

Canadian Fertilizer  
Products Forum



Forum canadien sur  
les produits fertilisants

# Canadian Fertilizer Products Forum

## Strategic Plan

**June 20, 2007**



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## Executive Summary

A strategic plan is a guiding document that enables an organization to articulate a short term plan (usually 3-5 years) of how it will successfully meet its **mandate** (a succinct statement that documents member priorities and complies with the organizational charter), fulfill its **mission** (a series of statements that puts the mandate into action), and realizes its **vision** (imagined future).

This document has been developed through a series of discussions, and extracted from the minutes and notes of Working Groups that were established around key results areas (KRA's). KRA's are the broad areas within the Canadian Fertilizer Sector that the CFPF seeks to influence. The **Key Results Areas** have evolved organically as required throughout the CFPF strategic plan development process. There are presently 6 Key Results Areas identified for the CFPF, each of which are supported by an active Working Group.

They are:

1. Executive Committee
2. Biosolids & Compost
3. Communications and Operating Environment
4. Efficacy
5. Marketplace Monitoring and Labelling
6. Regulatory Efficiency

Each of the KRA's have developed a mandate, and identified a series of **Strategic Objectives** (projects and programme elements) that, taken together, will realize the desired key results, which are identified under the KRA charts below.

They have also identified a series of **Operational Goals** (a collection of milestones and tasks) related to each Strategic Objective that constitute an action plan. The charts below are intended to be used by the KRA working groups on an ongoing basis, and will provide a measure of success around how well the CFPF is achieving its key results. *Please note – the order of strategic objectives does not denote priority or importance, unless otherwise stated.*

### CFPF Mandate

*“The purpose of Canadian Fertilizer Products Forum (CFPF) is to facilitate consensus-based advice to government and to create a forum for dialogue among stakeholders, on mutually beneficial processes that protect the public and the environment. CFPF promotes a regulatory milieu that encourages innovation, environmental and economic and environmental sustainability and international leadership for Canada in the field of fertilizers and supplements.”*

### CFPF Mission Statement

- 1) **Improve** the efficiency of the Canadian **regulatory system** and policies for fertilizers and supplements to encourage innovation, economic and environmental sustainability and international leadership;
- 2) **Enhance the reputation** of the industry and public confidence in its products via communications to a broad range of stakeholders;
- 3) **Plan for the future** by analyzing emerging opportunities, new technologies and strategies on how agricultural producers can remain competitive.

### CFPF Vision (draft)

Fertilizer and supplement stakeholders have an established framework from which they can participate, provide feedback and consultation such that the regulatory system is fully modernized and ensures users that fertilizer and supplements in Canada are globally competitive and that users have access to new products in a timely manner



## Key Results Area: Executive Committee

### Mandate:

To work through the CFPF working groups to develop consensus-based direction and ensure communication with CFIA, and all levels of Canadian government and departments that regulate the sector. The executive committee also acts as a liaison between working groups, coordinates the work and direction of CFPF, and is responsible for initiating communication with and consulting members.

<b>Strategic Objectives (Projects and Programme Elements)</b>	<b>Operational Goals (Action Plan: Tasks and Milestones)</b>	<b>Details (How and who?)</b>	<b>When?</b>
To set strategic direction and coordinate activities and work of CFPF	By identifying and defining CFPF stakeholders. Suggestions to date: <ul style="list-style-type: none"> <li>•Public at large</li> <li>•Industry</li> <li>•Government</li> <li>• Provincial government</li> <li>•municipal governments</li> <li>•non-governmental organizations</li> <li>•environmental groups</li> </ul>	CFPF Secretariat support to add stakeholders to database and contact lists and communicate via updates and invitations to meetings and events.	Ongoing
	By establishing a strategic plan	Led by the Executive Committee, with input from Working Groups and CFPF members via meetings, website, updates.	Initiated in November 2006, drafted in January-February 2007, revised



			March-May 2007.
	By organizing the November 2007 Conference	Executive Committee to set direction, with support and coordination from CFPF Project Manager and consultants.	November 2007
	By conducting Monthly Executive Committee Meetings	Executive Committee, with support from CFPF Project Manager and consultants.	Ongoing throughout the project
	By providing Working Group Coordination and mitigating overlap between working groups	Executive Committee as lead, with input, information and coordination from CFPF consultants and Working Group Chairs.	Ongoing
	By establishing Meeting Schedules	CFPF Consultants, with input from working groups.	Ongoing, updated monthly
	By conducting and providing infrastructure for working Group Meetings	Executive Committee, with support and coordination from CFPF consultants.	Ongoing
	By providing a forum for communication and acting as a liaison/ adjudicator between working groups	Executive Committee, with support and coordination from CFPF consultants and Project Manager	Ongoing
To consult with members, conduct outreach, build consensus with stakeholders, and demonstrate value for membership	By developing a Consultation plan to guide and focus the outreach activities over the course of the project.	Led by COEWG, with direction from the Executive Committee and development from CFPF consultants.	To be considered at COEWG May 07 meeting, by Executive at the June 07 meeting



