

5 YEAR CORPORATE PLAN

September 2007

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Purpose

Our purpose at the Ontario Wheat Producers' Marketing Board is to add value to Ontario wheat producers through increased returns over both the short and long term. It is a mantra repeated often by directors and staff.

The purpose of this Corporate Plan is for long term strategic planning, to provide a tangible road map for the wheat value chain to deliver value back to the producer. It has been developed by the Board of Directors with input from delegates, staff and industry stakeholders. This plan illustrates the future, Board approved, direction of the Ontario Wheat Producers' Marketing Board.

The OWPMB has structured this Corporate Plan to discuss goals in 10 areas. These goals are broad and will benefit all producers through an increase in market opportunity, research advances, synergies with other producer groups, leveraged government resources and consumer buy in. This Corporate Plan represents a transition from the traditional Marketing Board to a Board focused on the broader sense of marketing the Ontario wheat crop for the benefit of the entire value chain.

Mission

Representing Ontario wheat producers by providing strategic leadership initiatives that promote and improve Ontario wheat.

Guiding Principals

1. All resources utilized must benefit producers and be measurable
2. All efforts must be within the Farm Products Marketing Act
3. All efforts must be focused on generating value to all producers
4. All efforts must be financially sustainable

Goals

1. Enhance producers' businesses through increased net returns per acre and increased yields per acre
2. Maximize government resources for producers
3. Work closely with other producer organizations to maximize synergies
4. Continuously strive for organizational excellence through internal professional development, strategic planning and learning from the successes of other organizations and industries both domestically and overseas
5. Increase domestic market share (including great lakes region of the US)
6. Explore and develop export (overseas) market opportunities
7. Support and maximize value chain innovation and industry cooperation
8. Increase the per capita consumption of products that can use Ontario wheat
9. Communicate the value that producers provide to consumers, the environment and society
10. To be the number one source of information about the wheat industry

Board Committee & structure

The Ontario Wheat Producers' Marketing Board is made up of ten Directors (one from each of the ten wheat growing districts) who are wheat producers and are elected for one-year terms. Directors are elected by Delegates (members of district wheat producer committees) from the district they represent. All wheat producers in each district are entitled to vote for their Delegates with the number of Delegates in each district being based on representation of the number of producers (60% weight) and the proportion of provincial wheat production (40% weight).

The Board of Directors elects an Executive Committee at the inaugural meeting each year made up of a Board Chairman, 1st Vice Chairman, 2nd Vice Chairman, Past Chairman and one Executive Member. Each member of the executive committee is elected for a one year term.

There are six additional committees of the Board to oversee the various activities of the OWPMB. The following is a list of the committees, the number of members on each and a brief description of their function.

Marketing – all 10 Board members

- Recommendations to the board on marketing issues
- Set and review annual marketing programs including direct marketing guidelines, pricing, grading requirements, agents, terminals, pools and forward contracting
- Recommend annual marketing plan to board

Research – three directors

- Set research and market development priorities
- Communicate priorities to research community
- Recommend projects for funding to the Board
- Annually review project results and completion of research priorities

Communications – three directors

- Set the communications goals and objectives each year
- Review communications efforts and materials to ensure overall organizational goals are achieved

Vision & Planning – all 10 Board members

- Set and review the Corporate Plan
- Monitor changes within the wheat industry and their impact on corporate strategic planning

Transportation – two directors

- Ad hoc committee created to handle transportation issues with an impact on the Ontario wheat industry

