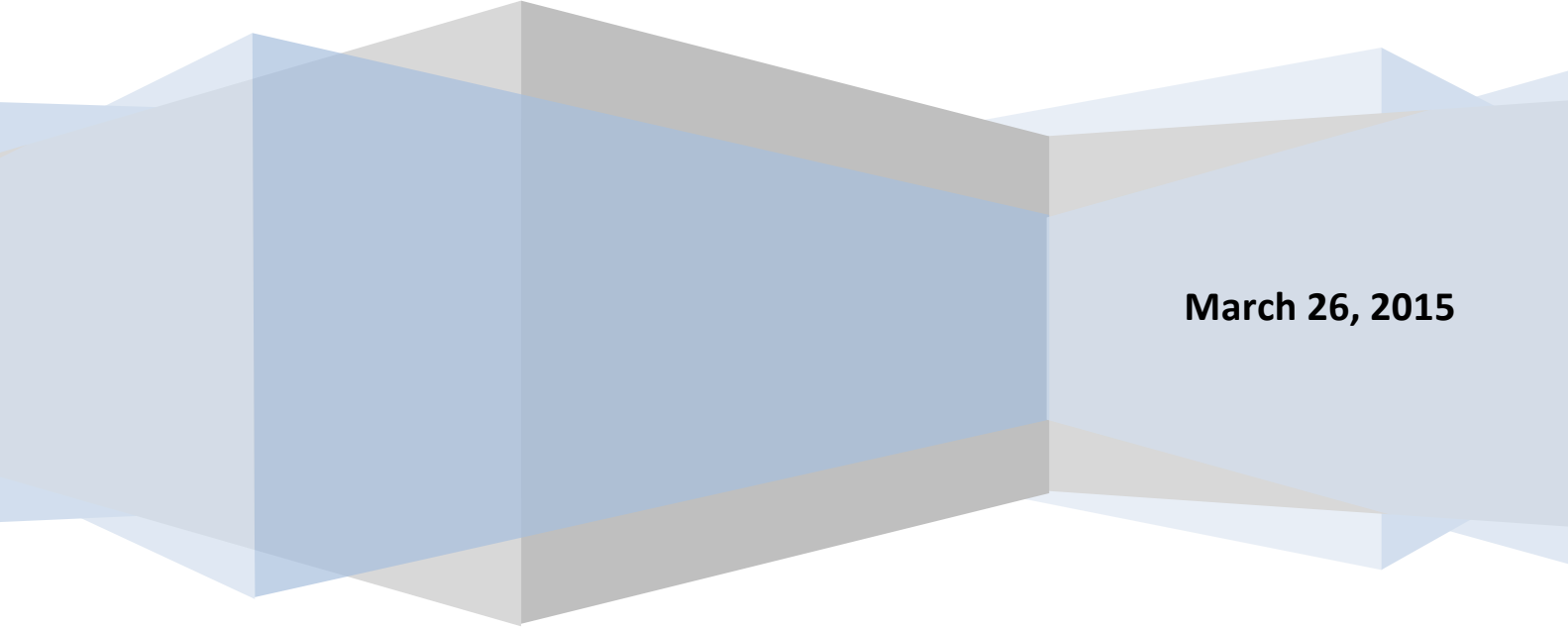


Manitoba Organic Alliance

Membership and Fund Development Program

The Velnes Group



March 26, 2015

Membership and Fund Development Program

The Manitoba Organic Alliance contracted with The Velnes Group to review its membership program and recommend new options. The review also included researching fund development options for MOA. The following report includes recommendations for a membership and fund development program.

Process

The Velnes Group completed an online search of food production, distribution and retail organizations that listed their respective membership programs, membership services, benefits and fee structures. Our search also considered their staff compliments, certification criteria and other unique programs offerings that may impact on Manitoba Organic Alliance's (MOA) deliberations for its own proposed membership program.

