



**Investment  
Agriculture  
Foundation**  
*of British Columbia*

## 2009 – 2011 Corporate Plan



*helping industry  
adapt  
diversify  
& grow*

Canada 

 **BRITISH  
COLUMBIA**  
The Best Place on Earth

## Introduction to the Corporate Plan

This Corporate Plan sets out the priorities of the Investment Agriculture Foundation of British Columbia for 2009/10 through 2010/2011. The plan reviews the Foundation's mandate, mission, principles and values as well as the strategic context within which the Foundation operates. The plan outlines the Foundation's priorities and objectives, as well as performance measures that will ensure the priorities and objectives are met over the next two years. While the plan is intended to cover a two-year period, it will be reviewed and updated annually, taking into consideration new and emerging priorities as well as any new or lapsed programs delivered by the Foundation.

## Investment Agriculture Foundation Mandate

The Investment Agriculture Foundation is an industry-led, not-for-profit organization, established in 1996 to manage and distribute federal and provincial funding programs.

The Foundation's mandate is to invest in projects that enable the BC agri-food industry to innovate, proactively seize new opportunities and deal with emerging issues.

The purposes of the Society, as per the Foundation's Constitution as filed in accordance with the Society Act are:

- ◆ To **foster increased long-term growth, employment and competitiveness** of British Columbia's agriculture and food industry and rural areas.
- ◆ To **foster greater cooperation, strategic alliances and partnerships** among individual companies, segments of the agriculture and food industry and rural stakeholders.
- ◆ To **promote self-sufficiency** so that the agriculture and food industry become less dependent on government support.
- ◆ To **provide a strategic approach** to the agriculture and food industry's response to structural changes affecting the industry.
- ◆ To **establish the necessary framework for the delivery of the adaptation and other programming interventions** that ensures that the agriculture and food industry in British Columbia has direct control over the effective and efficient execution of the Society's mandate.



*Cover photo by: Caroline Martin, Creston Valley*

## Vision, Mission and Core Values

### ***Vision***

To be a catalyst for building a prosperous and sustainable agri-food community within British Columbia.

### ***Mission***

To assist British Columbia's producers, processors, agri-businesses and rural communities to adapt, diversify and grow.

### ***Core Values***

The Foundation's actions are guided by these core values:

- ◆ **Excellence:** delivering the highest standards of service quality.
- ◆ **Innovation:** developing and incorporating new ideas and ways of operating.
- ◆ **Enterprise:** being resourceful and nurturing.
- ◆ **Equality:** promoting inclusiveness and accessibility.
- ◆ **Responsibility:** ensuring stewardship of resources entrusted to us and care of our people.
- ◆ **Understanding:** ensuring effective communication with all stakeholders.
- ◆ **Sustainability:** vigilance in protecting our natural environment in order to help sustain the long-term viability of agriculture in British Columbia.



## **Strategic Context: The Corporate Planning Process**

As part of the Corporate Planning process, the Foundation reviewed challenges and opportunities that British Columbia's agriculture and agri-food processing sectors are currently facing. In collaboration with the British Columbia Agriculture Council, the British Columbia Food Processors Association, the Small Scale Food Processors Association, Agriculture and Agri-Food Canada and the British Columbia Ministry of Agriculture and Lands, the Foundation's directors and staff have developed a Corporate Plan that reflects the emerging issues and corresponding opportunities identified by these industry and government partners.

## **Priorities, Objectives, Strategies and Performance Measures**

The Foundation will work with its partners to strengthen the agriculture and agri-food industry by funding projects and supporting initiatives which will ensure that the sectors have access to the most current information, tools and skills required to put inventive practices and technologies to work and to take advantage of potential opportunities.

In setting the priorities and determining the related objectives, strategies and performance measures, the Foundation has received input from key industry stakeholders and funding partners and has reviewed and considered key documents which speak to the current direction for agriculture in BC, including Growing Forward and the Provincial Agriculture Plan.

Five priorities have been identified:

1. Fostering innovation through science, technology and technology transfer
2. Helping industry to advance strategically
3. Improving public knowledge and support for agriculture
4. Assisting industry in addressing emerging issues and opportunities
5. Continuing to build productive relationships and delivering high quality service to industry and government



## Fostering innovation through science, technology and technology transfer

### Intended Impact:

- ◆ Industry will benefit from access to facilities and resources that are essential to innovate.