Government Programs – four directors

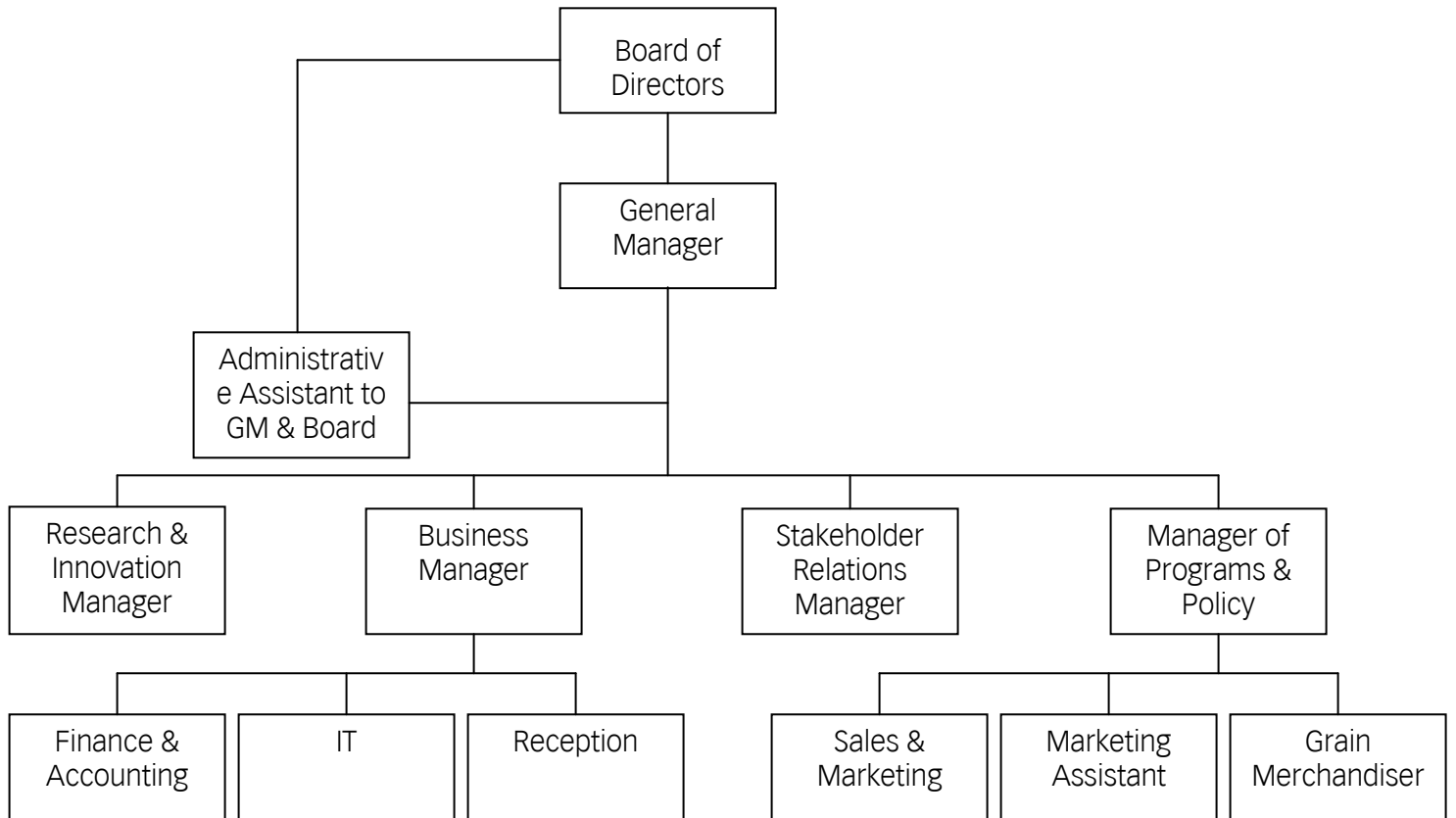
- Recommendations to board on government policy
- Ad hoc committee created to handle issues related to crop insurance, business risk management, transportation, Canadian Grain Commission, etc.

Audit – Board Executive

- Provides governance to OWPMB financial matters
- Recommendation of the annual appointment of the external auditor
- Oversight of the financial reporting, disclosure process, policy compliance and ethics

The OWPMB also supports a number of industry affiliates with resources including both time and monetary. The goal of OWPMB participation on any affiliate committee is advocacy for wheat industry related issues and participation in efforts that will add value to Ontario wheat producers. The OWPMB supports any effort where our resources can be enhanced through cooperative work with other organizations.

Operational Structure



Operating Environment

Ontario:

Ontario is located in the central region of Canada between Quebec to the east and Manitoba to the west. In relation to the US, Ontario is east of Michigan and north of Ohio and the state of New York. The capitol city of Canada is Ottawa, located in eastern Ontario. Canada's largest city and the capitol of Ontario is Toronto, located in the south central part of the province.

Ontario borders on 4 of the 5 great lakes – Superior, Erie, Huron and Ontario – the largest fresh water system on earth. Because of the influence of the Great Lakes, Ontario experiences smaller variations in temperature and higher precipitation than would otherwise be expected for a region in the heart of a continent. In summer, this imposing body of water has a cooling effect on neighboring cities. However, in the south of the province, such as in Windsor or Toronto, heat waves lasting up to a week, with temperatures higher than 30 °C, are not uncommon. In the fall, the release of heat stored in the lakes has a moderating effect. Comfortable, sunny days and cool, bracing nights make this season a favorite time of year.

Winter is characterized by alternating currents of cold arctic air and relatively warm air masses from the Gulf of Mexico. Since most of the province lies on North America's major storm track, winter weather systems travel through Ontario on average every 3 to 5 days. Ontario is the battleground between cold arctic air invading from the north and the warm moist air pushing up from the Gulf of Mexico. Ontario covers so much territory that the average daily temperatures may differ by as much as 20 Celsius degrees. For example, the average daily temperatures in January range from near minus -24°C in northern portions of the province to a relatively balmy -4°C in Southwestern Ontario.

The climate west of Toronto is ideal for the production of winter wheat which requires the fall precipitation and warm days to germinate and the cold winter temperatures and snow coverage for dormancy. Our climate in Eastern Ontario supports spring wheat well due to the long sunny days and relatively low precipitation in late summer. Ontario is the highest yielding region of North America for wheat.

Production:

According to the 2006 Census of Agriculture, there were 14,600 wheat producers in the province of Ontario representing 1.2 million acres in 2006. The three year figures from our OWPMB records indicate there are 16,000 active wheat growers in Ontario.