	By working with the communications and operating environment working group to develop a one page fact sheet that demonstrates value for membership and a list of successful initiatives undertaken by CFPF.	Brainstorm at May 07 Executive Committee WG meeting a list of values and draft a document to circulate to all WG, for refinement by COEWG	May 07 – Sept 07
	By conducting outreach to members with requests for input	Led by Executive Committee, supported by WG, consensus approach to developing recommendations to fulfill mandate includes consulting with all WG members and CFPF membership at large on all major recommendations. Done via website and Member Updates	Ongoing
	By providing regular Member Updates	Developed by CFPF consultants, sent to all members, posted on website, provided to members approx 6 times a year to inform and engage.	Ongoing
	By establishing a website	Developed by CFPF consultants, with input and direction from WG and Executive Committee, to share information and gather input.	Launch May 07, ongoing updates
To develop recommendations that will improve the regulatory system	By submitting recommendations to CFIA and other departments	Usually developed by Working Groups and sent to the Executive for approval, consensus recommendations are forwarded to appropriate departments to assist in enhancements to the regulatory and operating environment	Ongoing



To be responsible for the management of the budgets, deliverables and reporting. (ACAAF and other)	By ensuring that funds and budgets are managed related to the ACAAf grant (as administered by CFI on behalf of CFPF).	Executive Committee to set direction and plan activities and action that conform to budget and available funds, with support and coordination from CFPF Project Manager and Consultants	Ongoing
	By ensuring that reporting requirements are met related to the ACAAf grant.	Project Manager and Executive Committee to manage the project to meet deliverables according to schedule outlined in grant	Ongoing through October 2008
To establish and be responsible for the governance of CFPF	By establishing governance structure and policy guidelines.	Executive Committee to approve development of roles and responsibilities, terms of reference, agenda and minute formats, processes for coordination and consultation	Complete by November 2006
To gather specific results from the working groups.	By overseeing the development of Working Group reports	Through the working groups, ensuring that an interim and final reports are prepared outlining recommendations and work	November 2007 and October 2008
To establish long term sustainability plan for CFPF.	By striking an ad hoc committee to deal specifically with this strategic objective.	Executive Committee members to be assigned to develop plan at May meeting	May 14 2007
	By identifying, demonstrating and articulating the value of being involved with CFPF and proving results.	Executive Committee to work with COEWG to develop document that articulates the value of CFPF	May to October 2007
	By hosting at least an annual event to bring members together to discuss issues	Executive Committee to oversee objectives, format, process and outcomes for annual events to bring members together	November 2006 and November 2007
	By maintaining less than \$100,000 in	Executive Committee to consider	Post October



	operating budget	long term viability of CFPF with minimal operating budget requirements post grant funding period	2008
	By establishing individual financial support		
	<p>Priority 1: By building a strong relationship with CFIA</p> <ul style="list-style-type: none"> <li>• Collaboratively host the annual meeting/consultation and create an MOU</li> <li>• Receive a levy from CFIA for industry compliance / participation in programs or for number of registered products</li> </ul> <p>Piggyback on CFIA events and consultations</p>		
	<p>Priority 2: By scaling-down or Changing the Format of CFPF</p>		
	<p>Priority 3: By establishing fees including the following possibilities:</p> <ul style="list-style-type: none"> <li>• From individuals similar to a professional association</li> <li>• Payable on a sector or association basis</li> <li>• Payable for membership</li> <li>• Payable for service – e.g. like quality assurance</li> </ul>	<ul style="list-style-type: none"> <li>• Discuss membership fees at next WG meeting</li> <li>• Discuss charging large corporate or organizational fees</li> </ul>	



	<ul style="list-style-type: none"> <li>• Payable for conferences</li> </ul>		
	<p>Priority 4: By developing partnerships</p> <ul style="list-style-type: none"> <li>• Seed/AAPFCO or other like minded organizations</li> <li>• Collaboration with like minded events</li> </ul>		
	<p>Priority 5: By sponsorship of events and activities</p>		
	<p>Priority 6: By exploring other opportunities</p> <ul style="list-style-type: none"> <li>• With other levels of government</li> <li>• With Industry Canada, Environment Canada, Health Canada etc</li> </ul>		
	<p>Priority 7: By identifying and applying for grants and funding, part 2</p>		



## Key Results Area: Biosolids and Compost

### Mandate:

Its purpose is to review and discuss issues related to product quality, product safety, regulatory efficiency, efficacy requirements, labeling and monitoring requirements, and registration; all as specifically related to biosolids based fertilizers and supplements as well as composts. These issues have been identified as areas of concern by both the generating/manufacturing community and CFIA in its strategic plan.

