

# GROWING THE FUTURE

ANNUAL REPORT 2010-2011

# 01

## THE CANADIAN SPECIAL CROPS ASSOCIATION (CSCA)

The CSCA is the national trade association that represents processors, exporters and service providers 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 strives to enhance the profitability of our members by influencing outcomes that increase efficiency and enhance value of the products and services they offer.

The CSCA has grown to more than 110 members, ranging from large multi-national organizations to single-plant processors. In addition to our direct

members, the CSCA welcomes processor, associate and affiliate members, who together represent more than 85% of pulses and special crops produced in Canada. The Association has evolved over the years to reflect the changing scope of member needs in the pulse and special crops industry in Canada.

Since 2007, many of the services and functions of the CSCA have been contracted out to Pulse Canada. In exchange, the CSCA provides strategic guidance and operational funding to projects that Pulse Canada carries out on behalf of grower groups and the CSCA. The CSCA appoints two members to sit on Pulse Canada's seven-member Board of Directors.



# 02

## PRESIDENT'S MESSAGE



**Anthony Kulbacki**  
*President, CSCA*

As the CSCA celebrates its 25th year, our work as an association continues to gain momentum and clarity. This direction is important to those of us who are members here in Canada, and to our customers around the world.

As President of the CSCA, I am pleased to present the 2010-2011 Annual Report. The CSCA focuses its efforts on increasing value and reducing costs for its members. Since 1997, the CSCA has provided Pulse Canada with funding and direction to find solutions to the challenges that we face. Our financial support of Pulse Canada means membership dollars are leveraged further to promote and support the interests of the Canadian pulse trade and special crops industry. Join me in taking pride in the organization we have helped build, and what we have accomplished for our industry by working together.

Notable progress was made towards several free trade agreements (FTAs) in 2010-2011. FTA negotiations were launched with Morocco, a trade agreement with Colombia was ratified by Canada, and important groundwork was laid for an agreement between Canada and India that will eliminate barriers for Canadian shipments into our biggest market. These developments were all encouraged, supported and advocated for by the CSCA.

The industry also made great strides in its efforts to improve the level of service members receive from railways. After three years of consultation on the subject, both the Rail Freight Service Review Panel and the Government of Canada recognized CSCA's recommendations for the establishment of service level agreements as a key solution to the challenges facing Canada's transportation system.

This announcement marks a significant shift in thinking, and what is hopefully the beginning of a more efficient and effective rail service value chain in Canada. There

is still work to be done, but the recognition of CSCA's recommendation above many others shows that our sector can play a major role in bringing workable solutions to the table.

The CSCA also hosted its most successful convention in July 2010, where we welcomed nearly 400 guests from more than 21 countries to Saskatoon. New contacts were made, business was done and delegates learned about new and emerging issues facing our industry.

The CSCA's investment in Pulse Canada has also supported important work to increase the value of pulses in the eyes of our customers, lawmakers, the media and health and environmental experts. For example, Pulse Canada formed the Nutrition & Health Working Group to determine which health and nutrition attributes should make up the "brand essence" of pulses. Their recommendations will form the foundation of future marketing efforts to the food industry. Outreach to leading food companies continued throughout the year, and new research papers identifying the important role pulses play in maintaining a sustainable environment were distributed to key agriculture and food industry contacts.

Concurrent with all of these activities, the CSCA board finalized a new strategic plan for the association. After surveying the membership through a number of consultation sessions, we now have a new plan in place that will focus on enhancing the profitability of our members. By influencing outcomes that reduce costs and enhance value of the products and services our members offer, the CSCA will assume a leadership role on the issues that matter most to them and deliver value for every membership dollar it receives.

On a personal note, I would like to extend my thanks and appreciation to the CSCA Board and staff for their dedication and contribution over the past year.

