



Canadian Special Crops Association

2011-2017 Strategic Plan

Efficiency. Value. Profitability

The CSCA

The Canadian Special Crops Association (CSCA) is an industry association that represents the pulse and special crops value chain from point of sale in Canada to point of purchase in over 150 countries around the world. The CSCA represents an industry that is poised for growth.

The CSCA Board recognizes that in order for the Canadian pulse and special crops industry to grow sustainably, it must focus on profitability. And because profitability requires that you maximize the value of your product or service and minimize the costs associated with getting it to the customer – all aspects of the value chain must be put under the microscope. All parts must be induced to do what is good for the whole. A new era of collaboration is upon us, with everyone from grower organizations to the transportation sector to buyers being called upon to do their part to ensure the industry can sell more high value product to more markets each year. Achieving this goal will bring benefits to everyone with a stake in getting Canadian pulses and special crops from the field to forks in markets the world over.

The most common question of CSCA staff is ‘what do I get for being a member?’ The 2011 CSCA Board will answer that question in detail within the next 27 pages of this document, but if you choose not to read any further, the answer can be expressed quite simply in 21 words.

CSCA members get results on the issues that matter most to them – those that make money or those that save money.

Influencing federal transportation policy, working to keep markets open, establishing the facts and influencing the policies that support claims for health, nutritional, functional and environmental benefits of pulses and special crops; the CSCA plays a lead role in influencing outcomes that make its members more profitable.

If you’re connected to the Canadian pulse and special crops trade – you need to be connected to the Canadian Special Crops Association.





President's Message

On behalf of the Board, staff, and members of the Canadian Special Crops Association, I want to introduce the strategic plan that will guide our organization for the next three years.

This plan represents our focus on ensuring that members will see both financial value that accrues back to their companies and value in association with other companies through our ability to influence and achieve outcomes that can't easily or practically be accomplished alone.

This industry is dynamic and embraces the changes that continue to shape our business future. We need an association that can make incremental contributions to the things that companies in our industry are already doing, ensuring that we have the right business environment to remain competitive. Our strategic plan has to ensure that we keep the goal of being competitive firmly in our sight, and our association actions must be targeted to efficiently and effectively serve the industry.

When we agree on our focus, and clearly define the outcome (success) we want to achieve, the work plan to achieve those outcomes will be clear. Our organization will continue to work with other players in the value chain from research, growers and through to the consumer. As individual companies, as an association, and through working with others, we have to produce results which help keep our bottom line profitable.

Anthony Kulbacki
President, CSCA



Environment Scan

The following environmental scan highlights some of the factors that are currently impacting the pulse and special crops industry and those that will have an influence on the industry in the future.

Market Access

- In the last 3 years, over 60% of Canada's pulse exports move into the 5 top destinations. In the case of peas, the market concentration is much more pronounced. In 2003, 50% of pea exports by volume went to 5 markets. By 2010, exports to the top 5 markets had risen to 85% of exports of Canadian peas.
- Access issues that result in vessels or containers being held up at port for even a few days result in significant losses for Canadian exporters. Delays in receiving documents such as phytosanitary certificates, which are needed to release payments to exporters, result in demurrage costs and interest charges. Access problems can also result in losses due to having to re-sell distressed cargo at discounted values. Higher levels of risk for companies ultimately get passed back to growers in the form of lower prices at the farm gate.
- Access problems have the potential to close markets to Canadian products. Complete market closures not only have huge implications for the exporting companies no longer servicing that market, but the removal of access to a major market also can have a devastating impact on prices in global markets which in turn hurts Canadian farmers.
- Canada continues to face major risks with Canadian pulses destined for its largest market, India. India's import requirements for pulses make it costly and risky for the Canadian industry to deal with shipments that test positive for stem and bulb nematode. Market access challenges for lentils in Europe and canaryseed into Mexico are also going concerns that impose major threats to Canadian exports.
- U.S. and Australian bilateral trade agreements continue to pose a threat that Canadian exporters will be disadvantaged by tariffs or other barriers not faced by exporters marketing product from these nations. The Canadian government has responded positively to these challenges by initiating action on priority countries previously identified by the pulse industry including Peru, Colombia, Morocco, the EU and India.
- Food safety concerns remain high on the list of consumer and corporate interests. Testing protocols use equipment that is able to detect compounds at lower levels and zero tolerance policies add to trade risk.



