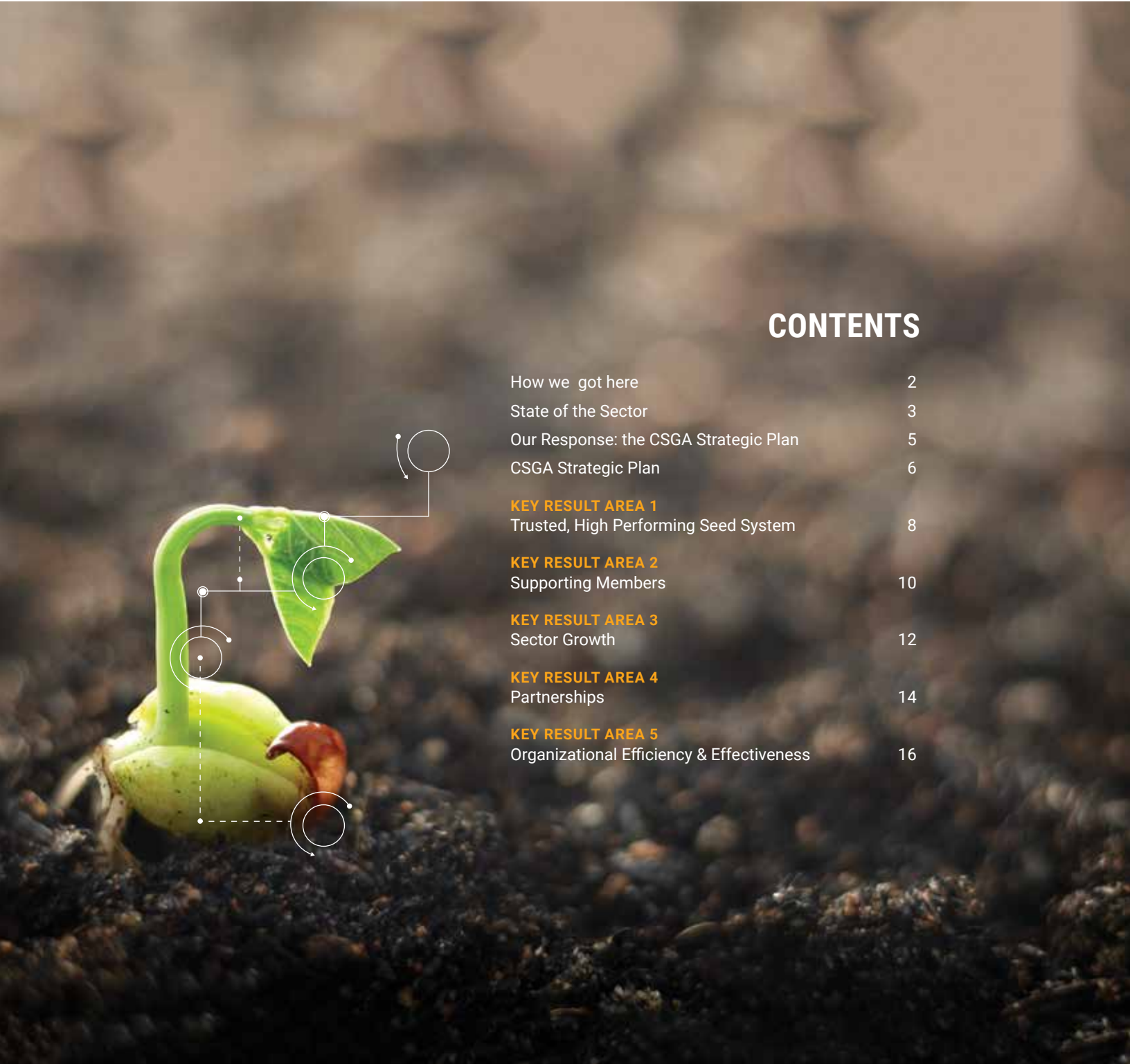




Canadian Seed Growers' Association

STRATEGIC PLAN

2017-2023



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MESSAGE FROM THE PRESIDENT AND EXECUTIVE DIRECTOR

The 2017–2023 CSGA Strategic Plan will help to position seed growers to reap the benefits of a sector and an industry in the midst of major change, and poised to take advantage of exciting new opportunities. Based on extensive analysis and broad consultation and discussion with our members and others, we have identified five key result areas to guide our actions over the coming years:

