

**Mackenzie Applied
Research Association
Strategic Plan**



2023 – 2027

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A Message from Our Chair

Enclosed is Mackenzie Applied Research Association's (MARA) five-year, Strategic Plan to support our organization's successful growth and continually improve producer-focused impact.

We reached out to several members to get your feedback on current challenges, what MARA is doing well, and where we can improve. The economics of farming, water security, soil health, and aggressive weeds continue to be key topics for producers. We also heard loud and clear MARA needs to continue doing what we do best: leading-edge soil and crop research, supported by impactful soil, livestock, crop, and forage extension.



In our larger ecosystem, funding will likely continue to be harder to come by and more complex to navigate, with increased accountability on reporting measured impact. The economics of farming are unlikely to become any easier, driving the need to focus knowledge not only on the 'practice of farming', but also the 'business of farming'.

Our Board and staff explored what we're hearing from members and what's going on in our region. We considered what the future might look like, and what priorities would best support MARA's organizational sustainability while driving maximum impact to our members.

Our 2023 – 2027 Plan is centered on the following Priorities:

- ❖ ***Renowned Soil and Crop Research***
- ❖ ***Renowned, Impactful, Producer-Driven Extension***
- ❖ ***Thriving Organization with a Cohesive, Engaged, Forward-Thinking Board and Staff***
- ❖ ***Experts at Measuring our Impact and Telling our Story***

The plan supports key initiatives with MARA's funders and partners, including our commitment to Living Labs. MARA intends to increase its research capability, growing our Agronomy Center into a Feed and Forage Lab Center of Excellence. We intend to increase our focus on organics and engage our members in more producer-led research and on-farm trials.

Our 2023 – 2027 Plan is a healthy evolution for MARA. MARA will continue to focus on creating strong, enduring relationships while driving compelling, innovative research and extension to a continually more diverse member base. We will balance purposeful growth with meeting member needs and ensure MARA has the resources and funding to sustainably deliver on our commitments.

We thank our members and funders for your continued support.

-Greg

MARA's Mission and Stated Objectives

The central aims of MARA are to conduct relevant crop, soil health and livestock research and demonstration trials, to enhance production while protecting the environment.

Extension events to deliver new and improved management practices, dissemination of research data and emerging information are at the heart of our mission.

MARA recognizes the unique climate, soils, and seasonality of our region and our role to provide producers with best management practices based on sound, verified science applied to our region.

Our ultimate goal is to help producers increase production at reduced cost in an environmentally sustainable manner.

MARA exists to generate new scientific data for use by the agricultural community in northern Alberta. MARA strives to help producers in northernmost Alberta make the most of limited resources by improving agronomic practices, lowering production costs, enhancing marketing strategies, alternative practices, and environmental sustainability.

Our View of the Future

As part of our strategic planning process, MARA interviewed a cross section of producer members, academia, staff, and Board Members. Key issues facing producers in our region today include:

- Water security
- Improving soil health
- Aggressive weeds
- Financial sustainability (rising input costs and price of land)
- Access to information pertinent to our region
- Difficulty in predicting the markets
- Increased pressures of measuring and reporting sustainable agriculture stewardship

Although MARA cannot solve all these issues, we can apply more focus and attention on research and extension to help producers enhance production while protecting the environment.

Your feedback was very consistent on where MARA's priorities should be the next five years:

- **Remain focused on Relevant Research.** MARA is recognized and highly respected for its small plot, variety research and experimental trials. There are opportunities and clear demand for MARA to modernize and increase its producer-led research footprint. This includes expanding our lab capability, increasing the number of on-farm field-scale trials, and increasing direct producer engagement to ensure MARA's research continues to meet regional needs. It also includes investigating new methods, technologies, and crop varieties, as well as research addressing top priorities of water security, soil health and weed management to drive resiliency, both in traditional and organic farming.
- **Increase focus on Impactful Extension:** There is a clear demand for more in-person, on-farm events and field days, as well as events focused on improving water security, soil health and weed management. Although MARA will continue to host events at our facilities to share what's working and what's not on its research plots, there is recognized benefit to increasing direct producer engagement and visiting larger-scale operations to gain valuable, firsthand knowledge from those who have implemented successful practices.
- **Build MARA's Brand Awareness and increase Producer Engagement.** MARA recognizes we need to get our researchers out in the field, meeting directly with producers regarding research priorities, seeking new innovative methods, and building better relationships with the larger farm operations base. MARA is also well positioned to build its relationship with Post-