The following list of 38 organizations ONLY includes those that have a membership program. However we did visit several web sites for organizations that DO NOT offer a membership program (i.e. Manitoba Chicken Producers, Food Matters Manitoba and Organza Market). This was done to inform our research and provide some assurance that membership programs are an effective strategy for long-term sustainability.

A detailed review of the following organization's membership programs were completed:

Agriculture Institute of Canada	Manitoba Food Processors Association
Alberta Barley	Manitoba Organic Alliance
Alberta Cattle Feeders' Association	New-Brunswick Working Group/ACORN
Alberta Farm Fresh Producers Association	Newfoundland/Labrador/ACORN
Alberta Farmers' Market Association	Ontario Federation of Agriculture
Atlantic Canadian Organic Regional Network	Ontario Natural Food Co-op
Atlantic Food & Beverage Processors Assoc.	Organic Alberta
BC Food Processors Association	Organic Council of Ontario
California League of Food Producers	Organic Federation of Canada
Canadian Organic Growers	Organic Food Council of Manitoba
Farmer's Markets Association of Manitoba	Practical Farmers of Ontario
Co-op Inc.	Prince Edward Island Certified Organic
Farmers' Markets Ontario	Producers Cooperative/ACORN
Food Banks of Canada	Saskatchewan Food Processors Association
Food & Beverage Ontario	Saskatchewan Fruit Growers Association
Food & Consumer Products of Canada	Saskatchewan Organic Directorate
Food Secure Canada	Slow Food Calgary
Growers of Organic Food in the Yukon	Sustain Ontario
Just Food - Working for a Sustainable & Just	Table filière biologique du Québec
Food System in Ottawa	Toronto Food Policy Council

Organization Overview

Many web pages listed a one-paragraph description of the status, (i.e. volunteer driven) and/or focus (i.e. promoting organic food production). This information reinforces the primary raison d'être for the organization and creates a framework for the presentation of the program information.

RECOMMENDATION – The Manitoba Organic Alliance craft a one-paragraph overview for the membership web page and companion communications.

Organization Mission/Mandate/Vision

Most audited organizations presented their organizational mandate, mission statement and/or vision statement on the web 'landing' page. The more progressive of those organizations then linked their respective membership programs back to this information with a comment demonstrating how the members relate to the mission.

This practice allows the potential member to identify more closely with the organization and promotes membership in general.

RECOMMENDATION – The Manitoba Organic Alliance include either the mission or vision statement as part of the introductory information on all its membership communications.

Who Can Be a Member?

The majority organizations offering memberships that we reviewed did not have any restrictions in place in terms of who could hold a membership. However, there are some whereby membership was only open to those individuals or producers that meet specific criteria (i.e. Ontario Natural Food Co-op and Food and Consumer Products Canada). The reasons for this are varied but fall into two broad categories:

1. To ensure the member does in fact embrace and advance the interests of the organization. For example the Ontario Natural Food Co-op required that producers meet a 50% minimum standard in terms of organically produced food.
2. To support the organization's political/business agenda and the assertion that they are the authoritative voice related to the mandate of the organization.

Some organization's member-base was comprised solely of affiliated organizations (i.e. Organic Federation of Canada) and included voting and non-voting membership categories. In some of these cases non-voting members needed not be certified organic producers.

Across the sector, organizations have developed a complex roster of membership categories that are reflective of their stakeholder groups for ease of classification, to allow membership fees to reflect capacity to pay, to promote participation and address the broad restrictions as listed above.

RECOMMENDATION - The Manitoba Organic Alliance's membership program remain as inclusive as possible to enable it to attract a broad a membership base but that consideration

should be given to establishing criteria that allows the MOA to protect its own interests through carefully selected membership categories.