### Key Results Area: Biosolids\*

**Please note that the Biosolids Working gGroup had not as of June 12<sup>th</sup>, 2007 agreed to a definition of biosolids.**

### Mandate:

Its purpose is to review and discuss issues related to product quality, product safety, regulatory efficiency, efficacy requirements, labeling and monitoring requirements, and registration; all as specifically related to biosolids derived fertilizers and supplements. These issues have been identified as areas of concern by both the generating/manufacturing community and CFIA in its strategic plan.

Strategic Objectives (Projects and Program Elements)	Operational Goals (Action Plan: Tasks and Milestones)	Details (How and who?)	By when?
To investigate the possibility of developing a biosolids specific registration process	By working with the REWG to identify the need and benefits gained from having a specific registration process for further processed biosolids in place of leaving them as a Schedule II material	Note: Registration would be strongly supported by some provinces	
To address product quality and QA/QC information requirements	By coordinating with the MMLWG to address issues related to standardizing each application, and identifying limitations in scope.		
To review/standardize registration	By developing recommendations to make possible		



and efficacy requirements and recommend possible requirements for biosolids.	efficacy requirements the same for Biosolids based fertilizer products as they are for petrochemical, mineral, or peat based products.		
To promote and assist in the harmonization of policy and standards across all levels of government.	By reviewing regulatory influences (i.e. CCME - Canadian Council of Ministers of the Environment)		
	By developing recommendations that address the ability of province to supersede federal regulation.		
To address Social/Political concerns around health and safety risks associated with use of biosolids as fertilizer	By working with CFIA to provide publicly accessible information to explain technical and scientific background of CFIA's position.		
	By liaising with the communications working group to disseminate information on biosolids.	Liaison established	
	By working with CFIA to communicate the agencies' risk assessment process particularly as it relates to risks that are perceived as being harmful or dangerous by the public.		
	By working with CFIA to base any regulation upon scientifically valid criteria.		
	By establishing public accessibility to reference documents to increase the transparency of the process.		
To address regulatory inconsistencies between imported products vs. Canadian products (imports are treated differently than Canadian products).			
To investigate provincial	By working with CFIA to identify current barriers	Note: harmonization of	



regulatory barriers that restrict the inter-provincial movement and use of waste-based Canadian products	and investigate potential federal regulatory changes that may facilitate greater inter-provincial movement of waste-based products	regulatory requirements will go a long way in addressing this	
To assist in the development of the criteria that define what constitutes the sale of a fertilizer or supplement	By working with CFIA to review current criteria used and to assist in the development of new / additional criteria particularly as may be necessary for waste-based products		
To assist and support CFIA to define biosolids products (major or minor percentage attributed to the biosolids as a source) that are sold and define them as <u>products</u> .			
To act as a liaison between CFIA and other agencies such as the Canadian Biosolids Partnership.			



## Key Results Area: Communications and Operating Environment

### Mandate:

- To communicate effectively regarding the role of the CFPF, and the benefits and safety of fertilizer and supplement products.
- To provide strategic direction to the communications activities of the Canadian Fertilizer Products Forum (CFPF);
- Review communications products produced for the CFPF to ensure consistency with the CFPF's key messages, prior to final approval by the Executive Committee; and
- Support the internal communications needs of CFPF members, especially participants in other Working Groups.

<b>Strategic Objectives (Projects and Programme Elements)</b>	<b>Operational Goals (Action Plan: Tasks and Milestones)</b>	<b>Details (How and who?)</b>	<b>By when?</b>
To communicate with external audience (general public, other industries, government, NGO's etc)	By developing CFPF key messages	Working with CFPF consultant and Project Manager, develop and approve Key Messages	February 2007
	By establishing Website for external audience	Working with CFPF consultant and Project Manager, develop and approve website format and look and feel	February 2007 approval, May 2007 launch, ongoing updates
	By developing press/ news releases (press releases will focus on demonstrating value to membership)	Working with CFPF Project Manager to ensure that "good news stories" and accomplishments of CFPF are released	As needed
	By developing relations with relevant media.	In collaboration with CFPF Project Manager	Ongoing