### Objective 1.1: Facilitate industry access to infrastructure and resources that enable innovation

STRATEGIES		PERFORMANCE MEASURES	
1.1.1	Partner with the agri-food industry to support the development of BC's Food Technology Commercialization Centre and the BC Wine and Culinary Centre.	2009/10	Business plans for the Food Technology Commercialization Centre and the BC Wine and Culinary Centre have been completed and approved.
		2010/11	Both projects have been funded and construction started, at least the first of multiple phases based on business plans.

### Objective 1.2: Provide financial support to industry to undertake research and development

STRATEGIES		PERFORMANCE MEASURES	
1.2.1	Collaborate with the BC Innovation Council and other funding sources to identify opportunities that advance industry.	2009/10	Number of opportunities discovered and pursued resulting from collaboration activities.
		2010/11	Number of opportunities discovered and pursued resulting from collaboration activities.
1.2.2	Proactively promote IAF's role as an enabler to "pathfinding" solutions.	2009/10	Work with industry representatives to develop market indicator metrics for measuring potential impact of new products, services, and markets for BC agriculture and agri-food products.
		2010/11	Number of new applications received/approved that reflect market indicators.
1.2.3	Provide industry with informed information of the various funding programs available that best meets their needs.	2009/10	Number of inquiries handled. Number of presentations made to industry. Number of meetings held with potential proponents. Number of information kits requested. Number of media stories and ads placed to promote programs. Number of web hits by program.
		2010/11	Same metrics as 2009/10.

**Objective 1.3: Recognize innovation in the agri-food industry**

<b>STRATEGIES</b>		<b>PERFORMANCE MEASURES</b>	
1.3.1	Present and publicize the Award of Excellence for Innovation.	2009/10	Number of ads placed, both to call for nominations and to announce winner. Media releases distributed to call for nominations and to announce winner. Amount of media pick-up. Number of nominations received.
		2010/11	Same metrics as 2009/10.



## Helping industry to advance strategically

### Intended Impacts:

- ◆ Foundation programs and resources will improve industry's capacity to respond to emerging issues
- ◆ Industry sectors are in a better position to address opportunities strategically and tactically.

### Objective 2.1: Provide access to funding opportunities that enables industry to be strategic

STRATEGIES		PERFORMANCE MEASURES	
2.1.1	Develop a strategic planning program and toolkit.	2009/10	Strategic Planning toolkit that provides a model for taking an organization through a strategic planning process is developed and piloted with two organizations.
		2010/11	Based on formative evaluation of pilot projects, toolkit is refined and made available more broadly. Industry use of toolkit is monitored and (as requested) supported with professional advice and business mentorship.
2.1.2	Provide assistance to industry in the development and implementation of strategic plans and initiatives.	2009/10	3 new Strategic Plans. 1 new Strategic Initiative.
		2010/11	Initiate strategic planning and implementation training activities.

### Objective 2.2: Assist industry in achieving economic sustainability through diversification

STRATEGIES		PERFORMANCE MEASURES	
2.2.1	Continue to participate in the Canadian Value Chain Network.	2009/10	Number of new value chain program modules adopted and customized for BC.
		2010/11	Number of new value chain program modules adopted and customized for BC.
2.2.2	Encourage industry to develop and participate in value chains.	2009/10	Number of producers/processors taking advantage of value chain education and training. Number of new value chains created.
		2010/11	Number of 09/10 value chains still operating. Success of value chains created in 09/10.



**Objective 2.3: Provide industry with funding support for skills development and organizational capacity building**

STRATEGIES		PERFORMANCE MEASURES	
2.3.1	Implement the Growing Capacity Initiative.	2009/10	Growing Capacity Initiative is launched. Sector consultations have identified capacity gaps which are addressed through GCI funding.
		2010/11	GCI progress reports received and reviewed for lessons learned. New applications received and approved.
2.3.2	Respond to industry requests for skills development and training programs.	2009/10	Number of project applications for skills development and/or training.
		2010/11	Number of project applications for skills development and/or training.

