



Strategic Plan

Grain Farmers of Ontario

MISSION

Our mission is to build, defend, and promote an inclusive, innovative, and sustainable business environment that enables grain farmer-members the opportunity to prosper.

VISION

Thriving farms.
Responsible production.
Trusted grain farmers.



CORE VALUES

We are committed to:

Grain Farmers of Ontario is the province's largest commodity organization, representing Ontario's 28,000 barley, corn, oat, soybean, and wheat farmers. The crops they grow cover over 6 million acres of farm land across the province, generate over \$4.1 billion in production value, result in over \$18 billion in economic output and are responsible for over 75,000 jobs in the province.

OUR FARMER-MEMBERS

We believe in working together to deliver excellent services that create real value for our farmer-members.

OUR COMMUNITY

We believe in diversity, equality, and inclusion. All people and their ideas are welcome in our community.

OUR INNOVATION

We believe in innovation and having a collaborative, flexible, and adaptive approach.

OUR TEAM

We believe in providing an environment where people are respected and passionate about their work and are able to reach their full potential.

OUR RESULTS

We believe in having a winning attitude that drives the achievement of our goals efficiently and effectively.

OUR HONESTY AND INTEGRITY

We believe in leading by example, demonstrating ethics, trust, transparency, and teamwork in all we do.

INTRODUCTION

Grain Farmers of Ontario Strategic Plan

“A vision is not just a picture of what could be; it is an appeal to our better selves, a call to become something more.”

- Rosabeth Moss Kanter

Grain Farmers of Ontario is the province's largest commodity organization, representing Ontario's 28,000 barley, corn, oat, soybean, and wheat farmers. The organization works with its farmer-members to help them achieve success and continue their families' legacy in providing land stewardship, nourishment, and economic stability to Ontario and beyond.

The world and its understanding of farming, food, and agriculture is changing constantly. Government decides policy on limited understanding of the impacts to agriculture and its sustainability; social media and misinformation continue to grow and spread; new diseases and resistance to management practices are on the rise; and global protectionism is increasing, while new competitors to the grain markets are building in new and existing markets.

Grain Farmers of Ontario's 2021 Strategic Plan gives the organization guidance in navigating these changing waters in a way that provides the greatest benefit possible to its farmer-members.

The new plan is built to reflect the opportunities of the future, while aligning to Grain Farmers of Ontario's core values:

1. Excellent service for our farmer-members
2. A respected and passionate team
3. An inclusive, equal, and diverse community
4. A positive attitude
5. Innovation, collaboration, and flexibility
6. Honesty and integrity in all that we do

Grain Farmers of Ontario considers equality, diversity, and inclusion imperative to future growth. The organization understands the great value in differing opinions around the table, formed from varied life experiences. That is how we will connect with new audiences, new markets, and new people.

The 2021 Grain Farmers of Ontario Strategic Plan provides five key focus areas for the growth of the organization and its farmer-members. Each area has specific objectives that the Board of Directors, leadership team, and staff will work toward.

Grain farming is the cornerstone for agriculture in Ontario and the 2021 Grain Farmers of Ontario Strategic Plan builds on our collective success to shape the future in a way that will enhance the economic, environmental and social sustainability of our farmer-members.



ADVOCACY AND PUBLIC TRUST

Advocating for a positive policy environment to ensure a sustainable future for farmer-members

Building confidence, trust, and support for modern grain farming among consumers

Objectives

Directly engage with all levels of government, including both elected officials and government staff, on policies that impact grain farmers.

Advocate for an improved science-based regulatory system that supports the ability of Ontario grain farmers to compete globally.

Advocate for improved farm risk management programs that stabilize the business environment.

Increase farmer-member political involvement in defending their ability to farm.

Be a source of credible information about the environmental benefits and economic value of modern grain farming.

Instill confidence and build trust among consumers so that they become grain farmer advocates.

Build collaborative relationships with other agricultural stakeholders to manage issues that affect our farmer-members and seek to unify the voice of the agriculture sector in Canada.

PROTECTING AND GROWING MARKETS

Increasing the usage and value of Ontario grains in domestic and export markets

Objectives

Protect existing domestic and export markets by mitigating risks including trade barriers.

Ensure the viability of the bio-fuels and bio-products industries as a market for our grains.

Diversify domestic markets through the development of value-added processing and new end uses.

Pursue opportunities to expand export markets.

Continue engaging in sustainability programs that are workable and deliver value for both farmers and customers.

Represent the interests of our farmer-members in facilitating fair and efficient marketing and trade of grains.

Build awareness of the quality and versatility of Ontario grains among buyers and consumers.

FARM SUSTAINABILITY

Providing farmer-members with the tools and knowledge to be economically sustainable while meeting their commitments to the environment and society

Objectives

Equip farmer-members in preparing for volatility whether in markets, climate, government policies, or regulations.

Support farmer-members in meeting their commitment to the environment.

Champion farmer mental health and wellness by building awareness and make it easier to access resources to navigate difficult times.

Encourage youth to take a more active role in the Ontario grain industry.

Encourage diversity within the organization by removing barriers to entry and fostering a culture of inclusion and equity.

RESEARCH AND KNOWLEDGE TRANSFER

Investing in research, supporting innovation and knowledge transfer to enhance farmer-member profitability and sector competitiveness

Objectives

Influence research priority setting in the grain sector to meet farmer-member and customer needs.

Invest in high quality research and innovation initiatives of high priority to farmer-members.

Effectively communicate results and agronomy knowledge from unbiased, independent research trials to farmer-members and other stakeholders, including, when possible, the economic considerations of implementing these results.

Encourage public and private sector investment in research that provides benefits to farmer-members and customers.

Facilitate the commercialization of relevant research results.

GOVERNANCE AND OPERATIONS

Representing our farmer-member interests in an efficient and cost-effective manner

Ensuring open and effective communications

Living the core values of the organization

Objectives

Foster a shared commitment and open communication among farmer-members, delegates, directors, and staff.

Support staff to achieve their full potential through growth and development opportunities.

Employ governance best practices and continually improve Board effectiveness.

Reflect the diversity of our farmer-membership in our delegates and on our Board of Directors.

Provide effective and proactive member communications to raise the level of awareness and understanding on key issues.

Conduct risk assessments and prepare the organization to respond to risks, crises, and emerging issues.

Pursue operational excellence through efficient internal systems, procedures, and use of technology.

Continue to operate within the mandate and regulations as outlined by the Ontario Farm Products Marketing Commission.