

Strategic Planning Meeting Notes



What does **WINNING** look like?

The OCGA is performing well when:

- More tonnage produced (and stable), year over year
- Canola has high potential for profitability
- Members are highly engaged (in-person and online)
- More winter varieties available
- Research is directly impacting growers' yield and disease
- Everyone is excited about growing canola (agronomists, retailers, fellow industry partners and growers)

Core Competencies of OCGA are:

Our current abilities that create value for our growers, differentiate us, and ensure long-term viability of the organization are:

- **Grower Advocacy**
- **Central facilitation** between growers & industry partners
- **Direct Research** priorities and funding
- **Grower Protection** under OMAFA, the Grain Financial Protection Board, and Agricorp.

Strategic Priorities

Over the next 5 years, activities to increase OCGA's performance and strengthen its core competencies, will be prioritized to:

1. Increase Ontario annual production to 100,000 tonnes
2. Strengthen Stakeholder Relationships
3. Direct research to effectively impact yield and disease
4. Increase Member Engagement

Strategic Goals & Tactics

Strategic Priority	Goals & Tactics
<p>1. Increase annual production to 100,000 tonnes</p>	<ul style="list-style-type: none"> A. 3 new registered Winter varieties for Ontario <ul style="list-style-type: none"> i. Strategize with Seed companies, discuss potential barriers to bring 3 new varieties ii. Host a round table with key industry stakeholders B. Increase number of canola growers to 500 growers <ul style="list-style-type: none"> i. Conduct research with potential growers to identify & reduce top barriers to entry (real & perceived) ii. Marketing Campaign: Develop key messages and create Canola Growing 101 (from ordering seed to harvesting and storage). <ul style="list-style-type: none"> ▪ To be featured at grower events: SWAC, Soil & Crop, GFO iii. ensure seed availability iv. create a list of who's taking canola (OABA) v. Grower Days for new entrants, local field walks, demonstration plots, Equipment Suppliers vi. Target winter wheat growers (mid-western Ontario and along the St. Lawrence due to crop Insurance eligibility) C. Work with Agronomists to assist in reducing barriers and increase interest in growing canola (Meghan Moran, Mike Cowbrough, Tom De Wolf) <ul style="list-style-type: none"> i. Winter Canola field event (on its own or tied to another event) D. Develop & Implement an Annual Communication Strategy <ul style="list-style-type: none"> i. Identify target audiences, create key messages and communication channels for each audience ii. Create communication calendar iii. Promote Winter Canola in Southwestern Ontario with a web video series
<p>2. Direct research to effectively impact yield & disease</p>	<ul style="list-style-type: none"> A. Identify top production and disease concerns <ul style="list-style-type: none"> i. Conduct survey with canola growers ii. Communicate with Agricorp and other partners that work with growers B. Continue to prioritize research and grower communication for managing Clubroot and Swede Midge <ul style="list-style-type: none"> i. Talk about it how to prevent and manage and communicate best management practices that will work in Ontario C. Research and Communicate best practices from Western Canada, US, Europe & locally in Ontario D. 3 new registered Winter Canola varieties

<p>3. Increase Member engagement</p>	<p>A. Board positions are filled and succession plan in place</p> <ul style="list-style-type: none"> i. Elevate role of district reps (determine specific opportunities to assist with local engagement), name tags <p>B. Increase average AGM attendance 10% per year</p> <ul style="list-style-type: none"> i. Piggyback on other events, location with attractive amenities ii. Increase overall awareness of OCGA events and resources iii. Leverage Social Media / Key Farm Influencers (Shawn Schill, Quick Dick McDick) <p>C. Initiate a Canola CCA Club</p> <p>D. Increase Canola Challenge Participation Eight for Winter and Spring Canola each</p> <p>E. Continue with Web Series targeting attendance of 75 participants and 100 online views</p> <p>F. Lobby for email addresses from dealers</p>
<p>G. Strengthen Stakeholder Relationships</p>	<p>A. Annually, identify key stakeholders, develop plan to proactively collaborate for mutually beneficial gains (for promotion, research, member engagement). For example:</p> <ul style="list-style-type: none"> i. Growers: OCGA sponsors and attends 4 grower events/year ii. Suppliers (Syngenta, BASF, Corteva, Rubisco Seeds) - increase their knowledge and availability, and at corporate level, disseminate research information. iii. Retailers: Communicate value/research to increase awareness iv. Agronomists: Revive the in-person review meeting, canola topic at the annual CCA meeting v. GFO – Promote each other’s events, leverage training resources Grains in Action highlighting canola in Ontario vi. AgriCorp – attendance at AGM, 4 touchpoints with Executive Director per year vii. CCGA – OCGA representation at their board table, co-host event in Ontario viii. Ontario Beekeepers’ Association – Speak at each other’s AGM ix. OABA – Attend AGM, Host a summer tour x. Ag Communicators/Media

Appendix: SWOT Analysis

Within our Direct Control:

Priority STRENGTHS that must be reinforced, critical to our future success

- Inherently great crop rotation opportunities
- Strong/supportive allies: CCGA, AAFC, OMAFA, CCC, Buyers (ADM, Bunge, Viterra), Retailers, Processors, CFO, CCA
 - Good communication with Megan & Eric Page
- Smaller grassroots – easy to change direction
- Ontario Farm Product Marketing Commission (OFPMC) (check off \$\$\$)
- Growth in acreage from existing growers
- Research funds
- “We grow a hell of a crop”

Priority WEAKNESSES that must be addressed; will limit our future success

- Small group without power – lacking leverage
- Lack of engagement with agronomists
- Large diversity of growers – lack of concentrated knowledge
- Declining attendance at AGM
- Relationship with OABA?
- Zoom – difficult to connect

Within our Circle of Influence:

Priority OPPORTUNITIES to be leveraged; to assist us in making progress

- New growers, looking for something different
- New agronomists in the industry to get excited about canola
- Market Demand / Processor Capacity exists (Biofuels, new uses)
- Genotyping – technology
- Utilize canola to solve rotational issues
- Far north acreage growth
- Climate change
- Expanded crop insurance
- Investment in seed production

Priority THREATS to be mitigated; to lessen its potential negative impact

- Public perception – seed oil dangers
- Trade wars, tariffs, government regulations
- Weather – climate is getting hotter (bad for spring canola)
- Pathogens - Clubroot