Transportation

- About one-third of pulses exported from Canada are containerized; either loaded directly in the prairies or transloaded at port. The remainder, primarily peas but increasingly lentils, uses the bulk transport system of hopper cars and bulk vessels. Both types of movement are critical to the growth and sustainability of the pulse industry and both present significant challenges to Canadian exporters.
- There are many parties involved in the pulse transportation system, including farmers, dealers, processors, truckers, railways, stuffing facilities, shipping lines and container terminals. The individual priorities of the parties can result in behaviors that compromise the overall effectiveness of the supply chain.
- The lack of accurate demand forecasting, inadequate container and railcar allocation and supply processes, overbooking of equipment, overbooking of capacity and unreliable transit times are examples of process failures that impact pulse and special crops exports.
- Process failures lead to congestion, delays, missed vessels and split cargoes, resulting in real costs to the pulse industry that include demurrage, contract extension costs, lost sales, dead freight with shipping lines, labour costs, costs associated with maintaining cash flow when product is not flowing and loss of buyer confidence in Canada's ability to reliably supply pulses and special crops. These costs are largely absorbed by pulse growers, processors and exporters.
- The shipper protection provisions of the Canada Transportation Act are generally not perceived by pulse and special crops shippers to be viable options to address service issues that result from process failures or misaligned business models.

Evolving Consumer Behaviour

- Pulse and special crop consumption is increasing at a slower rate than the rate of global population growth.
- Per capita pulse consumption has been in long-term decline in many world markets. India's per capita consumption decreased from 24kg in 1961 to 12kg per year in 2001, while China's fell from 10kg to 1kg and Spain's from 9kg to 5kg in the same period. Per capita consumption in North America is about 3.5kg, holding fairly steady over the last 25 years.

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- The United Nations estimated that in 2007, for the first time, the majority of the global population was urban.
 - Global population is projected to increase by 35 % over the next 50 years. Over the same period, global demand for food is projected to double as urbanization proceeds, income rises, and meat consumption increases.
 - Urban population is expected to grow 1.8 % a year through 2030, almost twice as fast as the global population. Urbanization in low- and middle-income countries is now higher than in high-income countries.
 - Urbanization and rising incomes change diets and historically have contributed to reductions in per capita pulse consumption. Increased meat consumption is directly correlated to rising GDP. Processed food consumption also grows with urbanization and increased GDP.
 - Urbanization is increasing the share of supermarket retail food sales at the expense of local or village markets as is seen in Asia and other developing economies.
 - In India, Canada's largest pulse market, local markets continue to dominate food sales. Yet massive retail change is occurring with over 2,000 supermarkets added in the last four years. While the share of supermarket retail food sales is 12 %, annual growth is estimated at 42 % with 3,200 additional supermarkets expected to be added by the end of 2011.
 - Processed food represents three-quarters of total world food sales by value. High-income countries account for a majority of processed food sales, with the U.S., EU and Japan alone accounting for more than 60 %.
 - Over 100,000 new processed food products are launched around the world each year. The EU, the US and Japan account for two thirds of all products launched globally.
 - The North American and European food industry uses 65 million tonnes of flour each year for food products like pasta and noodles, tortillas, snack foods, cereals, breads and other baked goods. Flours used in these products are typically made from wheat, rye, oats, barley, corn and rice as well as soybean and potato. Pulse flours have demonstrated optimal incorporation rates into these types of products ranging from 5-25%, which would translate into utilization of several million tonnes of pulse flours for these applications.



Human Health

- The burden of chronic disease is rapidly increasing worldwide to about 50 % of global diseases. The role of diet and nutrition in the development of chronic diseases is well established.
- In developed countries, cardiovascular disease (CVD), obesity and diabetes are prevalent. Diabetes is Mexico's number one cause of death. The cost of providing care for those with diabetes in Mexico is equivalent to 34% of the country's budget for social services and doubles every five years. CVD is attributed to roughly one-third of Canadian deaths and 42 % of U.S. deaths. Approximately 6 % of Canadians and 7 % of Americans have diabetes. About two-thirds of adults in the U.S. are overweight and almost one-third are obese.
- Developing countries are exchanging the diseases of poverty for the diseases of affluence. By 2020, developing countries will see 71 % of the heart disease related deaths in the world, 70 % of deaths due to stroke and 70 % of deaths due to diabetes. Cardiovascular diseases are now more numerous in India and China than all the economically-developed countries in the world combined. Obesity is becoming a major problem in Asia, Latin America and some parts of Africa, despite the widespread problem of malnutrition.
- A World Health Organization report indicates that China, India and the Russian Federation could forego billions of dollars in national income over the next ten years as a result of heart disease, stroke, cancer and diabetes. The estimated accumulated losses to China from 2005-2015, for example, are US\$558 Billion, for India US\$236 Billion, and US\$303 Billion for the Russian Federation.

Environmental Sustainability

- Arable land per capita is decreasing. In the last 12 years it has fallen from 2,100 square meters per person to 1,700 in low-income countries and from 2,300 to 2,100 square meters per person in more affluent countries.
- Agriculture's direct and indirect greenhouse gas emissions are estimated to be responsible for 17 - 32 % of total greenhouse gas emissions. Indirect emissions attributed to agriculture include fertilizer production and deforestation due to pressures to increase arable land.

