

Roadmap to Fostering Value



KAP[®]

Roadmap to Fostering Value

VISION

A sustainable and profitable future for all Manitoba farmers.



ADVOCACY

- Government relations
 - Policy
- Establishing trust



ENGAGEMENT & OUTREACH

- Membership benefits
 - Young farmers
 - Public trust
- KAP brand awareness



REGULATORY MODERNIZATION

- Farm safety
 - Labour
- Environmental Farm Plan
 - Sustainability and climate programs



OPERATIONS & GOVERNANCE



KAP[®]

ADVOCACY

STRATEGIC LINK

- Communication at the Core
- High Quality Programming

VALUE PROPOSITION TO MEMBERS

To best support KAP's vision for a sustainable and profitable future for all Manitoba farmers, the Manitoba primary agricultural sector must come together with common goals and objectives.

KAP will provide leadership in driving the agenda, building consensus within the sector and being the voice of Manitoba farmers.

OBJECTIVE

Provide a unified voice for Manitoba's farmers and advance the key policy objectives in the sector by working with members, stakeholders and all levels of government.

1) Secure and maintain positive government relations.

Lead: Communications and Government Relations Manager

Key actions:

Meet frequently with all levels of government:

- Regular meetings/communication with Minister, Deputy Minister, Assistant Deputy Ministers and Directors within Manitoba Agriculture (MB Ag) and Agriculture and Agri-Food Canada (AAFC) and other departments (as required).
- Active participation in consultations.
- Ensure strong farmer advocates are present to engage on key priorities.

ACHIEVED

Ongoing meetings and communication with MB Ag and AAFC staff.



ACHIEVED

Engagement and hosting of Minister Marie-Claude Bibeau in partnership with Manitoba Beef Producers, Manitoba Forage & Grasslands Association, and Manitoba Canola Growers Association.



ACHIEVED

Ongoing meetings and communication with relevant provincial departments.



ACHIEVED

Ongoing meetings with opposition MLAs.



ACHIEVED

Direct engagement with MB Ag and Resource Development on drought conditions and AgriRecovery plan development.



IN THE WORKS

Direct engagement with MB Ag and AAFC on the next Canadian Agricultural Partnership framework.



ADVOCACY cont.

2) Secure influential support coalitions to ensure unification on key issues.

Lead: General Manager and Policy Analyst

Key actions:

Create nimble, action and outcome focused committees that engage with key stakeholders:

- Build a strong KAP membership advocacy capacity.
- Develop sector wide coalitions. Examples: drought, labour and farm safety.
- Align KAP policy committees with key priorities to ensure members can contribute to timely policy development.
- Continue to expand commodity association membership in KAP.
- Committee work will include the identification and engagement of technical experts.
- Utilize committees to be proactive on emerging issues.

ACHIEVED

The establishment of the Labour Task Group, a collaborative task group that is focused on bringing real insights and actions to the provincial and federal labour strategies.



ACHIEVED

The Drought Coalition is made up of KAP commodity group members focused on the short, medium, and long-term impacts of ongoing drought conditions.



ACHIEVED

Ongoing meetings and communication with relevant non-agricultural stakeholders.



IN THE WORKS

The re-establishment of the Farm Safety Council is a critical tool to support engagement with key stakeholders on the direction of the KAP's Farm Safety initiative.



IN THE WORKS

Realignment of KAP policy committees to policy priorities to create timely policy development and advocacy.



ADVOCACY cont.

3) Educating governments on the opportunities and challenges of modern agriculture.

Lead: General Manager, Communications and Government Relations Manager, and Policy Analyst

Key actions:

- a) Develop and implement positive advocacy and communications strategies:
 - Identify and develop powerful champions and advocates to represent Manitoba agriculture.
- b) Identify and create fact-based position statements on key policy issues:
 - Coordination of messages to promote awareness and synergies.
 - Development of question-and-answer papers / talking points / fact sheets as issues emerge to promote common messages across key members, stakeholders, value chain and governments.
 - Provide centralized access to information — consolidate available information where needed to make it most accessible; proactively disseminate to key stakeholders.
- c) Identify cross-over advocacy and awareness needs with other associations.

ACHIEVED

Drought summary impacts and frequent updates distributed to members.



IN THE WORKS

Talking points and messaging briefs developed on key issues.



IN THE WORKS

Development of advocacy and communications strategies to advance key issues.



IN THE WORKS

Development of a centralized advocacy hub on the KAP website.



ENGAGEMENT & OUTREACH

STRATEGIC LINK

- Communication at the Core
- High Quality Programming

VALUE PROPOSITION TO MEMBERS

KAP must reveal to key audiences' farmers and modern agricultures true impact and contribution.

This action requires KAP to have clear brand recognition that is focused on transparency and trust.

This will be supported through the building and maintaining of meaningful relationships within industry, and by providing valuable engagement and outreach.

OBJECTIVE

Develop a unified narrative focused on building trust in Manitoba farmers and modern agriculture.

This narrative is designed to expand overtime to improve its relevance and create connections between government, the public, agricultural stakeholders, and Manitoba farmers.