Secondary Institutes (PSIs), accelerating two-way sharing of research and expertise, and engagement in larger research trials.

- **Increase MARA’s Organizational Sustainability.** 2022 was a transition year for MARA, with significant staff turnover. The strategic planning process was an excellent opportunity for Board and staff to jointly discuss challenges and opportunities. Moving forward, MARA will implement annual strategy reviews and employee performance reviews to support successful strategy execution. The Board is proactively considering succession and will implement a clear governance model to ensure organization cohesiveness. Applying focus to strong, enduring funder relationships and actively seeking new revenue generation opportunities will improve stability and sustainability.
- **Become Experts at Measuring MARA’s Impact and Telling our Story.** Measuring tangible, on-farm impact is becoming increasingly important as funders hold associations more accountable for results. The better MARA is at measuring its impact and telling our story, the more robust MARA’s relationships become with producers, members, industry, and funders.

When considering our ecosystem, funding (for both producers and MARA) will likely continue to be harder to come by and more complex to navigate, with increased accountability on reporting measured impact. Water security, soil health, and aggressive weeds continue to be critical topics. The economics of farming are unlikely to become easier, driving the need to focus knowledge not only on the ‘practice of farming’, but also the ‘business of farming’.

MARA must evolve to continue maximizing impact to members while ensuring its continued long-term sustainability.

Our Priorities to Deliver Results

MARA’s priorities for 2023 – 2027 considered two driving forces:

1. How does MARA maximize impact to our members?

- ❖ Responsibly scaling MARA’s impact, with a clear, focused mandate

2. How does MARA ensure our organization’s long-term sustainability?

- ❖ Financial prudence, responsible growth, cohesive Board and staff, and strong, enduring relationships with members, partners, and funders

Our Key Capabilities

MARA’s Key Capabilities provide clear strategic direction for the next several years to ensure MARA’s long-term sustainability and maximize impact to our members. Our Four Key Capabilities and Success Statements for each are:



Renowned Soil and Crop Research

- Drives reliable, sustained funding (increased funding year-over-year)
- Research that addresses today’s challenges
- Highly respected by producers, academia, funders, and Government
- Research frequently applied on farm, with high on-farm uptake
- Annual research footprint growth (# of plots + on-farm trials)



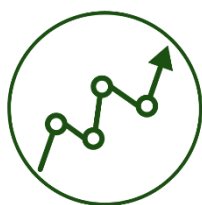
Renowned, Impactful, Producer-Driven Extension

- Frequently applied on farm, with high on-farm uptake
- Highly engaged, vibrant membership (increased diversity producer type and age; attendance average 50)
- High community engagement and support
- Extensive partner and subject matter expert network



Thriving Organization with a Cohesive, Engaged, Forward-Thinking Board and Staff

- Fun, desirable place to work, with low staff turnover
- High energy, dedicated Board with competition for Board seats
- Highly desired work destination for agriculture students
- Well understood structure with defined roles and responsibilities
- Financially sound, with a positive outlook



Experts at Measuring our Impact and Telling our Story

- Positive feedback and quantifiable producer testimonials
- Strong, enduring relationships with key funders (sufficient sustained project and base funding)
- Positive, improving youth consumer perception
- Influential beyond our region

Each Key Capability is supported by Priority Initiatives, which will directly impact associated Key Capability Success Statements. Our Success Statements will continue to mature over time to allow for more quantifiable measurement. Near term, they serve as excellent challenge statements to ensure MARA is making impactful progress against its 2023 – 2027 Strategic Plan.