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- The World Bank suggests that climate change will affect agriculture more than any other sector, increasing risks crop failures and livestock losses and threaten food security, while the FAO estimates that human-induced soil degradation has reached almost 2 billion hectares, or 15 per cent of the world's soils.
 - Food industry initiatives are proceeding in spite of the economic recession, as companies feel they will be able to maintain or increase market share by positioning key brands as sustainably produced. A central strategy appears to be to make sustainability one more reason for consumers to continue to buy existing brands, rather than creating new product lines.
 - Demand in high-income countries is evolving to include product attributes other than price and quality. Environmentally-friendly messaging on new food products increased tenfold from 2008 to 2011, with the most product launches taking place in the U.S. Nearly 70 % of new product launches with an environmental focus are taking place in North America and Europe.
 - Varying degrees of green consumerism exist in the U.S, with the majority of the adult population (87 %) having at least some knowledge of environmentally-friendly products and a willingness to make green-conscious purchases.
 - Most North American food industry organizations are adopting environmentally-friendly practices. Research from the U.S. Food Marketing Institute notes that “a majority of leading consumer packaged goods manufacturers and retailers have supply-chain sustainability programs in place, but consumer-focused initiatives are in the early developmental stages.”
 - The trend toward food industry interest in the sustainability of its agricultural supply chains continues to grow. Announcements/commitments made in the last twelve months alone include Walmart's Global Sustainable Agriculture Goals, Pepsico's '50 in 5' program (to halve the water use and GHG emissions of their core UK crops by 2015), Unilever's commitment to 100% sustainable sourcing by 2020, and McDonalds' Sustainable Land Management Commitment.
 - Sustainability initiatives are not just company-initiated. Government policy has begun to impact the direction taken by the food industry. Carbon footprint labeling has started in the UK. France is initiating a mandatory eco-labeling program for food products with a one year trial period beginning in July 2011.

The Future

The Canadian pulse and special crop industry has been successful by moving quickly to capture market opportunities through efficiencies in the production and handling systems. Canada has emerged as a highly cost competitive exporter. And the industry will build on this success by continuing to provide competitive service to pulse markets around the world, through innovation to broaden the market base, and by continuing to explore opportunities that arise in consumer markets for food, animal feed and bio-products. The industry will prosper and grow by strengthening Canada's position in the markets of today and by creating and capturing the opportunities of tomorrow.



The pulse and special crop industry's future will be influenced by the continuous and incremental change that has shaped the Canadian industry for more than 30 years, as well as the radical and revolutionary internal and external changes that are reshaping the food sector and commodity industries. The pulse and special crops industry will rise to the challenge and lead change. The CSCA Board will play a key part in leading change by taking on leadership roles in Canada and on the world stage.

The 2011-2014 Strategic Plan is the roadmap for achieving these aggressive goals. The CSCA will continue to lead not only the Canadian agriculture community, but the Canadian shipping community in the search for solutions transportation challenges. The CSCA will be a recognized leader in the effort to proactively open markets around the world and in the effort respond to market access barriers that arise. The CSCA will move to the forefront and be the primary driver on efforts to increase the value of pulses and special crops by encouraging continued investments into health, nutritional, functional and environmental attributes. And recognizing that success in these areas requires resources and effective partnerships, the CSCA will expand its resource base and cultivate relationships with partners in Canada and around the world in order to advance the interests of members.

The Canadian Special Crops Association

Efficiency. Value. Profitability



Vision

The CSCA and its partners will be renowned for consistently and reliably delivering innovative, healthy, sustainable and functional food products to meet growing demand around the world.

Mission

The CSCA is an alliance of processors, exporters and service providers dedicated to enhancing the **profitability** of its members. The CSCA strives to achieve this mission by **influencing outcomes** that increase efficiency and enhance value of the products and services offered by its members.

Values

1. We are pragmatic problem solvers in an evolving industry serving a changing world.
2. We believe that success is a measurable result.
3. Performance is calculated by how we add to the financial success of our members.
4. We respect the perspectives and priorities of individual members as we work to provide services that benefit the entire industry.
5. We believe in the power of strategic partnerships and in working efficiently.
6. The ongoing vitality of our industry requires that we constantly challenge ourselves to do better by adding new perspectives.
7. Leading with passion and taking risks is part of what is needed to create an enabling environment in which innovation will flourish.
8. We will contribute to a work environment that earns respect from stakeholders and generates pride for all staff and members.



Organization History and Profile

The Canadian Special Crops Association (CSCA) is a national trade association established in 1987. It represents companies involved in the merchandising of Canadian pulse and special crops, including bean, chickpea, lentil, pea, canary seed, buckwheat, sunflower seed and mustard seed. The CSCA currently has over 115 members, ranging from large, multi-national organizations to single-plant processors. Together they represent more than 85 per cent of the pulse and special crops produced in Canada.

