

Ministry of Agriculture, Food and Rural Affairs

Facilitating Strategic Planning for your Ag Society

OAAS Convention
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Today's Presenters



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A Strategic Plan...

- Is a formally written document that **guides a group's decision-making process toward achieving desired goals**
- **Helps in allocating energy and resources and prioritizing actions.**
- **Is referred to for operational decisions**





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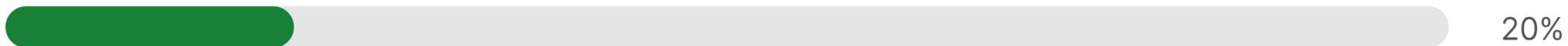




Do you have a current strategic plan?

Multiple Choice Poll 30 votes 30 participants

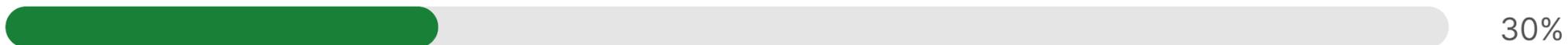
Yes - 6 votes



No - 15 votes



Maybe - 9 votes



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Ontario

Identifying the Need

- It is important that the group **establishes the reason for moving forward with the strategic planning process**, by answering the following questions:
 1. Why does your group need to do strategic planning? Why now?
 2. Is there commitment/approval from the Board or governing body for the planning process?
 3. Are there any issues that may affect the planning process?

What are the Benefits?



Establish a **shared vision, mission and goals.**



Establish **clear, realistic goals and objectives** that match the group's mission and vision



Clarify or redefine your **group's role** and your target group(s)



Help board, staff and volunteers have **a shared understanding and common language**



Gain commitment and bring your group together to work on **common goals**



Effectively **communicate your focus and needs** with various stakeholders

Strategic Plan vs. Constitution

Constitution:

- ✓ Defines how you govern as a board, e.g. run meetings, set quorum, structure, by-laws, changes to same, etc.
- ✓ Applies over long-term, rarely changes.

Strategic Plan:

- ✓ Higher level
- ✓ Plans for a specific time frame
- ✓ Sets priorities for action
- ✓ Helps to direct decision-making
- ✓ Identifies goals to achieve through an action plan
- ✓ A living document that is renewed when goals are achieved or term is up.

Strategic Planning Framework

(as per OMAFRA's Resource guide)

- Each stage provides the foundation for the next.
- Combined, they provide a means of focusing group efforts and of communicating the group's direction.
- It is helpful to think of strategic planning as a cycle that is continuously reviewed to keep relevant in a changing environment.



Stage I: Preparation



Assessing the Need

Strategic planning may be for you if your group is:

- ✓ Operating smoothly but wonders if it will continue to do so in 3 to 5 years.
- ✓ Lacks community appeal or is struggling to maintain viability.
- ✓ Has an opportunity that it is considering.
- ✓ Was originally formed to respond to a major issue which has now been addressed.
- ✓ Your group lacks a clear purpose.

Strategic planning may NOT be appropriate if:

- ✗ There is a lack of leadership, training or skills.
- ✗ There is a lack of commitment to the process.
- ✗ The 'old guard belief' that nothing can help and nothing ever changes
- ✗ There is little likelihood of the strategic plan being used.

Getting Ready

- Identify the Need
- Understanding the Roles
- Engagement
- Information
- Budget
- Timing

Appendix A – Preparation Worksheet

This worksheet is designed to assist your group in preparing for strategic planning. The first sheet is a series of questions that you can use to guide your board discussions and decision-making.

PROCESS: <ul style="list-style-type: none">• Review and answer the following questions before you start.• As a group, record your responses in the appropriate spot on the template.• Refer to the worksheet on an ongoing basis to track your progress as you go through your strategic planning process.	TIME REQUIRED: Approximately 30 minutes
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QUESTIONS:

Identifying Need

- Why does your group need to do strategic planning? Why now?
- Is there commitment/approval from the board or governing body for the planning process?
- Are there any issues that may affect the planning process?

Roles

- How many staff, board members or engaged community members will be involved on the strategic planning steering committee?
- Who will be part of the strategic planning steering committee? Do the recommended participants have the time to commit to the process?
- What is the role of each group member?
- How will you share the information from the planning sessions?
- What external support is required to help the group with the process (e.g. consultant or facilitator)?

Stakeholder Engagement

- Who else should be involved (e.g. sponsors, partners, clients, volunteers, community members, etc.)?
- In what way(s) do you plan to engage them as part of the process?
- Are there going to be open sessions for the broader community?
- Will there be a need to hold a session with a target audience?

