## CANADIAN FEDERATION OF AGRICULTURE

# **STRATEGIC PLAN 2017 - 2022**

#### **Our Mission**

The CFA's mission is to promote the interests of Canadian agriculture producers, through leadership at the national level, and to ensure the continued development of a trusted, sustainable, and vibrant agriculture sector in Canada.

#### **Our Vision**

We will be the national voice of Canadian producers committed to enabling their success, which will benefit Canada and the world.

## **Our Guiding Principles**

The Canadian Federation of Agriculture is committed to working to achieve a thriving and sustainable agriculture sector in Canada, which delivers real social and economic benefits across the country. Earning and maintaining public trust in the agriculture sector, through our words and actions, is vital to the CFA and its members.

#### KRA 1 Responsive Policy Agenda

#### **OBJECTIVE**

Deliver a proactive policy agenda, consistent with our guiding principles, that guides CFA work, adapts to emerging issues, and leads the agriculture policy conversation

#### Sub-Objectives

- 1.1 Define a forward-looking policy scan for where CFA wants to be in five years on major policy files
- 1.2 Major policy priorities in place each year and integrated into CFA business plans
- 1.3 Decisions supported by high quality information and debate
- 1.4 Enhanced, timely grassroots engagement (including member resolutions process) on emerging issues, using simple processes

#### KRA 2 Advocacy and Government Relations

#### **OBJECTIVE**

CFA is a respected and influential voice with policy decision-makers, and looked to for advice and input by governments

#### Sub-Objectives

- 2.1 Develop and maintain strong relationships with policy-makers, regardless of party affiliation
- 2.2 Build knowledge and understanding of the agriculture industry and issues amongst members of Parliament
- 2.3 Influence government for the betterment of Canadian producers

#### **KRA 3 Communication**

## OBJECTIVE

Effectively communicate the story of agriculture in Canada

#### Sub-Objectives

- 3.1 Create an authoritative narrative of agriculture in Canada, including its social and economic benefits, to guide communications messages
- 3.2 Establish CFA as the go-to source for agriculture information, both for members and external audiences
- 3.3 Support members in joining the conversation and presenting a unified view of the sector
- 3.4 Establish an engaging and credible social media voice for the CFA and mobilize grassroots members to join the conversation

## KRA 4 Membership & Partnership

#### **OBJECTIVE**

Broaden CFA perspective and enhance CFA capacity by expanding membership to include all producers, and forming strategic partnerships with a range of organizations

#### **Sub-Objectives**

- 4.1 Identify and engage potential members in conventional sectors that are not currently CFA members
- 4.2 Develop membership engagement strategies for new and emerging producers.
- 4.3 Ensure that policies reflect the views of all members, and that member organizations work for the collective success of agriculture in Canada
- 4.4 Establish partnerships with non-CFA members within the agriculture sector to enable the greatest possible coordination and cooperation
- 4.5 Expand partnerships with organizations in other sectors on issues of mutual concern, including international cooperation opportunities

## KRA 5 High Performing Organization

#### **OBJECTIVE**

A CFA that is well-governed, adapts to changing conditions, is financially sound, supported by excellent staff, and poised for long-term success.

#### Sub-Objectives

- 5.1 Modernize governance policies and procedures
- 5.2 Support Board members in performing their duties, including development (director orientation)
- 5.3 Build and support Board capacity so that more directors play a larger role in communications
- 5.4 Maintain high performing CFA staff, with high retention rates
- 5.5 Ensure that membership fees are fair for all members, from large to small organizations
- 5.6 Increase sponsorships to fund CFA activities & enhance capacity