**Objective 2.4: Assist industry to meet its labour supply and skills development needs**

STRATEGIES		PERFORMANCE MEASURES	
2.4.1	Support the implementation of the Human Resource Action Plan.	2009/10	Detailed task plan completed by the advisory committee and implemented. Number of plan-related project applications.
		2010/11	Measurable improvement in labour and skills areas.
2.4.2	Continue to support industry's needs for a comprehensive service that effectively manages seasonal, temporary and foreign agricultural workers.	2009/10	W.A.L.I. strategic plan completed. Number of temporary and foreign workers employed VS demand.
		2010/11	Number of temporary and foreign workers employed VS demand.
2.4.3	Respond to industry requests for support in addressing Pan-Agriculture labour issues.	2009/10	Number of labour and skills development related initiatives and project applications received.
		2010/11	Number of labour and skills development related project applications received.



## Improving public knowledge and support for agriculture

### Intended Impacts:

- ◆ BC's public will have an increased understanding and appreciation of the value of local agriculture
- ◆ New partnerships between industry and community organizations will be developed
- ◆ BC's agriculture industry is increasingly viewed positively when dealing with animal care issues

### Objective 3.1: Assist industry in connecting agriculture and the public

STRATEGIES		PERFORMANCE MEASURES	
3.1.1	Introduce a showcase of IAF-funded projects. (same as 5.4.4)	2009/10	Number of projects showcased. Number of people attending showcase event. Evaluate effectiveness of showcase.
		2010/11	Based on results of 2009/10 showcase, repeat event.
3.1.2	Release results of Ipsos-Reid opinion poll and measure reaction/response to results.	2009/10	Communications plan developed in consultation with stakeholders and implemented. Number of stories in ag and mainstream media.
		2010/11	Not applicable.
3.1.3	Continue to develop and share success stories with industry and the public.	2009/10	Number of success stories. Number of stories in ag and mainstream media.
		2010/11	Number of success stories. Number of stories in ag and mainstream media.
3.1.4	Work with industry to provide opportunities for young adults (16-26) to gain new experiences in agriculture and rural development.	2009/10	Identify projects or opportunities within projects to include young adults for the purpose of having them gain agricultural experiences.
		2010/11	Identify projects or opportunities within projects to include young adults for the purpose of having them gain agricultural experiences such as Food for Thought.



**Objective 3.2: Assist industry's contribution to the dialogue on urban/rural interface issues**

STRATEGIES		PERFORMANCE MEASURES	
3.2.1	Implement the new Local Government Area Agriculture Plan Program.	2009/10	Revised program guidelines approved and communicated to stakeholders. Number of applications for new and updated AAPs.
		2010/11	Number of applications for new and updated AAPs.
3.2.2	Provide research and analytical support into status of BC's rural infrastructure.	2009/10	Act directly with industry or support them to find the appropriate resources or solutions as requested. Evaluate the requests brought forward to IAF and follow up on assistance provided to improve our ability to be effective.
		2010/11	Continue to provide support as required and implement actions derived from 09/10 evaluation.
3.2.3	Develop and implement a targeted promotion and outreach campaign.	2009/10	Collaborate with BCAC and BCFPA to develop session proposals for UBCM. Success at getting a UBCM session proposal accepted. Number of applications received.
		2010/11	Number of applications received.

**Objective 3.3: Support agriculture in addressing animal care issues**

STRATEGIES		PERFORMANCE MEASURES	
3.3.1	Respond to industry needs on program development.	2009/10	Development of Invasive Plant Program, Hog Industry Program.
		2010/11	Development of priority programs as needed.
3.3.2	Assist as requested with the implementation of industry's Animal Care initiative.	2009/10	Support the launch of an Animal Care Initiative.
		2010/11	Continue to support Animal Care Initiative Work Plan.



## Assisting industry in addressing emerging issues and opportunities

### Intended Impacts:

- ◆ Industry is able to address policy changes with better information and informed analytics
- ◆ BC's agriculture industry is recognized as a leader in preserving and capturing value from the resources under their stewardship
- ◆ There is quantifiable evidence that industry is improving or mitigating its impact on the environment

### Objective 4.1: Support industry in the development of a comprehensive strategy to address the impact of climate change and climate action policy