Budget

- What is the budget for the planning process (e.g. facilitator, travel, refreshments, meeting room, supplies, and printing)?
- Do you have the required budget, or do you need to seek external funding?

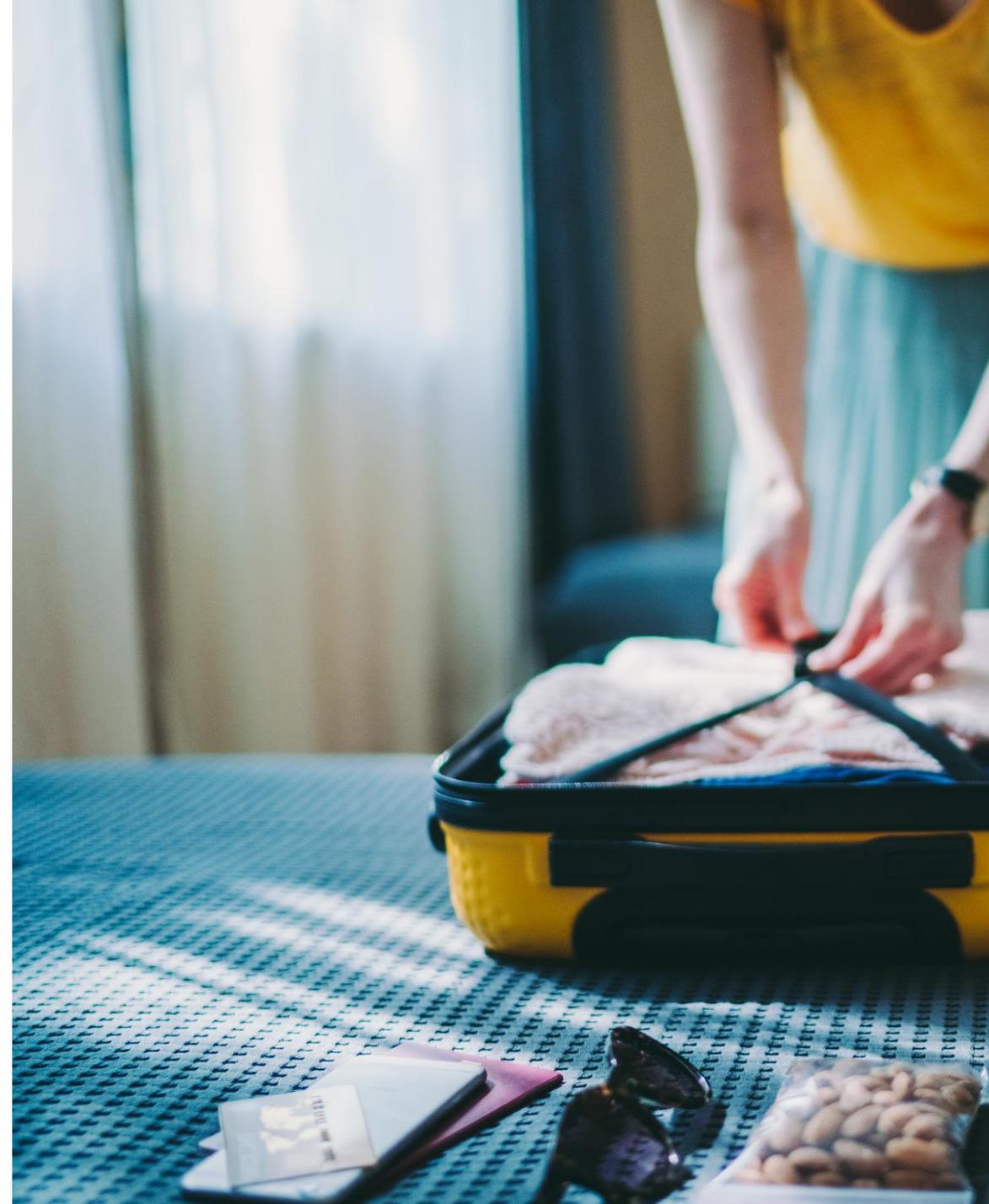
Information

- What information or data is available or needed to inform your planning process?

Timing

- How will the process be structured (e.g. a series of sessions or all day retreat)?
- How many planning meetings are needed?
- Are there any major events/activities that you need to work around (e.g. fair, AGM, election, etc.)?
- What is the target date for completion of a written plan?