Membership Classifications/categories

Membership classifications are segmented based on the respective organizations needs (i.e. producer, individual and/or associate). Again, because of the various mandates of the audited organizations there is no consistent use of terminology for defining a given membership category. A list of the audited categories follows:

Active	Company	Marketer
Additional members	Corporation	Processors
Affiliate	Distributors	Producers
Agencies	Education	Provincial
Associate	Family	Regular
Association	Farmer	Retailers
Brokers	Friend	Suppliers
Buyers	Gardeners	Supporter
Buying Club	General	Traders
Certifiers	Individual	Vendor
Consultants	Junior	
Consumers	National	

Most organizations offered no more than three categories with each being reflective of the organization's mandate/mission and ability to pay. There are numerous examples of membership categories being defined solely by specific criteria such as:

1. Annual sales
2. Number of employees
3. Relationship to the organization (i.e. producer vs. consumer or business vs. individual)
4. Voting privileges
5. Level of service sought from organization

The Manitoba Organic Alliance's existing online membership information identifies '*a common vision of a strong organic sector in Manitoba*' as a primary function of the MOA. This would suggest that an inclusive, rather than exclusive slate of membership categories is in order. As such, category #3 from the above list – relationship to the organization should guide the final determination when establishing membership categories for the MOA.

The Manitoba Organic Alliance's existing online membership information identifies '*resolutions and actions to be taken to provincial and federal regulators and governing bodies*' as a primary function of the MOA. Advocacy with all levels of government is strengthened by credibility, reach and impact. Organic industry stakeholders who demonstrate economic strength, credibility on environmental issues and reach into the community are powerful voices for the MOA. It is important that the MOA membership program demonstrate individual or collective strength for the economic and environmental impact of the sector. As well, the implication in terms of weight-in-numbers from across the province becomes important.

The Manitoba Organic Alliance's existing online membership information identifies '*maintain channels of communication within and outside of the sector*' as a primary function of the MOA. As a 'hub' for the collection and dissemination of information to its stakeholders the MOA's membership program must demonstrate that it speaks to and for all stakeholders interested in advancing organic production/sales in Manitoba. MOA must consider how the various membership categories relate to one another in terms of communication (i.e. does MOA share all information with all its members or do specific groups receive specific communications only).

The Manitoba Organic Alliance's existing online membership information identifies '*the opportunity to participate at the Annual General Meeting*' as a primary benefit of belonging to the MOA. This speaks to two important issues: the member's ability to influence governance of the MOA and the ability to receive and/or share information amongst one's peers. This will be covered more fully in the benefits section below but the issue of voting is critically important for any organization and the MOA must consider how it allocates these privileges.

RECOMMENDATION - The Manitoba Organic Alliance develop three membership categories using the following broad guidelines:

- 1. Industry/business – sector producers, processors and distributors who's primary function is bringing organics to the market**
- 2. Farmers/gardeners – individuals/families/collectives who's primary function is to produce organic product**
- 3. Affiliate/individual – persons or other stakeholders who hold an interest in bringing organics to the market**

Application Forms

Most of the web sites we audited, including those without membership programs, used on-line tools to share information or collect membership dues. In every case an organization's contact information and an email address for general inquires was provided. Our audit was specifically interested in the interactivity related to promoting and selling memberships and an organization's ability to collect information relevant to their membership categories.

In terms of membership applications some organizations simply offered a printable PDF that was intended to be completed off-line and returned via regular mail (i.e. Practical Farmers of Ontario and Growers of Organic Foods Yukon). There are many examples of organizations that provided individuals with the opportunity to fill out a membership application on-line and in some cases requested extensive information about the applicant's area of interest, details about production, staff compliment and annual budget, (i.e. Food and Beverage Ontario and Manitoba Food Processors Association).

Convenience and 'user friendly' processes are a prerequisite for any organization using the web to interact with their membership and the general public. For those organizations capable of offering a fully integrated communications and financial transaction structure the experience appears seamless and provides the applicant with the most satisfactory encounter. However, the cost, both in terms of technical support and human resources can be prohibitive for a lot of organizations.