	By establishing an inclusive CFPF member database for updates to members.	With support of CFPF consultants, ensure a comprehensive database that is regularly updated for member outreach and information	Ongoing
	By coordinating the writing and contribution of articles to trade publications on a volunteer basis, and establishing a budget for future writing.	Working with CFPF Project Manager, identify volunteers to write articles	Ongoing - No budget
	By developing and circulating brochures.	Working with CFPF Project Manager to develop and approve content for brochures	May 2007, & Summer 2008
To communicate with internal audience.	By sending quarterly member updates (Use Email / web contact as preferred choice)	Completed by CFPF consultants	November, December, February, March, April 2007 and ongoing
	By establishing a Calendar of Events and Meetings	Completed by CFPF consultants	Ongoing
	By establishing internal website - Use Intranet to post Minutes, agendas, calendar of meetings and events	To be determined	TBD
	By developing a procedure for getting input and sharing information – between Executive Committee, Working Groups, Members	Working with CFPF consultant, develop and approve process for coordinating priorities, issues and overlap, method for conveying key points to membership	February 2007 and ongoing



	By establishing a structure and format for minutes / agendas so they have a common look and feel and so members know where to look to determine if they need to provide input or respond	Working with CFPF consultant and Project Manager	Feb 2007 for logo, Nov 2006 for formats
	By establishing a consultation plan to determine the type, frequency and format of communication with members, and the timing and type of information needed from them	Working with CFPF consultant, consider and approve CFPF consultation plan	May / June 2007
	By reviewing of working group reports from a communication perspective	Working with CFPF Working Groups, review and approve interim and final reports	Fall 2007 and Spring 2008
	By sending 24 hour notice for important or pressing issues that emerge	Through CFPF consultants, as needed	As required
To provide strategic direction/ support for CFPF.	By identifying and implement vehicles for communication	In collaboration with CFPF consultants and Project Manager, identify vehicles for communication	Ongoing
	By establishing media spokesperson(s) from the Executive Committee identified, able to speak both languages.	Identify spokesperson for CFPF from Executive	Feb 2007
	By establishing technical and scientific expert spokesperson who could give timely response and knowledgeable background to inquiries.	Identify technical experts on each WG	May 2007
	By determining CFPF contact information distinct from CFI to ensure transparency and accountability	<a href="#">Note here that: no budget for separate CFPF phone but that a separate CFPF email has been created.</a>	<a href="#">May 2007.</a>
	By providing input/direction into consultation plan	Working with CFPF consultant, review and approve CFPF consultation plan	May / June 2007



	By providing input/direction into development of strategic plan		January - May 2007
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## Key Results Area: Efficacy

**Objective:** To develop practical recommendations regarding the need for, and type of efficacy data required by CFIA, such that a level playing field is attained, end-users have timely access to innovative products, and such that economic or trade barriers are not inadvertently introduced.

Strategic Objectives (Projects and Programme Elements)	Operational Goals (Action Plan: Tasks and Milestones)	Details (How and who?)	By When
To provide policy review and recommendations.	By reviewing existing policies and recommend improvements to: <ul style="list-style-type: none"> <li>○ Acceptance of international data</li> <li>○ Acceptance of private data</li> <li>○ Standards of significance</li> <li>○ Number of trials required</li> </ul>		April 07
	By establishing recommendations on what triggers efficacy (i.e. reformulations, altered carriers, altered use patterns, others?)		May-Aug 07
To review product exemptions.	By reviewing Schedule II as a possible mechanism to exempt some products.		May-Aug 07
To understand tax credit system.	By considering how tax credits and other tools could make efficacy data more achievable for companies		May-Aug 07
To provide information to CFPF members.	By preparing draft paper on recommendations to CFPF		Sept- Nov
	By presenting findings at CFPF in Ottawa		Sept- Nov



To clarify the requirements for testing and authorization of registered fertilizers.	By developing of a list of products exempt [partially exempt] from efficacy data requirements and/or registration.		
To address the CFIA short-term SAP issues.	By making efficacy (item #6 within the SAP) the highest priority. by striking a task team to deal with this issue on an urgent basis.		December 2006?



## Key Results Area: Marketplace Monitoring & Product Labelling

### Internal Mandate:

The Marketplace Monitoring and Labelling is a permanent working group of CFPF. Its purpose is to discuss systems to oversee quality programs, existing and new, for the fertilizer and supplements sector. It will also explore the role and mechanisms for labelling and propose methods for improvement. These issues will have normally been identified as being of concern by the fertilizer and supplements industry, its stakeholders, or by CFIA.