The association has evolved since its inception. To facilitate relations with growers and encourage sustainable economic growth in the pulse industry, the CSCA entered into partnership with the growers groups across Canada to establish Pulse Canada, a confederation of pulse industry associations. Pulse Canada founders include CSCA, Saskatchewan Pulse Growers, Ontario Bean Producers Marketing Board, Manitoba Pulse Growers, Alberta Pulse Growers and Ontario Colored Bean Producers. The CSCA also works very closely with the special crops producers groups, including Manitoba Buckwheat Growers Association, National Sunflower Association of Canada, the Canary Seed Development Commission of Saskatchewan, Canadian Mustard Association and the Saskatchewan Mustard Development Commission.

While benefitting from the general strength and growth of the industry, the CSCA also faced challenges in the recent past. As recently as 2006 many members felt that the organization had lost touch with the industry. Some industry companies saw little value in belonging to the CSCA, leading to an outflow of membership. If members left, so would revenue, leaving the organization financially unstable.

By 2006, the CSCA board confronted the fact that they would either have to dramatically change the organization or to ensure it continued to provide value. The board partnered with major funders to undertake a reorganization and one-year turnaround plan which was followed by the establishment of a three-year funding agreement from major contributors to the organization. The plan for the CSCA included a sharper focus on the members' key priorities (market access and transportation) as well as efforts to raise the profile of the CSCA convention, the organization's principal event and its leading source of visibility.

A key part of the plan was to institute a more transparent membership fee system. The previous fee structure was based on volume of production but lacked any audit or accountability mechanisms. A new flat fee structure enhanced by options for premium memberships that allow members to direct funds to programs they value was introduced as part of the restructuring process. The organization also invested greater effort into attracting sponsors for the annual convention.



The Board of Directors of the CSCA has now undertaken the development of a new strategic plan to ensure that the focus of the organization going forward continues to provide value to members. The development of a CSCA strategic plan is also an important part of contributing to a national plan for Pulse Canada, and to providing input into ongoing Federal-Provincial-Territorial government policy discussions underway to establish policy and programs for the “Growing Forward II” ag policy framework.

Summary of Core Strategies

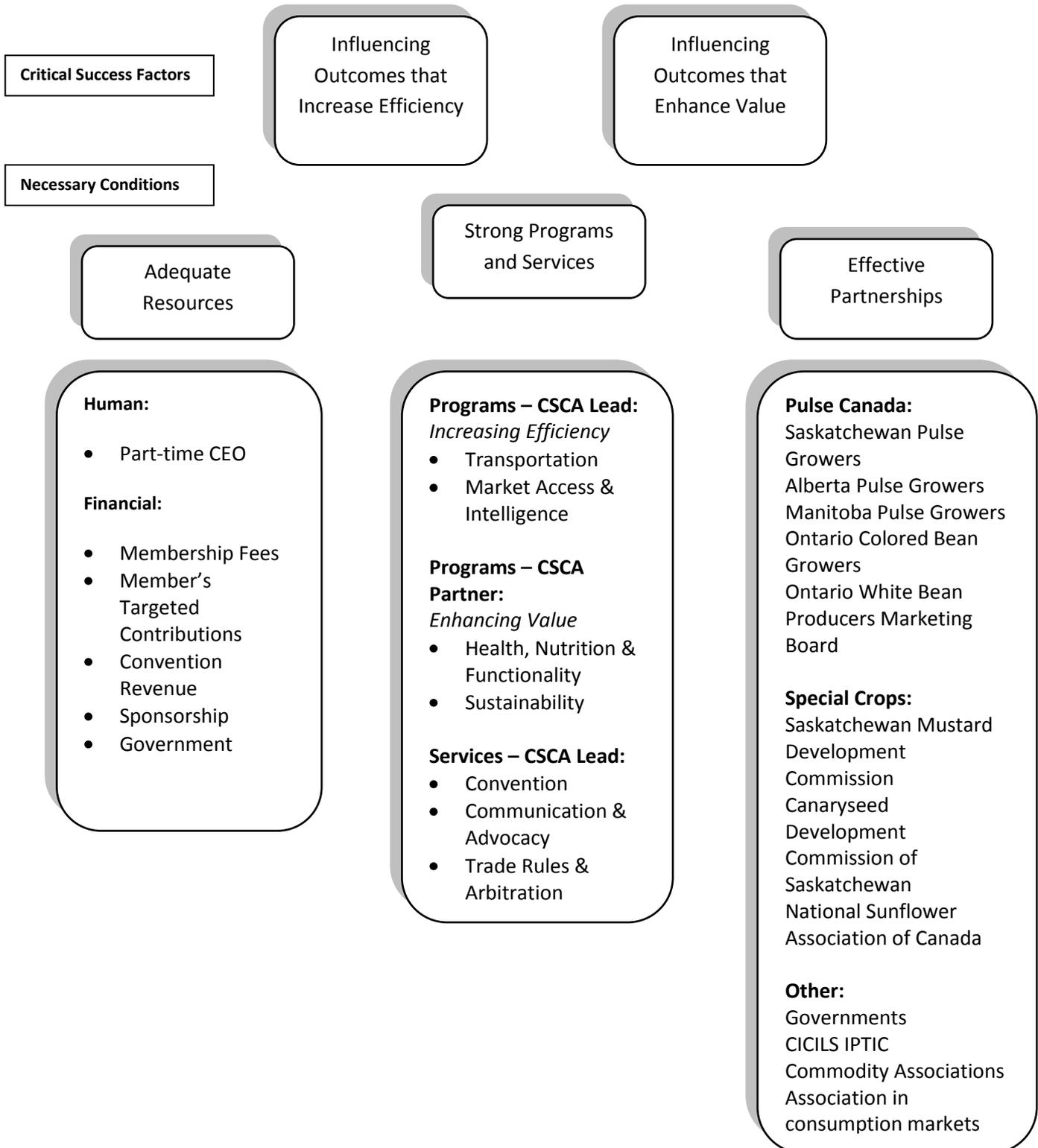
The CSCA Board of Directors appreciates the importance of demonstrating member value in everything that the organization undertakes. To ensure members realize a return on their investment, the CSCA must influence outcomes that:

