continue to be the most popular domestic livestock in the world. The global population of goats was estimated to be 850,219,925 in 2007. Although goat production is widely distributed throughout the world, China, India and Pakistan have the largest populations as well as the largest production of goat meat. However, Australia is by far the top exporter of goat meat, exporting 50% of the world’s total (more than 33,000 metric tons); China is second, exporting only 12.1%.

(Tradex AgriSystems Inc., Alberta Goat Breeders Association, 2009.)

Imported Australian goat products are definitely a factor in Canadian markets. In 2007, Canada imported nearly 1.5 million kilograms of goat meat, with approximately 70% of this coming from Australia.

In the past 10 years in the United States, meat goat production and slaughter has been exceeded by their increasing domestic demand from growing ethnic populations. As a result, the American market has become very dependent on imported goat meat (primarily from Australia) to meet their increasing demand, with the U.S. importing more than \$41 million worth of goat meat in 2006.

The Canadian Meat Goat Industry

The most recent official numbers for the goat population in Canada are from the 2006 Census. At that time in Canada, there was a total of 6725 farms with 177,698 goats.

Although the total number of goats declined in the period between the 2001 census and 2006 census, if current registration statistics are any indication, the number of goats in Canada is again growing. According to



the Canadian Livestock Records Corporation, the total number of all goat registrations has been climbing since 2004. In 2005, a total of 4493 goats were registered in Canada; in 2008 this number peaked at 5225.

The goat industry in Canada is comprised of animals used for milk, fibre, and meat production, as well as for weed control. Because all types of goats, including dairy and fibre, contribute to the supply of slaughter animals, the largest segment of the goat industry is goat meat.

According to the Canadian Food Inspection Agency, 48,624 goats were slaughtered at federally and provincially inspected slaughter plants in 2007. Unreported goat slaughter has been estimated to be an additional 20%, for a total of more than 58,000 goats slaughtered annually nationwide. In addition, Canadians imported nearly 1.5 million kgs of goat meat in 2007, with a dollar value of \$4,623,000.

The most important considerations in the Canadian goat meat market are population changes and increased numbers of immigrants belonging to those ethnic groups and cultures that prefer chevon. Goat meat is significant in the diet for people from many North African and Middle Eastern countries, as well as the Caribbean, Southeast Asia and China. As a result, the demand for chevon is affected by changes in these populations and their religious and festive holidays, as well as their specific slaughter and handling requirements. Generally, for the past 10 years, the consumption level of goat meat has been increasing in both Canada and the United States.

Goat milk has seen a recent increase in popularity, particularly in the production of specialty cheeses and in health and beauty products. Cheese production primarily drives the demand for goat milk in Canada, and Canadian specialty cheese consumption has doubled since 1980. The dairy goat industry has shown strong growth over the past 10 years, particularly in Ontario and Quebec.



Vision and Mission

Review and revision of Vision and Mission

2000 CMGA Vision: A long term profitable Canadian meat goat industry where dairy, fibre and meat interests work together locally, provincially and nationally for the growth and development of the meat goat industry.

2000 CMGA Mission: The Canadian Meat Goat Association supports the development of a profitable meat goat breeding stock and meat industry in Canada by providing animal registration, member education and industry promotion for the membership and by partnering in research and market expansion.

2011 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.**

2011 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.**



Strategic Goals

Goal #1 - To increase membership in the Canadian Meat Goat Association.

Strategic Objective 1.1 – Registration of other meat goat breeds.

- Priority Actions:*
- LEAD: Mario Duchesne
 - Create committee
 - Create document for Kikos and bring to the CMGA Board and membership for approval
 - Set up Kiko breed standards
 - Follow necessary procedure to amend CMGA bylaws

- Outcomes:*
- Increased membership through the addition of Kiko breeders
 - Increased income to the CMGA through increased registrations and memberships

Strategic Objective 1.2 – Meat goat genetic evaluation program.

- Priority Actions:*
- LEAD: Catherine Michaud
 - Follow up with CEPOQ
 - Follow up with CDPQ
 - Possible collaboration with Ontario Goat

- Outcomes:*
- Increased retention of new entrants into the industry
 - Increased CMGA membership and corresponding financial benefit

Strategic Objectives 3.1 and 5.1 also respond to Goal #1.



Goal #2 - To increase participation on the CMGA Board.

Strategic Objective 2.1 – Create specific job descriptions and list of duties for board members, committee chairs and executive.

- Priority Actions:*
- Each board member to come up with drafts of job descriptions and duties - to be refined by entire board as a group.
 - Catherine - translation, president, vice-president, past president. Kerry - treasurer, production committee, bylaw committee, hardship committee, nominating committee. Laurie - secretary, show committee, AGM committee. Mario - breed standards. Erin - ad and promo. Jared - youth. Ryan - membership.

- Outcomes:*
- Specific information will aid in the recruitment of future board members
 - Reduced frustration for current and new Board members



Goal #3 - To better promote the CMGA and the industry.

Strategic Objective 3.1 – Production tools: creation of additional fact sheets on health, nutrition and management for insertion in the Producer Manual.

- Priority Actions:*
- LEAD: Jared Clarke
 - Research sources of new information for fact sheets.

- Outcomes:*
- Producer education and resulting increased industry success rate.
 - Increased CMGA membership and corresponding financial benefit

Strategic Objective 1.1 also responds to Goal #3.

Goal #4 - To become an organization financially capable of implementing our 3-year plan.

Strategic Objective 4.1 – Apply for funding for long-term revenue-generating projects. Partner with other associations for funding.

- Priority Actions:*
- LEAD: Karen Kolkman
 - Explore funding opportunities for strategic objectives 1.1, 1.2, 3.1, 5.1
 - Contact associations that would consider partnering and/or supporting CMGA projects.

- Outcomes:*
- Increased financial stability for the CMGA, ensuring the ability to pay the GM's salary and fund all Director's travel and expenses.
 - Make all CMGA projects a reality.

Strategic Objectives 1.1 and 1.2 also respond to Goal #4.



Goal #5 - To increase the likelihood that CMGA members are making money.

Strategic Objective 5.1 – Create tools for benchmarking. Establish models to determine how to calculate cost of production. Create cost of production calculator.

- Priority Actions:*
- COMMITTEE: Kerry O'Donnell, Laurie Fries, Erin Schlegel
 - Hire an external expert to create tools and models.

- Outcomes:*
- Help producers to know where they're making/losing money.
 - Increased CMGA membership and corresponding financial benefit

Goal #6 - To increase the retention of new entrants to the industry.

Strategic Objective 6.1 – Creation of "Are you goat-ready?" questionnaire.

- Priority Actions:*
- LEAD: Catherine Michaud
 - Create questionnaire and bring to the Board for comments.

- Outcomes:*
- Reduce false expectations of new entrants into the industry
 - Debunk common goat "myths"

Strategic Objectives 1.2, 3.1 and 5.1 also respond to Goal #6.