Ontario is the most diverse wheat growing region in Canada due to our ability to grow high quality winter and spring wheat. There are four distinct classes of wheat grown commercially and two more classes in development research trials. The four classes of wheat are soft red and soft white winter wheat primarily used in pastries and cakes, hard red winter wheat used for crackers, bread/flour coatings and flat breads and hard red spring wheat grown for bread. The two new classes of wheat in development are hard white spring wheat used for whole wheat white bread and durum wheat for pasta. Feed wheat is also grown in Ontario in small quantities for local livestock operations.

The following chart displays the harvested acres and yields for both winter and spring wheat over the past four years:

Crop	Year	Production				
		Harvested (acres)	Yield (tonnes/acre)	Yield (bu/acre)	Total (‘000 tonnes)	Total (‘000 bu)
Winter Wheat ^a	2003	990,000	2.08	76.3	2,055	75,500
	2004	750,000	1.97	72.5	1,480	54,400
	2005	830,000	1.91	70.0	1,581	58,100
	2006	1,085,000	2.28	83.9	2,477	91,000
Spring Wheat	2003	115,000	1.42	52.2	163	6,000
	2004	120,000	1.38	50.8	166	6,100
	2005	155,000	1.18	43.2	182	6,700
	2006	160,000	1.44	52.8	230	8,450

^a Source: OMAFRA Statistics & Canada: Grains and Oilseeds Supply and Disposition

According to the Ontario census of agriculture data, 20% of Ontario farms declare their farm type as grains and oilseeds.

The largest numbers of Ontario producers at just over 52% are between the ages of 35 and 54. Producers over 54 make up 37% while producers under 35 are only 10% of the farming population. Over 40% of Ontario producers have a postsecondary education – 30% have attended college or trade school while 12% have a university degree.

The Cereal Industry:

In 2005, total cereal usage per capita in Canada eased slightly from 90.67 kgs to 89.85. The consumption trend has stabilized after a 20% industry growth rate through the 90s. Products made with wheat flour accounted for the majority of cereal products consumed (78%) as each individual Canadian consumed 70.20 kgs in 2005.

Retail sales of bread are projected for strong sales growth due to increased sales of healthier products that are high in fibre, gourmet, fresh or ethnic in origin. While whole grain bread sales will lead the category, white bread sales, the largest single type of packaged bread in Canada, will lag behind. Fortunately for bakeries, the whole wheat breads command a higher price and margin from the marketplace. This industry represents approximately 670,000 tonnes of product per year.

The Canadian baking industry is divided into three tiers – large multinational and Canadian manufacturers, medium sized wholesale manufacturers and small retail bakeries. The entire baking industry is valued at \$3.2 billion. Only 20% of the milling wheat produced in Canada is used in these operations, the other 80% is exported in raw form rather than being milled.

The Ontario manufacturing climate includes 8 medium sized flour mixes and dough manufacturers, 23 medium and large cookie, cracker and pasta companies, 28 medium and large traditional bakers and 6 medium and large breakfast cereal manufacturers. These 65 manufacturers represent over 90% market share of the Ontario bakery and cereal industry based on production and sales. Approximately 50% of the Canadian bakery products market share in a given year is made up of only 12 large companies. The other 50% includes specialty artisan manufacturers (the majority of the medium sized firms – 25-27% market share), private label manufacturers (15% market share) and other specialty processors (11-13% market share).

The US Commercial Bakeries sector includes manufacturers of bread including frozen, rolls, muffins, bagels, croissants, soft cakes, pies and other sweet goods. In the four nearby states, this sector is quite large with 173 firms with twenty or more employees accounting for almost 20% of US bakery manufacturers.

History & Structure

History:

The Ontario Wheat Producers' Marketing Board (OWPMB) came into being with the commercialization of crop production in the 1950's. With large wheat acreages and most producers delivering wheat at harvest, prices were considered severely depressed at harvest as the grain trade found selling markets for all of the delivered wheat. In 1954, producers petitioned the Farm Products Marketing Board (Commission) for a vote of all producers for a marketing plan for wheat. On January 17, 1958, a vote was held that resulted in the implementation of the OWPMB's powers to negotiate pricing and marketing cost factors with buyers on behalf of Ontario wheat producers. Between 1958 and 1973, the OWPMB marketed wheat that was surplus to domestic requirements into the export market. The Board established minimum prices for wheat, and negotiated fees charged by country elevators for services such as storage and handling. Producers paid a levy for Board operations on each bushel of wheat sold.

In 1973, wheat producers approved an agency marketing plan to provide for single desk selling authority and until 2003, all wheat marketed in the province of Ontario was sold to commercial markets by the OWPMB. In 2003, producers returned to open market selling although the OPWMB continues to hold all of the marketing authorities established in 1973. The current marketing structure in the province of Ontario is a dual marketing scenario where the Board continues to market wheat on behalf of the producers who choose to market through the Board. All producers also have the option to market through licensed elevators rather than the Board if they so choose.

