



ONTARIO
Bean
GROWERS

Strategic Plan
2024-2028

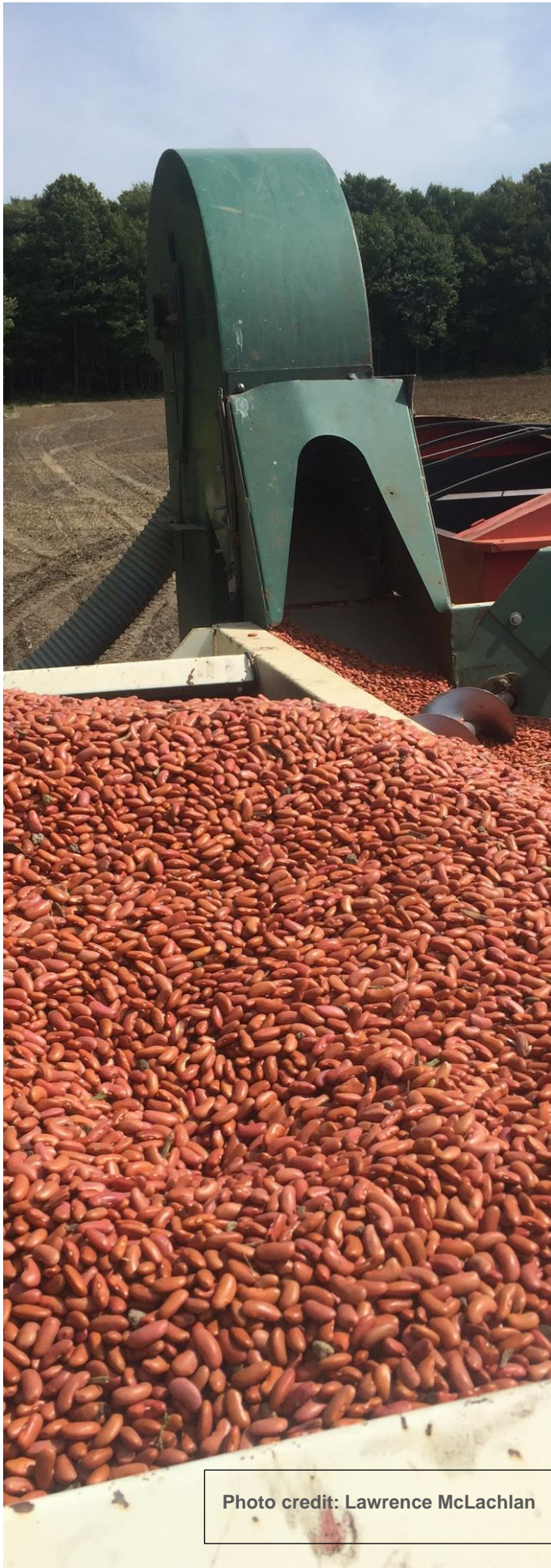


Photo credit: Lawrence McLachlan

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1. EXECUTIVE SUMMARY

Formed in 2013, the Ontario Bean Growers (OBG) is an amalgamation of the Ontario White Bean Producers' Marketing Board and the Ontario Coloured Bean Growers Association. OBG represents approximately 1000 farmers in Ontario who grow dry edible beans on 120,700 acres (five-year average).

Farmers who choose to grow edible beans thrive on the challenge of growing this fickle crop. To quote one grower, "it's a feat just to get them to come out of the ground." Diligent crop management skills and a drive towards innovation are key attributes of an Ontario bean grower.

The wise investment of grower dollars is always top of mind for the Board of Directors. The implementation of this strategic plan assures the continued focus on priorities important to growers. The plan was developed with input from the Board of Directors, District Delegates, Management team and industry.

We will achieve our vision through four areas of focus: Research; Market Promotions & Communications, Grower & Agronomist Relations; and Government Relations & Advocacy

To help guide strategic planning, Board Members and Delegates participated in SWOT and PESTO analyses. This process enabled OBG to scrutinize and evaluate the organization from all angles and to identify areas of work on which to build and improve.

Over the next five years, OBG will work on achieving the outcomes as set out in this strategic plan for the betterment of the dry bean industry in Ontario.

Vision

Feeding the world with the highest quality dry beans

Mission

Our mission is to advance the production and consumption of dry beans through research, promotions, advocacy, and communication, on behalf of Ontario's dry bean growers.

Areas of Focus

Research

Market Promotions & Communications

Grower & Agronomist Relations

Government Relations & Advocacy

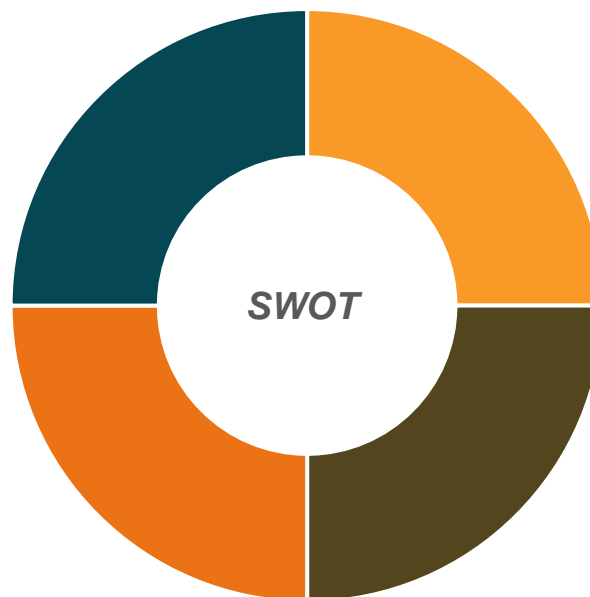
2. SWOT ANALYSIS

STRENGTHS

- People
- Industry relationships (dealers, UofG, OBG)
- Currently strong financial position
- Accountability back to growers
- Leveraging funds