Finally, I want to thank all CSCA members for their ongoing support of the association. I welcome your thoughts and comments on this report, and the association's activities. By focusing on providing results for our members, we continue to "grow the future" of Canada's pulse and special crops industry.

# 03

## GROWING TRANSPORTATION SOLUTIONS

Predictable transportation service and equipment supply are key to reducing costs for the pulse and special crops value chain. By encouraging process improvements and working to establish an enabling legislative environment, the CSCA is focused on delivering outcomes that will enhance the competitiveness of growers, processors and exporters.

This year marked the end of the first chapter in the most exhaustive review of rail freight service ever conducted in Canada. Representatives of the CSCA appeared before the government-appointed Rail Freight Service Review Panel on five occasions to advance the interests of the Canadian pulse and special crops industry including comprehensive recommendations for the development of service level agreements between supply chain stakeholders.

Of the hundreds of recommendations filed in over 140 submissions, the service level agreement concept was ultimately put forward by the Panel as a key solution to transportation challenges plaguing the Canadian supply chain.

In March 2011, the Ministers of Agriculture and Agri-Food and Transport announced the government will take action above and beyond what the Panel recommended to address industry concerns. The

government committed to table new legislation giving shippers the right to a service agreement with the railways and provide a process to establish an agreement, should commercial negotiations fail.

As part of the effort to affect change, the CSCA and Pulse Canada took on a leadership role within the Coalition of Rail Shippers, a group comprised of shippers and organizations representing mining, forestry, chemicals, fertilizer, propane gas, automotive manufacturers, agriculture and retail sectors. By drafting Coalition positions, spearheading the development of a Service Review Forum and chairing a subcommittee on performance measurement, CSCA representatives established a reputation as constructive leaders within the shipping community.

This reputation was evident in meetings the organizations held throughout the year with the Minister of State for Transport, opposition transportation critics, influential Members of Parliament from all parties and departmental staff from Transport Canada and Agriculture and Agri-Food Canada. The pulse and special crops industry has a credible voice in Ottawa at a time when critical decisions are being made regarding transportation policy.

In 2010/11, the CSCA also expanded participation in the pulse and special crops industry's one-of-a-kind performance measurement initiative that quantifies the level of service provided to the industry. This year the program recorded and tracked 2,260 car orders for the purpose of measuring order fulfillment and tracked 13,200 railcars and 930 containers for trip creation and transit time measurement purposes. With eight key shippers supplying data and more joining the program weekly, the pulse industry is leading the Canadian shipping community in establishing objective information about the performance of its supply chain.

The CSCA also provided leadership to the industry's Transportation Technical Working Group; a problem solving forum for the pulse supply chain involving over 30 representatives from different companies. Among other results, these meetings have helped address challenges related to the supply of unclean equipment, advanced notification for changes to service plans, and the need for more responsiveness from railways including indentifying additional account representatives for shippers.

Working to improve service levels and the legislative environment will grow transportation solutions for the pulse and special crops industry.



“THE NATION THAT FINDS THE **BEST POLICIES** TO RESPOND TO TRANSPORTATION AS A SYSTEM MAY WELL BE THE ONE THAT DOES BEST IN THE COMPETITIVE INTERNATIONAL MARKETPLACE”.

*Kristine Burr, Assistant Deputy Minister, Transport Canada. Quoted in Time for a New National Vision: Opportunities and Constraints for Canada in the Global Movement of Goods, June 2008*

“Pulse Canada proposes that the Panel recommend the establishment of service level agreements between Class 1 rail carriers and car load shippers, intermodal shippers and bulk/unit train shippers and other critical supply chain stakeholders such as transloaders and port authorities.”

Pulse Canada submission to the Rail Freight Service Review Panel, April 2010

“The Panel encourages the railways to negotiate service agreements at the request of stakeholders that have an operational or commercial relationship with them, including shippers, terminal operators and transloaders...”