Value of the Ontario Wheat Producers' Marketing Board:

The Ontario Wheat Producers' Marketing Board was established in 1958 to buy and sell the wheat produced in the province. Since the 50s, the wheat industry has grown from an average of 450,000 tonnes to well over a million tonnes in recent years. During this time, the OWPMB has always demonstrated a responsibility for maintaining a strong wheat industry in Ontario.

The mandate of the OWPMB has grown as our marketing environment in Ontario has evolved to better serve the needs of Ontario producers. Our directors and staff are still highly focused on maintaining an effective and efficient marketplace for all producers whether selling through the direct market or a Board program. Our policies and procedures continue to support our marketing focus as an organization. However, the dual market has created a greater scope for the OWPMB, to unite a wheat marketplace with many buyers and sellers. This has provided an opportunity for the OWPMB to provide a greater level of value to all Ontario wheat producers by participating in activities that unite and benefit the entire Ontario wheat industry.

Over the next five years, the scope of the OWPMB will be broader but the goal is still the same: create opportunities to maximize the value of wheat for all Ontario producers. This will be accomplished through both our marketing transactions and the growth of new markets for the whole Ontario wheat industry.

Marketing Structure:

Wheat in Ontario is marketed through a dual market system. Producers have the option to sell their wheat through three Board marketing programs – forward contract, pool and direct market.

The OWPMB markets a portion of the Ontario wheat crop on behalf of producers that choose this option through our pooling and forward contract programs. The wheat purchased by the Board is received either by a network of country elevator "agents" certified to receive wheat on the Board's behalf, terminals located throughout the Ontario port system or local mills. The producer selects the delivery point based on their own ability to transport the grain. Most producers deliver OWPMB wheat through our agent network. When producers deliver to an agent of the Board, regulations detail the terms and conditions in which the agent operates. There are approximately 120 agents, with over 300 receiving locations, appointed by the Board to receive producer wheat throughout Ontario.

Agents, for many producers, are the first point of contact when delivering wheat and provide many functions beyond receiving including acting as an information source for Board programs to producers. Agents are appointed annually by the Board and provide varied levels of service depending upon their size and location. The Board does control the Board owned wheat on the agent's premises but co-operates with agents in the flow of the wheat into

the market place. Eighty per cent of agents receive small lots of wheat from producers at harvest and then forward that wheat in larger lots to processors and transfer elevators immediately upon receipt. These elevators also provide a service in cleaning and drying wheat. In addition to the above services, 10 percent of elevators also store wheat for an extended period of time for later shipment into the Ontario processing industry. The final ten per cent of agents in addition to all the above purchase wheat from the Board for export into the United States and to supply Ontario's feed and seed industry.

When pooled Board wheat is received by agents, producers are paid an initial payment that is the gross payment to producers in which an elevator directly deducts fees for handling and transportation. The initial payment is a government guaranteed price floor paid to producers who sell their wheat through the Board's pooling program. Further payments are paid directly to producers by the Board and are based on the price received for the pooled wheat from the marketplace.

Regulations and Legal Accountability:

The Ontario Wheat Producers' Marketing Board is governed by a Board of Directors that is accountable to both producers and the Ontario Farm Products Marketing Commission, which reports to the Ontario Government through the Minister of Agriculture, Food and Rural Affairs. The Farm Products Marketing Commission is a regulatory body overseeing marketing plans for agricultural products in the province of Ontario. The Farm Products Marketing Commission is in turn accountable to the Minister of Agriculture and the Management Board (Cabinet or Executive) of the provincial government.

The Ontario Wheat Producers' Marketing Board has its legislative base in Ontario's Farm Products Marketing Act. The Act enables the Farm Products Marketing Commission to delegate marketing powers to local Boards. These marketing powers are contained in Regulations 442 and 443 of the Farm Products Marketing Act. Regulation 442 – "Wheat Marketing", outlines the powers given to the Ontario Wheat Producers Marketing Board for the marketing of wheat. Regulation 443 is the "Wheat Plan", which outlines how the Ontario Wheat Board is to be governed.

The purpose of the Farm Products Marketing Act (Section 2) is to provide for the control and regulation in any and all aspects of the production and marketing of wheat within Ontario including the prohibition of such producing and marketing in whole or in part. Based on authority given to the Ontario Wheat Producers' Marketing Board by the Farm Products Marketing Commission, the Board's mandate as captured in Regulation 442 and 443 is for the control and regulation in any or all aspects of the marketing within Ontario of wheat (produced in the province).

The Ontario Wheat Producers' Marketing Board has the authority delegated to it by the Farm Products Marketing Commission under the Farm Products Marketing Act to be the exclusive seller of Ontario grown wheat into commercial markets including wheat sales into the domestic milling and processing market and commercial sales of wheat for feed and seed. The Board has the authority for interprovincial and export sales by delegation from the Government of Canada under the Agricultural Products Marketing Act. Producers can market seed wheat and feed wheat outside of the Board on a farm-to-farm basis, or use the Board for feed wheat and seed wheat sales.