A group and facilitator's resource manual



Factors Leading to Success

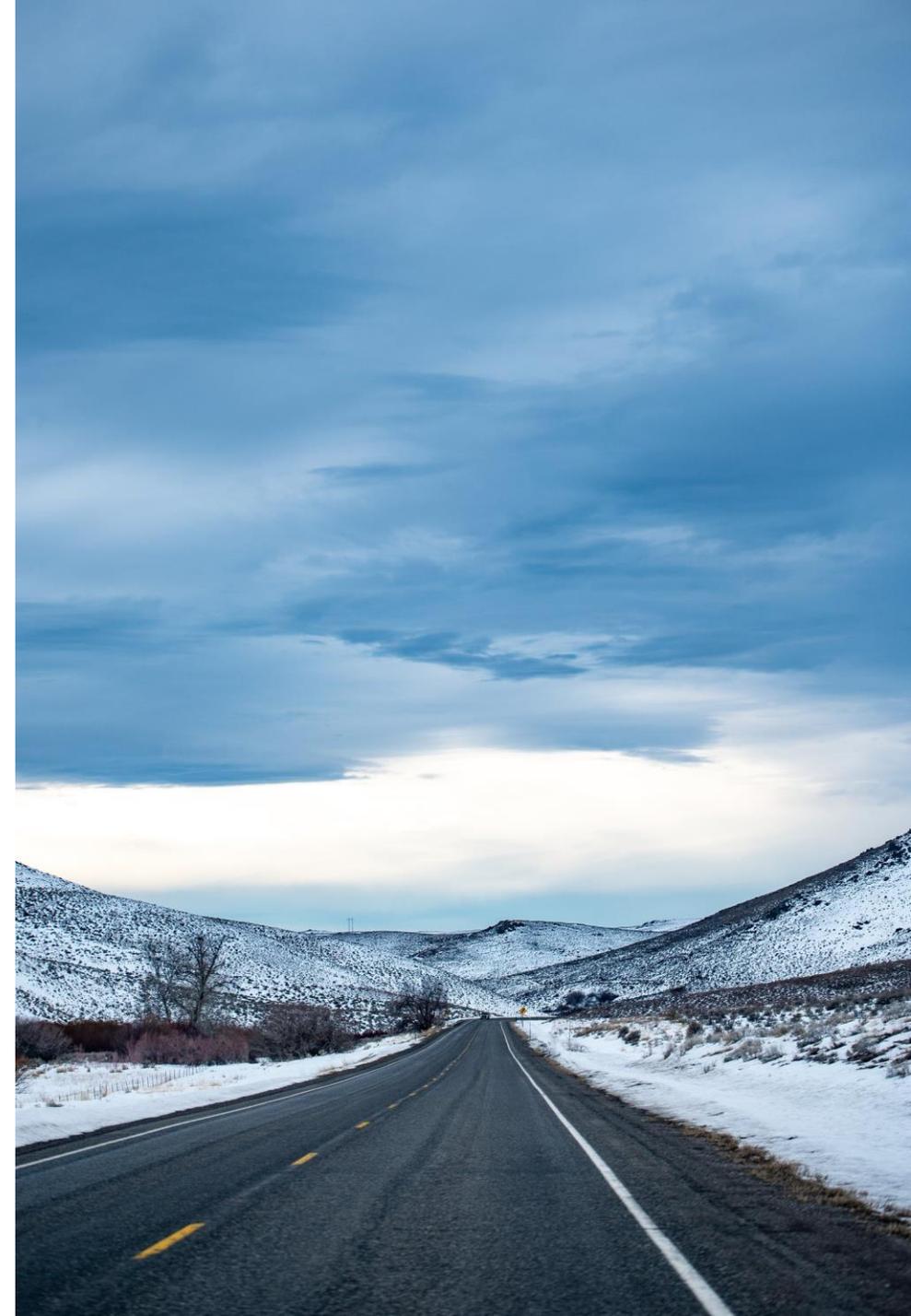
- Ensure commitment
- Strong and effective leadership
- Bottom-up approach
- Develop consistent framework and terminology

Stage II: Develop a Vision and Mission



Vision Statement

- A vision statement provides **direction to the group**.
- It should provide a **clear and compelling picture of the future** if the group is successful in implementing their plan.
- It can be a **desired end state** that makes sense to work toward.