1. TRUSTED, HIGH PERFORMING SEED SYSTEM

2. SUPPORTING MEMBERS

3. SECTOR GROWTH

4. PARTNERSHIPS

5. ORGANIZATIONAL EFFICIENCY AND EFFECTIVENESS

This plan is of vital importance to our members and our association, but also to the seed industry and the broad Canadian agricultural sector whose success we enable. In developing it, we have begun to lay out a roadmap that not only addresses the immediate question of what can we do to fine tune our seed certification and regulatory system and make it more effective and user friendly now but also considers the larger questions of whether our current seed system is sustainable and what will a next generation seed system need to look like for seed growers, the seed industry and the agriculture sector to thrive in the future, particularly in the face of the wave of technological and structural change that is already upon us.

More than ever before, Canadian agriculture is a highly innovative industry enabled by the seed industry and seed growers with a world-class reputation for quality and professionalism. This Strategic Plan confirms our core responsibility to work closely with our partners in government and industry and to build on our longstanding commitment to delivering and promoting a flexible, responsive, and cost-effective seed certification system for Canada and Canadians. It also confirms our pivotal role as a trusted science-based regulator and respected global leader in seed quality assurance and genetic traceability, supporting a competitive Canadian agriculture sector.

We wish to thank each and every person who shared their thoughts and ideas, and helped make this Plan what it is. And we look forward to working together with you to implement the ambitious agenda embodied within it.

Kevin Runnalls
President

Glyn Chancey
Executive Director



HIGHLIGHTS OF WHAT WE HEARD.

Members need a Circular 6 that is easy to understand and follow, and that works for today's practices and technology

CSGA should play a leading role in defining the next generation seed system—don't wait for government or partners to set the agenda

Support members and raise the bar for the entire seed growing industry, to further our reputation for quality and professionalism

CSGA Strategic Plan must be meaningful and implementable, not a pie-in-the-sky document

HOW WE GOT HERE

The CSGA Strategic Plan was developed based on the ideas and input of CSGA members, national and branch directors, staff, and industry partners.

We knew from the outset that these were not ordinary times. We knew that this Plan needed to chart a bold course for seed growers, our association and the seed sector as a whole. For this reason our Strategic Plan development path extended well beyond the confines of the Boardroom and directly to the membership. This ensured that we heard the most important ideas and concerns and that ultimately our Plan was rooted in real and important issues and was implementable.

Our engagement process began at the 2016 CSGA Annual General Meeting, with a broad environmental

scan, focused on the key questions surrounding current and future risks to and opportunities for the seed and agriculture sectors. Obtaining solid answers to these questions guided the development of the Plan through to its completion, with the first draft of the Plan tested with the CSGA Board of Directors in the Fall of 2016 and subsequent iterations adjusted and polished following a succession of CSGA provincial branch meetings in the Winter and early Spring of 2017. In parallel, CSGA launched its new SeedTalk member engagement website, that ensured that all members who wished to participate in the process could do so.

This investment in consulting with and listening to our members has paid off. Compared with the first draft, the Strategic Plan presented here is richer and more focused as a result of the broad based input we received. Moreover, it addresses the day to day concerns of our members, while maintaining a focus on the big picture and the many changes we know are headed our way over the coming years.