<b>Strategic Objectives (Projects and Programme Elements)</b>	<b>Operational Goals (Action Plan: Tasks and Milestones)</b>	<b>Details (How and who?)</b>	<b>By When?</b>
To establish groundwork for MMLWG operations.	By creating terms of reference	In collaboration with CFPF consultant	Oct-Nov 06
	By developing a work plan	In collaboration with CFPF consultant	Oct-Nov 06
	By drafting principles of an industry-operated accredited marketplace monitoring system		Oct-Nov 06
	By establishing sub-work groups on sector specific quality assurance protocols <ul style="list-style-type: none"> <li>- compost (working model in place)</li> <li>- bio solids</li> <li>- supplements</li> <li>- micronutrients</li> <li>- inoculants</li> <li>- CFQAP (fertilizer – agriculture)?</li> <li>- Fertilizer- lawn and garden (pesticide blends Program 5A)</li> <li>- Blended products (in which efficacy is not the focus, but the blend is a conduit for other products)</li> </ul>		Oct-Nov 06 Blended products for discussion at next WG meeting.
	By receiving reports and develop communications on CFIA enforcement changes.		Oct-Nov 06



To develop sector specific quality assurance protocols.			Dec 06-April 07
To establish consultation on feed ban implementation between CFIA and work group.			Dec 06-April 07
To review definitions.	By upgrading Schedule 2A and define key words (e.g. organic, natural, waste)		Dec 06-April 07
	By discussing possibility for market research among consumers on label clarity and gather any existing research/data		Dec 06-April 07
	By commissioning and conducting market research on labeling		May-Aug 07
	By forming a work group to review: <ul style="list-style-type: none"> <li>- sample labels</li> <li>- template</li> <li>- update guidelines &amp; T4's</li> </ul>		May-Aug 07
To establish marketplace monitoring accreditation process.	By creating a cohesive plan and conduct negotiations with CFIA.		May-Aug 07
To report back to CFPF.	By preparing marketplace monitoring report including sector specific standards for next forum		Sept-Nov 07
	By working with CFIA on regulatory and policy changes regarding labeling stemming from work group. Prepare documents for review/endorsement at Forum		Sept-Nov 07
	By creating a report on market research and an "options paper" for discussion at Forum		Sept-Nov 07
To establish a means for implementing and establishing a marketplace monitoring program.	By developing and promoting a marketplace monitoring system		Dec 07-Mar 08
	By working with the CFIA to improve alignment of enforcement resources and mechanisms with CFIA		Dec 07-Mar 08



	By developing an action plan on labeling changes and establish path forward		Dec 07-Mar 08
To create updated definitions from Schedule IIA.	By developing a document that has a side-by-side comparison of CFIA and AAPFCO definitions in a chart. It will be colour-coded to indicate areas of difference.		
	By developing regular five year review process.		
	By moving the schedule out of regulations and into a departmental directive?		
To create organic definitions for fertilizers	By obtain draft of Canadian Organic standard definitions in an effort to harmonize with it and keep domestic definitions consistent.		
	By aligning "organic" with the standard of production for organic. (The bottom line is the consumer)		
	By harmonizing definitions with U.S.		
Supplements.	By trading the memo of definitions for use in regulations and guidelines and convert Schedule IIA to exempt list?		
	By referring the full list of compiled definitions to send to New Products to review items for Schedule IIA inclusion.		
To conduct market research with customers.	By defining audiences (general consumer vs. professional (golf courses, municipalities, lawn care, farmers))		
	By testing a single core label option with multiple audiences rather than testing concept of multiple labels for multiple audiences (Include education element to ensure safety, environmental protection, and proper use in labeling efforts)		



	By gathering existing labels and thinking up options for mock ups of changes. (What do they need for information? Do they understand it?)		
	By understanding/articulating the elements of the label that are prescribed and other may be best practices.		
	By calling for labels and “sanitized” versions of any existing market research that companies are ready to share to collect information on the needs of the audience.(Issues Ink)		
To establish testing end consumer products as a first priority.			



**Key Results Area: Regulatory Efficiency  
(As identified by the Regulatory Efficiency Working Group)**

**Objectives:** To provide practical recommendations to CFIA to improve the efficiency of the regulatory system such that 1) Registration times are reduced, 2) Regulatory costs are reduced, and 3) a level playing field amongst industry participants is achieved.

**Internal Mandate:**

- To provide technical review of the Act & Regulations and their impact on the economic success of the industry, and
- To work with the CFIA Fertilizer Program on all issues that affect the smooth & efficient operation of the regulatory process.
- To work with other WG's on issues of common interest, to avoid overlap & duplication.

