

Update on Progress

Building a Single

National Seed

Organization (NSO)

July 2019

Presentation Outline

- Introduction / Context.
- Organizational Design and Governance
Transition Team / Consulting Support.
- National Seed Organization – Areas of agreement and areas where more work is needed (State of the Debate and Work Ahead).
- Moving Forward / Next Steps.

INTRODUCTION AND CONTEXT

Oversight Committee's Role

An Oversight Committee was established in late 2017, with this role:

- Play a liaison role (with their own Board and other Boards) as it relates to the Seed Synergy Collaboration initiative.
- Ensure there is attention to the Seed Synergy Collaboration Project at the executive level.
- Provide views and expertise – act as a high-level sounding board for the project.

The focus of the discussions of the Oversight Committee over the last few months has been mostly on governance and structure.

Current Members Oversight Committee

- CSGA Jonathan Nyborg (East)
Roy Klym (West)
- CSTA Todd Hyra
- CSI Claude Lapointe
- CropLife Canada David Hansen
- CPTA Rod Merryweather
- CSAAC Morgan Webb

Next Generation Seed System

VISION

A reformed, industry-led, government-enabled seed system that effectively attracts investment from businesses both large and small, fosters innovation, and delivers new and tailored seed traits to customers efficiently.

WHITE
PAPER
PROPOSALS
TO ENABLE
THIS VISION



**Stimulating
Innovation**



**Modernizing
the Seed
Regulatory
Framework**



**Building the
Next
Generation
Seed
Organization**

The White Paper

- The Seed Synergy White Paper's released in December 2018 represents a potential high-level blueprint for change.
- A core element of this blueprint is the idea of a new public-private partnership model, where primary responsibility for delivery of the seed certification system and related functions would be delegated to a new National Seed Organization.

Why a Single National Organization?

- We know that having 5 different organization plus CLC, many with the same members, each having their own processes, meetings, responsibilities, etc. is not efficient.
- Each organization fills an important role in the system, and overall the sector could be much more efficient.
- **A single consolidated seed industry organization (5 consolidated plus MOU with CropLife Canada) deliver the seed certification program, provide services to its members, deliver the training required to keep the sector current and enable the quality assurance of the seed system and lead the sector into the future, to the benefit of Canadian agriculture.**
- A single consolidated seed organization will be positioned to speak to government and other stakeholders with one voice.
- This is not strictly about saving money on operations, it's about saving time, increased efficiencies, offering better services, and doing more as a harmonized group.

What Would the Future National Service Organization Do?

A future National Seed Organization would have a very diverse set of functions; it would bring together the various functions currently performed by the 5 organizations, and more. Based on the mandate, functions would likely include:

- Regulatory services
- Information Technology / Digital Services
- Intellectual Property Protection, Plant Breeding Research
- Communications, Training
- Advocacy
- Support functions (e.g. Human Resources, Finance, Administration)

Functions of a National Seed Organization

A future NSO would have a very diverse set of functions; it would bring together the various functions currently performed by the 5 organizations, and more.

Here is an **EXAMPLE** of what the functions might look like:

Regulatory Services	Information Technology and Digital Services	Intellectual Property Protection / Plant Breeding Research	Communications	Advocacy	Support Functions
Seed Certification Labs & Field Inspections Quality Assurance Audit Services	Information Seed Technology	Intellectual Property Protection Plant Breeding Research	Industry Training NSO Training Member Services Communications to Members	Advocacy Government Affairs Market Access Public Affairs and Social License	Human Resources Finance Administration

Progress Since the Last AGM

- Summer 2018: Boards support to EXPLORE consolidation among the 5 “seed only” organizations, with a formal alliance with CropLife Canada.
- Fall 2018: The White paper was endorsed by 5 boards (CSTA, CSI, CPTA, CSAAC and CropLife Canada). The CSGA endorsed the White Paper as a document to consult with members.
- Winter 2019: The White Paper was discussed with CSGA members at Provincial Seed Growers Associations, including specific questions related to the formation of a National Seed Organization.