The Board's use of authorities granted to it can be appealed by interested parties to the Agricultural, Food and Rural Affairs Appeal Tribunal.

In December 2004, after dual marketing in Ontario created a need, the OWPMB was successful in having wheat grown and marketed in Ontario included in the Grain Financial Protection Program (GFP). Producers are protected under the GFP in the event of a buyer of wheat defaulting on payment. All buyers of wheat are required to hold a license as a Dealer in Grain under the Grains Act. The OWPMB has a license, therefore you are protected if you market your wheat through any Board program.

Preamble

Organizational Transition:

After four years of a dual market for wheat in Ontario, the Board has had a chance to reflect on OWPMB programming, resource management and the overall value being added to producers by our efforts. With a large marketing and risk management portfolio available to producers through the direct market and an OWPMB marketing product offering mostly unchanged since dual marketing began in 2003, the Board has focused efforts on market research to determine ways to meet the changing needs of Ontario's wheat producers both in marketing and other areas over the next five years.

The first step taken by the Board was a delegate survey asking direct questions about the ways producers would like to work with the OWPMB. This survey confirmed our assumptions that there were very divergent opinions among producer groups. Producers have varying needs depending upon their geography, acreage of wheat, age, type of wheat grown, etc. that the Board needs to address when considering new programs and projects.

The Board has taken this information and market research from around the world, to address the changing needs of producers in marketing, research, production, market development, government relations, industry relationship management and information management.

The intention of this Corporate Plan is to address the needs of producers and the industry in this open market environment. This means an enhanced product offering beyond the transaction of wheat and a vision for wheat producer leadership within the value chain.

Marketing Considerations:

Due to the competitive nature of the wheat industry in Ontario, the Board may handle any percentage of the total crop in any given year. The unknown nature of the dual market has presented a challenge to the OWPMB's marketing planning at the beginning of every crop year. As this Corporate Plan was prepared, much thought was given to the future of marketing at the OWPMB. Is it possible to build flexibility into our marketing programs to handle the vast number of scenarios that could occur in any given crop year? Is there an equity structure in place to ensure the Board is competitive? Do producers perceive there is value for the Board to add as a marketer of wheat in Ontario?

The OWPMB's research, delegate survey and history as a successful marketer of wheat since 1958 and over the last four years of dual marketing support our assumption that there is value in OWPMB marketing programs. The Board has committed in this Corporate Plan to remaining active as a marketer of wheat in the province. This commitment presents many challenges including equity, government price guarantees, limited resources and unknown wheat volumes. The annual marketing and business plans will address the strategies in place to handle these limitations each year, while this Corporate Plan will focus on the longer term goals our participation as a wheat marketer will strive to accomplish for our producers over the next five years.

Beyond Marketing:

As the OWPMB has made the transition from the responsibility for transacting the entire wheat crop to promoting and growing the wheat industry on behalf of all wheat producers, there have been a number of strategic initiatives beyond marketing the wheat crop that have presented great opportunities. These are not new opportunities to the Board but have greater significance in a dual market where an increased number of buyers and sellers of wheat place a higher importance on the activities that unite and benefit the Ontario wheat industry as a whole.

The OWPMB has structured this Corporate Plan to discuss goals in 10 areas. These goals are broad and will benefit all producers through an increase in market opportunity, research advances, synergies with other producer groups, leveraged government resources and consumer buy in. This Corporate Plan represents a transition from the traditional Marketing Board to a Board focused on the broader sense of marketing the Ontario wheat crop for the benefit of the entire value chain.

Outline of the Corporate Plan:

The goals and strategies outlined in the Corporate Plan are organized in two different ways. The first is by goal. Each goal is listed individually with the corresponding strategies listed below in the middle column. The goals are the overall statements that will guide the organization over five years. The strategies outline what we are going to do to fulfill the goals. The actual tactics, or the “how” will be determined annually by directors and staff and will be the basis for the OWPMB’s annual Business Plan. These annual tactics will not be discussed in this document.

The second organizational method in this document is by thematic area. There are nine thematic areas related to the operations and structure of the OWPMB. These are Marketing, Research & Development, Education, Communications, Advocacy, Governance, Human Resources, Finance & Administration and Regulations. Each goal is subdivided by the thematic areas that will be responsible for the strategies that will meet the goal. These thematic areas are repeated in both the staff and director committee structures. The Business Plan each year will also reflect the thematic areas for ease of accountability, reporting and auditing the success of the Corporate Plan throughout the next five years.

Performance measures are listed when they are strategic in nature. Performance measures, when tactical, will be determined annually for each strategy within the business plan. The Board meets each September for Vision & Planning before planting to review the progress of the Corporate Plan and determine any required directional changes at that time.