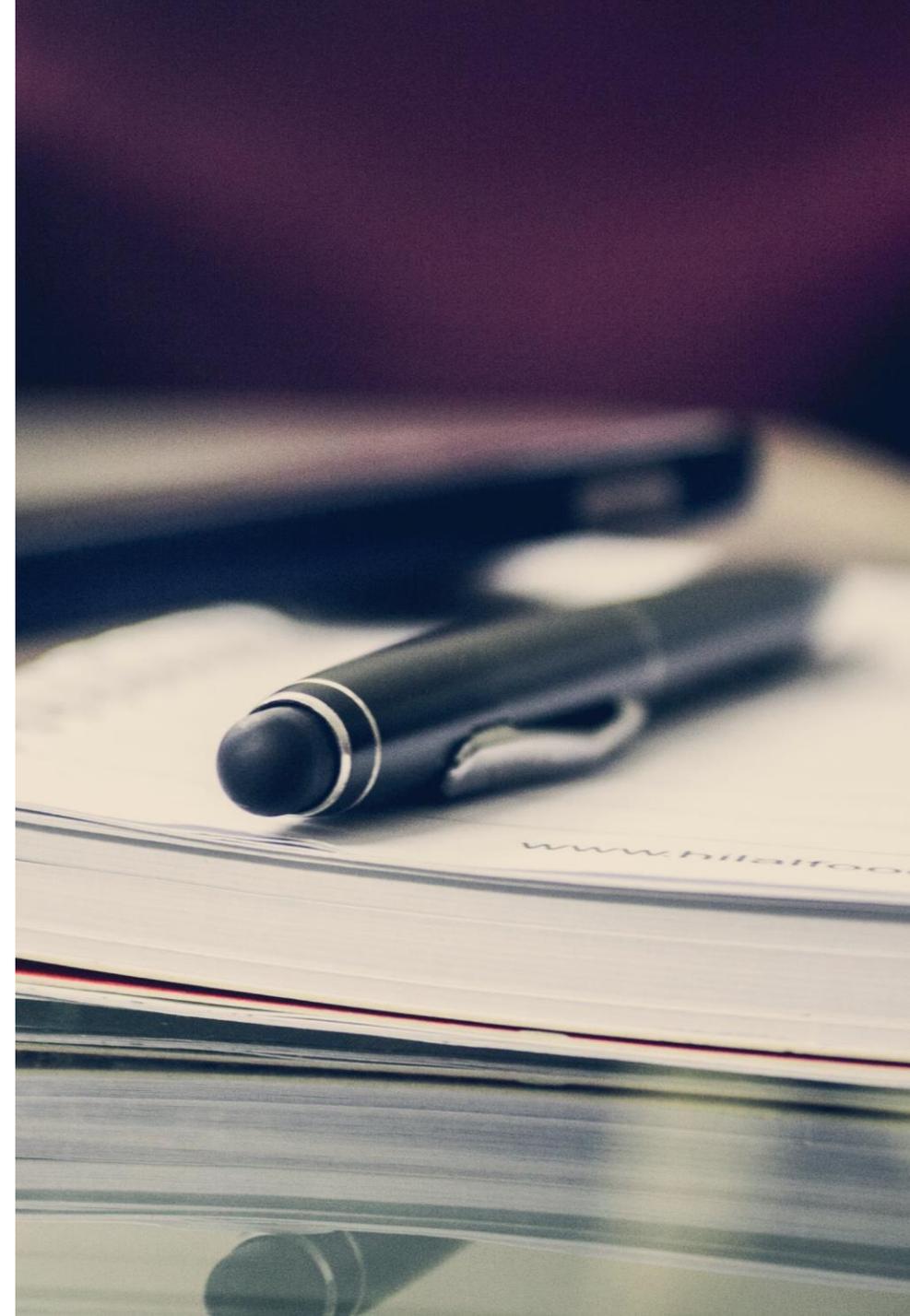
Imagine your Ag Society in 5 years. Your strategic plan has been successfully implemented. What two words would the President use in their AGM speech to describe the organization?

Wordcloud Poll 25 responses 20 participants



Mission Statement

- A mission statement describes:
 - What the group does, and its **purpose for existence**
 - Who the group serves (i.e. membership, clients, geographic area)
 - The **function of the group**
- An effective mission statement is:
 - **Clear, concise**, and easy to understand
 - **Realistic**, and describes the uniqueness of the group



SickKids Hospital

Our Vision

Healthier Children. A better World.

Our Mission

As leaders in child health, we partner locally and globally to improve the health of children through the integration of care, research, and education.

SickKids[®]

Stage III: Collect and Analyze Information





Name one type of data you would collect for an Ag Society Strategic Plan?