Our Priority Initiatives

Priority Initiatives are defined activities MARA will undertake to directly support our Key Capabilities. They provide clear tactical direction within a defined time period.

As one would expect, it's easier to define priorities 12-36 months out. MARA will revisit our plan each year and refine its priority initiatives to ensure we continuously adapt to the needs of our organization and members.

Following are MARA's Priority Initiatives, organized by Key Capability:



Renowned Soil and Crop Research - Priority Initiatives

We heard loud and clear MARA needs to continue to do what we do best: **Renowned Soil and Crop Research**. There are several opportunities for MARA to strengthen its research capabilities and impact to both producers and the industry at large.

1. **Develop a Feed and Forage Lab Center of Excellence (2023 - 2025):** MARA has base infrastructure, scientists, and the desire to develop existing operations to be a respected Feed and Forage Lab Center of Excellence. In 2023, MARA will perform a feasibility assessment to gauge demand and anticipated investment, as well as engage in discussions with key funders such as [Results Driven Agriculture Research \(RDAR\)](#), [Western Grains Research Foundation \(WGRF\)](#) and [Invest Alberta](#). Depending on demand and funding support, 2024 will focus on a larger initiative ramp up, or alternatively begin scaling operations in small, meaningful steps, including a small-scale root study program. This initiative could significantly increase MARA's reputation, be a key differentiator, and serve as a meaningful revenue generation engine.
2. **Identify, Confirm and Execute more On-Farm Research (2023-2027):** There is nothing quite like seeing small plot research and its perceived benefits proven on a large-scale trial. There are three distinct components to this priority initiative:
 - a. In 2023, MARA will launch a producer outreach program to identify producer interest and potential on-farm research projects, associated funding requirements, and determine next steps. The goal is to execute two on-farm research projects in 2024, and in 2025 evaluate results to confirm how MARA's on-farm research program will evolve moving forward. This initiative also benefits member engagement and provides meaningful venues for extension events.

- b. A [Living Lab](#) is an integrated approach to agricultural innovation that brings together farmers, scientists, and other participants to co-develop, test, and monitor new Best Management Practices and technologies in a real-life context where they will be used. They are key to improving soil health and water quality. MARA is a proud partner, funded through Agriculture and Agri-Food Canada (AAFC), in delivering a Living Labs program and associated events in our region. MARA will execute two Living Lab projects across four sites through 2027.
 - c. Organic farming has a large presence in our region. MARA will explore expanding its organic research footprint, both on-farm and at MARA's facilities. MARA will also investigate opportunities to partner with [Organic Alberta](#) to bring important research priorities forward for funding and execution.
 3. **Expand Post Secondary Institute Relationships (2023):** MARA has relationships with several PSIs, including the University of Alberta and Olds College, who see MARA as a leading research organization with reputable scientists and methods. There is a real opportunity to formalize MARA's partnerships with PSIs to align research interest on 'today's producer issues' and engage MARA in larger PSI-led research programs. PSIs are an important source of agriculture students who could see MARA as a destination of choice for practicums and longer-term career opportunities. Finally, PSIs are a source of knowledge experts for MARA events. In 2023, MARA will engage several PSIs to formalize relationship agreements.
 4. **Increase Producer-led Research (2023 onward):** Local producers would like to see more research projects focused on their immediate needs. In 2023, MARA will begin purposeful researcher on-site producer visits to discuss potential research priorities and build relationships. Researchers will be more actively involved in regularly scheduled producer meetings. 2024 onward, MARA will endeavor, as funding allows, to integrate more producer-led research into its research portfolio.



Renowned, Impactful, Producer-Driven Extension

Priority Initiatives

Research becomes meaningful when resulting knowledge is in the hands of producers and implemented on farm. MARA must be great at knowledge transfer that meets the needs of producers in our region, specifically soil, livestock, crop, and forage extension. In 2023, MARA will host 12 events (outlined below). MARA also intends to expand our subject matter expert network to assist producers in implementing ideas from extension events. The event topic mix will be re-evaluated each year to best meet producer needs.