Example Table:

1. Goal of the organization

Performance Measures

Ways of measuring the success of our strategies at meeting the goals of the organization throughout the 5 year plan

Thematic Area	Strategy
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Strategy one

Strategy two

Strategy three

Guiding Principals:

1. All resources utilized must benefit producers and be measurable
2. All efforts must be within the Farm Products Marketing Act
3. All efforts must be focused on generating value to all producers
4. All efforts must be financially sustainable

Goals:

1. Enhance producers’ businesses through increased net returns per acre and increased yields per acre
2. Maximize government resources for producers
3. Work closely with other producer organizations to maximize synergies
4. Continuously strive for organizational excellence through internal professional development, strategic planning and learning from the successes of other organizations and industries both domestically and overseas
5. Increase domestic market share (including great lakes region of the US)
6. Explore and develop export (overseas) market opportunities
7. Support and maximize value chain innovation and industry cooperation
8. Increase the per capita consumption of products that can use Ontario wheat
9. Communicate the value that producers provide to consumers, the environment and society
10. To be the number one source of information about the wheat industry

The Corporate Plan

1. Enhance producers' businesses through increased net returns per acre and increased yields per acre

Performance Measures

Measure results through increased yields and net returns per acre

Benchmarking study will measure the value of OWPMB programs as new programs are designed based on study results

Acquire and maintain adequate equity financing levels to accomplish marketing goals

Marketing

Strategy

Develop OWPMB marketing programs with the goal of increasing net returns to producers

Support both OWPMB and the trade's marketing opportunities by promoting the whole Ontario crop with the ultimate gain of all producers in mind

Assess risk management techniques in relation to the value added to Ontario wheat producers

Develop and maintain an annual Marketing Plan that will include a comprehensive risk management strategy

Research & Development

Encourage new product, new technique, new agronomic practice and variety innovation

Variety research trials

Benchmark Ontario producer competitiveness in wheat production

Support research initiatives from the molecular to the applied to ensure any factor affecting potential production gains is not missed

Improve the ability to manage the pests and disease that affect Ontario wheat

Education

Report and commentary on causes and persistence of market volatility and define key issues for risk management purposes

Professional development programs focused on marketing and risk management

Create professional development strategies in response to benchmarking results

Communications

Provide producers with independent information on varieties and agronomic research results to stimulate positive affects on yield and net return per acre

Disseminate information on risk management techniques that have been assessed by Marketing and deemed valuable

Report on benchmarking results

Communicate research results, variety information and new product knowledge when valuable to producers

Advocacy

Work closely with organizations and government agencies that have a similar mandate to ensure information reaches producers

Close working relationship with Agricorp regarding crop insurance

Regulations

Effectively use and maintain the regulatory structure required to ensure fair and competitive returns to producers

2. Maximize government resources for producers

Performance Measures

Manage all research and education funding to maximize producer benefits

Report on dollars leveraged and resulting producer value

Report on the resource maximization and decreased OWPMB financial risk achieved when leveraging government support for programs like the Price Pooling Program and Grain Financial Protection

Marketing

Strategy

Support ongoing OWPMB marketing efforts through the continuation of the Price Pooling Program, Grain Financial Protection and other government support where required

Maintain effective communication with the Canadian Grains Commission, Canadian Food Inspection Agency and the Farm Products Marketing Commission to ensure proficient wheat marketing in Ontario

Research & Development

Explore and identify all new funding opportunities and partnerships

Sustain and, when possible, increase all levels of matching research funding

Education

Explore new and existing partnerships and funding opportunities for producer education

Communications

Disseminate details of government policy changes and their implications

Inform producers of new and existing government programs and how wheat producers may qualify and benefit

Advocacy

Continue working with government on safety net programs and crop insurance benefits for grains and oilseeds producers

Monitor trading practices of other wheat producing countries and maintain a relationship with the federal and provincial government to ensure unfair trading practices do not have adverse affects on Ontario wheat producers

3. Work closely with other producer organizations to maximize synergies

Performance Measures

Track time and resources saved by partnering and sharing costs with other producer organizations

Measure the extended reach with partnered efforts

Partner with OCPA and OSG for data administration, benchmarking and IT

Report on current shared resource activities and communicate outcomes

Create annual performance metrics for each Board Committee (Research, Marketing, Communications, etc.)

Perform an annual organizational audit to determine the success of the individual Board Committee's at meeting their annual performance metrics

Research & Development

Collaborate on research and market development projects when the outcome will add more value to producers than working alone

Education

Partner to deliver professional development programs to producers
Work together to inform consumers through programs like Ag in the Classroom of the value of Ontario agricultural products
Actively participate in consumer education of the importance of Ontario agriculture through Farmers Feed Cities!

Communications

Develop and implement more effective collaboration strategies with other sector organizations to disseminate information to producers and consumers
Collaborate on the communication of the benefits of Ontario agriculture to Ontarians – health, environment, economic, etc.
Develop internal strategies to share information within organizations

Advocacy

Share resources with related producer organizations when representing producers on Affiliate Boards to maximize director and staff time

Human Resources

Share resources with other organizations to maximize efficiencies
Prioritize opportunities for the allocation of OWPMB resources and utilize partnership opportunities to extend our reach and meet our goals
Partner with OCPA and OSG for data administration, benchmarking and IT

4. Continuously strive for organizational excellence through internal professional development, strategic planning and learning from the successes of other organizations and industries both domestically and overseas

Performance Measures

Report on Ontario wheat trends from the benchmarking information collected by Marketing (price, wheat type, usage, acres, geography, etc.)
Measure the success of the annual Business Plan through regular review at the Board level

Marketing

Strategy

Subscribe to all valuable industry and risk management information to enhance the knowledge of the marketing team
Benchmark the Ontario wheat industry against other wheat producing areas through quantitative factors such as price, wheat type, usage, acreage, geography, etc.