RECOMMENDATION - The Manitoba Organic Alliance’s membership program overview and application form be produced as a printable PDF and made available on-line. Until such time as the Manitoba Organic Alliance has the capacity to offer on-line financial transactions interested parties should be encouraged to pay membership dues by cheque. Given that some potential members may have questions the webpage should state that email inquiries will be answered within 48 hours.

Dues, Benefits and Services

Reviewing membership dues without the context of the benefits and services provided by the respective organizations are on limited value. The following tables list the membership categories and dues, offered benefits and services.

Membership Dues

Organization	Classification and Fee		
Agricultural Institute of Canada	Individual \$25	Association \$1,500	Corporate \$2,500
Alberta Barley	Membership is automatically included when producers pay with “barley check-off dollars to Alberta Barley”. Some restrictions apply.		
Alberta Cattle Feeders Association	General Based on ‘head’ of cattle	Associated Business \$395 <i>Associated Businesses can pay \$85 for each additional branch</i>	
Alberta Farm Fresh Producers Association	General \$145	Commercial \$200	n/a
Alberta Farmer’s Market Association	Market \$75 to \$500	Vendor \$65	n/a
Atlantic Canadian Organic Regional Network	Individual* \$30	Farm/Business* \$50 to \$100	Sponsor* \$250
	*Membership fees linked to Canadian Organic Growers and PEI Certified Producers Co-Operative		
Atlantic Food & Beverage Processors Association Inc.	Individual \$150	Agencies, Education, Suppliers or Consultants \$350	Processors \$150 to \$1,500
BC Food Processors	Processor \$115 to \$1,155	Associate \$404 to \$548	Corporate/Industry By Quote
California League of Food Processors	Company By Quote	Affiliate By Quote	Industry By Quote
Canadian Organic Growers	Business/Organization \$100	Includes \$35 tax receipt and has joint membership option with ACORN	
Farmer’s Markets Association of Manitoba Co-op Inc.	One-time \$50 fee	n/a	n/a

Farmer's Markets Ontario	Vendors \$150 to \$400	Associate Categories Individual - \$125 Market - \$200 Organization/Corporate - \$300	
Food Banks of Canada	General \$100	n/a	n/a
Food & Beverage Ontario	Processor \$200 to \$1000	Associate \$750	n/a
Food & Consumer Products of Canada	Manufacturers Based on Sales	Sale/Marketing Based on Sales	Industry Based on Sales
Food Secure Canada	Individual \$12 to \$95	Organization \$100 to \$2,500	n/a
Growers of Organic Foods Yukon	Individual \$30	Farm/Business \$50 to \$100	Sponsor \$250
Just Food - Working for a Sustainable & Just Food System in Ottawa	General \$25	n/a	n/a
Manitoba Food Processors Association	Full (product) \$210 to \$1260	Associate (service) \$446	n/a
Manitoba Organic Alliance	Friends/Business \$25 to \$50/\$250	Associations \$100	Corporate \$500 to \$5000
Newfoundland/Labrador/ACORN	Rates not listed – available to farmers, processors, retailers, wholesalers, restaurants, chefs, researchers, food policymakers, consumers and others who support the vision, mission and mandate of NL/ACORN		
Ontario Federation of Agriculture	Associate \$220	Individual Farm \$220	n/a
Ontario Natural Food Co-op	Retail Based on Sales	Buying Club Based on Sales	n/a
Organic Alberta	Friend* \$41 (base) to \$54	Corporate/Assoc.* \$257 (base) to \$630	*Includes options to buy additional services
Organic Council of Ontario	Industry \$150 to \$2,500	Consumer \$25 to \$500	Retailers \$250 to \$500
Organic Federation of Canada	Voting Regional Sector Appointees	Associate Appointees (?)	n/a
Organic Food Council of Manitoba	Roots (pay what you can) \$1 to \$35	Shoots (pay what you can) \$35 to \$249	Mighty Oak (pay what you can) \$250 plus
	Corporate* \$100	*Corporate membership fee includes a \$35 tax receipt	
Producers Cooperative/ACORN	Farmers \$40	Individuals \$20	n/a
Practical Farmers of Ontario	Individual \$25	Farmer \$50	n/a