Rail Freight Service Review Panel Final Report, March 2011

“...the government will go further than the Panel recommended and intends to proceed with tabling a bill giving shippers the right to a service agreement with the railways and provide a process to establish an agreement, should commercial negotiations fail.”

News Release – “Government of Canada Acts to Improve Rail Freight Supply Chain,” March 2011

# 04

## GROWING ACCESS TO WORLD MARKETS

Maintaining and enhancing access to markets is critical to the success of the Canadian pulse and special crops industry. In 2010-11 the CSCA worked closely with Pulse Canada to develop an enhanced market access strategy, secured multi-year program funding and made significant progress on the most critical market access issues.

In 2010, the industry secured \$1.6 million in industry and government funding over four years to proactively address market access risk in the Canadian pulse and special crops sectors. This program reduces market access risks related to maximum limits for crop protection product residues, heavy metals and mycotoxins, reduces barriers for further processed pulse products such as flours, starches, proteins and fibres and will also develop country-specific market access strategies for the most critical markets.

In June, the Canada-Colombia agreement was approved by the Canadian government. Once ratified by the Colombian government, the agreement will eliminate import duties for peas, lentils and chickpeas and re-establish competitive, duty free access for an initial 4,000 tonnes of beans into Colombia, which will help rebuild market share lost in recent years due to a prohibitively high 60% import duty on beans. CSCA representatives appeared before House of Commons committees to speak in support of this agreement and worked with Members of Parliament to ensure all parties understood the commercial importance of a deal with Colombia.

Also in June, Mexico's strict application of a zero tolerance policy for quarantine weed seeds suspended canaryseed trade with Mexico. CSCA immediately began working with exporters and Canadian government officials to release shipments held at the Mexican border and to negotiate import requirements for shipments moving forward. CSCA met with Mexican officials on two occasions, once in Mexico and once in Canada to explain the efforts being taken by industry to remove weed seeds and why the complete elimination of weed seeds from field crop shipments is not possible. A series of two interim policies were negotiated that allowed Canada to continue to ship canaryseed to Mexico and provided the option for re-cleaning upon arrival in Mexico if quarantine weed seeds were detected. The latest transition period is scheduled to expire June 21, 2011. CSCA has taken a leadership role in finding a long term solution that ensures Canadian exporters maintain access to our largest market for canaryseed.

In July, the CSCA provided leadership that helped to lay the groundwork for the development of a technical agreement between Canada and India that could remove the need for Canada to certify pulse shipments as free from stem and bulb nematode. Following visits to farm and grain handling facilities, meetings with exporters and negotiations between government officials, to which CSCA members made major contributions, Canadian and Indian officials came to an agreement that, if implemented, will

“COLOMBIA IS... ONE OF THE TOP MARKETS FOR GREEN LENTILS AND CANADA’S EIGHTH LARGEST MARKET FOR PULSES OVERALL, IMPORTING ABOUT 104,000 TONNES, OR \$70-MILLION WORTH OF PRODUCT IN 2009... WITH AN AGREEMENT IN PLACE, WE CAN BEGIN TO RE-ESTABLISH OUR MARKET SHARE FOR RED BEANS INTO COLOMBIA, WHICH WE’VE LOST IN RECENT YEARS.”

*CSCA/Pulse Canada Presentation to the Standing Committee on International Trade, May 2010.*

eliminate tens of millions of dollars of additional risk and cost from the supply chain annually. This agreement builds on six years of work to remove a major market access barrier in place since 2004.

In November, free trade agreement (FTA) negotiations were also launched with India, Canada's largest market for pulses. The CSCA strongly supported the launch of these negotiations and has provided input to negotiators on tariff and non-tariff barriers to trade.

In January, China eliminated its maximum limit for selenium in imported foods. This announcement removed a major barrier for pulse exports that has been in place in Canada's third largest market. Since 2006, Pulse Canada has worked closely with the Canadian government, importers and Chinese officials to re-establish trade, to encourage China's Ministry of Health to undertake a risk assessment and to remove the maximum limit. The removal of this barrier eliminates a major constraint to expanding utilization of pulses in many products in China.

