



Enriching Soil & Empowering Farmers

Strategic Work Plan 2025-2027

At OSCIA, we believe that **farmer strength and resilience drive the sustainability of our land, communities and economy**. This is why empowering the ag sector is at the heart of everything we do.

We want to help cultivate a sustainable agricultural system where people, communities and economies thrive together. We do this by equipping Ontario farmers with essential knowledge, innovative programs and a supportive peer community. These tools enable farmers to implement advanced, sustainable and profitable practices that work today and ensure a sustainable future.

In this strategic plan, you will see **our dedication to a future where agriculture continuously evolves through innovation**. We are not just reacting to changes; we are proactively growing our learning network to empower farmers with the tools, insights and resources they need to thrive.

While we focus on soil and agriculture, we know our work impacts every facet of life in Ontario. By fostering an environment of continuous learning and sustainable ag practices, OSCIA helps ensure that farmers are not only cultivators of crops but also stewards of environmental conservation and economic resilience. The success of our members translates into more robust local economies, healthier ecosystems, and a vibrant, interconnected ag community that thrives on innovation and mutual support.

To our members and partners, thank you for supporting this next phase of our journey. This document is more than a strategic plan. It is our commitment to how OSCIA will continue to innovate in promoting sustainable agricultural practices that enrich soil, the Ontario ag community and the entire province.

We're
transforming
our:

Culture
Governance
Partnerships

to build
thriving
communities

Our Vision *The world as we want it to be*

An agricultural system for Ontario that embraces soil health as a way to nourish communities and drive a thriving economy.

Our Mission *Our role in that world*

We support farmers with knowledge, programs and community to facilitate responsible economic management of soil, water, air and crops through development and communication of innovative farming practices.

Our Values *How we make decisions*



Empowerment through Education

We are committed to empowering farmers through practical know-how and continuous learning.



Strategic Stewardship

Farming and organizational sustainability guide all our decisions. We will consider the long-term impact of our actions on the environment, the Ontario ag community and our association's success.



Innovation And Integration

We continually seek ways to multiply our impact through land management techniques, effective organizational management and strategic partnerships.



Community and Collaboration

We believe in an interconnected ag community where collaboration and knowledge-sharing benefit the social and economic wellness of our members and the entire province.

Strategic Direction #1: Continue Our Organizational Transition

Accountability for this strategic direction will come from the Leadership Council through the ED to the Board.

Building a strong and resilient organization requires a culture that values accountability, collaboration and innovation. We will create a culture where team members feel empowered to contribute, learn, and adapt and ensure that our programs are agile and aligned. This will allow us to meet our strategic goals and drive real improvement to Ontario's agricultural community.

Goal 1.1: Build a culture of collaboration and accountability

How we will measure success:

- Have regular and consistent reporting tools for the board to review progress of this work plan
- Create, begin to implement and monitor an operational work plan that defines roles, responsibilities, and success measurements for this work plan and will act as an internal reporting tool to update staff on collective progress

Goal 1.2: Build a culture that values mattering

How we will measure success:

- Have a semi-annual team satisfaction evaluation process that monitors how staff and volunteers perceive their OSCIA/life work balance, clarity on their goals and how our culture is embracing change and innovation
- Work with external HR expertise to build a performance evaluation and professional development process for the Leadership Council

Goal 1.3: Ensure internal communications culture prioritizes adding value and fosters creative problem-solving

How we will measure success:

- Optimize our existing internal communication channels to regularly highlight staff achievements, update projects, and share best practices across departments
- Ensure we have the staffing capacity and clarity to manage and share our internal and external communications



Strategic Direction #2: Grow Our Governance

Accountability for this strategic direction will come from the board, through the President to OSCIA members.

Advancing our governance is essential for enhancing the stability and agility of OSCIA. Refining our governance structures and clarifying roles will enable us to collaborate more effectively and support our mission. This continuous improvement will help us cultivate a culture of accountability and forward-thinking leadership.

Goal 2.1: Build a culture of board accountability and proactive leadership

How we will measure success:

- With the help of external partners, design, implement and measure a monthly board training program focused on governance best practices, emerging trends in agricultural policy and nonprofit management
- Ensure that at least half of the board time is spent on strategic and generative conversations
- Align our board recruitment strategy with the needs of the organization and focus on adding voices that bring diverse ag perspectives, strategic oversight, financial management and governance expertise
- With a lens to operational efficiency and focusing on governance, clarify and narrow how the board engages with OSCIA operations and membership

Goal 2.2: Align board activities with member value

How we will measure success:

- Develop a system for the board to directly connect their governance efforts to member satisfaction, retention and growth
- Establish a regular and transparent communication channel for board updates that actively engages OSCIA members, fosters accountability, and invites ongoing feedback
- Align provincial, regional and local governance structures

Goal 2.3: Align OSCIA people and finances with our passion for improving farming practices

How we will measure success:

- Create, begin to implement and monitor a governance work plan that clearly defines the roles, responsibilities and success measurements for this work plan



Strategic Direction #3: Build Partnerships to Grow Ontario Agriculture

Accountability for this strategic direction will come from the Leadership Council to the Board.

OSCIA's skills and knowledge in policy design and on-farm implementation allow us to advocate for and deliver programs and policy that empower Ontario ag. By strengthening our partnerships with other ag organizations and government agencies, we can facilitate and guide conversations and collaborations that bring value to members and long-term sustainability to the sector.

Goal 3.1: Clarify and communicate OSCIA's unique value and passion for sector innovation

How we will measure success:

- Develop and begin to implement a coordinated communications strategy that showcases our members' successes, OSCIA's program impact and our role in advancing sustainable agriculture
- Establish regular engagement with agricultural media and partner organizations to share research findings, program outcomes and member innovations and position OSCIA as a thought leader in sustainability

Goal 3.2: Develop partnerships that enhance program delivery and sector knowledge

How we will measure success:

- Establish OSCIA as a key advisor to ministry partners by developing and proposing three new program initiatives that address emerging agricultural needs
- Develop three new collaborative initiatives with at least three non-governmental agricultural organizations to identify and address shared challenges and opportunities in Ontario farming

Goal 3.3: Expand and enhance member value through innovative member services and support

How we will measure success:

- Develop and implement a comprehensive member services strategy that includes a focus on retention and recruitment
- Establish and begin to roll out a sustainable support framework that provides local and regional OSCIA leaders with practical training, administrative resources and guidance on how to build and sustain their local ag communities





Grassroots Innovation
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