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Progress Since the Last AGM (cont'd)

- Spring 2019: Since the winter meetings with Provincial Seed Growers Associations, the CSGA Board has begun to “work the details” and proposed additional options and thinking.
 - These are outlined in the current issue of “Seed to Succeed”.
 - These options/ideas have not been discussed in depth with the partners.
 - These are the types of ideas and details that the transition firm will help us work through.

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Progress Since the Last AGM (cont'd)

- Fall 2018/Winter 2019: Oversight Committee members explored a number of governance questions, assisted by governance experts and/or facilitation support:
 - Governance questions explored include: considerations for amalgamation related to the federal Not-for-Profit Act, board types/options, board size, board composition (i.e. range of skills, backgrounds, experience and diversity required on the Board), term limits, committees, transition, timelines, due diligence, etc.
- Spring 2019: The services of a professional firm to act as a Transition Team to plan, administer and facilitate the process of developing a detailed National Seed Organization were sought.

**ORGANIZATIONAL
DESIGN AND
GOVERNANCE
TRANSITION TEAM /
CONSULTING SUPPORT**

A Consulting Firm Was Selected

- We need to develop a real, workable organizational model that represents everyone's interests.
- Details are important and we need specific expertise - legal, organizational design, governance.
- We hired a firm of experts in this type of transition to guide us and pursue an aggressive timeline.
- We're not just talking anymore, we're doing.

Note: A rigorous process was followed to select the consulting firm:

- A Request for Proposal (RFP) was developed and sent to several potential bidders.
- Proposals received were evaluated according to criteria outlined in the RFP, complemented by telephone interviews with top few bidders.
- The winning bid was selected.

Transition Team - StrategyCorp



StrategyCorp has been selected:

<https://strategycorp.com/>

- **Expertise in providing strategic advisory services** – public affairs, strategic communications, and management consulting – to private and public sector organizations operating in complex, highly regulated and highly scrutinized environments.
- Its **unique service capabilities** allow StrategyCorp to analyze its clients' challenges through multiple lenses – business, political, and communications – to provide valuable advice and create conditions for their success.



StrategyCorp Team

- **Chris Loreto**, Engagement Principal
- **Lisa Samson**, Principal; Public Affairs and Stakeholder Relations Lead
- **Leslie Noble**, Principal
- **Conal Slobodin**, Project Manager
- **Ali Badruddin**, Target Operating Model and Organizational Design Lead
- **Chris Salloum**, Change Management Lead
- **Troy Sherman**, Process Facilitation Lead

Transition Team Responsibilities

- Plan, administer and facilitate the process of developing a detailed National Seed Organization Model that will be endorsed by the Oversight Committee and then proposed to the individual boards for agreement.
 - Organizational Design and Governance (mandate, organizational structure, board model/composition, committee structure, membership model, etc.).
- Planning, coordination, budgeting, identification and issues resolution, etc.

The Transition Team will:

- Work directly with the Oversight Committee and Executive Directors to coordinate activities/work needed to create the new organization.
- Ensure feedback directly with appointed representatives on the Oversight Committee and boards of individual associations when requested by Oversight Committee.

**NATIONAL SEED
ORGANIZATION – “STATE
OF THE DEBATE” AND
WORK AHEAD**

Work Continues in Several Areas

Assisted by the Consulting Firm, we will continue to work on:

- The Mandate of a Future National Seed Organization.
- The Governance Model for a Future National Seed Organization.
- The Organizational Design of a Future National Seed Organization.
- Transition steps, timeframe and associated plans.

Note: re Mandate and Governance there is agreement at the high level, however details need to be worked out.

Mandate

General support for the mandate of the National Seed Organization:

- Consensus-based seed policy development;
- Seed education, promotion and advocacy;
- Seed industry professional development and recognition programs;
- Intellectual property protection and value creation systems development;
- Provision of seed regulatory and other services;
- Seed traceability and transparency systems development;
- Seed system digitization and interoperability development.