Major progress was also made towards an FTA with Morocco when negotiations were launched in January. The CSCA and Pulse Canada were among the few groups that have advocated strongly for the launch of these negotiations since 2004. Pulse Canada participated in the mission to Morocco with Prime Minister Stephen Harper, Minister of International Trade Peter Van Loan and Minister of Agriculture and Agri-Food Gerry Ritz in January as well as an exploratory mission with Minister Ritz in 2009.

Breaking down trade barriers and building new partnerships will continue to grow the pulse and special crops industry's access to world markets.



*Agriculture and Agri-Food Minister Gerry Ritz, Prime Minister Stephen Harper and International Trade Minister Peter Van Loan at the announcement of Canada-Morocco FTA negotiations featuring “pea pens” from Pulse Canada.*

# 60 percent

60% OF PULSE AND SPECIAL CROPS EXPORTS GO TO CANADA'S FIVE LARGEST MARKETS – INDIA, TURKEY, CHINA, BANGLADESH AND THE UNITED ARAB EMIRATES.

# 05

## GROWING THE FOOD VALUE CHAIN

Canada's pulse and special crops industry continued to broaden its outreach to the \$4 trillion global food manufacturing and foodservice sectors through direct meetings, new partnerships and special events. Greater integration of the Canadian industry into the food sector will grow future demand for Canadian pulses and special crops.

To help with these efforts, Pulse Canada implemented a new business contact management system to enable enhanced monitoring and coordination of contacts in the food sector. This system allows the industry to better target marketing and communications efforts to food sector stakeholders.

In April, Pulse Canada signed a Memorandum of Agreement with the Chinese Cereals and Oils Association (CCOA) to pursue new commercially-driven product development using pulses. This agreement brought together commercial food companies with researchers in Canada and China to identify and pursue the food product development opportunities with the greatest potential for commercialization.

This initiative leverages investments in health, nutrition, functionality and environmental sustainability research to create and implement a research strategy to use pulses in food products such as Chinese staple foods (noodles, steamed breads and dumplings), snack foods and meat products. Capturing even a small percentage of the estimated 70 million tonne flour market in China could result in large incremental increases in Canadian pulse exports to China.

The CSCA contributed funding to launch the Pulse Flour Milling and Utilization Project in July. With contributions from the CSCA, Saskatchewan Pulse Growers, and the

Alberta Pulse Growers matched by government dollars at 25/75, this initiative is being carried out at the Canadian International Grains Institute and evaluates the impact of different milling processes on pulse flour quality and functionality. Flour streams will be tested for functional and nutritional attributes, and will be subsequently tested in various food products. This initiative will help establish new markets for pulse flours as ingredients in baked goods and other food applications.

In November, Pulse Canada partnered with Dutch-based Bridge2Food to organize the Pulses & Health Conference in Amsterdam. 30 different companies participated, including major multinational food companies such as Nestlé, Danone, Barilla and Heinz. Canada's pulse industry had a strong presence including representatives from Alberta Pulse Growers, Saskatchewan Pulse Growers and Manitoba Pulse Growers Association, as well as Canadian pulse processors who attended and participated in the program. The event demonstrated Canada's leadership role in the global pulse industry in the areas of production, supply, research and processing.

Pulse Canada and ConAgra Foods co-sponsored the "Gluten-free Foods: Opportunities and Challenges" symposium at the Institute of Food Technology (IFT) convention in Chicago in June. The symposium featured presentations about the characteristics and the important role of pulse ingredients in gluten-free foods. The event attracted an audience of 100 food industry representatives, research institutions, health professionals and others interested in learning how pulses can cater to this growing market. The CSCA and Pulse Canada identified IFT as a strategic priority

in 2010/11, given its reputation as the largest conference that brings together food scientists and manufacturers from around the world.