STATE OF THE SECTOR

The seed sector is a key enabler of innovation and growth for the entire Canadian agriculture industry, and seed growers are at the heart of the sector. The overall fundamentals of the sector are sound, but from extensive consultations and looking at the trends in the marketplace we know that we are in the midst of a period of major change. Forces likely to impact implementation of the Plan over the next five years include:

SOCIAL LICENSE TO OPERATE

Sectors have seen rapid, disruptive change wrought by consumer and government action when there is a broad perception that markets and industries are not evolving to meet societal needs. For seed this means maintaining confidence in a well-managed seed system and adapting proactively to anticipated changes.

GLOBALIZATION

Rapidly evolving regulatory and market driven requirements highlight the need for new coexistence, traceability and certification plans to support international market access strategies while maintaining the flow of new technology to producers.

CLIMATE CHANGE

Changing regional temperature, precipitation, and plant pest and disease profiles will increase the need for new seed varieties and traits for those attempting to adapt and respond to those changes.

END-USER DEMANDS

Increasingly sophisticated consumer demands for specific product characteristics (including quality, health, environmental, ethical and other considerations) and related emerging markets of significant proportions require customized approaches and long term strategies.

BREEDING TECHNOLOGY

Access to new tools for gene editing and other plant breeding technologies that are a leap beyond those of the previous generation will allow even more sophisticated and targeted variety development while posing challenging regulatory questions.

INFORMATION TECHNOLOGY

Our ability to collect, store, and analyse mass volumes of information has increased exponentially, and increasingly seed growers expect to be able to access and use their data in sophisticated ways, anytime and anywhere.

IMPROVED INTELLECTUAL PROPERTY PROTECTION

Recent strengthening of Plant Breeders' Rights legislation has improved the investment climate for plant breeding in Canada, and further measures are being considered, including the establishment of an end point royalty system; all of which will bring new challenges and opportunities.

MODERNIZING CIRCULAR 6

There is broad consensus that Circular 6 needs to be updated to take into account changes in new seed cleaning technology and modern evolving production practices, offer more flexibility where possible and be more accessible for users in electronic format.

GOVERNMENT DELEGATION / OFFLOADING

The 30 year trend in government's reduction in seed regulatory program expenditures and transference of seed certification system responsibilities and costs to the private sector continues, without the fundamental rethink and redesign required to keep the Canadian Seed Sector sustainably funded and internationally competitive in the decades ahead. This said, there are recent signs of openness to dialogue and change.

MODERNIZATION OF THE SEEDS ACT REGULATIONS

Government has signaled its intent to move forward with a (to date limited) modernization of the *Seeds Regulations* in 2019. This provides an opportunity to effect long overdue improvements, if the seed sector is prepared to capitalize on this opening to initiate a more profound discussion on renewal and reform.

THE SEED SYNERGY COLLABORATION PROJECT

The six major seed industry associations (CSGA, CSTA, CLC, CSAAC, CPTA, CSI) exercise a range of regulatory, advocacy, policy, professional development, market development, educational, and communications roles and responsibilities in relation to the functioning of the seed system. Their recent decision to work more closely together is laying the groundwork for a "Next Generation Seed System" and the unification of the seed sector voice that holds significant promise.

WHAT CAN WE TAKE FROM ALL OF THESE FACTORS?

First, we know that new breeding technologies are providing the industry with more opportunity than ever to innovate to address evolving market demands. Second, CSGA will be expected to continue to leverage information technology to radically improve and expand the user experience for members. Third, we have an opportunity to work with government to redesign the regulations and reshape the institutions that support the seed system, and we have a forum—in the Seed Synergy Collaboration Project—to do so in a coordinated fashion with our sector partners. And finally, we know that there are important reforms to be undertaken within and by CSGA now—independent of any long term trends or drivers—in order to ensure that that system works for seed growers today. This means making sure that seed growers have the tools, resources, and information they need now to support their continued success and profitability.

OUR RESPONSE: THE CSGA STRATEGIC PLAN

The CSGA Strategic Plan responds directly to the many drivers described previously, and the issues raised by CSGA members during consultations. The Strategic Plan describes a renewed mission, vision, and set of values for the CSGA, and defines a set of five key result areas and sub-objectives that will frame the CSGA agenda for the next three to five years. Taken together these elements set forth bold but achievable objectives and position

seed growers to play a leading role in creating and benefiting from the next generation seed system now under development.