1. **Host Two (2) OFCAF Events (2023 – 2024):** The [On-Farm Climate Action Fund](#) (OFCAF) is an RDAR funded initiative to help farmers tackle climate change. MARA is a proud partner in delivering the OFCAF program and associated events through 2024.
2. **Host Three (3) Field Tours (2023):** Producers are requesting additional Field Tours, to learn from other successful operators what’s working and what’s not on a larger scale. In 2023, MARA will host one (1) Living Labs Field Tour, and two (2) Producer Hosted Field Tours. The producer hosted tours will focus on topics that are top of mind in our region, such as acidity and water systems. Producer speakers may be paired with MARA researcher speakers.
3. **Host Two (2) Producer Specialist Events (2023):** Based on feedback from producers, MARA will focus on grazing and livestock, hosted by recognized expert speakers. These events may be paired with local on-site producer visits.
4. **Host One (1) Mental Health Event (2023):** The [Alberta Farm Mental Health Network](#) has developed excellent resources to promote mental health among farmers and farm families. MARA will host an event in 2023 and look to expand this service 2024 onward.
5. **Host Four (4) other Impactful Extension Events (2023):** Several additional extension events will focus on output from funded research projects that have extension requirements. Remaining events will focus on topics based on direct feedback from our producer community.
6. **Confirm and Communicate Subject Matter Experts (2023 onward):** Producers need access to subject matter experts to implement new ideas. MARA will continue leveraging experts from [Agricultural Research Extension Council of Alberta’s](#) (ARECA) [Specialist Program](#) and will investigate the potential to leverage RDAR’s Knowledge Clusters. MARA’s Board will also look internally to identify and confirm experts within our membership and private networks. Top priorities for 2023 are to identify and secure subject matter experts for **Soil, Livestock, Crop, and Forage**.

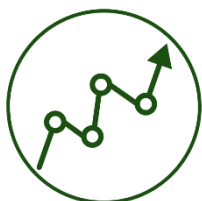


Thriving Organization with a Cohesive, Engaged, Forward-Thinking Board and Staff

Priority Initiatives

MARA's success is firmly rooted in having an engaged, forward-thinking Board and staff. 2022 was a transition year with several staff changes. While assembling our 2023-2027 Strategic Plan, MARA reaffirmed its Governance Model and committed to annual plan reviews moving forward. MARA will continue to focus on Board and staff cohesiveness, effective leadership, and financial sustainability.

- 1. Develop 5-Year Financial Forecast and Funding Plan (2023 – 2027):** MARA will develop a financial forecast to support its 2023 – 2027 Strategic Plan. As a non-profit, our forecast will use a Zero-Based-Budget approach, which aids MARA's discussions with our funders to identify financial gaps and strategies to address. MARA will continuously scrutinize its financials and look for ways to drive more independence through new, diverse funding strategies.
- 2. Implement Annual Plan Review (end 2023 onward):** Each year, progress on MARA's 2023 - 2027 Strategic Plan will be reviewed, and the plan adjusted as needed, to apply continued focus to MARA's organizational sustainability and member impact. Updates will be provided at our Annual General Meeting. Our first review will occur at the end of 2023 and each year thereafter.
- 3. Implement Annual Staff Performance Plans (2023 onward):** Key to success of any Strategic Plan is ensuring priority initiatives are clearly assigned with due dates in employee annual performance plans. MARA's Board Chair and Management Team will ensure, 2023 onward, all staff have a performance plan, and performance plans are aligned with MARA's Strategic Plan.
- 4. Implement Standard Project Proposal Form (2023):** Leveraging MARA's 2023-2027 Strategic Plan and associated priorities, the MARA Management Team will develop a standard project proposal form with weighted criteria. This form will help prioritize proposed MARA improvement projects and accelerate Board decision making.
- 5. Develop Future Board and Staff Candidates (2023 onward):** With a new 5-year Strategic Plan in place, MARA's Board will consider optimal attitudes and aptitudes future Board Members require to best support MARA's success. The Board will actively discuss and engage potential future Board candidates. MARA will additionally engage PSI partners to generate awareness and excitement regarding MARA as a desired destination for agriculture students to complete their studies or permanently work post-graduation.