PEI Certified Organic Producers Co-operative/ACORN	Farmers \$40	Consumers \$20	n/a
Saskatchewan Food Processors Association	Associate \$250 to \$325	Regular \$325 to \$669	n/a
Saskatchewan Fruit Growers	Active \$200	Affiliate \$100	Associate \$250
Saskatchewan Organic Directorate	December 2014 SOD replaced their \$100 fee in favour of non-charge for those meeting certification criteria		
Slow Food Calgary	Individual \$90	Additional/family \$20	Junior \$45
Sustain Ontario	\$50 to \$1,000	Based on organization's annual budget or gross revenue	
Table filière biologique du Québec	Corporate \$200	Association \$200	Individuals \$20 to \$50
Toronto Food Policy Council	Membership is restricted to individuals who apply to volunteer to sit on the council.		

Membership Benefits and Services

Organization	Membership Benefits		
Agricultural Institute of Canada	Individual - Member discounts, liability insurance, weekly updates, travel discounts, professional development and career advancement opportunities and university program accreditation	Association - Representation on AIC policy development committees, weekly updates, link on website and promotion of member events	Corporate - Promotion of business/services, web link on website, preferred rates at AIC conferences and representation on AIC committees
Alberta Barley	General – attend and vote at Annual General and regular meetings, make presentations to Alberta Barley and become an Alberta Barley delegate		
Alberta Cattle Feeders Association	General and Associated Business – primarily an advocacy organization providing access to trade/industry information and events – no listed benefit resulting from membership		
Alberta Farm Fresh Producers Association	General and Commercial – farmer locator service, participation in promotional programming and free advertising in newsletter, insurance, bulk purchasing, reduced rates on workshops and educational opportunities, newsletter and voting privileges		
Alberta Farmer's Market Association	Market and Vendor – group insurance, AFMA newsletter, web site member listing and 'locating app', marketing opportunities, nutrition labeling, AFMA awards and voting privileges		

Atlantic Canadian Organic Regional Network	Individual – local organic guide, free access to webinar, and workshop discounts	Farm/Business – as Individual plus conference advertising and trade show discount, access to <i>Grow a Farmer</i> , fee classified adds, organic certification and member certificate	Sponsor – as Farm/Business plus logo and banner placement at events and on web page and web advertising
Atlantic Food & Beverage Processors Association Inc.	Individual, Agencies, Education, Suppliers or Consultants and Processors – membership directory, industry reports and general advocacy (appears services are open to non-members)		
BC Food Processors	Processor, Associate and Corporate/Industry - Peer group seminars, business opportunities, job postings, insurance plan and group benefits, mentorship program and support and training		
California League of Food Processors	General – networking, opportunity to sit on various committees and guide state food policy, access to trade expo, publications and scholarship program		
Canadian Organic Growers	Business/Organization – monthly communications, tax receipt, voting privileges and access to mail order library		
Farmer’s Markets Association of Manitoba Co-op Inc.	General – sponsorship of Direct Farm Marketing Conference and annual general meeting, group insurance, educational opportunities, listing on FMAMC web site, access to funding opportunities and ongoing communications		
Farmer’s Markets Ontario	Vendors, Associate Categories, Market and Organization/Corporate – access to personalized consulting services, administrative, marketing operational supplies and services, learning and networking opportunities, advocacy and verification/certification of markets		
Food Banks of Canada	General – advocacy and education open to all, friends directory, resource material and networking and educational events		
Food & Beverage Ontario	Processor and Associate – advocacy for members, network and educational opportunities, member director, workforce and education support and industry communications		
Food & Consumer Products of Canada	Manufacturers, Sale/Marketing and Industry – members directory, networking with industry leaders and professional training and educational opportunities		
Food Secure Canada	Individual - networking, discounts, participation in FSC events and activities, voting privileges and copy of annual report	Organization – networking, event promotion, discounts, media support to national audience, priority access to FSC activities, content creator on FSC web site, voting privileges and copy of annual report	