For each key result area we describe the context for the planned action, the results we wish to achieve from the action as well as the overall vision of what we believe success in each key result area should look like.



CSGA STRATEGIC PLAN

OUR MISSION

Represent and support our members, advance the seed industry and with our partners, deliver and promote a flexible, responsive, and cost effective seed certification system in Canada

OUR VISION

The CSGA is an innovative, science-based organization committed to supporting a competitive Canadian agriculture sector as a respected global leader in seed quality assurance and genetic traceability

OUR VALUES

Responsibility, Integrity, Accountability, Transparency, Collaboration, and Respect

OUR KEY RESULT AREAS

KRA 1 OBJECTIVE

The right regulations, systems, and processes to support seed and agriculture sector growth and prosperity

TRUSTED, HIGH PERFORMING SEED SYSTEM

KRA 2 OBJECTIVE

The right professional development and technical support services to facilitate member success

SUPPORTING MEMBERS

KRA 3 OBJECTIVE

A growing seed industry that offers access to profitable new varieties and related value creation and sharing opportunities for our members

SECTOR GROWTH

KRA 4 OBJECTIVE

Industry and Government partners mobilized to enable seed sector success

PARTNERSHIPS

KRA 5 OBJECTIVE

A CSGA that enables all of the above cost effectively

ORGANIZATIONAL EFFICIENCY & EFFECTIVENESS

KRA 1 OBJECTIVE

Design and implement modern, relevant regulations with high compliance, minimal burden to seed growers, and that yield high quality seed

TRUSTED, HIGH PERFORMING SEED SYSTEM

CONTEXT

The CSGA, its branches and its members play key roles in the functioning of Canada's seed system and the regulatory and certification system that enables it. These roles are crucial to the maintenance of industry and public trust in the system and its ability to serve the needs of an evolving agriculture and food sector.

This KRA is about ensuring that the CSGA and its members remain committed to ensuring that the entire seed system is performing at the highest possible level.





Sub-Objective 1.1

Circular 6 Modernization, Regular Review, and Improving the User Experience

- Review and modernize Circular 6 through:
 - format changes that would allow separation of best practices from mandatory requirements; and
 - revisions to varietal and mechanical impurity standards and land use and isolation distances to reflect most recent science, technology, market demands and production realities.
- Once the initial review and modernization of Circular 6 is complete, systematically involve membership in an ongoing review of Circular 6 to keep it up to date and adapted to changes in traits, varieties and production practices.
- Design and implement an online tool for growers to easily navigate Circular 6 from a desktop, laptop or mobile device. The tool should:
 - support the grower through the entire seed production process and link as required to post-harvest seed certification steps.
 - ensure that all Circular 6 mandatory standards and related reporting obligations are clear for all crop types.
 - ensure that overall Circular 6 is easy to understand and implement for all seed growers.

Sub-Objective 1.2

Modernize the Seed Certification System to More Effectively Support the Wide Range of Seed Production Business Models

- Explore and develop approaches that better integrate the pre-harvest and post-harvest elements of the seed certification process.
- Explore and develop quality management and associated risk based audit system approaches to support the application of models that integrate oversight of pre-harvest and post-harvest elements of the seed certification process.
- Explore and develop approaches for incorporating seed grower professional recognition programs into any new seed certification system options.
- Explore and develop single window electronic certification system options to support seed certification system modernization.

Sub-Objective 1.3

System Performance Review & Improvement Cycle

- Develop with its government and industry partners a meaningful and measurable set of performance indicators for the seed crop certification system and seed certification system more generally, with a view to achieving predictably consistent outcomes over time.
- Establish an annual process to enact improvements to system administration in order to improve performance and output quality.

What Success Will Look Like...