Experts at Measuring our Impact and Telling our Story

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Priority Initiatives

There is a clear trend to increased accountability, not only to our members, but to our funders and the general public. MARA needs to become experts at measuring the tangible on-farm impact our organization provides and telling our story. This helps build strong, enduring relationships with all parties, which will attract new members, improve public perception of agriculture, and ensure ongoing financial support from key funders. MARA will determine how it can best address this area in 2023.

1. **Confirm and Implement Testimonial Strategy (2023 onward):** MARA strives for its services to be ‘impactful’ to our members. In 2023, MARA will formalize and execute a producer testimonial gathering process.
2. **Build Impact Measurement Capacity and Capability (2023 onward):** Measuring on-farm impact is difficult, and MARA does not readily have this expertise in house. Many associations require this skillset, so MARA plans to work with ARECA and RDAR to determine what shared resources could be leveraged to assist. A single shared resource could likely support several associations, making it financially viable and bringing an immediate solution forward. MARA is targeting to implement a shared resource in 2023, then review and adjust each year, working jointly with our funders to build capacity and credibility.
3. **Engage REDI to tell MARA’s Story (2023):** The [Regional Economic Development Initiative](#) (REDI) was formed to promote and enhance economic growth among its member communities and to promote the northwest Alberta region. MARA is excited to share our Strategic Plan with REDI and engage them to help tell our story, which MARA hopes will drive interest and result in increased producer membership.
4. **Launch Local Media Campaign (2023):** MARA will write a monthly half-page ‘Did you Know’ article for the local Big Deal publication. Articles will cover upcoming events, compelling research findings, and interesting facts about MARA. This is another avenue to increase interest and drive membership.
5. **Share Strategy and Gap Funding Requirement with Funders (2023):** For MARA to maximize its impact, we must have stable funding. MARA is accountable for building relationships with a diverse funder base to become more independent and self-sustaining. During this transition, MARA may have a base funding requirement, and will leverage its 2023 - 2027 Strategic Plan and Zero-Based-Budget to work with key funders to address anticipated shortfalls.

6. **Launch 'Agriculture in Classrooms' Program (2023):** MARA recognizes its role in improving consumer perception at a regional level. MARA will focus on engaging youth in classrooms with educational agriculture programs. We will start by targeting five (5) schools in 2023. Depending on success and demand, MARA will formalize and expand this program in 2024, and by 2025 introduce online recordings that can educate and influence students beyond our region.

A summarized MARA 2023 – 2027 Plan on a Page is available in [Appendix A](#).

A detailed priority initiative execution timeline is available in [Appendix B](#).

Our Resourcing Strategy

MARA produces significant producer impact with a lean staff model. In 2022, we added a Research Scientist to bring MARA to four full time equivalent (FTE) resources and five summer staff. MARA opened the doors to our new Agronomy Center to better address key issues facing grain producers and ranchers via adaptive research and extension. MARA managed 2400+ scientific study plots, hosted 11 events with 15-50 attendees each, and helped organize the Western Soil Health and Grazing event.

MARA's 2023 - 2027 Strategic Plan will require more resources, but we recognize we need to grow responsibly, managing our administrative and overhead costs. Better leveraging partners and shared resources for longer-term needs, while engaging third parties for short-term efforts, are key to our sustainable resourcing strategy.