- 1.) **Increase efficiency** of moving and marketing pulses and special crops.
- 2.) **Enhance value** of the products and services delivered by members.

The following overarching strategies will inform the CSCA’s goals for the next three years:

- 1.) Focus resources on **programs and services** that influence outcomes that matter most to members. Maximizing profitability is the top priority for every member of the CSCA. The CSCA can contribute to those goals by focusing its human and financial resources on achieving tangible outcomes that reduce costs by increasing efficiencies or increase margins by enhancing the value of products and services offered by members.
- 2.) Maximize **effective partnerships** and collaborative efforts with industry partners, like-minded organizations and Government and take more of a leadership role in all priority program areas. The CSCA is an important player in the pulse and special crops industry and that industry is one of many within the agriculture sector in Canada. In order to influence outcomes on a national and international level, the CSCA must focus its resources on establishing partnerships and leading the development of common positions. Whether affecting change on transportation policy, influencing bilateral free trade priorities or forming new linkages with the mainstream food industry, the CSCA will form the alliances required to deliver results for its members and the entire value chain.
- 3.) Broaden and diversify the funding base to ensure **adequate resources** are available to maximize the CSCA’s ability to deliver programs and services and develop partnerships that influence outcomes. The CSCA model for success focuses on establishing credible and accurate information that serves as an input to solutions and positions the industry puts forward. Being a solution provider requires strategic investment into programs and projects that will help influence outcomes and form partnerships. The CSCA will broaden and diversify its funding base to ensure it has the resources to execute the strategy laid out in this document.

Demonstrate Membership Value by:



Strong Programs

Influencing Outcomes that Increase Efficiency – Transportation

Bottom Line

Improve access to equipment (including hopper cars, boxcars, intermodal units and marine containers) and achieve consistent and reliable service from transportation service providers.

Transporting pulses from a wide production area to more than 150 countries around the world is a challenging and complex process. An effective and efficient transportation system is needed to grow the pulse industry and ensure a sustainable future. There are many players involved in the transportation system and efficiencies need to be created to ensure a smooth process and a consistent reliable supply of Canadian pulses and special crops to buyers in the global market.

Long Range Goal

To be Canadian leaders in the assembly, maintenance and reporting of information regarding the performance of the pulse and special crops supply chain.

Strategic Approach

- Collect detailed information on the modal breakdown and seasonality of movement of pulses and special crops.
- Measure the performance of the system; turning anecdotes into quantifiable evidence.
- Use performance measures and modal breakdown data to analyze the costs of system failures.

To be Canadian leaders in the search for commercial solutions and process improvements for the pulse and special crops supply chain.

- Identify and isolate challenges in the supply chain.
- Create the roadmap for pulse and special crops supply chain optimization.
- Initiate supply chain communication and collaboration initiatives.

To be Canadian leaders in creating an enabling legislative and regulatory environment for transportation.

- Lead efforts to develop common positions within the supply chain.
- Develop evidence-based solutions for policy makers.
- Communicate frequently and effectively with those who influence policy development.

Enhance the capacity of members to increase efficiency; creating opportunities for process improvements at a company level and across the entire supply chain.

- Create professional development opportunities that address known gaps and weaknesses.
- Provide practical and implementable tools that make a substantive contribution to the efficiency of the pulse and special crops trade.