<b>Strategic Objectives (Projects and Programme Elements)</b>	<b>Operational Goals (Action Plan: Tasks and Milestones)</b>	<b>Details (How and who?)</b>	<b>By When?</b>
To develop clear and concise set of definitions for regulations	By...		
To provide streamlined approach to Research Authorizations (T-4-103).	By addressing the T4-103 proposed revisions.		
	By striking ad hoc technical committee to provide detailed feedback to the WG on the CFIA proposed approach to (field trial) mapping requirements and application timeline requirements.		by late December 2006
	By putting example map in the instruction package.		Completed March 2007
	By addressing service standards within s.6.2:		by late December
To support CFIA in the establishment of its own registration process in order to:	By liaising with the Efficacy working group support the development of efficacy standards.		
	By working with CFIA to develop a process for tracking status of applications.		



<ul style="list-style-type: none"> <li>• reduce time to market</li> <li>• improve competitiveness of farmer producers</li> <li>• reduces overall costs</li> </ul>	By working with CFIA to establish events / training on regulation		
	By working with CFIA to develop standards for acceptability of industry research		
	By developing a DACO Table – submission requirements	Discuss meaning of this at next WG meeting.	Refer for discussion
	By addressing conditional registration, similar to PMRA		
	By working with CFIA to modify and develop a tiered approach to file queuing		
	By providing recommendations re: content of a registration guidebook		
	By working with CFIA to establish service delivery standards		
<p>To work with CFIA to reduce cost of registration for registrants.</p> <ul style="list-style-type: none"> <li>• Makes industry more competitive</li> <li>• Encourages innovation</li> <li>• Farmers and consumers get timely access to new technology</li> <li>• Canada becomes more productive</li> <li>• Cost of entry is reduced, can invest in other areas.</li> </ul>	By developing a baseline study of economic impacts of current regulatory framework		
	By establishing recommendations on the scope / nature of efficacy data requirements for specific product types		
	By working with CFIA to extend the registration period beyond 2 years		
<p>To strive to maintain and improve a level playing field amongst competitors in</p>	By working with CFIA to improve consistency of national responses and interpretation of registration requirements.		
	By providing recommendations re: content of a registration		



<p>order to:</p> <ul style="list-style-type: none"> <li>a. Encourage competition – end users and farmers benefit</li> <li>b. Mitigate registration imbalances that could play a role in registration</li> </ul>	<p>guidebook</p> <p>By addressing imbalances between companies with different access to resources.</p>		
<p>To review the 24% NPK rule.</p>	<p>By...</p>		



## Appendix A – Background Information

### Purpose

The purpose of Canadian Fertilizer Products Forum (CFPF) is to facilitate consensus-based advice to government and to create a forum for dialogue among stakeholders, on mutually beneficial processes that protect the public and the environment. CFPF promotes a regulatory milieu that encourages innovation, environmental and economic and environmental sustainability and international leadership for Canada in the field of fertilizers and supplements.

CFPF works at the interface between regulators, industry organizations and the public, to develop consensus-based recommendations on a broad range of regulatory issues including, but not limited to:

- ❖ Improving the efficiency of the regulatory system and removing disincentives to innovative product development in order to speed the passage of products through the system, encourage innovation, international leadership and to provide environmental and economic and environmental sustainability
- ❖ Enabling regulatory environment that can accommodate future products and technologies
- ❖ Ensure safe efficacious products reach the market in a timely manner for the benefit of the Canadian farmer and the fertilizer and supplements industry
- ❖ Regulatory policy development and compliance
- ❖ Improving internal and external communication between stakeholders and with civil society

The purpose of the CFPF Strategic Plan is to ensure that the CFPF, through the Executive Committee, has:

- a mandate statement that aligns with member priorities;
- a mission statement that puts the mandate into action;
- a vision statement that realistically projects the mandate and mission into the future;
- strategic directions that inform the long-term activities and goals of all Forum members;
- a hierarchy of goals and objectives that, when completed will realize the vision;
- Measurable strategic outcomes

This Draft Strategic Plan will focus on the next 2-3 years, to ensure the ongoing sustainability of CFPF beyond the initial 2 year funding period.



### **Key Criteria for Strategic Plan Development**

A number of key criteria have been applied to the development of the CFPF Draft Strategic Plan. These criteria will guide the development and implementation of the Plan, including:

- the plan will coordinate the activities of the CFPF and influence activities of member organizations
- the plan will be a sector-wide approach to ensure a collaborative and inclusive approach within the Canadian fertilizer product sector
- the plan must focus beyond the 2 year granting period, to ensure the sustainability of the organization (a three year (rolling) plan, updated annually?)
- the plan must respect / consider the budgetary limitations and volunteer resources available for implementation
- the plan must respect and activate the autonomy of the CFPF while ensuring accountability to member / stakeholder needs and interests

### **History**

Since its inception, the CFPF has worked to fulfill its mandate,. The development of the various working groups can be characterized as grassroots in nature, as areas of major concern have been identified by the Executive or during the annual meetings, and individual members have stepped forward offering to lead working groups in order to address issues within each area.