Some of the resourcing strategies MARA intends to leverage in the successful execution of our 2023 - 2027 Strategic Plan include:

Feed and Forage Lab Center of Excellence

- ✓ 'Go Big': Expand Agronomy Center into Feed and Forage Lab Center of Excellence
 - Collaborate with local Agriculture Service Board to assist with Feasibility Study
 - Engage key funders: RDAR, WGRF, and Invest Alberta for grant options
- ✓ 'Start Small': add Near Infrared Spectrometer (NIR) machine to aid in rapid and high quality product identification, classification and quality control, as well as determination of product properties (chemical and physical)
 - \$50k - \$75k; grant proposal underway

Subject Matter Expert (SME) Network

- ✓ MARA Board to brainstorm SME's within MARA's existing network for **Soil, Livestock, Crop, and Forage**, and work to create cooperative agreements with MARA.
- ✓ Work with ARECA to extend and expand the existing Specialist Program and evolve to better meet MARA needs.
- ✓ Explore RDAR's Knowledge Cluster concept, both in terms of what MARA can provide with its proposed Feed and Forage Lab, and how producers can benefit from proposed Knowledge Clusters

Base Resources

- ✓ Add a Lab Technician (~\$60k/year) to provide more capacity and allow scientists to focus on growing research portfolio
 - 2023 – investigate opportunity to resource share with NPARA, or extend Living Labs resource
 - 2024 onward – target full time resource at MARA
 - Include cost in Feed and Forage Lab Feasibility Study
- ✓ Invest in new Seeder (\$250k - \$300k) to accelerate research plot capacity
 - Engage WGRF and/or Crop Commissions for grant options
- ✓ Upgrade pesticide storage facilities (<\$10k for improved containment, signage, security, and spill management)
- ✓ Build out staff housing strategy to support anticipated future hires and potential for increased PSI students

Shared Resources

- ✓ Explore the following shared resource opportunities with ARECA and/or RDAR (to be leveraged across several associations):
 - Impact Measurement
 - Extend Living Labs resource → MARA Lab Technician
 - Subject Matter Expert Network (as previously described)

Partnership Network

- ✓ Board and Staff to identify and engage other partnerships that can aid in successful executing MARA's Strategic Plan.
 - Post-Secondary Institutes to collaborate on research priorities, provide subject matter experts, and serve as a staff funnel for MARA
 - Organic Alberta to assist in identifying and accelerating organic research opportunities
 - Alberta Farm Mental Health Network to assist in providing mental health extension events
 - Crop Commissions for continued project funding and potentially capital funding assistance
 - Agriculture Service Board
 - REDI to assist in telling MARA's story

