



**Ontario Federation of Agriculture**

**Ontario AgriCentre**

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## **Strategic and Operations Plan**

**2017 / 2018**

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### **The Strategic Process:**

The Strategic Objectives, Key Results and the preparation of Operations Plan reflect the intentions and actions of the OFA to accomplish its Mission. Management will develop annual operating plans, including timelines, to achieve or work toward achievement of the Key Results, based on balancing competing needs and resources available.

The budget to execute these plans will be approved annually and monitored regularly by the Board of Directors.

The entire document (the Board's Strategic Objectives and Key Results along with Management's plans and measurements) becomes the OFA's Strategic Plan.

Annually, in advance of the development of the budget and the annual Operating Plan, the OFA board will review the Strategic Plan and determine what measure of success has been achieved. The Board will refresh the Strategic Plan's Objectives and Key Results, periodically, as needed.

OFA has established a vision for agriculture that guides its work on behalf of our farmers and society, in general. It is as follows:

### **OFA's Vision for Ontario Agriculture:**

- Farming is a science based, technologically savvy industry
- Food and other farm products are produced sustainably
- Farmers are proud of their role, contributing to and advocating with OFA
- Consumers trust and are engaged with the food system
- Food production enjoys continual productivity enhancement
- Farming works within a supportive legislative and regulatory framework
- Nutritious Ontario food is readily available to Ontarians and enjoyed around the world

### **Mission Statement:**

**Farms and Food Forever.**

## **Strategic objective # 1:**

**OFA will coordinate industry efforts to build a sustainable farming sector that earns public trust.**

### **Key Results:**

- 1.1 OFA will develop position statements in collaboration with members, commodity, and allied organization partners on key farm issues with specific public policy action.
  - Using member surveys and the PAC process, OFA will solicit and process member input to formulate position statements and policy recommendations on key issues affecting farming in Ontario.
  - OFA will establish working relationships across member commodity organizations to delve into significant and impactful issues affecting farming. Collaborative working groups will enable in-depth discussion and formulation of agreed action plans to move forward with governments.
  - Engage with other allied organizations on issues of interest to develop consistent messages from a wider cross section of the economy, including municipal government, and not-for-profits.
  - Position statements and EBR submissions will be circulated in advance of filing, to solicit input and seek consistency of the positions filed by agriculture and other organizations with government.
  - Account will be taken of all input to secure a strong consensus position.
- 1.2 OFA will persistently advocate to achieve public policy outcomes that are beneficial to Ontario farmers.
  - Concerted and consistent communication and government relations plans will be followed for key issues requiring ongoing advocacy. (see appended Communications and Government Relations Plan).
  - Advocacy training within OFA and including PAC and county federations will be developed and delivered
  - More active inclusion of grassroots advocacy will be facilitated via training and webinar contact to motivate advocacy activity on select issues.
- 1.3 OFA will collaborate with partners to provide the public with clear and positive information about modern farming practices and improve food literacy.
  - OFA will undertake to co-ordinate social license / public trust efforts across the Ontario agricultural community and actively engage in bringing key messages to non-agricultural organizations and events.
  - Investigate the potential for a (limited) public relations campaign co-ordinated across Ontario agriculture.

## Strategic objective # 2:

**OFA will promote membership and engage members by providing unparalleled service, benefits and member involvement opportunities.**

### Key Results:

2.1 Specific on-farm issues will be addressed directly through a team of knowledgeable staff.

- Member Service Representatives (MSRs) and Member Relations Representatives (MRRs) will be recruited (as needed) for skills in member service and agricultural knowledge (MSR) to provide excellent and knowledgeable direction to members as needed.
- The member service standard will be reviewed and measured to ensure it is being met and remains relevant, as new technology changes the ways we interact with members.
- OFA will undertake to better advise members on the availability and capacity of MSRs

2.2 OFA will solicit member input to compile a valuable suite of benefits that enable real savings on farm and farm family expenses.

- Appended Business Development Plan provides specifics and targets.
- Survey and evidence from farm shows, etc. will be used to determine preferred and valued member benefits.
- The benefit suite will be constantly reviewed and enhanced as appropriate to ensure relevant value rather than expanded across multiple benefits. As with all, the guidelines for benefit partners will determine beneficial benefit partners.
- Additional effort will be devoted to relationship management and the potential to extend OFA farm benefits across the agriculture sector for mutual benefit.

2.3 Members will be involved in advocacy and leadership development opportunities.

A new position is being proposed to improve member engagement through direct interaction with members. The new position is more fully described in Human Resources but with regards this Key Result, the Capacity Development Coordinator will undertake:

- Enhanced communications with members (Communications Plan) will present opportunities for member involvement at the municipal, provincial and federal policy levels.
- Increased virtual work with PAC (webinars) will facilitate quick turnaround on policy and position development matters.
- Increased use of the advocacy web tool will enable members to voice concerns directly to governments.
- Ongoing collaboration with and across counties will be pursued to facilitate sound advocacy at the municipal level.
- The Proud to Lead program will continue to deliver workshops and training of specific interest to members across Ontario.

### **Strategic objective # 3:**

**OFA will be an efficient, professional organization providing a voice and achieving positive results for famers.**

#### **Key Results:**

3.1 Visionary leaders, who are strong advocates, will govern OFA as a results oriented association, accountable to members.

- Individual and collective goals will be developed and monitored for success across Board and staff.
- Training will be sought and pursued to bolster advocacy and communications strengths of Board members.
- Results and outcomes will be highlighted, progress on key issues will be tracked and regularly reported.
- Succession planning at Board and staff levels will ensure continuity of a high level of skills.

3.2 Motivated professional staff will choose OFA as a high performance and respectful workplace.

- Personal and position goals, to deliver the Strategic Plan will be developed in collaboration with Managers, monitored for performance and adapted as needed.
- Staff training and development will be encouraged as part of goals.
- A salary grid will be developed for the organization using external benchmarks to ensure OFA remains competitive in the workplace.
- OFA will capitalize on a team working environment with effective communication between all departments and individuals

3.3 OFA will align its financial and human resources in a fiscally responsible manner to provide excellent value for members.

- A member retention and recruitment campaign will be initiated in conjunction with the 2018 FBR process, including communication of the FBR fee increase to be effective January, 2018.
- The Business Development Plan will seek to improve non-dues revenue from benefit partnerships and sponsorships.
- Work on a new office location continues throughout 2018.
- OFA will finalize its review of governance structure and processes to best position for the future.