1) Build trust in Manitoba's farmers and agriculture stakeholders.

Lead: General Manager and Communications and Government Relations Manager

Key actions:

a) Building public trust through transparency and education:

- Creating opportunities to demonstrate the impact of farmer efforts.
- Communicate to the public the stories and actions of Manitoba farmers.
- Communicating to the public the economic, environmental, and social benefits of modern agriculture. Utilize tools: op-ed, media engagement, consultations, partnerships.

b) Communicate tools and information back to farmers that will enhance their operations for mitigation of risks, including the changing demands of consumers:

- Farm Safety.
- Labour.
- Environmental Farm Plan.
- Environmental stewardship and sustainability.

c) Partnerships focused on alignment to achieve maximum value:

- Align with other agricultural stakeholders on key public trust priorities.
- Support charitable organizations such as Agriculture in the Classroom-Manitoba (AITC-M).

ACHIEVED

Ongoing development of op-eds to advance key ideas and drive the conversation.



ACHIEVED

Secured additional KAP funding for AITC-M and developed an MOU to provide office and meeting space.



ACHIEVED

Communication tool utilization and optimization of KAP Alert, social media and Manitoba Farmers' Voice.



IN THE WORKS

Development of advocacy and communications strategies to advance key issues.



IN THE WORKS

Alignment with stakeholders on public trust priorities.



ENGAGEMENT & OUTREACH cont.

2) Build KAP brand awareness.

Lead: General Manager and Communications and Government Relations Manager

Key actions:

- a) Promote KAP as a trusted source with a value proposition:
 - Build an effective media relations strategy.
 - Have consistent messaging throughout the organization.
 - Use foresight to be proactive on issues.
 - Evidence based and solutions-oriented messaging.
 - Strategy drives outcomes.
 - Grow membership.
- b) Focus on building a strong Manitoba ag community, cooperation is at the center of what we do:
 - Engage stakeholders and members in committees and working groups that are advancing issues, focused on outcomes, and driving change.
 - Follow clear strategy and guidelines.
 - Do not duplicate the efforts of key stakeholders, enhance what they are doing stakeholders.

ACHIEVED
Development and execution of KAP's brand strategy.



ACHIEVED
Develop and maintain positive relationships with media.



IN THE WORKS
Talking points and messaging briefs developed on key issues.



IN THE WORKS
Develop disciplined communications and contact procedures with the media with identified spokespeople on each issue.



REGULATORY MODERNIZATION

STRATEGIC LINK

- Communication at the Core
- High Quality Programming

VALUE PROPOSITION TO MEMBERS

KAP needs to continue to work towards a stable regulatory future for Manitoba farmers.

Through the utilization of KAP led, partnership-based initiatives the goals are both defensive in nature, to correct limiting or misguided regulations, as well as promoting smart regulations that will help advance Manitoba's agriculture sector.

OBJECTIVE

Develop initiatives that will potentially mitigate regulatory risk related to further legislation and oversight for Manitoba farmers.

1) Develop a Farm Safety initiative that leads to safe and healthy farm operations that will continue to be sustainable and profitable for the future.

Lead: General Manager, Communications and Government Relations Manager, and Farm Safety Consultant

Key actions:

Develop a farm safety strategy that outlines phases of implementation. This plan must build a long-term stable program that is built on education and communications to Manitoba producers:

- Develop Farm Safety Council.
- Develop and build Farm Safety brand.
- Centralize farm safety resources.
- Develop partnerships for safety outreach opportunities.

ACHIEVED

Farm Safety initiative has been built into 3 initial phases including: build the baseline, grow resources and tools, and expand messaging and partnerships.



ACHIEVED

Hired communications firm to support development of centralized safety hub and outreach tools.



ACHIEVED

Built a Farm Safety Council that is reflective of key safety stakeholders.



IN THE WORKS

Creative communications for Farm Safety, effective branding and website is currently in the development stage.



IN THE WORKS

Centralization of all farm safety resources and tools related to key safety stakeholder efforts.



REGULATORY MODERNIZATION cont.

2) Create a labour strategy that is built via collaboration and consensus with key stakeholders that supports workforce development for the agricultural sector.

Lead: General Manager

Key actions:

Together with KAP's commodity group members, industry stakeholders, and the department of MB Ag, and Resource Development build a labour plan that outlines the building blocks that are required to achieve the established goals, focused on engagement, awareness, and education:

- Development of a labour task force with key stakeholders.
- Develop synergies between all key sectors of Manitoba agriculture.
- Facilitating access to agriculture for new Canadians.
- Advocate and build awareness of labour issues, with a focus on policy makers.
- Build awareness to agricultural stakeholders regarding existing programming that provides tools and resources.
- Build awareness on how post-secondary education can be nimble and responsive to current workforce gaps.
- Partner with Manitoba educators to increase HR knowledge with agriculture students.
- Build upon ongoing KAP training opportunities for primary producers.
- Partner with Manitoba educators to increase knowledge and understanding of agriculture with non-agriculture audience.
- Work with government to ensure provincial nominee program meets sector needs.