Growers of Organic Foods Yukon	Individual, Farm/Business and Sponsor – advocacy and education of members, member directory, resource material and networking, educational events		
Just Food - Working for a Sustainable & Just Food System in Ottawa	General - Membership card and voting privileges		
Manitoba Food Processors Association	Full (product) – use of MFPA logo, access to funding program, members directory, training and educations, domestic/export opportunities, worker recruitment, discounts and communications	Associate (service) – as Full but with restricted access to funding program	
Manitoba Organic Alliance	All categories – Invited to participate in the Annual General Meeting with voting privileges, certified organic entities receive free membership, ‘core support’ (sponsorship) levels include recognition benefits and advertising opportunities		
Newfoundland/Labrador/ACORN	Membership benefits not listed online – although members directory and sector information is available to general public		
Ontario Federation of Agriculture	Associate and Individual Farm – access to member services representative, discounts and promotions, voting privileges and OFA membership card		
Ontario Natural Food Co-op	Retail – member loan program (unique), member discount and retail and training rebates	Buying Club – access to sector products, bulk buying discounts, networking and communications	
Organic Alberta	Friend – support of OA government lobby, communiqués (hard copy or e-version), discounts on conference attendance and farm directory	Corporate/Assoc. – as Friend with opportunity to advertise in OA media/communications vehicles	
Organic Council of Ontario	Industry, Consumer and Retailers – advocacy and education of members, member directory, resource material and networking, educational events		
Organic Federation of Canada	Voting and Associate – primarily advocacy with members representing sector or regional bodies		
Organic Food Council of Manitoba	Roots – support the OFCM, monthly newsletter, voting privileges, affiliation to chapter and access to mail-order library	Shoots – As Roots plus receive the <i>Organic Grower Magazine</i> and discounts on COG publications and OFCM and COG events	Mighty Oak – As Shoots
	Corporate – As Mighty Oak plus free listing on online directory a		

	\$35 tax receipt and discount in the <i>Organic Grower Magazine</i>		
Practical Farmers of Ontario	Individual and Farmer – fees are a ‘show of support’ for the PFO, there seems to be no members only benefits		
PEI Certified Organic Producers Co-operative/ACORN	Farmers and Consumers – Producer directory and map, member only newsletter and access to organic land trust registry – other services and communications appear to be open to general public		
Saskatchewan Food Processors Association	Associate and Regular – regular email communications, network opportunities, members directory, on-line advertising, fundraising support, small business loans, export opportunities, access to Sask. Food Industry Development Centre and use of SFPA logo		
Saskatchewan Fruit Growers	Active - Member guide, discounts on purchases, reduced fees for workshops and voting privileges	Affiliate - As Active but no voting privileges	Associate - As Affiliate but with one-page add in member guide
Saskatchewan Organic Directorate	General - Online communiqués, employment opportunities, member directory, able to sit on Board, industry reports and membership map (directory)		
Slow Food Calgary	Individual, Additional/family, Junior – personal membership card, four annual issues of SLOW magazine, discounts on publications and events and opportunities to participate in world-wide initiatives and events		
Sustain Ontario	General – member’s directory, network and educational opportunities and voting privileges. Note – members are expected to be very active in all levels of SO		
Table filière biologique du Québec	Corporate, Association and Individuals – unable to read French		
Toronto Food Policy Council	Membership is restricted to individuals who apply to volunteer to sit on the council which seems to be the ONLY benefit		