Research & Development

Set guidelines for research investment and expected value for producers
Identify the organizations that have structures or strategies the OWPMB can learn from

Education

Provide opportunities for director and staff professional development
Update the Board and producers with information learned through interaction with other organizations

Communications

Research the most effective methods for reaching target audiences
Establish contact with organizations and explore ways to learn from their successes
Ensure directors and delegates are informed about the work and value the OWPMB is providing producers

Governance

Maintain and further develop OWPMB's corporate governance procedures
Ensure an excellence of Board governance through the development of efficient Board structures, policies and procedures

Human Resources

Identify areas where professional development opportunities would bring new, valuable skill sets to the OWPMB team

Finance & Administration

Further develop provision of timely and comprehensive financial information
Ensure efficient and effective operation of the OWPMB
Place Human Resources as a central focus of OWPMB operational efficiency
Develop and improve our IT strategy
Ensure key operating systems and processes run cost effectively

5. Increase domestic market share (including great lakes region of the US)

Performance Measures

Track and report on our total sales of Ontario wheat into the domestic market as a measurement of both increased tonnage sold domestically and the overall share of domestic usage
Measure research investment with variety development and value

Marketing**Strategy**

Review the potential and quantify the opportunities in the current markets – Ontario and nearby US
Develop relationships with millers to understand their grain quantity and quality needs
Work with the trade to understand and manage the logistical needs of domestic mills
Establish links with further processors (bakeries and cereal manufacturers) to explore new opportunities for Ontario wheat
When representing Ontario wheat, do so as an entire wheat industry

Research & Development

Explore the range of new markets and products available to Ontario wheat industry – both food and industrial usage
Develop Ontario varieties that meet the current and future needs of the domestic market
Maximize the value of Ontario varieties by investigating opportunities for the many diverse attributes of Ontario wheat – look beyond the current wheat market (e.g. bio-products such as bio-plastics, feed wheat with stronger straw for textiles)
Benchmark Ontario varieties against other sources of wheat to measure our competitiveness and position in the marketplace

Education

Provide millers and further processors with information on Ontario wheat qualities in comparison with competitors
Education of trade on value added attributes such as environmental benefits of buying local wheat
Introduction of new varieties and wheat capabilities to the industry
Preparation of millers prior to introduction of new crop and assistance with the transition

Communications

Dialogue with domestic industry about value of Ontario varieties and the ways to include them in different product applications
Provide industry with the annual qualitative and quantitative attributes of Ontario wheat to meet their needs
Disseminate the results of Ontario variety benchmark research
Communicate results of successful new Ontario wheat product developments or Ontario wheat applications
Participate in industry events to showcase the qualities of Ontario wheat
Create a recognizable image for Ontario wheat that builds on our strengths – local, professional, science based, innovative & results oriented

Advocacy

Ensure a presence in trade organizations where the processing industry is active – Artisan and Bakers Quality Alliance, Bakery Association of Canada, etc.
Support the processing industry on issues important to their organizations and not in conflict with our own
Ensure research and producer based affiliates maintain the perspective of the entire value chain in decision making
Monitor both the Canadian and US grain grading and quality standards to ensure our wheat can be sold into all compatible markets
Attend industry committee meetings to ensure the needs of Ontario producers are represented and build relationships with the organizations and companies whose decisions affect the Ontario wheat industry

6. Explore and develop export (overseas) market opportunities

Performance Measures

Track and report on export sales in relation to annual targets set out in the Marketing Plan
Measure the value of maintaining overseas relationships to the sales gains to determine optimal trade partnerships

Marketing**Strategy**

Review the potential and quantify the value of developing export relationships with the various wheat importers in preparation for surplus years
Explore partnerships with other Canadian wheat exporters and groups like the Canadian International Grains Institute to promote Ontario wheat
Build long-term relationships with the best country prospects in preparation for surplus crop years

Research & Development

Learn the quantitative and qualitative variety requirements for specific wheat importing countries

Assess suitability of Ontario wheat based on specifications of importing countries

Evaluate the compatibility of Ontario wheat with importing country requirements to determine strategic export relationships

Communications

Build and sustain relationships with wheat importing countries

Ensure information required by importing countries is available for Ontario wheat varieties to be certain our wheat is competitive with other exporters

Information support for the Ontario wheat exporting industry

Advocacy

Advocate for the Canadian government to eliminate the barriers that limit trade between Canada and wheat importing countries

Monitor the affects of WTO negotiations and agreements

Work closely with organizations and government departments to develop and maintain close ties with the governments of wheat importing countries

