



Manitoba Oat Growers
Association (MOGA)
Strategic Plan
2017 and Beyond

Vision:

Increase the profitability of growing oats for Manitoba oat growers.

Mission:

Optimize oats as a competitive crop and increase grower profitability through the grower supported levy which directs and funds research, helps develop new markets for oats and influences policy which directly impacts the Manitoba oat grower.

MOGA Values:

Grower focus: Focus on the Manitoba oat grower in all decisions, initiatives and activities.

Market Development: Make smart investments in the creation of new oat markets while expanding current markets, increasing oat viability and providing the most benefit to the oat grower.

Research and Development: Support research into the development of high quality, high yielding oats and oat products that meet the demand of our consumers.

Fiscal Responsibility: Ensure money collected from growers is invested to maximize the benefit to oat growers while managing risk.

MOGA Goals:

Increased Net Return: Increase the amount of oats grown in Manitoba by maximizing oat grower's net return.

Partnerships: Develop and support partnerships that will enhance the profitability of oats for the Manitoba grower while increasing the value of oats to the consumer.

Communication: Communicate effectively with, and be a trusted advisor to, growers, consumers, government and industry.

Market Diversity: Expand market opportunities for Canadian oats to new and growing markets as well as markets that historically import from other countries.

Policy: Develop meaningful relationships with the Government of Manitoba and the Government of Canada to help influence positive policy decisions on behalf of Manitoba Oat growers.

Strategic Priorities

There are five strategic priorities MOGA will focus on: Research, Market Development, Policy, Building Partnerships and Communication with Oat Growers, Consumers and the Government

Strategic Priority #1

Research

Objectives

1. Invest in research programs that will lead to increased grower profitability.
2. Research the use of oats in livestock rations.
3. Work with researchers to ensure oats continue to be a healthy and safe component of the food chain.

Deliverables:

1. Increase oat returns for the Canadian Oat growers through new variety development and crop input usage.
2. Promote the development of oat varieties that allow for better agronomic traits.
3. Fund the research of new products, processes and uses for the development of high value oat end-uses.
4. Leverage funding opportunities through the provincial and federal government as well as through industry partners.
5. Participate in, and encourage, research projects that have potential to increase oats in livestock rations.
6. Work with Health Canada and the industry to ensure issues are scientifically based and align with realistic measurements.

Strategic Priority #2

Market Development

Objectives

1. Seek opportunities to establish new markets for oats both inside and outside of Canada and the United States.
2. Promote the health benefits of oats to consumers and to the industry.

Deliverables:

1. Participate in media publications, conferences and related events promoting the benefits of Canadian oats.
2. Investigate and promote opportunities for the sale of oats into international markets on behalf of Canadian oat growers.
3. Work with the Governments and Industry to develop those markets.

Strategic Priority #3

Policy

Objectives

1. Address agricultural issues as a grower organization using our expertise to collaborate with other organizations and government agencies for positive outcomes.
2. Work with the Government and Industry to drive efficiencies in transportation.

Deliverables

1. Collaborate with the transportation industry to provide fair, responsive, efficient, transparent, reliable and economical ways to transport oats.
2. Continue to encourage Ag Canada, the Manitoba government and the USDA to maintain research as a priority and to enhance publicly funded agricultural research.
3. Work with other organizations to advance agricultural policy issues.
4. Work to reduce and eliminate trade tariffs and barriers.

Strategic Priority #4
Building Partnerships

Objectives

1. Develop a strong working relationship throughout the entire oat value chain.
2. Ensure oats are included as a primary ingredient in human food whenever possible.
3. Investigate the benefits of oats in feed rations.

Deliverables:

1. Present MOGA initiatives to the industry including private and public sector events.
2. Attend Government and Industry functions and meetings that could have a positive impact on Western Canadian oat growers.
3. Collaborate with oat millers and the food sector to advance the Canadian oat industry.

Strategic Priority #5

Communication with Oat Growers, Consumers and Government

Objectives

1. Promote MOGA's programs and achievements to oat growers, consumers and the government.
2. Communicate the health benefits of oats and oat products to consumers.
3. Educate consumers on the benefits of Canadian oats.
4. Facilitate the exchange of information between millers, processors, consumers and growers.

Deliverables:

1. Ensure a timely and accurate Annual report that is available on our website.
2. Ensure upcoming events and media exposure are updated regularly.
3. Regularly meet with the Minister of Agriculture and their employees to update them on MOGA's activities and learn about new Ministry initiatives.
4. Produce a newsletter, a minimum of twice a year, and send it to all growers and have it available online.
5. Ensure the health benefits of oats and oat products are included in relevant MOGA or POGA media opportunities, speaking engagements and reports.
6. Support educational initiatives to consumers on the benefits of Canadian Oats.
7. Share information through the newsletter, website and grower meetings.
8. Promote the positive aspects of farming and help to educate youth about the benefits of Manitoba agriculture.

Administration

The strategic direction and financial oversight of The Manitoba Oat Growers Association is the responsibility of the Board of Directors. They delegate the day-to-day operations of the organization to the Executive Director.

For direction for the Executive Director, the board determined the following allocation of funds outside of administration for each of the strategic priorities:

- Research 35%
- Market Development 40%
- Building Partnerships 5%
- Communication 10%
- Policy 10%

It should be recognized that this allocation, as provided, is a general guideline and that it was not the expectation of the Board that the expenditures would result in an exact allocation.