The Manitoba Organic Alliance has a DRAFT webpage that includes the information included in the above two tables. Generally speaking the proposed fee structure and listed benefits are fairly consistent with other Canadian organizations that were audited. However the proposed corporate membership fee schedule stands out as being ‘out-of-line’ with the overall trend. The Velnes Group feels that this is likely because the Manitoba Organic Alliance is using its proposed membership program in place of a formal corporate sponsorship fundraising program for that category. We would encourage the Manitoba Organic Alliance to think of the two programs as being separate BUT integrated. The corporate membership category should be considered the mechanizing through which corporations can begin to develop a relationship with the Manitoba Organic Alliance and/or declare their support for the mandate of the organization.

The Velnes Group recognizes that the Manitoba Organic Alliance is addressing its staffing issues and building capacity for the future. As such, we are recommending a 12 month phased approach to introducing and building the membership program. It is important to include ongoing enhancements to the membership program in any strategic planning or changes to Manitoba Organic Alliance’s communications strategy, including the web pages and all print material.

The Velnes Group is also recommending that the Manitoba Organic Alliance should focus on advocacy and education of members first and foremost with the member’s directory being the second priority. Membership benefits including providing resource material, networking opportunities and educational events are also programs that should be included in the Manitoba Organic Alliance’s strategic planning.

RECOMMENDATION – The Manitoba Organic Alliance build on the three existing proposed membership categories - those being: Individuals/Business, Associates and Corporate. That the Manitoba Organic Alliance schedule a review, with subsequent increases in dues and the introduction of new benefits twelve to eighteen months after the membership program is introduced. The following table outlines the proposed program.

Phase One		
Individual/Business \$50 – individuals and businesses interested in advocating for the organics movement	Associates \$100 – individuals, businesses and sector organizations that support the MOA as THE voice for advocating and advancing the organics movement.	Corporate \$250 – businesses that recognize the importance of the organics movement having a strong presence in the marketplace and with government (organics chamber of commerce)
Benefits – invitation to AGM, voting privileges and receipt of regular MOA communications.	Benefits – all Individual/Business plus members directory, website hot links, job postings and discount on workshops.	Benefits – all Associates plus corporate profile and advertising on MOA webpage.
Phase Two		
Individual/Business – no change in fees remains \$50	Associates raised from \$100 to \$150	Corporate raised from \$250 to \$350
Benefits – as Year One	Benefits – Year One plus enhancements (i.e. group insurance)	Benefits – Year One plus enhanced corporate recognition (i.e. booth and banners at MOA events and features in newsletter)

Other

Our audit revealed a broad cross-section of other services that organizations provide as part of their membership program. These services are a reflection of the respective organization’s overall budget, staff contingent and overall capacity. The Velnes Group recognizes that the Manitoba Organic Alliance is currently in a period of growth and is building its own capacity. In the coming months, as the Manitoba Organic Alliance reviews its strategic planning and establishes its priorities for the future we would encourage you to consider these other services with two questions in mind:

1. Does this proposed member benefit advance the mandate of the Manitoba Organic Alliance, either directly or indirectly?
2. Are the majority of the existing and potential members likely to place value on the proposed enhancements? What evidence does the Manitoba Organic Alliance have to support the cost effectiveness of the benefit (both in terms of human and financial resources)?

Other benefits listed on-line included: membership fee rebate program, promotion of products or services, training opportunities, group benefits, industry blog or newsletter, business insurance, member grants, research development, fundraising (for member), code of ethic and certification.

Marketing Membership

The important factor of the membership program is expanding the base of MOA. An essential step in the program is marketing membership and its benefits to the community. Expanding membership can translate into a larger base of influence when speaking to the corporate community and the government.

The Velnes Group recommends a focused membership marketing program. This program includes but not limited to:

- Contacting current members advising them of the new membership program.
- Contacting related corporations and organizations (not currently members) with material on the new program.
- Market the membership program at all public events that MOA is attending.
- Market membership on the web page.

