



Prairie Oat Growers Association (POGA)
Strategic Plan
2012 and Beyond

POGA Vision:

Increase the profitability of growing oats for Western Canadian oat growers.

POGA Mission:

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

POGA Values:

Grower focus: Focus on the western Canadian 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 that meet the demand of our consumers.

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

POGA Goals:

Equine Feed Oat Market: Through POGA's Equine Feed Oat Project (EFOP), recapture market share in the US Equine Feed market by 2018.

Increased production: Increase the amount of oats grown in Western Canada by maximizing the oat grower's net return.

Partnerships: Develop and support partnerships that will enhance the profitability of oats for the western Canadian 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.

Youth in Agriculture: Promote the positive aspects of farming and help to educate youth about the benefits of Canadian agriculture.

Strategic Priorities

There are five strategic priorities POGA will focus on: Research, Market Development, Policy, Building Industry 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. Increase research of oats in livestock rations both locally and internationally.
3. Explore storage and transportation techniques to minimize cost and maximize returns for growers.
4. 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. Develop an international Research Oat Advisory Board that will bring forward research projects focusing on how oats will benefit the health and performance of equine.
6. Participate in research projects to increase oats in livestock rations.
7. Work with the industry to drive efficiencies in transportation and storage.
8. 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. Recapture market share in the US Equine Feed Market by 2018 through POGA's EFOP.
2. Seek opportunities to establish new markets for oats outside of Canada and the United States.
3. Promote the health benefits of oats to consumers and to the industry.
4. Expand the use of oats in livestock rations.

Deliverables:

1. Solicit oat industry participants together with governments to share funding for the EFOP.
2. Educate horse owners on the benefits of oats in feed rations which are Healthy, Safe and Natural.
3. Work with the industry to include more oats in feed rations
4. Participate in media publications, conferences and related events promoting the benefits of Canadian oats.
5. Investigate and promote opportunities for the sale of oats into international markets on behalf of Canadian oat growers.

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.

Deliverables

1. Collaborate with the transportation industry to provide more economical means of transporting oats.
2. Continue to encourage Agriculture Canada, the provincial governments 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 Industry 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. Build on the benefits of oats in feed rations for livestock.

Deliverables:

1. Present POGA initiatives to the industry as well as private and public sector functions.
2. Collaborate with oat millers and the food sector to advance the Canadian oat industry.
3. Work with feed millers, veterinarians, farriers and other livestock industry experts.

Strategic Priority #5

Communication with Oat Growers, Consumers and Government

Objectives

1. Promote POGA'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 POGA'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 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.

Administration

The strategic direction and financial oversight of The Prairie 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 35%
- Building Partnerships 10%
- 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.