Wordcloud Poll 37 responses 24 participants



Fergus Agricultural Society issues fall fair survey as it prepares strategic plan

Advertiser Staff | January 20, 2022 @ 8:52 am | News, Rural

Updated On January 25, 2022 @ 2:48 pm



Conduct an Environmental Scan

S **Strengths** are positive internal aspects to the group that can contribute to achieving the group's vision.
Example: We have hard working volunteers.

W **Weaknesses** are negative internal aspects that can hinder the group from meeting its vision.
Example: The board is slow in making critical decisions.

O **Opportunities** are positive aspects, circumstances or trends external to the group with the potential to contribute to successful achievement of the vision. Example: There is a new organization that we could build a partnership with.

T **Threats** are negative aspects, circumstances or trends external to the group with the potential to hinder the successful realization of the vision. Examples: Aging population/declining attendance at community events.



What is a STRENGTH for your Ag Society?

Wordcloud Poll 27 responses 15 participants



Stage IV: Develop Goals and Action Plans



Stage IV: Develop Goals and Action Plans



***1. Developing
Goals and
Objectives***



***2. Identifying
Actions***



***3. Identifying
Performance
Measures***

What is the “CHANGE” you want to make?

Example

Goal:

Improve agricultural education opportunities for youth

Objectives:

Develop a new program by June 2025, for youth aged 12 to 18 years to learn about agriculture and local food.

Establish a partnership with a youth organization (ie/ AgScape or 4-H) by June 2026, and incorporate their programs into the new educational opportunity.

Why Measure?

Without performance measurements there is no way to confirm whether a group is meeting their goals or if they are being effective and efficient.



Example of Performance Measures

Goal: Increase the profitability of the fair event

Objective: Develop a sponsorship program that will attract and retain local business support

Activities

- Develop sponsorship kit
- Develop targeted sponsorship campaign plan
- Test the package with focus group

- Produce professional quality sponsorship kit
- Deliver sponsorship campaign to target audience
- Develop a formal board-sponsor relationship policy

- Develop a recognition program
- Recognize sponsors at annual meeting
- Evaluate program effectiveness

Performance Measures

Methodology

Target

Increase the number of new sponsors

Count the number of new sponsors

10 new sponsors by 2025

Increase the value of sponsorship contributions

Using the current year as a baseline, annually calculate the average sponsorship contribution.

Average sponsorship contribution increases by 15% annually.

Improve the relationship between sponsors and the organization

Survey sponsors annually to determine level of satisfaction

90% of sponsors are satisfied with their relationship with the organization

Count number of sponsors attending the annual meeting

80% of sponsors attend the annual meeting to be formally 'recognized'

Stage V: Implement and Monitor



Implement Your Plan

- Implementation **moves your strategic plan from a document that sits on a shelf or in a file, to actions that drive a group forward to achieve its vision.**
- Strategic plan implementation is at the heart of **how to make change happen within a group.**



Keys to Implementation Success

- Select actions/activities that are appropriate for YOUR organization
- Set strategic goals and prioritize
- Develop realistic and attainable action plans
- Identify champions
- Allocate resources appropriately
- Monitor progress
- Adjust as necessary



Facilitating Strategic Planning Training for Not-for-Profit Organizations

These free virtual interactive train-the-trainer sessions provide organizations with valuable skills and tools to facilitate their own strategic planning. Sessions are based on the Ministry of Agriculture, Food and Rural Affairs' **Strategic Planning Resource** manual.

To participate organizations should:

- be willing to participate in the strategic planning process
- have commitment from the Board of Directors
- have a minimum of 3 active volunteers to commit to being trained
- not be in a crisis

At the completion of the program, each organization will have:

- experience in facilitating the strategic planning process and volunteers trained to maintain it
- access to a support network for continued organizational development
- volunteers that have developed leadership skills

Register Here:



For more information, contact ag.info.omafra@ontario.ca or call 1-877-424-1300
In partnership between OBIAA and OMAFRA

Session Date/Times

Session 1 – Feb 22
10am-11:30am

Session 2 – March 7
10am-11:30am

Session 3 – March 21
10am-11:30am

Session 4 – April 4
10am-11:30am

Introduction to Strategic Planning



Resource Manual



Questions?

DOWNLOAD THE OAAS



CONVENTION APP

Install on your mobile device:

1. On your smartphone, visit <https://my.yapp.us/JVT4AN> or use the QR code below
2. Follow the instruction on screen. (it's a quick two step process)

Already have the Yapp App installed?

1. Tap "download existing app" or the green "+" button (top right)
2. When asked for the Yapp ID, enter **JVT4AN**
3. Press the device keyboard's enter button, or tap "Add" at top right.

<https://my.yapp.us/JVT4AN>