If possible, prospective members should be driven to the web site to apply. As soon as possible MOA needs to establish a **PayPal** account or access to **Visa** and **Master Card** through their bank.. The public has become accustomed to paying membership by credit card.

As the membership program is revitalized it will be important to market the benefits of belonging. How will a membership help me as a producer or consumer? Access to reliable information is important as is networking opportunities. Just belonging is no longer enough to attract membership,

Fund Development Program

The Manitoba Organic Alliance needs to explore the options available with corporate sponsorship. MOA does not have a CRA charitable registration number. The organization's role as an advocate for organic food production and marketing precludes holding a CRA number.

The absence of a CRA number limits the opportunity for individual donations. People do not support organizations solely because of a tax receipt. However a tax receipt usually results in a larger contribution. In terms of individual support it will be limited to donations (no tax receipt).

The Velnes Group recommends MOA develop a three year fund development action plan to stabilize their budget. It is our assumption a membership program on its own cannot provide the necessary funds to finance MOA's operation.

Kick Starting the Program

According to the Manitoba Organic Action Plan the organic sector faces a number of challenges and opportunities. The Plan outlines five actions, all of which are important to developing the organic sector. The action plan focuses internally and externally. It appears the Action items are designed to:

- Strengthen organic growers, processors, and retailers.
- Increase the public awareness of the value of organic food.

A fund development program needs to focus externally. When we consider developing a fund development model there are two areas we want to consider for a start. These are:

- Develop the organic market through consumer education (think before you eat).
 - A public awareness/marketing plan could be attached to this section of the Action Plan. A partnership with a wholesaler/retailer could fund a program to increase public awareness of the benefits of organic food.
- Increase knowledge sharing for organic producers.
 - This Action Plan can be used to secure sponsorship for educational event for producers (seasoned producers and those new to the sector). MOA has the opportunity to tie corporate partners (e.g., Growers International) to educational programs.

We would suggest these two areas are starting points for corporate fund development. Both of these areas would give the necessary visibility to corporate sponsors. These also meet the corporate need to tie funds to specific programs. Corporations are reluctant to support administration costs. Support for these areas would help MOA increase its community presence. People interested in organic food need accurate information on its benefits and availability. Producers need support and pertinent information.

The move into organized fund development requires a cultivation process with the prospective donor. The following outlines a sample cultivation program:

- Knowledge
 - What is the potential donor's giving record?
 - What are their areas of interest?

- Cultivate
 - Why they would want to support MOA?
- Interest
 - Outline the program that needs support. Develop a vision of the value of the program.
- Engage
 - Keep in contact with the potential donor.
- Solicit
 - Who makes the 'ask?' Who has the best relationship with the potential donor?
 - How much?
 - When? Where will the ask take place?

This process does not end with securing the gift. The next step is stewarding the donor, maintaining and cultivating the relationship. Fundraising begins with relationship building and continues with maintaining those relationships. Successful fund development programs depend upon a long term commitment of the board.

There can be opportunities to apply for **government grants**. MOA has experience in this area of fund raising. The important thing about government grants is continually checking government web sites for grant information. These grants tend to focus on the producer rather than marketing and public awareness.

A new source of funds is **crowd funding**. We experienced it in the Alzheimer's water campaign (raised approximately \$8 million). This is usually a one-time campaign for a single objective. It is a very good public awareness vehicle. One web site to explore is **idiegogo**.

Conclusion

MOA is beginning to develop a new fund development program. We suggest the MOA board develop a three year fund development and public awareness program. MOA is at a tipping point. The organization is an important part of the organic food movement in Manitoba. It will be important that the new web page includes a Facebook option.

It is very difficult for volunteers to develop and maintain a membership and fund development program. Both programs require attention and follow-up to membership requests and fundraising applications. We would suggest MOA consider the hiring a part-time staff person that among other administrative functions would have responsibility for fund development. The responsibility for fund development would be shared with a volunteer committee.