



**Investment
Agriculture
Foundation**
of British Columbia

B.C. Investment Agriculture Foundation 2019 Strategic Framework Implementation: Presentation to COGA

November 2019



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Foundation**
of British Columbia

Who we are

Not for profit, industry led
organisation

Program delivery agent for
the Provincial and Federal
Government

Legacy and sustaining
funds to invest in industry
priorities

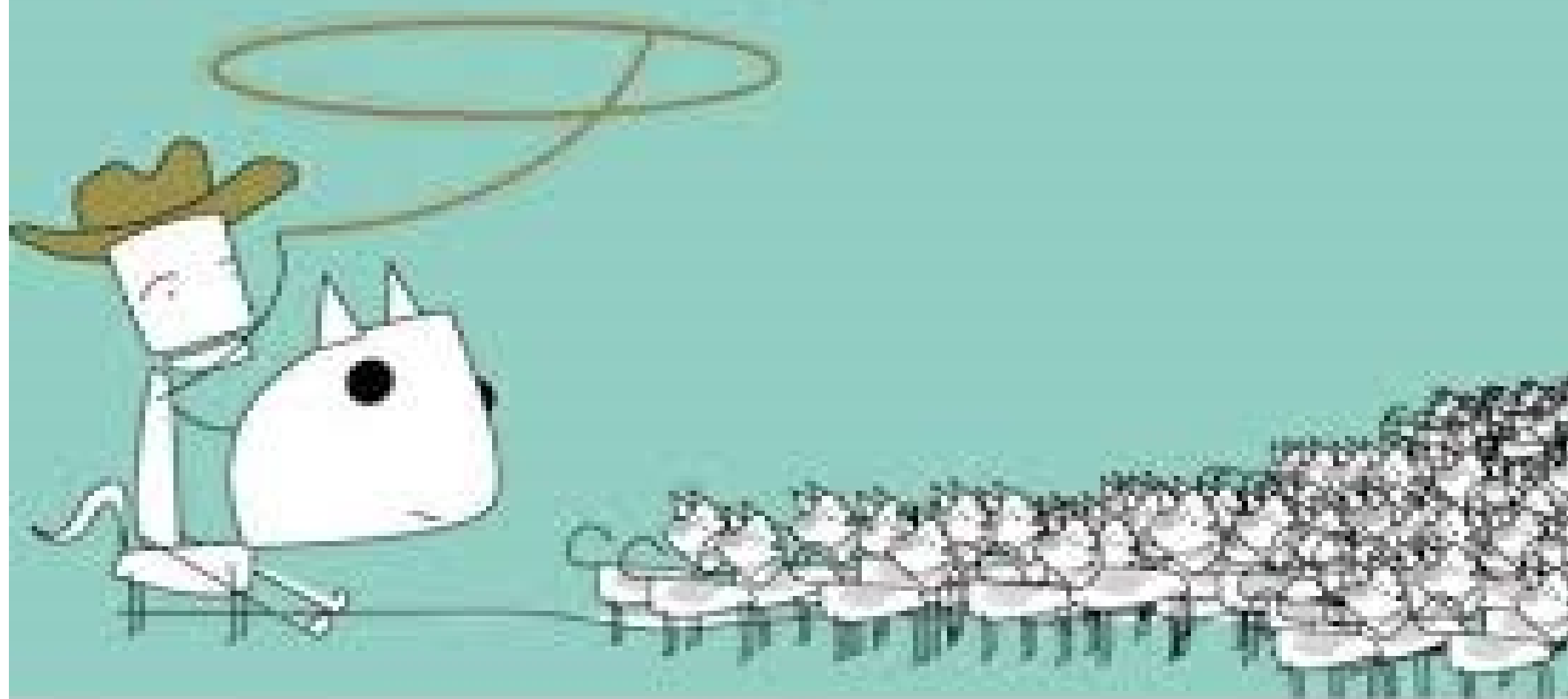
Public Service Announcement: Active IAF Programs

- Canada –BC Agriculture and Seafood Market Development Program
- Canada – BC Agri-Innovation Program
- BUY BC Program