Strong Programs

Influencing Outcomes that Increase Efficiency – Market Access

Bottom Line

Eliminate barriers to trade and ensure that no new barriers are introduced.

Market access priorities constantly evolve. As access goals are achieved, new opportunities and challenges develop. Part of the success of the industry has been removing barriers to trade and ensuring open access in markets around the world for Canadian pulses and special crops. Improving access and opening up access to new markets will continue to be a priority for the CSCA.

Long Range Goal

To be Canadian leaders in promotion of trade enhancement policy measures.

Strategic Approach

- Identify and communicate bilateral free trade priorities and multi-lateral trade position.
- Lead efforts to develop common positions within the Canadian ag industry.
- Lead efforts to influence Government action at the national and international inter-governmental levels.

To be a Canadian agriculture leader in market access preparedness.

- **Collect** detailed information on global regulations that have the potential to impact international trade in whole and processed pulses and special crops and **communicate risks** to growers, processors and exporters.
- Produce credible and accurate information to support efforts related to plant quarantine policies, establishment and enforcement of maximum residue limits (MRLs), and the presence of mycotoxins, pesticides and heavy metals.
- Work with Government and other sectors to identify regulations, tariffs and quota restrictions that unfairly restrict trade in pulse and special crops.

To be a Canadian leader in rapid response efforts to removing barriers to trade for whole and processed products.

- Lead efforts to minimize the impact on trade of plant quarantine measures and barriers associated with MRLs, mycotoxins, pesticides and heavy metals.
- Lead efforts with national and international inter-governmental agencies, global pulse industry partners, and other sectors to restore market access for products restricted by the enforcement of regulations and policy measures.



Long Range Goal

Strategic Approach

To be a leader in the establishment of strong quality assurance systems.

- Lead efforts to ensure Canada has functional quality assessment methodologies, market driven and science based quality assurance systems and recognized quality assessment methodologies to facilitate trade for whole and processed pulse and special crops.



Strong Programs

Influencing Outcomes that Increase Value – Health, Nutrition and Functionality

Bottom Line

Increase demand for Canadian pulses in existing and new markets by marketing the health, nutritional and functional attributes of pulses and special crops.

To increase demand and create new market segments for Canadian pulses and special crops, the industry will develop and implement a strategy to promote their inherent health, nutritional and functional benefits to players throughout the value chain, from growers and processors on to end-consumers. The focus will be on markets where Canadian pulses have an inherent advantage to extract value from a wide range of functional attributes while taking advantage of the global appeal in health and nutritional value.

Long Range Goal

To lead the global pulse industry and food sector in building the body of evidence linking pulse and special crops consumption with positive health outcomes.

Strategic Approach

- Lead efforts with key stakeholders including medical researchers, retail and consumer sectors, manufacturers and academia to identify research gaps in nutrition and health that will help address barriers to consumption and promote pulse and special crops use in commercial applications.
- Link interested parties and communicate priorities to funders and value chain members who will help guide and fund collaborative research endeavors, leveraging pulse and special crops industry resources.
- Investigate and pursue health claims and other health messaging by working within the food and health regulatory environment in Canada and export markets.

To lead the global pulse industry in building the body of evidence related to the functionality of pulses and special crops.

- Lead efforts with key stakeholders including retailers, manufacturers and academia to identify research gaps in food science that will help address barriers to inclusion and promote pulse and special crops use in commercial applications.
- Link interested parties and communicate commercialization priorities to funders and value chain members including food manufacturers. These partners will help guide and fund collaborative research endeavors, leveraging pulse and special crops industry resources.



Long Range Goal

Strategic Approach

To be a world leader in the marketing of health, nutritional and functional attributes of pulses and special crops.

- Identify leaders and develop partnerships with priority food companies, including ingredient manufacturers, food processors, food service, and retailers.
- Lead efforts with partners to initiate collaborative research and product development efforts resulting in promotion and greater inclusion of pulses and special crops as ingredients in a range of products showing the greatest potential for commercialization.

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- Lead efforts to develop and market science based health messaging to priority value chain members in the food industry, as well as with targeted consumer gatekeepers and organizations in direct contact with consumers.
 - Increase capacity of Canadian pulse producers, traders and processors to promote and market pulses based on their nutritional, health, functional attributes.
 - Create a world renowned 'knowledge centre'; a 'go to' centre of excellence in Canada.



Strong Programs

Influencing Outcomes that Increase Value – Sustainability

Bottom Line

Generate new demand for pulses based on their environmental contribution to sustainable food production systems.

Environmentally sustainable food production systems including ingredients sourced from reputable sources is emerging as a global demand driver. As with the health and nutrition messages, the pulse and special crops industry has a story to tell about the environmental value that their crops offer and has leadership role to play to serve this emerging market demand. Pulses and special crops play a vital role in creating a sustainable production system. By reflecting market interests and the market perspective of environmental sustainability, the industry will research, develop and promote the environmental benefits of growing and using Canadian pulse crops and special crops to create new market opportunities and grow demand.