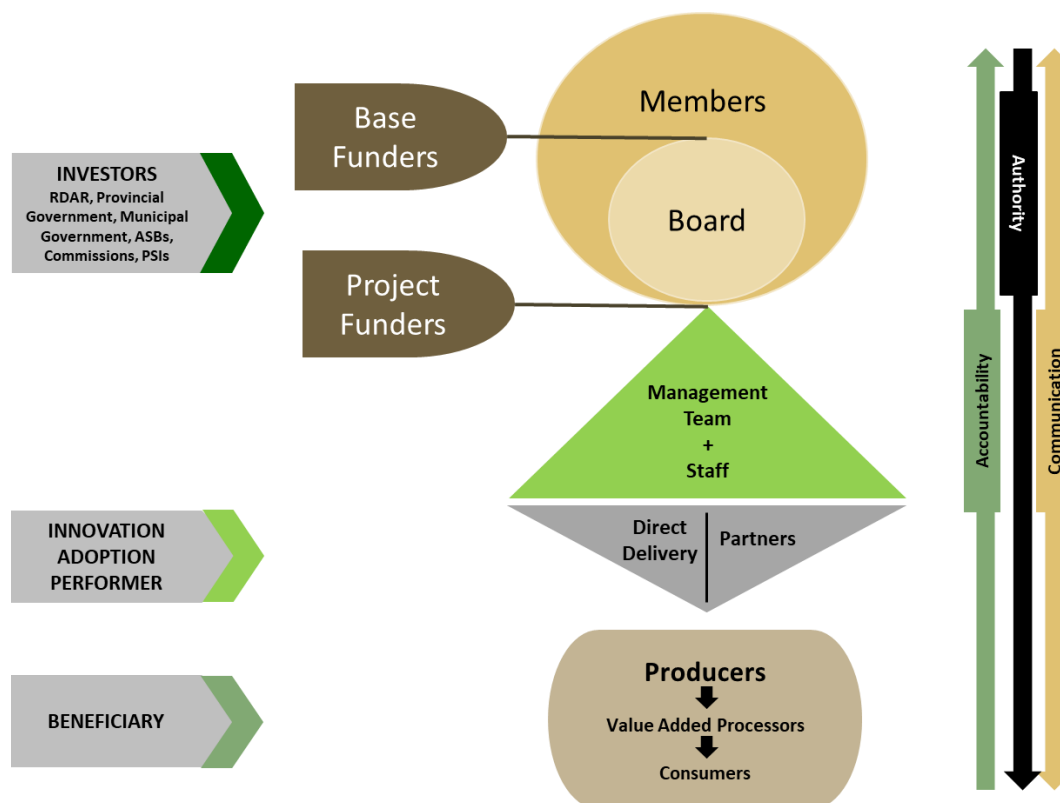
New Funders

- ✓ Board and Staff to identify and engage other well aligned public and private sector investors. This is a critical step for MARA to become more self-sustainable. Examples include:
 - Post-Secondary Institutes – seek opportunities for MARA to be party to larger funded agriculture research projects
 - Alberta Tourism
 - John Deere

MARA recognizes it must remain as unbiased as possible – this is a key characteristic members appreciate. Private sector investor expansion will require careful thought in ensuring MARA remains materially unbiased and objective.

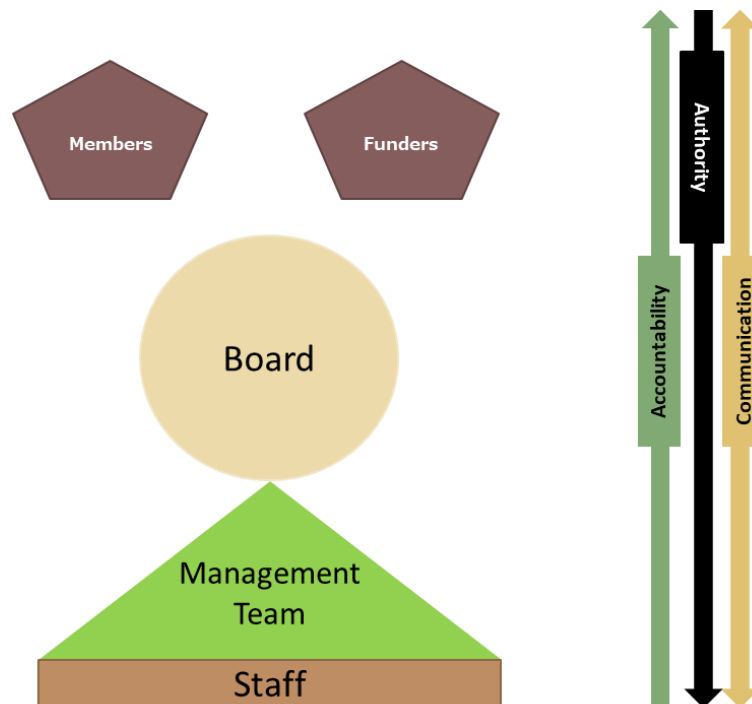
Our Governance Model

MARA's Governance Model ensures a clear accountability flow (who is accountable to whom), a clear authority flow (who reports to whom), and clear communication flow (internally and externally)



- ❖ MARA is accountable to Members and Funders;
- ❖ Investors fund MARA → Members drive our mandate → our Board provides governance → our Management Team and staff execute strategy and deliver services;
- ❖ Investors include Members, Base Funders (currently RDAR) and Project Funders (RDAR, Post-Secondary Institutes, Boards & Commissions, Industry, Municipal Government, Event Sponsors, and our Community);
- ❖ Delivery is performed both directly by MARA staff and through our producer/ private / public partners;
- ❖ The Producer is our primary beneficiary. Consumers, as taxpayers, hold Associations such as ours accountable for results; and
- ❖ MARA are members of Agriculture Research Extension Council of Alberta (ARECA), an alliance of six Associations to facilitate advocacy and joint regional project delivery.