Governance Model

General Agreement for the following concepts:

- The governance model would ensure selection of directors based upon principles of transparency, regional representation, competency, accountability and equitable representation of clearly defined stakeholders.
- Provincial seed grower associations will continue to be an important part of the seed system in Canada.
- The governance model would ensure that the integrity of the organization's regulatory and system oversight functions is safeguarded.

Governance Model

Questions that need to be dealt with include:

- How to design board composition, committee structure and decision making processes to ensure the organization makes informed decisions in the best interests of the entire stakeholder community (e.g. how functional and regional interests are represented).
 - There is agreement that the Board of a National Seed Organization needs to be representative in terms of the regions of Canada AND it needs to include representation of the key functions of a new National Seed Organization. → The question is how best to achieve this.

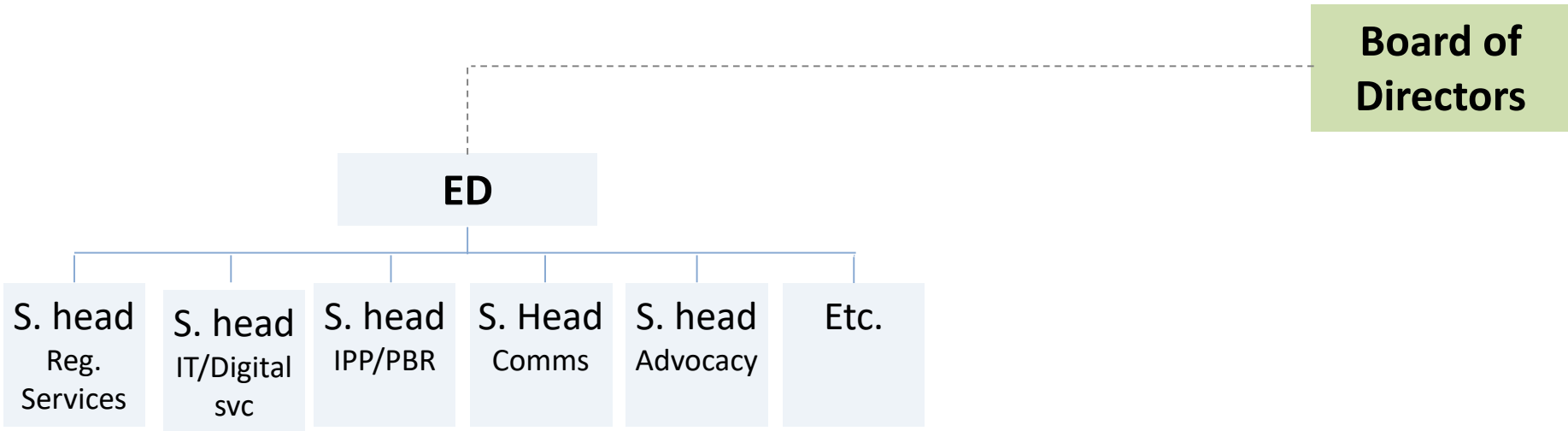
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Governance Model (cont'd)

Questions that need to be dealt with include:

- How will Provincial Seed Grower Associations be connected to a new National Seed Organization.
 - (e.g. What role will they play? Would they remain “seed growers” association or would they become seed associations with broader membership (e.g. include non-seed growers, to facilitate their involvement in a new broad based national organization).
- How to achieve full participation of all members in organizational decision making (e.g. distance participation mechanisms, e-voting, etc.).
- The nature of membership and other details (e.g. membership fees, branding, etc.).
- Funding model.