The Pulse Ingredient Expo held in Toronto in February brought together 140 representatives from the food manufacturing and foodservice industries to learn about the potential for pulse ingredients. The conference featured the latest research on health and sustainability attributes of pulses and how they can be used as ingredients to boost protein, fibre and nutrients in foods offering easy, cost-effective solutions. The conference included an exhibition hall where CSCA members connected with representatives from some of Canada's largest food companies.

Together, this work is growing the profile of pulses and special crops among ingredient manufacturers, food processors and foodservice sectors.



"Nestlé already works with farmers in some countries. Linking them to the global farm-to-supermarket value chain can only improve the growers' wealth-creation potential."

Report on Business Magazine, February 2011

# \$4 trillion

THE SIZE OF THE GLOBAL FOOD MANUFACTURING AND FOODSERVICE SECTORS.

# 06

## GROWING HEALTHY PEOPLE

To increase demand and generate new market segments for Canadian pulses and special crops, the CSCA and Pulse Canada are taking a leadership role in marketing the health and nutrition attributes of pulses.

As health professionals, the food industry, regulators and society at large increasingly recognize that dietary choices directly affect human health, there is enormous opportunity to boost the presence of healthy foods, like pulses, in the food system.

To help these groups draw the link between pulses and healthy outcomes, and to lay the groundwork for future marketing initiatives, Pulse Canada established a Nutrition & Health working group. These representatives from along the value chain bring expertise in breeding, pulse supply and processing, food manufacturing, dietetics and food regulations, reviewed nutrition and health research, as well as consumer and food industry market trends, to identify key nutrition and health attributes that contribute to the “brand essence” of pulses.

Identifying key nutrition attributes (fibre, protein and nutrient dense) and health attributes (heart health, weight management and diabetes prevention) for marketing purposes also establishes focus areas for research priorities that will guide future industry investments in research. These key messages will also capture the interest of food companies who can formulate with pulses to meet important nutritional thresholds such as “Very High Source of Fibre” or “Source of Protein” that are appealing to consumers. With guidance from the CSCA, Pulse Canada is working with all stakeholders to develop a more targeted marketing program for Canadian pulses.

The industry has also continued its work to identify and fill research gaps. A major gap identified in 2010 was the lack of current and comprehensive data on pulses in the Canadian Nutrient File (CNF), Health Canada’s database of the nutritional composition of all foods. To fill this gap, Pulse Canada is overseeing a process to update the CNF with comprehensive data that will allow the industry to accurately communicate the nutritional composition of Canadian pulses to customers in Canada and around the world.



One of the most important pieces of information that will be updated in this process is data on Canadian pulse protein quality. Food manufacturers have indicated that this is an important criteria for the selection of ingredients for food formulations. As a result, an in vivo study was undertaken to update protein quality information on Canadian pulses. Preliminary results suggest the new data will ensure Canadian pulses are recognized as a good source of protein.

Work continued at Pulse Canada to identify options for nutrition labelling and health claims for pulses under Health Canada’s food regulations. A comprehensive review of labelling opportunities for pulse products in Canada was completed, and work to identify potential opportunities for a pulse based health claim in Canada continues.

Pulse Canada also oversaw the development and publication of a new recipe book “Pulses and the Gluten-Free Diet: Cooking with Beans, Peas, Lentils and Chickpeas”. The March launch included a dedicated, interactive web page, a media release featuring the support of the Canadian Celiac Association, and the distribution of 18,000 copies of the booklet to health professionals, dietitians and provincial grower groups. The resource booklet will be used as a tool to market pulses as an important option for the 1 in 133 people who suffer from Celiac disease.

Ensuring health professionals, regulators and the food industry understand and promote the association between pulse consumption and healthy living is key to growing demand and value for Canada’s pulse and special crops industry.