OPPORTUNITIES

- Interest in plant-based/alternative protein
- Interest in local food
- Network and reconnaissance of other competitive growing regions
- Growing and emerging market classes
- Sustainable crop



WEAKNESSES

- Recruiting new delegates and directors
- Capacity, limited time and resources to deliver more than what we are currently doing

THREATS

- Continued reduction of acres
- cost of production
- yield advancement in other crops
- environmental risks/new pests/weed resistance
- management requirements
- shipping and logistics
- aging growers and their replacements
- lack of government regulations, over-regulations, and crop protections
- critical mass
- lack of consumer education
- modernization of Ag in developing countries

3. PESTO ANALYSIS

POLITICAL

- Fertilizer reduction policies due to climate changes
- Access to crop protection policies
- Funding
- Threat of moving away from science-based decisions making
- Competitive fertilizer acquisition
- Over-regulation/red tape with getting the seed into the province
- Market access

SOCIAL

- Succession of keeping dry beans in rotations and lack of younger growers
- Changing consumer habits regarding food - interest plant-based
- Influence of activists on the general public

OTHER

- People are continuing to be more interested in where their food comes from (opportunity and threat)
- market is not ready for GMO technology in dry beans
- better genetics with dry breeding



ECONOMIC/ ENVIRONMENTAL/ EDUCATION

- Inflation and cost of production (increasing cost of land)
- succession planning for highest qualified personnel (HQP)
- environmental activism/misinformation
- focus on environmental solution without taking cost into account
- land development, losing 319 acres of farmland in Ontario per day
- energy mindset
- inflation and cost of food
- climate change year over year

TECHNOLOGICAL

- Innovation in weed and pest management
- Lack of genetic research especially in regard to dry beans (no GMOs, no CRISPR, etc)
- Public's fear of technology
- Advancement of farm equipment and size of farm equipment (both ends of the spectrum big and small)
- Better data collection

4. AREAS OF FOCUS

Research

To invest in research that contributes to the productivity and profitability of farmers growing dry edible beans in Ontario.

Market Promotions & communications

To support the profitability and sustainability of Ontario's bean growers by carrying out activities that contribute to increased consumption of dry edible beans.

Grower & Agronomist relations

To engage with growers, potential growers and agronomists with an aim to transfer knowledge and encourage the inclusion of dry edible beans in crop rotations across the province.

Advocacy & Government Relations

To engage with government and industry stakeholders on issues that affect the productivity, profitability and sustainability of Ontario's bean growers.

Under each of these areas of focus, OBG will carry out activities that align with the goals and desired outcomes, as outlined on the following pages.

Research

OBJECTIVES

To be continuously working toward sustainable and cost-effective pest and weed management strategies.

To support work in bean breeding that develops varieties with improved agronomic traits including yield and disease resistance.

To evaluate the need for research related to organic production.

To develop a tool for measuring the success of Research strategies.

STRATEGIES

Breeding

Weed Management

Pest/Disease Management

Agronomy

Health/Food Product Development

OUTCOMES

Growers have the tools and knowledge they need to grow a profitable and sustainable crop.

Ontario growers have access to the world's best varieties developed in their own breeding programs.

Seed borne disease resistance has been achieved and seed production is happening in Ontario

Investment into health-related research pays off as people increase their consumption of bean to improve their health.

OBG has a system in place to measure the performance of its activities.

IMPACTS

Disease resistant varieties allow for seed production in Ontario

Bean production in Ontario is sustainable and profitable

Market Promotions & Communications

OBJECTIVES

To build relationships with health professionals, providing them with the resources they need to help their clients include more beans in their diets

To engage consumers, via multiple platforms, inspiring, and providing them with the tools and knowledge they need to include more beans in their diets

To be cognizant of international trends and to support dealers to maintain and grow international demand.

To develop a tool for measuring the success of Market Promotions & Communications strategies.

STRATEGIES

Health professional conferences

Consumer events

Development and promotion of resource materials

Social Media

Partnerships with other commodities

Partnerships with food bloggers

School programs

OUTCOMES

Consumption of dry edible beans in Canada has increased to 75,000 tonnes by increasing acres by 83,300

International demand is growing.

OBG has a system in place to measure the performance of its activities.

Grower & Agronomist Relations

OBJECTIVES

To keep growers apprised of the activities of OBG

To transfer knowledge generated from OBG funded and other relevant research

To seek out opportunities to promote dry edible bean production to top crop managers

To develop a tool for measuring the success of Grower & Agronomist Relations strategies.

STRATEGIES

Newsletter

EBlast

Research Day

Annual General Meeting

Annual Report

Annual Research Report

Farm Shows

OUTCOMES

Growers are invested and engaged in the activities of OBG resulting in active delegates and a healthy board of directors with a strong succession plan.

Government Relations & Advocacy

OBJECTIVES

To engage with government on the importance of funding and business risk management programs to Ontario's edible bean industry.

To work with government and other industry stakeholders to ensure the availability of safe, economically viable crop protections tools to edible bean growers.

To develop a tool for measuring the success of Advocacy & Government Relations strategies.

STRATEGIES

Cultivate political influence

Present a unified voice for growers

Engage with and seek representation on organizations that have influence on government.

OUTCOMES

Long term and predictable funding and business risk management programs are servicing Ontario's agricultural commodities.

Growers have access to safe, sustainable crop protection products when they need them.