If we explore MARA’s Governance Model one level further:



MARA Board

- Are accountable to Members and Funders
- Provide governance and set the strategic priorities for the organization
- Directs the Management Team (with Board Chair as a single point of contact for directives)

MARA Management Team

- Is accountable to the Board
- Working together, oversee strategy execution and service delivery

MARA Staff

- Are accountable to the Management Team
- Execute strategy and service delivery

We all strive to be part of a cohesive, engaged, and passionate team, focused on positively impacting our members’ success!

Closing Thoughts

MARA's 2023 – 2027 Plan positions MARA for success, with priorities that focus on maximizing impact to our members and ensuring MARA's long-term organizational sustainability. Our passionate team is excited and looking forward to the next five years.

We thank our members, sponsors, and funders for your continued support.

If you have any questions regarding our 2023-2027 Strategic Plan, or comments to help MARA continuously improve, please contact us at research@mackenzieresearch.ca.

Thank you to our Partners and Sponsors!



Appendix A: MARA Plan on a Page

 2023 – 2027 Strategic Plan		Our Mission <i>Conduct relevant crop, soil health and livestock research and demonstration trials to enhance production, while protecting the environment. Extension events to deliver new and improved management practices, dissemination of research data and emerging information are at the heart of our mission.</i>		
 Renowned Soil and Crop Research		 Renowned, Impactful, Producer-Driven Extension		
		 Thriving Organization, with a Cohesive, Engaged, Forward-Thinking Board and Staff		
		 Experts at Measuring our Impact and Telling our Story		
Key Initiatives	<ul style="list-style-type: none"> ➤ Develop a Feed and Forage Lab Center of Excellence ➤ Identify, confirm, and execute more On-Farm Research <ul style="list-style-type: none"> ○ Producer Outreach Program ○ Living Labs ○ Organic Research ➤ Expand Post Secondary Institute Relationships ➤ Increase Producer-led Research 	<ul style="list-style-type: none"> ➤ Host On-Site Research Tours ➤ Host On-Farm Field Tours ➤ Host Producer Specialist Events (such as grazing and livestock) ➤ Host Mental Health Events ➤ Host On-Farm Climate Action Fund Events ➤ Confirm and Communicate Subject Matter Experts 	<ul style="list-style-type: none"> ➤ Develop 5-Year Financial Forecast and Funding Plan ➤ Implement Annual Plan Review ➤ Implement Annual Staff Performance Plans ➤ Implement Standard Project Proposal Process ➤ Develop Future Board and Staff Candidates 	<ul style="list-style-type: none"> ➤ Confirm and Implement Testimonial Strategy ➤ Build Impact Measurement Capacity and Capability ➤ Launch Media Campaign & Engage REDI to tell MARA Story ➤ Launch Agriculture in Classrooms Program ➤ Share Strategy and Gap Funding Requirement with Key Funders
	Success Measures	<ul style="list-style-type: none"> • Drives reliable, sustained funding • Addresses today's challenges • Highly respected by producers, academia, funders, and Gov't • Research frequently applied on farm, with high on-farm uptake • Yearly increased research plots 	<ul style="list-style-type: none"> • Frequently applied on farm, with high on-farm uptake • Highly engaged, vibrant membership • High and broad community engagement and support • Extensive partner and subject matter expert network 	<ul style="list-style-type: none"> • Fun, desirable place to work, with low staff turnover • High energy, dedicated Board; competition for Board seats • Highly desired work destination for agriculture students • Financially sound, with a positive outlook

Appendix B: Detailed Execution Timeline