“The master levers of medical destiny are indeed **feet**, how we use them for physical activity, **forks**, our dietary choices, and **fingers**, which ought never to hold tobacco products.”

Dr. David Katz, MD, MPH, FACPM, FACP, Director and co-founder of Yale University’s Prevention Research Center

# 80 percent

PEOPLE WHO DON’T SMOKE, EAT WELL AND CONTROL THEIR WEIGHT ARE 80% LESS LIKELY TO EXPERIENCE ANY CHRONIC DISEASE: HEART DISEASE, CANCER, STROKE.

# 07

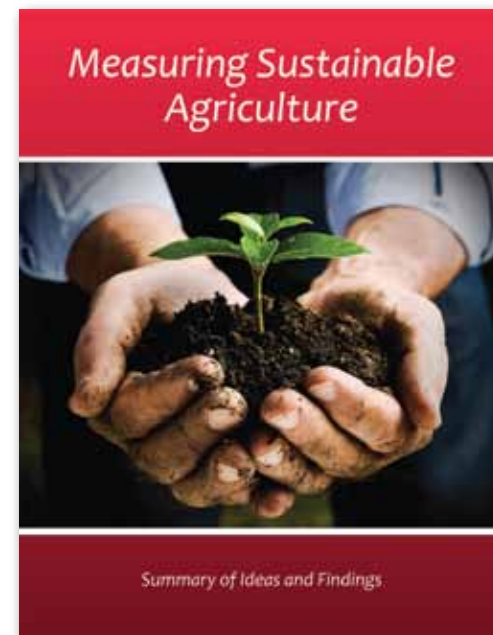
## GROWING A HEALTHY PLANET

Food, retail and ingredient companies are looking for solutions to address growing consumer interest in the sustainability of food products. Primary agriculture is increasingly viewed as the component of the food value chain in which above-average performance can lead to the largest improvement in the sustainability of food products.

Pulses can provide these solutions. As the food industry searches to find the appropriate metrics and tools to measure sustainability in agriculture, the CSCA and Pulse Canada are following their path closely to see what is on the horizon, and are collaborating and partnering with key food sector players on projects that are of strong interest to the food industry.

In early 2011, Pulse Canada published a key market intelligence report on how the food industry is approaching agricultural sustainability. Based on 30+ interviews with key stakeholders, *Measuring Sustainable Agriculture* identified the food industry's top four priority areas for measuring sustainability: greenhouse gases and energy use, soil health, water and biodiversity. The report also identified the top three food industry coalitions worldwide with the strongest influence on how metrics will be used commercially, and showed that those coalitions are leading a major shift toward a small, harmonized set of evidence- and outcome-based measurements.

Based on this work, Pulse Canada began promoting key environmental sustainability messages that contribute to the "brand essence" of pulses. Drawing from scientific literature related to the food industry's priority areas, key messages address reduced energy/greenhouse gas attributes (pulses use half the nonrenewable energy inputs of other crops), as well as soil attributes (pulses reduce the environmental footprint of your grocery cart) and water attributes (pulses are efficient users of 'green' water). Identifying these key attributes for marketing purposes also helps identify knowledge gaps and guide future initiatives in marketing advances already made by growers in environmental sustainability.



"WE ESTIMATE THAT ENERGY USE IN OUR [AGRICULTURAL] SUPPLY CHAINS IS **TEN TIMES** GREATER THAN IN OUR MANUFACTURING." *Sustainable Development Overview 2009, Unilever*

With the support of the CSCA, Pulse Canada also initiated specific, sustainability-focused collaborations with several food companies and other stakeholders throughout 2010-11. Data was collected from CSCA members in Ontario and Manitoba as part of an ongoing Heinz carbon footprint project for navy beans. Pulse Canada also initiated a pilot project to apply U.S.-based, commercially-focused Keystone sustainable agriculture indicators to peas, lentils, flax, oats, canola, and spring and winter wheat. The project includes Pulse Canada, General Mills, Ducks Unlimited and several Canadian commodity groups.