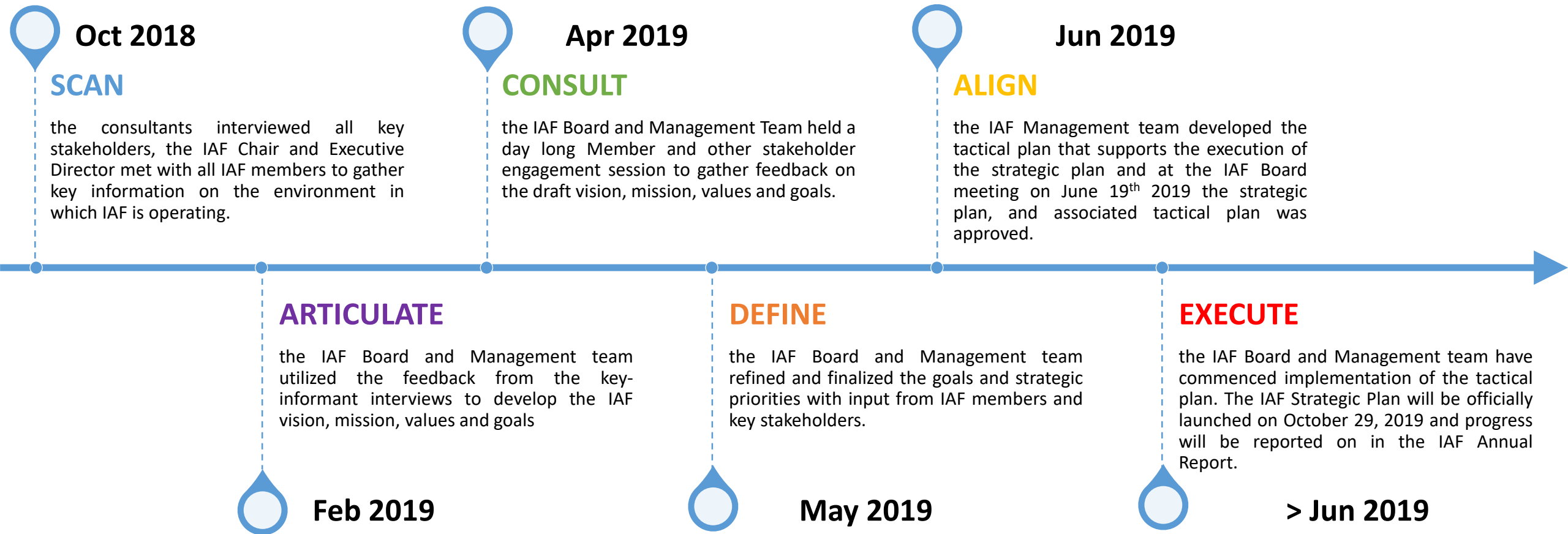


it's like herding cats.



Key Activity Timeline

In October 2018 IAF embarked on the development of its five-year strategic plan. With support from Berlineaton Management Consultants IAF went through a six-stage process:



STAKEHOLDER ENGAGEMENT



IT'S KIND OF A BIG DEAL



Consult

Who did IAF consult with when developing the Strategic Framework?



2019 STRATEGIC FRAMEWORK



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We define the agriculture and food sector as the production, processing and marketing of all farm, food and agri-based products.

VALUES

Integrity

We are honest, accountable and consistently uphold strong moral and ethical principles.

Transparency

We operate openly and communicate accurate information in a timely manner

Collaboration

We engage and collaborate with government and industry to broaden opportunities for the sector

Innovation

We foster a work environment that kindles ideas and promotes teamwork and learning.





How do you ensure your strategic plan is not a “fail”





Top Five Reasons Strategic Plans Fail

1. Having a plan to tick a box
2. Partial commitment
3. Not having the right people involved and not having the right people in leadership positions
4. Ignoring reality, facts, and assumptions
5. No accountability or follow through



What are the factors to ensure successful implementation?

- Recognize what you are actually attempting to do: Culture Change!
- Bring stakeholders into the process right from the beginning
- Communication
- Leadership
- A plan behind the goals
- Curiosity and an willingness to change



Successful Implementation of IAF Strategic Plan

- Culture Change- Across multiple Pillars
 - Board
 - Staff
 - Members and other Stakeholders
 - Funders
 - Program clients
- Go slow to go fast
- The Great GANTT



Execution and Implementation: Board

Specifically for IAF “Live our role as a strategic board”

- Board / Committees **are accountable** for certain Strategic Priorities
- Talk about the strategic plan, keeping a **sense of urgency & momentum**
- Standing Agenda item at all Board meetings - tactical plan update
- Director **recruitment, development and evaluation-** commitment to continuous improvement and excellence



Execution and Implementation: Staff

- Senior managers **are accountable** for specific strategic priorities
- Talk about it all the time
 - **Focus** – not doing everything at once. Accomplishment is needed!
 - **Inclusive**
 - Culture of planning – Strategic, tactical, operational, work plan
- Management meeting agenda are revamped to ensure SP are discussed first at every meeting
- Day to day should be serving the tactical plan and if not – we need to ask why?



Execution and Implementation: Members & Funders

- Different approach as they are external – **realm of influence** not control
- **Greater clarity and consistency** in our messaging
 - What is **IAF's value proposition**
 - What we do and what we don't do....
- Greater consistency in our performance





Lessons Learned – so far....

- Bring stakeholders along from the beginning
- Communication, communication, communication
- It takes time
- You need good people
- Keep it fun- be people centric
- **Recognize your accomplishments** and accept that it may not all go according to plan!