- ✓ *A national world-class, single window, online accessible system for all seed certification and related regulatory services*
- ✓ *A timely, flexible, and up-to-date seed certification and regulatory system that responds to members and broader agriculture and food sector needs*

- ✓ *Continued national and international recognition of the Canadian Seed Certification and Regulatory System*

KRA 2 OBJECTIVE

Communication and engagement with membership is enhanced, member contributions and needs are understood and professional competencies are recognized

SUPPORTING MEMBERS

CONTEXT

The seed sector is diverse, with actors ranging from large life science companies to small and medium sized family businesses and everything in between. CSGA membership reflects this spectrum of business models and related interests. Present in virtually every major agricultural production area of the country, CSGA members include long-established seed professionals with a rich history in the industry, while others may be new to the industry and are just beginning to acquire the knowledge and experience of their peers.

CSGA has an important role to play in assuring a baseline level of knowledge and competencies for all seed growers, while at the same time enabling experienced members with a proven track record to be recognized for their superior competencies and performance.

This KRA is about ensuring that CSGA members of every type understand the Canadian seed production, certification and regulatory system and how to operate within it.



Sub-Objective 2.1

Develop a Membership Profile, Needs Analysis and Enhanced Outreach

- Undertake surveys to develop a profile of CSGA members to better understand and communicate the range and scope of their contributions to the Canadian seed and agriculture sector.
- Analyze member needs on an ongoing basis to determine the type and range of support that CSGA should provide to them.
- Communicate and engage with members on a more frequent and regular basis on issues of interest and concern.

Sub-Objective 2.2

Knowledge and Competency Tools

- Improve outreach for new, returning, or less experienced growers to support their efforts to both meet statutory requirements and develop good practices in relation to seed production and certification. In addition, undertake analysis to identify and address patterns of compliance or performance challenges.
- Design and deliver in-person and online modular learning products, available in both official languages, to support CSGA members to stay abreast of standards for knowledge, competencies, and business ethics of the seed sector.
- Working with partners and based on successful and affordable models in other sectors and industries, pilot and implement a knowledge verification program that makes sense for CSGA and its members.

Sub-Objective 2.3

Member Professional Development and Recognition Programs

- Complete a needs analysis and develop National Occupational Standards, training material, and certification protocols to support a professional development program and a potential voluntary seed grower recognition program.
- Coordinate the development of a professional seed grower recognition program with the modernization of the regulatory system (KRA 1).



What Success Will Look Like...

- ✓ *Members will have the specific knowledge and resources necessary to succeed.*
- ✓ *CSGA will understand the composition and needs of its member base to properly perform its policy, regulatory and advocacy work.*
- ✓ *CSGA members will be more engaged and involved in the work of the organization.*

KRA 3 OBJECTIVE

The seed sector is positioned for sustainable, long term growth and the value of certified seed is recognized throughout the value chain

SECTOR GROWTH

CONTEXT

As with any sector of the economy growth is critical for the seed business. Increasing appreciation for and sales of certified seed and the creation of value for members and their customers is core to CSGA's existence.

This KRA is about ensuring that CSGA members are positioned to contribute meaningfully to sector growth.



Sub-Objective 3.1

Provide Best Practices Support to Members on Contracting

- The amount of pedigreed seed acres produced under contract continues to increase. To encourage best practices and increase members understanding of contracting issues, CSGA is proposing to develop model contracts and explore other forms of support to members engaged in contracting.

Sub-Objective 3.2

Support Respect for Intellectual Property and Encourage Best Practices

- Future growth in certified seed acres will be closely related to the continued use of certified seed as a means for developers to secure returns on their investments in plant breeding and to protect their intellectual property. CSGA proposes to increase its efforts to encourage increased respect for the intellectual property rights of breeders and developers through the promotion of certified seed use and otherwise as required.
- In partnership with others, CSGA proposes to work to reduce the incidence of practices that reduce returns to intellectual property rights holders and certified seed growers.