Long Range Goal

To lead the global pulse industry in building the body of evidence linking pulse and special crops consumption with positive environmental outcomes.

Strategic Approach

- Develop research and other programming based on better understanding of sustainability priorities of value chain partners.
- Quantify and establish the credibility of pulses and special crops' environmental performance.
- Link interested parties and communicate priorities to funders and value chain members who will help guide and fund collaborative research endeavors, leveraging industry resources.
- Lead efforts with key stakeholders including grower organizations, retail sectors, food manufacturers, academia and NGOs, to identify research gaps in sustainable ag production.

To lead the Canadian agriculture industry in shaping the sustainability agenda of food manufacturers and governments around the world.

- Identify leaders and develop partnerships with priority food companies, including ingredient manufacturers, food processors, food service, and retailers to better understand their sustainability priorities.
- Participate in pilot projects with food companies and food industry sustainability organizations to build closer linkages between the food industry and producers.
- Monitor Government interests and lead advocacy efforts for market driven policy development.



Long Range Goal

Strategic Approach

To be a world leader in the marketing of environmental attributes of pulses and special crops.

- Capitalize on existing and emerging world-class, Canadian scientific research and lead efforts to market science based messaging to priority value chain members in the food industry.
- Increase capacity of Canadian pulse and special crops producers, traders and processors to promote and market their crops based on their environmental attributes.
- Create a world renowned 'knowledge centre'; a 'go to' centre of excellence in Canada.

Strong Services

Communication and Advocacy

Bottom Line

Members must have an influential voice on issues of national and international importance and receive effective communication on issues and trends that may impact their business.

Demonstrating value for membership requires direct and frequent communication on issues that matter most. In order for the CSCA to advocate effectively on behalf of members, communication must flow both ways and the association has a number of tools at its disposal to facilitate that communication. Through email, the CSCA website, direct consultation with members, the CSCA Convention, an annual report and the time and effort of the CEO and staff to engage on issues of importance to members, the CSCA will demonstrate value in order to retain and grow its membership base.

Long Range Goal

Update and enhance e-communication tools to better connect with members.

Strategic Approach

- Revitalize the CSCA website; update information, renew the look and feel and create a more user-friendly interface for members.
- Personalize messages to members on high profile issues.
- Develop e-news service for CSCA members with ability to track interest on issues.
- Make quarterly or annual Report available in electronic form.

Increase direct consultation with members.

- Expand use of issue-specific 'teams' to provide guidance and direction to staff in priority program areas.
- Establish tools such as a closed door bear-pit session at the Convention allowing senior managers from membership to interact with the Board on current activities and future plans.

Be a recognized leader in advocacy efforts and establish a greater position of influence within foreign, federal and provincial governments on national and international issues of importance.

- Expand efforts to include CSCA members in meetings with Canadian Ministers, political staff, key opposition party critics and senior department officials.
- Lead the development of partnerships and formation of coalitions with other industry groups to establish common positions on matters of importance.
- Lead engagement efforts where foreign government policy or actions can be addressed to improve profitability and predictability of pulse and special crops trade.



Strong Services

CSCA Convention

Bottom Line

The national and international industry will view the CSCA Convention as the premier pulse and special crops event in the world.

The Annual CSCA Convention is a source of revenue for the association, but its function as a meeting place, forum for discussion on priority issues, venue for the introduction of new concepts and trends and platform for showcasing Canadian innovation and leadership is the driving force for strengthening its reputation in Canada and around the world. The CSCA Board envisions a day where attendance at the CSCA Convention is viewed as a must for the international pulse trade and service providers who work with the trade to ensure the consistent and reliable delivery of products.

Long Range Goal

To increase international participation in the CSCA Convention so as to change the international /domestic participation ratios from 27% and 73% respectively to 50% international and 50% domestic delegates.

Strategic Approach

- Increase promotion of the CSCA Convention at domestic and international shows and events with a focus on enhancing its presence and recruitment campaign at the CICILS IPTIC Convention.
- Target efforts to increase participation from international organizations.
- Work with Embassies, Consulates and High Commissions to ensure that visa application and approval processes are not a hindrance to Convention participation.
- Work with provincial grower, government and trade organizations and agencies to promote the Convention through their respective participation in international events.

To enhance program content to include more discussion and interaction on priority issues.

- Facilitate separate issue specific sessions for members to gain a more thorough understanding of issues and interact with subject matter experts.
- Ensure Convention speaker budgets are sufficient to secure recognized leaders in transportation, market intelligence, market access, health, nutrition, functionality and sustainability.