After the leadership is established a general call is distributed throughout the Canadian Fertilizer Products Forum community inviting stakeholders and anyone interested to make input to the process and develop any recommendations emanating from the WG. Working groups are then assigned a facilitator from the secretariat in order to coordinate meetings and follow-up and to convene monthly teleconference meetings.

A detailed strategic / action plan is required at this time so that Executive can:

- identify any gaps or excessive overlaps between the working groups
- identify any gaps within existing working groups
- create appropriate linkages between working groups to meet strategic objectives
- manage the overall strategic direction and productivity of the Forum as a whole
- plan for sustainability of the organization past the two-year funding period



The DRAFT Strategic Plan has been considered by Executive Committee members and Working Group Chairs, and will include collaborative input from the membership. It is the intention of Executive to finalize and publish the draft strategic plan by May 2007, and finalize it at the November 2007 CFPF conference.

### **Approach**

The strategic plan will be developed by the Executive Committee in collaboration with members and will provide the vehicle by which the mission is achieved. Since its inception in November of 2006, CFPF has made significant progress.

An effective governance structure has been put in place to ensure the work of CFPF proceeds smoothly and efficiently with over arching coordination and strategic direction provided by the Executive Committee. Working Groups are charged with the responsibility of making recommendations in each of the Key Results Areas, and WG action plans provide the content for the strategic objectives / operational goals framework.

The development of the Strategic Plan has followed the development process below:

1. Draft Strategic Plan developed from work of CFPF conference and Working Groups
2. Executive Committee reviews Draft Strategic Plan and provides feedback on structure and content at the 27 March 2007 meeting
3. COEWG, Executive Committee members and Chairs of Working groups take part in a special meeting to refine the Draft Strategic Plan
4. Draft Strategic Plan is revised and circulated to members for review and comment
5. Feedback from members is integrated into the plan and then approved by Executive
6. Strategic plan is published on CFPF website

### **Mandate Statement**

For the purposes of this document, a mandate statement is defined as succinct statement that documents member priorities and complies with the charter of the CFPF.



The Forum's mandate, as described by Craig Rickard, CFPF Chair, in his opening remarks of the Canadian Fertilizer Products Forum in November 2006 is:

*"The purpose of Canadian Fertilizer Products Forum (CFPF) is to facilitate consensus-based advice to government and to create a forum for dialogue among stakeholders, on mutually beneficial processes that protect the public and the environment. CFPF promotes a regulatory milieu that encourages innovation, environmental and economic and environmental sustainability and international leadership for Canada in the field of fertilizers and supplements."*

### **Mission Statement**

- 1) **Improve the efficiency** of the Canadian **regulatory system** and policies for fertilizers and supplements to encourage innovation, economic and environmental sustainability and international leadership;
- 2) **Enhance the reputation** of the industry and public confidence in its products via communications to a broad range of stakeholders;
- 3) **Plan for the future** by analyzing emerging opportunities, new technologies and strategies on how agricultural producers can remain competitive.

### **Vision Statement**

For the purposes of this document, a vision statement is defined as a succinct statement that realistically projects the mandate and mission into the future.

### **PROPOSED**

To support an effective and innovative regulatory system, and the development of new fertilizer products by member organizations, while working collaboratively with other stakeholders who have an interest in the sector to ensure that Canadian fertilizer products meet or exceed the highest international standards

OR

Something like: To develop an ongoing, sustainable framework in which fertilizer and supplement stakeholders can participate and continue to provide feedback and consultation such that the regulatory system can fully modernize and ensure users of fertilizer and supplements in Canada are globally competitive and have access to new products in a timely manner.



### Strategic Directions

- **Build a national framework** for consultation between stakeholders and regulatory agencies that is coherent, yet flexible enough to take into account the specific requirements of diverse stakeholders;
- **Provide consensus-based advice to government** via the CFPF on matters relating to fertilizer and supplement regulation, guidelines and policy;
- **Communicate** internally and externally with a broad range of stakeholders and civil society on the role and benefits of fertilizers and supplements and the way in which the current regulatory system ensures that safe and efficacious products reach the market
- **Conduct research** necessary to support a modern regulatory system, analyzing emerging market opportunities and new technologies, and identifying how agricultural producers can remain competitive in the future.