ACHIEVED

Development of Labour Task Group with key stakeholders in partnership with MB Ag.



ACHIEVED

Developed a labour plan that outlines key milestones and goals.



IN THE WORKS

Undertake a gap analysis outlining the gaps and tactics currently being undertaken by the sector.



IN THE WORKS

Develop awareness communications tool kit to be shared with key stakeholders to promote goals regarding labour.



REGULATORY MODERNIZATION cont.

3) Create and support the management of the of Manitoba's Environmental Farm Plan (EFP) system that is nimble and accessible.

Lead: Finance and Office Services Manager and Office Coordinator

Key actions:

- a) Work with key partners including MB Ag to create an EFP that is digital and accessible to producers to increase engagement of this tool:
 - Communicate to KAP members.
- b) Ensure this tool has a council of stakeholders to ensure this tool is managed and monitored for its useability over time:
 - Work with government to ensure Manitoba Provincial Nominee Program meets sector needs.

4) Focus on building an initiative directed at sustainability and climate programs, aimed at meeting social and governmental policy objectives.

Lead: General Manager and Policy Analyst

Key actions:

- Work with governments as they engage with the industry in the development of sustainability and climate programs. With the goal of meeting policy objectives that allows for agricultural growth and development while meeting the needs of consumers domestically and internationally:
- Align key messages.
 - Collaborate on lobbying efforts.
 - Advocate for industry recognition for current and past environmentally sustainable practices.

IN THE WORKS

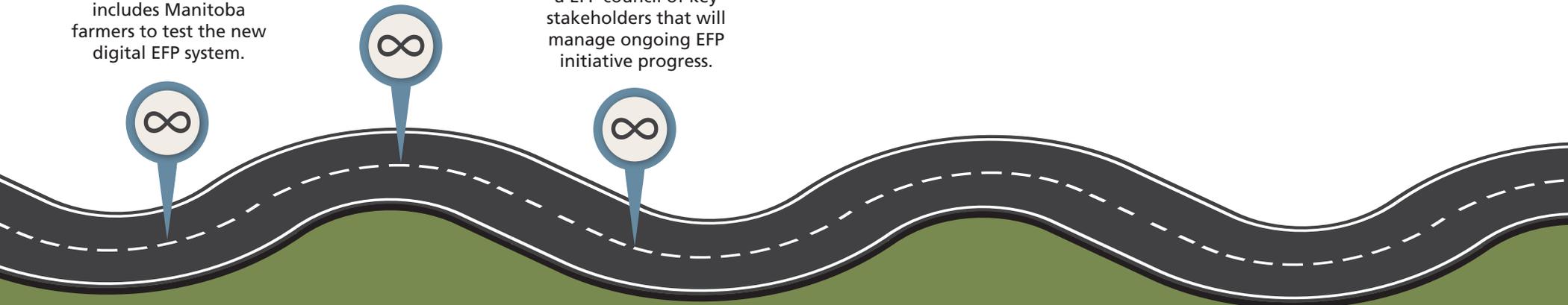
A pilot project that includes Manitoba farmers to test the new digital EFP system.

IN THE WORKS

Online EFP tool is set for release in spring 2022.

IN THE WORKS

The development of a EFP council of key stakeholders that will manage ongoing EFP initiative progress.



FOUNDATIONAL STRATEGY: Governance and Funding

STRATEGIC LINK

- Modernize the Model

VALUE PROPOSITION TO MEMBERS

KAP requires a stable foundation to allow for the delivery of its vision and mission. Stable governance and funding are a key step in ensuring a prosperous future.

OBJECTIVE

Develop and implement a plan that stabilizes KAP to ensure long-term delivery of value to its members.

1) Ensure KAP's ongoing governance practices are compliant with the organization's bylaws.

Lead: KAP Board of Directors

Key actions:

Evaluate KAP's current compliance with bylaws and governance procedures.

2) Evaluate KAP's and modernize KAP's grassroots structure to ensure that the organization is financially sustainable for the long-run and represents modern farming operations.

Lead: KAP Board of Directors

Key actions:

Evaluate KAP's current compliance with bylaws and governance procedures:

- Establish ad hoc committee.
- Increase KAP membership number.
- Evaluate all aspects of KAP's structure that impacts funding, engagement, and sustainability.
- Improve checkoff compliance with designated purchasers.

ACHIEVED
Hired governance expert Strive consulting to support evaluation process.



IN THE WORKS

Board led evaluation of governance practices to ensure compliance with the organization's bylaws.



IN THE WORKS

Board led evaluation of the organization's bylaws to determine if amendments are necessary to assist the organization in the modernization process.



ACHIEVED
Established an ad hoc grassroots committee that will review the grassroots structure of KAP.



IN THE WORKS

Board led evaluation of funding options that will help KAP achieve financial stability going forward. Funding changes may require amendments to the organization's bylaws, adjustments to the regulations governing KAP's check-off and the approval of Manitoba's Farm Product Marketing Board.