7. Support and maximize value chain innovation and industry cooperation

Performance Measures

Estimate the potential gain for producers with a cost/benefit analysis before embarking on projects designed to add value to producers

Track all investments in new market development to ensure they are on plan and remain valuable to producers

Measure the benefit for producers gained by each successful project

Marketing**Strategy**

Develop stronger links within the supply chain to share the risk and reward of product development opportunities

Research & Development

Foster value chain innovation and niche market development in ways that can be used as a model for larger opportunities for Ontario wheat producers

Encourage new product innovation by facilitating industry connections

Benchmark Ontario competitiveness against substitutes

Support and monitor production of safe and wholesome wheat and wheat products

Secure industry partnerships and funding for market development projects

Review and prepare written impact studies including cost/benefit analysis for any new technologies that will have social implications

Support and encourage all levels of wheat research from molecular to applied

Education

Identify information and training needs of the grain supply chain and explore ways for the OWPMB to add value in this area

Inform the value chain of the attributes (quality & quantity) of Ontario wheat

Educate the agents with the ways they can contribute to the quality enhancement of Ontario wheat and they ways they can proactively assist the industry as a whole by disseminating the information to producers

Encourage market acceptance of new technologies through education of the technology and the explanation of the benefits to producers and society

Communications

Produce regular reports of changing market conditions and impact on new markets

Improve links with national, regional, international and commercial partners

Develop industry communication strategies

Communicate the successful opportunities for producers and new products for consumers created from our investment in market development

Advocacy

Partner with organizations working with bakeries and millers to find new opportunities for Ontario wheat

Leverage government resources and relationships to develop new markets for Ontario wheat

Monitor government reactions to new technological gains to understand and limit the barriers to innovation and work together to overcome challenges

8. Increase the per capita consumption of products that can use Ontario wheat

Performance Measures

Track flour, cereal and other end use wheat product consumption data annually to determine the effect our efforts are having on consumers

Research & Development Strategy

Develop a better understanding of the nutritional qualities of wheat and how they relate to a healthy balanced diet and potential wheat health claims

Research all current studies on wheat, gluten and wheat products outside of agriculture to find positive wheat attributes – i.e. reduced cancer risk due to whole wheat fibre

Understand how wheat can be a substitute for other functional ingredients in food products

Education

Work with groups such as Farmers Feed Cities! and Presidents' Council to educate consumers on the value of Ontario agriculture and eating/buying local

Make the connection for consumers between end products and the wheat producers in Ontario

Communications

Communicate any new findings in wheat nutritional and health information

Explore ways to extend the Foodland Ontario brand to wheat products to encourage Ontario bakeries to use Ontario wheat and use the brand

Utilize the internet to communicate the health of wheat products

Advocacy

Support and work with Ontario Agri-Food Education groups
Support the work of the Baking Association of Canada and Artisan Bakers Quality Alliance to increase awareness of the healthy attributes of wheat
Work closely with groups such as Ontario Cereal Industry Research Coalition and Canadian International Grains Institute to ensure OWPMB awareness of new opportunities for wheat research that will benefit consumers

9. Communicate the value that producers provide to consumers, the environment and society

Performance Measures

Measure the impact of our value related messaging in relation to our investment in these value areas

Research & Development **Strategy**

Support sustainable crop production through R&D programs
Support and monitor production of safe and wholesome wheat and wheat products

Education

Ensure Ontario wheat producers are doing their best to uphold the values we are communicating – health, environment, economy, etc.
Provide access to information and resources that allow producers to stay at the forefront of their field

Communications

Establish a corporate brand identity that communicates these values of the OWPMB

Advocacy

Maintain an active profile with affiliates such as AgCare that support positive nutritional, environmental and societal values

10. To be the number one source of information about the wheat industry

Performance Measures

Gauge OWPMB information to determine our perceived credibility

Marketing **Strategy**

Gain international intelligence to ensure Ontario producers are working in as transparent and informed a marketing environment as possible
Provide the industry with transactional information including pricing and the factors that affect price

Education

Ensure all information provided to producers is up to date, credible and accessible

Communications

Provide the industry with independent end use information on varieties to stimulate the development of new varieties to meet market needs

Deliver agronomic, technical, marketing and other information to producers to improve their profitability and efficiency in the face of new challenges

Provide information on OWPMB research findings to the research community to stimulate further research initiatives

Communicate priority issues and research priorities to producers, industry, government and researchers

Monitor and communicate trends in food and nutrition based on market research
Communicate international market intelligence in a manner applicable to Ontario producers

Deliver any new findings in wheat nutritional and health information

Manage OWPMB events effectively to ensure optimum delivery of required information

Establish corporate brand identity that positions the OWPMB as a leader in wheat related information with all stakeholders

Utilize all communication techniques and technologies to best reach our target audience

Be prepared with crisis management plans and other front line information when issues arise

Advocacy

Partner with organizations working with bakeries and millers to find new opportunities for Ontario wheat

Leverage government resources and relationships to develop new markets for Ontario wheat

Monitor government reactions to new technological gains to understand and limit the barriers to innovation and work together to overcome challenges