Long Range Goal

To maintain the current balance between networking events and activities (approx 2/3) and formal meetings and conference presentations (approx 1/3) ensuring that international delegates and Canadian trade representatives have ample opportunity to meet during the course of the Convention.

Strategic Approach

- Ensure annual Convention planning processes include objective measures for how much time is dedicated towards networking events and formal meetings and presentations.



Strong Services

Trade Rules and Arbitration

Bottom Line

Members must have access to current trade rules and a swift and responsive arbitration process to resolve disputes where CSCA trade rules apply.

Long Range Goal

To build staff capacity to administer and manage the arbitration process.

Strategic Approach

- Assign roles and responsibilities to CSCA/Pulse Canada staff for administration and management of processes related to trade rules and arbitration.
 - Develop a standard procedures document to ensure all staff are capable of facilitating the arbitration process should key individuals be unable to provide guidance and direction.
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Develop industry resources to facilitate trade rule interpretation and arbitration processes.

- Create a list of external ‘advisors’ who can be approached by CSCA members for advice.
- Establish a list of ‘approved’ arbitrators for selection by members entering arbitration.



Strong Services

Board of Directors

Bottom Line

The CSCA Board of Directors will be an effective, active, and informed Board whose governance and support roles contribute to the achievement of the CSCA’s vision and mission.

<i>Long Range Goal</i>	<i>Strategic Approach</i>
Diversify the Board so it accurately reflects who it serves.	<ul style="list-style-type: none">• Promote the importance of the CSCA in influencing critical outcomes; showcasing successes and the role Directors play in achieving success.• Actively recruit Directors from a broad range of the membership – matching qualifications with priority programs and services.
In year two of this plan, develop and adopt a comprehensive Governance model.	<ul style="list-style-type: none">• Establish a document including policies regarding: Roles and Responsibilities, Board Composition & Representation, Decision- Making Process, CEO- Board Linkage, Succession Planning, Performance Evaluation, Education and Development, Committees, Policies and Procedures, Risk Management, Accountability and Stewardship, Strategic Planning, Communication Policy, Board Meetings, Code of Conduct



Adequate Resources

Human and Financial Resources

Bottom Line

Adequate human and financial resources are critical in order to maximize the association’s ability to deliver programs and services and develop partnerships that influence outcomes that increase efficiencies and enhance value.

Long Range Goal

To ensure qualified staff develop and execute workplans that deliver outcomes related to the CSCA’s priority programs services.

Strategic Approach

- Through Pulse Canada membership, influence staff projects and workplans to ensure efforts reflect the priorities of CSCA members.
- Annually assess performance incentives and ensure staff are motivated to achieve measurable outcomes and are compensated for delivering results.

To acquire stable, broad-based, financial resources to support the growth of programs and services envisioned in this strategic plan.

- Within the next three years, at least 20 percent (current = 8.7%) of CSCA’s annual operating budget will be raised through targeted funding. The development of alternative source of funding is critical for the maintenance and growth of programs.
- Raise a minimum of \$200,000 (current = \$130,000) annually from sponsorships at the CSCA Convention and other annual events and activities.
- Increase the Board’s participation in all aspects of acquiring sponsorship revenue and targeted contributions.
- Expand the membership base, particularly in areas where targeted contributions to priority programs and services can be encouraged.
- Work with grower organizations to increase contributions to Pulse Canada in priority program and service areas so as to maximize opportunities to access funds through Government programs.



Effective Partnerships

Organizations, associations and agencies

Bottom Line

Effective partnerships and collaborative efforts with industry partners, like-minded organizations and Government are essential to achieving the aggressive goals and objectives outlined in the CSCA’s programs and services.

Long Range Goal

Maintain and develop collaborations and relationships with grower organizations within the pulse and special crops industry.

Strategic Approach

- Allocate time to CEO and Executive Director to identify potential collaborative opportunities.
- Lead the development of common positions so that the industry may speak and act with a united voice.
- Provide leadership and direction at the Pulse Canada Board on issues related to enhancing value and increasing efficiencies.

Lead the Canadian agriculture industry on issues of importance to the pulse and special crops trade.

- Lead the formation of agriculture industry coalitions where collaboration and common positions are critical to advancing the interests of the pulse and special crops trade.
- Lead efforts within the agriculture industry to invest strategically into developing sound and credible information to support industry positions.
- Lead efforts to communicate innovative solutions to Governments at home and abroad.

Lead the international pulse and special crops trade on issues of international significance.

- Lead the formation of international pulse and special crops trade coalitions where collaboration and common positions are critical to advancing the interests of the Canadian pulse and special crops trade.
- Lead efforts within the international agriculture community to invest strategically into developing sound and credible information to support industry positions.
- Lead communication efforts on issues of significance to the Canadian pulse and special crops trade.
- Provide leadership and direction at CICILS IPTIC on issues related to enhancing value and increasing efficiencies.