

# Strategic Plan

## VISION

The Canadian Produce Marketing Association (CPMA) is committed to supporting the increased consumption of fresh fruit and vegetables to improve population health and industry prosperity.

## MISSION

CPMA's mission is to enable and lead the produce industry by enhancing the market and facilitating trade of fresh fruits and vegetables for its members.

## THE STRATEGIC FOCUS

CPMA will achieve its mission through our ongoing work in three defined areas of focus over the next three years. These areas are: grow the business, connect the industry and advocate for our members.

GROW BUSINESS	CONNECT THE INDUSTRY	ADVOCATE FOR PRODUCE
To provide programs, tools and services that help grow the market, improve the health of Canadians and develop resources that enable members' capacity for growth.	To provide business-to-business programs and services to the produce industry that create opportunities for members to connect.	To be the voice for enabling regulations, policies and programs that support the health of Canadians and the growth and success of the fresh produce industry.

## FOCUS AREAS:

From 2021 to 2024 CPMA will continue to support members in the following manner.

- Be the credible voice for produce in Canada
- Enable common messaging for increased consumption
- Develop talent and Knowledge
- Provide the necessary tools for member needs
- React to and address members' issues and support solutions.

Tactical business areas will include advocacy, label reviews, food safety, issue management (e.g., customs, plant health, industry technology), consumer marketing and business-to-business networking programs. As we progress through out the strategic plan, the Association will also continue to expand its work on improved market research, sustainability, plastic packaging, food waste reduction, industry education, and innovation.

## CPMA VALUES

**Service Oriented:** The pace of business in fresh produce requires that CPMA staff and volunteers respect the urgency of requests and issues when working to reach our goals.

**Collaborative:** CPMA is committed to working with all the necessary partners within our food systems to enable our vision and mission.

**Knowledgeable:** As the voice of the fresh produce supply chain in Canada, CPMA will continually work to support science and fact-based information as a foundation of our work.

**Leadership:** As a representative of our sector, our volunteers and staff will endeavour to demonstrate leadership and expertise on files and issues impacting our members and Canadians.

**Trusted:** CPMA will support members in an accountable and trusted manner on those files which can change the marketplace for fruit and vegetables.