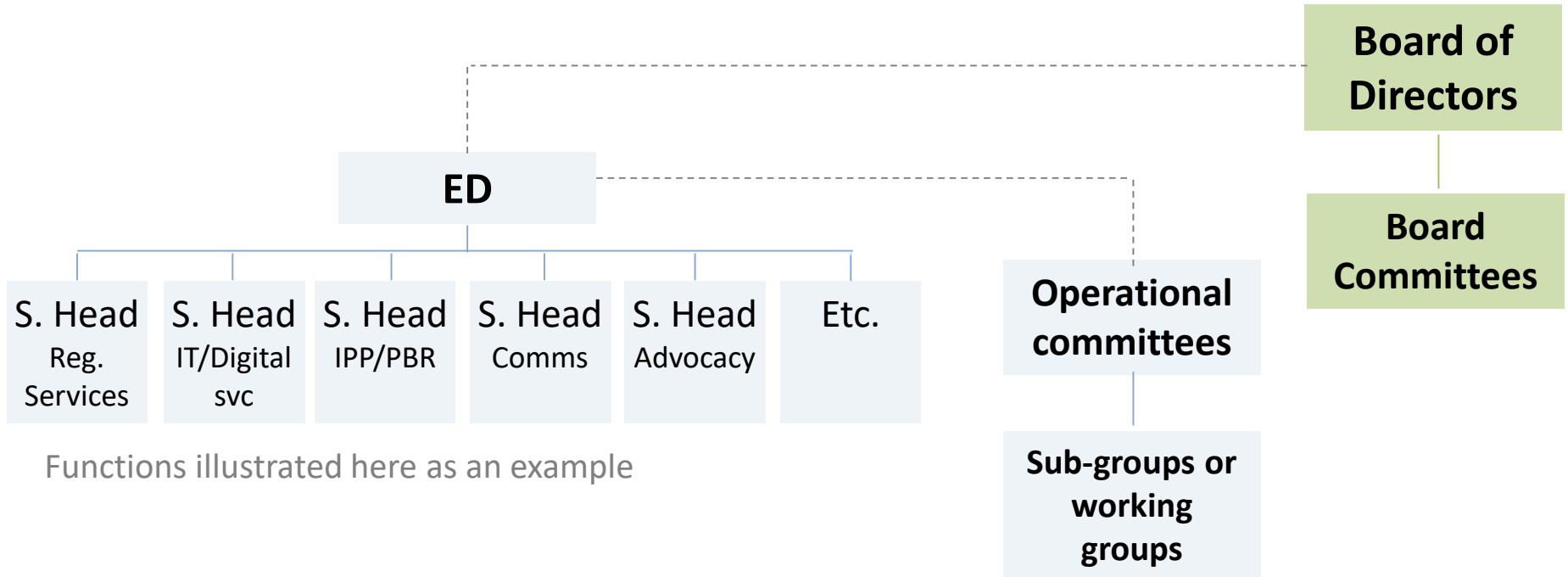
Overall Structure and Reporting



Functions illustrated here as an example

We can imagine an organization with a set of Section Heads responsible for various functions, reporting to an Executive Director (ED) who reports to a Board of Directors.

A Solid Committee Structure Is Important



Functions illustrated here as an example

In addition to the Board of Directors, Board Committees and Operational (or technical) Committees are also part of the governance. The Board is not the only place for representation. Strong grassroots committees that feed of the Board, ED and sections are an important aspect of the governance.

MOVING FORWARD / NEXT STEPS

Moving Forward

- There is a high level of commitment to continue to work together and move forward.
- We will continue to use a thoughtful approach to consider structure and governance questions from a diversity of perspectives and to determine how best to support the implementation of the new organization's mandate and serve its membership.
- Boards and members will continue to be engaged, as well as Provincial Associations.

Moving Forward

- This has been and will continue to be hard work.
- We are looking at the needs of the seed sector and the needs of our respective members.
- We knock heads, we have debates, but we're all fundamentally on the same page.

Immediate Next Steps

- Working with StrategyCorp, expect the conversation to continue – including additional member, stakeholder, government, engagement.
- We are committed and working together to build consensus.
- This is a generational opportunity for our sector! And we will stay at it!

DISCUSSION

Discussion / Question

- What advice do you have for the Oversight Committee as the work continues?

THANK YOU