Sub-Objective 3.3

Promote the Value of Certified Seed Up and Down the Value Chain

- Pursue and build support nationally and internationally for increased research and analysis to demonstrate the value proposition of certified seed to customers and policy makers.
- Undertake a long-term marketing plan to promote the value and reliability of certified seed to partners and customers up and down the value chain. Canada boasts a system of traceability, purity, and quality assurance, built on a diverse group of competent seed growers. Marketing these features will build demand and capture new customers in the long-term.

Sub-Objective 3.4

Expand CSGA Business

- Develop and implement a business plan to facilitate expansion into the certification of non-traditional crop kinds and types (including niche, hybrid and specialized varieties) and the provision of other related service products; including traceability, origin certification, and other data services for both new and existing clients.
- Develop a strategy to capitalize on potential new market demands and opportunities for Additional Certification Requirements (ACRs) that leverages core strengths of the Canadian seed production and certification system.
- Develop new joint ventures with partners to support domestic and international seed sector development by leveraging the deep expertise and experience of CSGA members in seed production, sales and marketing.

What Success Will Look Like...

- ✓ *CSGA and its members will be armed with a strong case to promote the value of certified seed*
- ✓ *Increased demand for certified seed across a range of crop types*
- ✓ *Customers throughout the agriculture sector and in the general public will understand the value and importance of certified seed*
- ✓ *CSGA will leverage its reputation for quality & reliability to help capture new customers for its members*
- ✓ *Increased value for the entire seed sector over the long term*

KRA 4 OBJECTIVE

CSGA and its partners collaborate in the long-term interest of the seed sector to realize a strong industry-led, government-enabled seed system

PARTNERSHIPS

CONTEXT

The CSGA provides regulatory services to its members and also advocates on behalf of them and for the sector as a whole. It has performed this role for the better part of a century and it has done so in a close working partnership with provincial/regional seed associations, governments, and other industry bodies. Over time the respective roles of government and industry have evolved, with industry assuming more responsibility in the process. Today, six industry organizations, the CSGA, Canadian Seed Institute (CSI), Canadian Seed Trade Association (CSTA), Canadian Seed Analysts Association of Canada (CSAAC), Canadian Plant Technology Agency (CPTA), and CropLife Canada share an advocacy and education role for the seed sector as well as responsibility for policy development and regulation with the Canadian Food Inspection Agency (CFIA) and Agriculture and Agri-Food Canada (AAFC).

With both the CFIA and AAFC preparing for a new phase of seed regulatory program modernization, the six major seed industry organizations have banded together to develop a common industry vision for the future of the seed sector, in the form of the Seed Synergy Collaboration Project. The project is focused both on developing a common industry voice on key policy and regulatory issues and articulating a “next generation” seed sector vision that both industry and governments can embrace and work together to deliver.

To ensure the success of the Seed Synergy Collaboration Project, CSGA has stepped up to support its partners in a number of areas, including in the areas of seed regulatory policy development, government and public relations, integrated regulatory services design and other areas of importance to its members. With the increased visibility and closer working relationships that result from CSGA’s role in this project, comes an opportunity to more effectively advocate for progressive change and to mobilize its membership in support.



Sub-Objective 4.1

Define A Shared Vision of an Industry-Led, Government Enabled Seed Sector

- With its partners, CSGA will work to achieve the following vision:
 - A strong, competitive and profitable sector that attracts investment, research and innovation, and that is valued for its significant contribution to society.
 - An industry-led system that is cost-effective, market driven, agile and responsive, and that enables Canada to do business globally.
 - A system that meets the needs of all stakeholders along the entire value chain.
 - A system that instills trust and that garners a high degree of support.
- Confirm the respective roles of industry and government in relation to resourcing a system that meets the needs of all value chain stakeholders and ensures that the benefits of the seed system are widely distributed.

Sub-Objective 4.2

CSGA Increases Its Leadership Role

- CSGA will work with partners to explore new regulatory models (with a willingness to assume responsibility for new types of regulatory services as required) as part of the development of a new shared vision for the sector, including working with its partners to improve service to members through the development of a cost-effective, single window seed certification service model.