Pulse Canada is also participating in a Unilever pilot project to test on-farm carbon calculator tools. Other project partners include the Sustainable Food Lab, Pepsico, Marks & Spencer, Yara, Heineken, Costco, and Sysco.

Pulse Canada uses the outcomes from these projects to help tell the pulse 'sustainability story' in ways that customers recognize and understand. Along with these results, the first 30 peer-reviewed articles from the Canadian ag-science community have been selected to develop a web-based science resource library where the food industry and consumers can learn and discover about the sustainability benefits of pulse crops and the cropping systems in which they are grown.

Working with the food and retail industries to understand their sustainability priorities grows new demand for pulses based on their environmental contribution to sustainable food production systems.

**187,000  
cars**

PEER-REVIEWED RESEARCH HAS SHOWN THAT ADDING PEAS TO A FOUR-YEAR CROP ROTATION REDUCES GREENHOUSE GAS EMISSIONS BY 18%. THIS IS THE SAME AS REMOVING 187,000 CARS FROM THE ROAD.

## CSCA Statement of Financial Position

	31-Mar	
	2011	2010
<b>ASSETS</b>		
<b>Current assets</b>		Cash
	\$ 230,070	\$ 116,774
Accounts receivable	83,297	83,097
Prepaid expenses	80,980	77,137
Term Deposit	75,673	75,181
	\$ 470,020	\$ 352,189
<b>Fixed assets, at cost</b>	\$ 58,661	\$ 58,661
Less: Accumulated depreciation	55,979	55,309
	2,682	3,352
	\$ 472,702	\$ 355,541
<b>LIABILITIES</b>		
<b>Current liabilities:</b>		
Convention deposits	\$ 129,050	\$ 62,840
Due to the Canadian Mustard Seed Association	127,109	69,942
Accounts Payable	62,552	24,106
Due to Pulse Crops (Canada) Association	29,732	7,829
Deferred Contributions - Canaryseed Certification	18,110	18,110
Deferred Contributions	6,040	52,425
	\$ 372,593	\$ 235,252
<b>NET ASSETS</b>		
<b>Net assets invested in fixed assets</b>	\$ 2,682	\$ 3,352
<b>Unrestricted net assets</b>	97,426	116,937
	100,108	120,289
	\$ 472,702	\$ 355,541

## Cost Shared Funding By Program Area

	31-Mar	
	2011	2010
<b>Revenues</b>		
Convention Registrations	\$ 258,569	\$ 255,489
Membership Dues	142,210	129,984
Convention Sponsorships	122,000	65,250
Membership Targeted Contributions	53,700	57,500
Agri-Marketing	30,511	51,944
Interest Income	492	578
CAFI	-	-
Arbitration	-	3,000
	\$ 607,482	\$ 563,745
<b>Expenses</b>		
Funding & Contribution - Pulse Crops (Canada) Association	\$ 232,689	\$ 234,782
Convention	210,887	168,667
Funding & Contribution - CEO	82,020	26,940
Bank Charges	14,526	1,250
Agri-Marketing	13,766	52,027
Board of Directors	11,032	4,952
Professional Fees	6,424	10,004
Amortization	670	838
Miscellaneous	492	869
Trade Rules & Arbitration	-	181
CAFI	-	-
	\$ 572,507	\$ 500,510
<b>Difference between revenues and expenses for the year</b>	\$ 34,974	\$ 63,235



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## 2010-2011 CSCA BOARD OF DIRECTORS

### Board Members

Anthony Kulbacki	<i>President</i>
Rajesh Jain	<i>Vice President</i>
Dave Macfarlane	<i>Secretary-Treasurer</i>
Lavern Affleck	
Cam Laxdal	
Gordon Pryde	

Murad Al-Katib, Ex-Officio Past President

*(Board composition by Association as of March 31, 2011)*