



MANITOBA OAT GROWERS ASSOCIATION (MOGA)

Strategic Plan 2022 and Beyond

Vision:

Increase the long-term profitability of producing oats for Manitoba 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 and products for oats, influences policy, and builds partnerships with the oat industry around the world to better serve the Manitoba oat grower.

MOGA Values:

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

Market Development: Make strategic investments in the creation of new oat markets, while expanding current markets and continuously looking for opportunities to assist in the development and export of new oat products that provide the most benefit to oat growers.

Research and Development: Support research into the development of high quality and high yielding oats, in addition to oat products that meet consumer demands.

Fiscal Responsibility: Ensure funds collected from growers are utilized to maximize the benefit to oat growers while managing risk.

Leverage Relationships: Build and sustain collaborative relationships with other organizations that share common objectives to advance mutually beneficial projects and policies.

MOGA Goals:

Increase Net Return: Work to increase supply and demand of Manitoba and Western Canadian oats to encourage favorable pricing for growers and therefore maximizing the oat grower's net return.

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

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

Market Diversity: Expand opportunities for raw and processed Canadian oats to new and growing markets within Canada and abroad.

Policy: Develop meaningful relationships with the Government of Manitoba, the Government of Canada, transportation companies and industry associations to help influence positive policy decisions on behalf of growers in Manitoba.

Strategic Priorities:

MOGA will focus on five strategic priorities:

1. Research
2. Market Development
3. Advocacy
4. Building Partnerships
5. Communication with Oat Growers, Consumers, the Oat Industry and Governments

Strategic Priority #1

Research

Objectives

1. Invest in research programs that will lead to increased grower profitability.
2. Fund, direct, develop and distribute practical, science-based research.
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 Western Canadian oat growers through new variety development, crop input usage, and new or improved health claims.
2. Promote the development of oat varieties that allow for better agronomic traits including yield.
3. Fund the research of new products, processes and applications for the development of high value oat end-uses.
 - a. Encourage commercialization of new oat product offerings developed during research.
4. Leverage funding opportunities through provincial governments, the Government of Canada, and industry partners to maximize research opportunities and potential.
5. Work with Health Canada, Pest Management Regulatory Agency (PMRA) and the industry to ensure policies are scientifically based and align with realistic measurements
6. Participate in, and encourage, research projects that have potential to increase oats in livestock rations.
7. Promote science-based solutions to enable producers and the oat industry to operate competitively both domestically and internationally.
8. Work with breeders and researchers to ensure new variety goals and research opportunities align with the National Oat Strategy.

Strategic Priority #2

Market Development

Objectives

1. Seek opportunities to develop new markets and support existing markets for oats.
2. Promote the health benefits of oats to consumers and to the industry.

Deliverables

1. Participate in media publications, conferences and related events to promote the benefits of Canadian oats.
2. Investigate and promote opportunities for the sale of oats and oat products into international markets on behalf of Western Canadian oat growers.
3. Work with the governments and industry to develop international and domestic markets.
4. Diversify countries that import Canadian oats so there is a minimum of 30% of oat exports going to growing markets.
5. Assist in creating increased oat processing and value-added capability within Western Canada

Strategic Priority #3

Advocacy

Objectives

1. Bring an informed and trusted grower voice to all meetings, events, discussions and decisions.
2. Address agricultural issues using grower expertise to collaborate with other organizations and government agencies for positive outcomes.
3. Work with governments and industry to drive efficiencies in transportation.
4. Collaborate with other grower groups through national organizations to have a unified voice for producers when possible.

Deliverables

1. Collaborate with the transportation industry to ensure growers receive fair, responsive, efficient, transparent, reliable and economical ways to transport oats.
2. Continue encouraging Agriculture and Agri-Food 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. Ensure MOGA representatives have farming knowledge and a farm focus.
5. 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 and all levels of government.
2. Work with food companies to include oats as an ingredient for human food when feasible.
3. Investigate the benefits of oats in feed rations.

Deliverables

1. Present MOGA initiatives to the industry at private and public sector events to develop partnerships and build relationships.
2. Participate in government and industry functions and meetings that could have a positive impact on Western Canadian oat growers.
3. Collaborate with the oat industry and the food sector to advance the Western 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 governments.
2. Communicate the health benefits of Canadian oats and oat products to consumers and policy makers.
3. Facilitate the exchange of information between millers, processors, consumers and growers.
4. Be seen as a trusted, reliable, timely and practical source of oat information.

Deliverables:

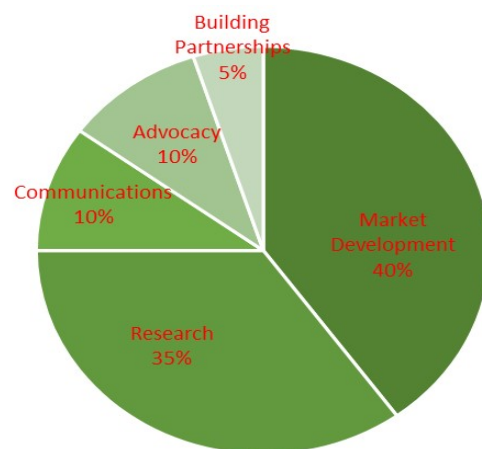
1. Ensure a timely and accurate Annual Report that is available on the MOGA page on the POGA website.
2. Meet regularly with the Manitoba Government to update them on MOGA's activities, bring forward concerns, discuss oat grower priorities and learn about new government initiatives.
3. Ensure the health benefits of oats and oat products are included in relevant MOGA media opportunities, speaking engagements and reports.
4. Support educational initiatives to consumers on the benefits of Canadian oats.
5. Promote the positive aspects of farming and help educate youth about the benefits of Manitoba agriculture.
6. Share information through a variety of media channels including a newsletter, website and grower meetings.
7. Produce a newsletter, a minimum of twice a year, and send it to all levy paying oat growers in addition to having it available online.
8. Work with domestic and international health organizations to promote the healthy benefits of oats and oat products.

Allocation of Funds and Administration:

The MOGA Board of Directors are responsible for the strategic direction and financial oversight of MOGA, and delegate the day-to-day operations of the organization to the Executive Director.

To guide the Executive Director, the Board determined the following targeted allocation of funds, excluding administration, for each of the strategic priorities:

1. Market Development 40%
2. Research 35%
3. Communication 10%
4. Advocacy 10%
5. Building Partnerships 5%



Note: This allocation is a general guideline and it is not the expectation of the Board that expenditures will result in an exact allocation.