## Appendix B – Executive Committee Membership

The executive committee was approved during the November 2007 Annual General Meeting. The current Executive members include:

Volunteer	Organization	Email
Craig Rickard <b>(Chair)</b>	Agrium	
Adrian Toth (replacing Catherine Jefferson)	Canadian Water and Wastewater Association	atoth@cwwa.ca
Jereleen Brydon	Wolf Trax Inc.	jereleen@farmtested.com
Darrin Qualman	National Farmers Union (shares a seat with Mike Leslie)	<a href="mailto:Qualman@nfu.ca">Qualman@nfu.ca</a>
Mike Leslie	Grain Growers of Canada/Alberta Barley Commission (shares a seat with Darrin Qualman)	<a href="mailto:mleslie@albertabarley.com">mleslie@albertabarley.com</a>
Paul Lefebvre	OABA Lawn & Garden Committee	<a href="mailto:gardenworth@sympatico.ca">gardenworth@sympatico.ca</a>
Peter McCann	Plant Inoculants Canada	<a href="mailto:p.mccann@sympatico.ca">p.mccann@sympatico.ca</a>
Susan Antler	Composting Council of Canada	<a href="mailto:santler@compost.org">santler@compost.org</a>
Wendy Omvlee	Canadian Federation of Agriculture	<a href="mailto:Wendy.omvlee@sympatico.ca">Wendy.omvlee@sympatico.ca</a>
Richard Phillips	Grain Growers of Canada	<a href="mailto:phillips@ggc-pgc.ca">phillips@ggc-pgc.ca</a> Phillips@telus.blackberry.net

### Advisory Members to the Executive Committee:

Glyn Chancey	Canadian Food Inspection Agency	<a href="mailto:chanceygd@inspection.gc.ca">chanceygd@inspection.gc.ca</a>
Luc Mougeot	Canadian Food Inspection Agency	<a href="mailto:lmougeot@inspection.gc.ca">lmougeot@inspection.gc.ca</a>
Ewa Madey	CFIA	<a href="mailto:madeye@inspection.gc.ca">madeye@inspection.gc.ca</a>

### Staff Support:

Clyde Graham <b>Executive Dir. of CFPF</b>	Canadian Fertilizer Institute	<a href="mailto:cgraham@cfi.ca">cgraham@cfi.ca</a>
Robynne Anderson & Stephani Roy McCallum	Issues Ink and Circle Associates	<a href="mailto:Robynne@issuesink.com">Robynne@issuesink.com</a> <a href="mailto:Circle.associates@rogers.com">Circle.associates@rogers.com</a>
Carla Ventin Project Manager	Mile26 Strategy Inc. 613-878-6784	<a href="mailto:mile26@rogers.com">mile26@rogers.com</a>



## Appendix C— Planning for Sustainability of CFPF

The following items have been identified as suggestions for “how” to make CFPF Sustainable past the two year funding period:

- Should not be fearful of CFPF phasing itself out of existence (time required as well)
- Don't want to chase grants/government funding for feasibility
- Demonstrate value to the end consumers-the founding principle of going forward
- Piggy back activities on CFIA/PMRA etc.
- Address first two objectives, and meet annually on plan for the future.
- Accepted definition of biosolids nationally – ongoing until addressed.
- Want national workshop on biosolids in Moncton
- Have an organization sponsor a working group
- In-house assistance from CFIA/HC etc
- Provinces will benefit-so tap into provincial ministries.
- Get funding from companies
- Membership fees.
- Increase members
- Deliver and communicate benefits to members
- Increase the number of registered products and tonnage fees. Likelihood a willingness of CFPF members to pay fees.
- Have non-voluntary type of membership with its associated fees ie licensing
- Focus on bare bones, working group versus outreach.
- Presently only seven members are paying. Those on a working group should pay fee.
- Create target lists of who needs to be more involved.
- Develop document outlining the importance for members to get involved.
- ACAAF Part II a reality? Not unreasonable to ask for ACAAF Part II submissions.
- Stronger Shareholder involvement. In kind contribution. Organizational involvement.
- CFIA recognize CFPF importance. Piggy back and work together-value added.
- Look at EC/HC/provinces/municipalities.
- 100,000 members over whole association; 200 active, 100 in working group. More would be interested if they knew what was going on.
- Membership fee mandatory. Need basis/criteria.
- Expand involvement
- Grant money
- Scale down – from \$100,000 to \$50,000.
- Structure of fees
- Fee for service
- Permanent leadership – need commitment



- Could privatize organization and have it run by a contractor.
- Partnership with Seed Forum-have common administration, long term Memorandum of Understanding with CFIA for annual meeting.
- Partnership with AAPFCO – economies of scale
- Funding on association/sector basis – individual basis
- Individual hosting/sponsorship of events
- Industry Canada
- More interested as results appear.