Sub-Objective 4.3

One-Voice Government Relations

- Working with its industry partners, develop, to the greatest extent possible, a single voice government relations and advocacy agenda, with the purpose of achieving a shared industry-government seed sector vision and solidifying the sector's role within the broader Canadian agriculture and innovation policy development communities.



What Success Will Look Like...

- ✓ A seed sector unified around a common vision for the prosperity of the sector
- ✓ Seed growers interacting easily and efficiently through one regulatory window
- ✓ Defined roles for industry and government, and a fair cost structure for all players
- ✓ Government and other industry associations view CSGA as a trusted partner
- ✓ Clarity on government's commitments to regulation, research, and resourcing for the longer term

KRA 5 OBJECTIVE

The CSGA has the skills, infrastructure, resources, and governance necessary to realize its vision for the sector

ORGANIZATIONAL EFFICIENCY & EFFECTIVENESS

CONTEXT

Key Result Areas 1–4 speak to a wealth of performance, policy, and partnership goals, all of which will contribute to the CSGA vision of the seed sector. CSGA's actions to realize this vision depend upon its own organizational capacity. Organizational capacity is multi-faceted and includes the people, systems, and financial resources that an organization brings to bear to achieve its goals.

CSGA faces an evolving environment that will demand competencies like partnership building, leveraging technology, and engagement. While not new, the importance of these attributes will be much greater than in the past, requiring the organization to adapt to meet this demand. Succession risks are also a major challenge for CSGA, as senior staff possess a wealth of knowledge and experience whose loss would be difficult to mitigate.

In addition, CSGA's technological infrastructure will have to continue to evolve to keep pace with new business lines, and new ways of collecting, storing, sharing, and marketing data.

The long term financial health of the organization is, of course, a critical consideration. CSGA must set the course for membership, certification, and service fees, in a way that is fair and equitable, and provides a solid resource base for CSGA.

CSGA will have to invest in governance and oversight to ensure that its management agenda stays true to its vision, and to support decision-makers with more information and analysis than in the past.



Sub-Objective 5.1

People and Systems are in Place to Support CSGA

- Develop a long-term human resources plan, identifying the skills and competencies required now and in the future, and to manage succession risks. CSGA needs to know the competencies, skills, and language needs it will have to build and recruit for in order to drive success in the future.
- Develop a formal, costed three-year IM/ IT plan. CSGA is increasingly an information business, and it must plan this business accordingly, including the costs as IM/IT operations can involve significant cost.
- Ensure that CSGA accounting and other administrative systems are clearly documented (enabling succession), and operating efficiently to avoid any impediment to member business or profitability.

Sub-Objective 5.2

CSGA has a Solid Financial Foundation

- Develop a three-year financial plan for the organization to plot the current financial trajectory, including forecasted revenues and expenditures, to ensure that required resources will match expected funds.
- With member engagement, develop a CSGA funding formula for membership, certification, and additional service fees. Additionally, conduct a regular review of the funding arrangement and update as required. This will ensure that all CSGA members and clients pay a fair share now and for the future.
- Secure funding from the next Agricultural Policy Framework and other sources for selected projects.

Sub-Objective 5.3

CSGA Board is Well Supported

- Develop annual work plans in support of Strategic Plan objectives and implement a Board oversight strategy for regular review and course correction where necessary.
- Develop a rolling 18 month forward planning calendar with all major events, reviews, and decision points.
- Develop and implement a Board development plan including orientation for new Board members, learning, and performance management to support good governance of the CSGA.

What Success Will Look Like...

- ✓ *Approved HR, IM/IT, and Financial plans in place to ensure that resources are in place to support strategic objectives*
- ✓ *Realistic revenue targets and a long-term funding model in place*
- ✓ *Planning calendar in place and decisions taken on schedule*
- ✓ *Overall performance evaluated highly*