STRATEGIES		PERFORMANCE MEASURES	
4.1.1	Continue to provide support to the BC Agri-Food Climate Action Initiative.	2009/10	Respond to requests from BC Agri-Food Climate Action Initiative.
		2010/11	Plan to transition BC Agri-Food Climate Action Initiative from Foundation funding to alternate funding received.
4.1.2	Establish criteria for assessing the environmental impact of IAF-funded projects.	2009/10	Provide definition and scope of environmental impact. Draft a framework and methodology to assess impact. Work with additional staff with environmental backgrounds.
		2010/11	Implement methodology. Produce impact assessment. Establish working criteria and administrative process for assessing the environmental impact of an IAF-funded project. Gear up to evaluating all IAF applications for funding.
4.1.3	Respond to industry needs in the area of agricultural by-products.	2009/10	Assist industry in developing a strategy to take advantage and/or manage agriculture and food processing by-products. If applicable assist industry in developing a business plan.
		2010/11	Assist industry to move through the business plan stage to an implementation decision.



**Objective 4.2: Support industry needs in exploring alternate/sustainable energy options**

STRATEGIES		PERFORMANCE MEASURES	
4.2.1	Provide support to the Climate Action Initiative so that it can develop expertise in energy options.	2009/10	Energy Initiative is amalgamated with the Climate Action Initiative. Climate Action Initiative is evaluated to identify alternative energy and conservation measure gaps not presently addressed in initiative plan. Energy Plan is developed to address identified energy gaps.
		2010/11	Energy Plan implemented.
4.2.2	Respond to industry needs in the area of alternate/sustainable energy options and conservation methods.	2009/10	Assist Industry to identify funding sources and criteria for alternative energy and conservation measure projects. Steer industry applicants to the appropriate funding source.
		2010/11	Assist Industry to evaluate funding and identify gaps. Assist Industry to justify the needs for a new funding program to address identified gaps.

**Objective 4.3: Assist industry in addressing the impact of agriculture on the environment**

STRATEGIES		PERFORMANCE MEASURES	
4.3.1	Assist with the implementation of the Agriculture Environment and Wildlife Fund (AEWF).	2009/10	Support the launch of the AEWF.
		2010/11	Support the AEWF pending funding availability and further program development.
4.3.2	Respond to industry needs in the area of Integrated Pest Management (IPM) and Invasive Plant Management programs and projects.	2009/10	The number of projects/initiatives that address IPM issues. Proactive collaboration with Regional Weed Committees. Meetings scheduled with Invasive Plant Council to develop Strategic Initiative.
		2010/11	In partnership with the Invasive Plant Council, manage the delivery of funding entrusted to Foundation for IPC.
4.3.3	Be a responsive partner to industry opportunities in Ecological Goods & Services (EG&S).	2009/10	Assist Industry to identify funding sources and criteria for EG&S type of projects. Steer applicants to appropriate funding source.
		2010/11	See objective 4.3.4 for 2010/11.
4.3.4	Partner with industry to develop an informed analysis of EG&S.	2009/10	Assist industry to review and analyse existing EG&S programs, policies and studies.
		2010/11	Assist industry to set up a EG&S Initiative in cooperation with both the federal and provincial governments (similar to the Climate Action Initiative) to develop an EG&S strategy for BC agriculture.

## Continuing to build productive relationships and delivering high quality service to industry and government

### Intended Impacts:

- ◆ The Foundation will set client service benchmarks and report on results
- ◆ Industry representatives will continue to provide the Foundation with input and advice on the development of new initiatives and strategic priorities
- ◆ Performance management, impact analysis and reporting will continue to improve and demonstrate measurable returns to all stakeholders for the funding invested

### Objective 5.1: Deliver end-to-end support to industry that promotes access, client service, and Foundation financial and technical stewardship

STRATEGIES		PERFORMANCE MEASURES	
5.1.1	Improve industry access to funding opportunities.	2009/10	Implement Communications Plan. Quarterly review of outreach activities by Executive Committee.
		2010/11	Implement Communications Plan. Quarterly review of outreach activities by Executive Committee.
5.1.2	Increase efficiency of the submission process.	2009/10	Review current submission process with industry representatives. Identify existing internal and external inefficiencies. Develop and implement improvements to process as appropriate.
		2010/11	Re-review enhanced submission process with industry representatives. Implement continuous client service improvements.
5.1.3	Integrate with Foundation's technical infrastructure.	2009/10	Implement information management system and user training completed
		2010/11	Expand access to information management system to Directors, funding partners and selected (pilot) industry clients. New user training completed.
5.1.4	Improve the efficiency of reporting procedures in order to increase the usable information content.	2009/10	Develop the plan to capture the performance of industry-led strategic initiatives. Identify the necessary performance data to capture. Examine the current practices in place.
		2010/11	Review, evaluate and update the procedure as required.
5.1.5	Optimize the post-decision and project closeout actions.	2009/10	Develop a methodology for compliance reviews. Examine current practices for compliance reviews. Develop a methodology for compliance reviews.
		2010/11	Implement methodology and periodically review for success/improvements to process.

**Objective 5.2: Develop and/or deliver programs designed to respond to industry needs and funding partner priorities**

STRATEGIES		PERFORMANCE MEASURES	
5.2.1	Invite industry's continued participation in the annual IAF planning session.	2009/10	BC Agriculture Council, BC Food Processors Association and Small Scale Food Processor Association have been invited to participate in the Foundation's 2010 planning session.
		2010/11	BC Agriculture Council, BC Food Processors Association and Small Scale Food Processor Association have been invited to participate in the Foundation's 2011 planning session.
5.2.2	Implement the Memorandum of Cooperation between IAF, BCAC and ArdCorp.	2009/10	Memorandum of Cooperation implemented and Terms of Reference for Implementation Committee established.
		2010/11	Number of meetings held. Results of meetings are determined to be positive by all parties.
5.2.3	Seek stakeholder input into new program development.	2009/10	Industry input is received into new program development (i.e. ACAAF2).
		2010/11	Industry input is received into new program development.

**Objective 5.3: Increase the understanding of the impact on industry achieved through non-BRM funding programs**

STRATEGIES		PERFORMANCE MEASURES	
5.3.1	Develop a framework or scorecard that provides industry, government and the Foundation with the knowledge to assess value for agriculture investments using a triple bottom line rubric of economic, social and sustainability measures.	2009/10	Define or focus IAF's criteria for TBL rubric. Define methodology to evaluate projects based on IAF's TBL rubric. Implement methodology and report out.
		2010/11	Review process outcome and effectiveness and modify accordingly.
5.3.2	Carry out an economic impact study of the Investment Agriculture Foundation.	2009/10	Design and post Request for Proposals. Award contract.
		2010/11	Take delivery of final report. Analyze results.

**Objective 5.4: Continue to develop effective and productive relationships with industry and government stakeholders**

STRATEGIES		PERFORMANCE MEASURES	
5.4.1	Ensure that Foundation directors are prepared to speak with industry peers regarding the Foundation, its mandate and activities.	2009/10	Director orientation session is held. Evaluation of orientation session is completed. Director information package is developed.
		2010/11	Director orientation session is held. Positive response to information package from directors and industry peers. Increase in requests from industry associations for information updates from IAF directors.
5.4.2	Continue to meet on a regular basis with BCAC, BCFPA and SSFPA directors / management. Seek their input and feedback on IAF performance.	2009/10	Number of meetings held. Input and feedback received and evaluated. Performance issues addressed.
		2010/11	Number of meetings held Input and feedback received and evaluated Performance issues addressed
5.4.3	Explore the interest of funding bodies in collaborating on a Consortium Funding program.	2009/10	Success of a feasibility study and level of interest in proceeding. Approval and implementation of an R & D Funding Consortium.
		2010/11	Number of jointly funded proposals. Reduction in duplicate funding awards.
5.4.4	Introduce a showcase of IAF-funded projects. (same as 3.1.1)	2009/10	Number of projects showcased. Number of people attending.
		2010/11	Based on results of 2009/10 showcase, repeat event.

**Objective 5.5: Ensure that the Foundation's core business activities are managed with effectiveness, efficiency and transparency**

STRATEGIES		PERFORMANCE MEASURES	
5.5.1	Develop an annual Operating Plan that is client-centred and based on delivering continuous process improvements.	2009/10	Operating Plan developed and presented to Board for approval in June 2009.
		2010/11	2009/10 Operating Plan evaluated. 2009/10 Operating Plan developed and presented to Board for approval in June 2010.
5.5.2	Continue to report to the Members, industry and government stakeholders on the results achieved by the Foundation.	2009/10	Number of reports to industry prepared and presented. Number of "update" meetings with members, industry and government stakeholders.
		2010/11	Number of reports to industry prepared and presented. Number of "update" meetings with members, industry and government stakeholders.



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