

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





Investment Agriculture Foundation of British Columbia

Who we are

Not for profit, industry led organisation

Program delivery agent for the Provincial and Federal Government

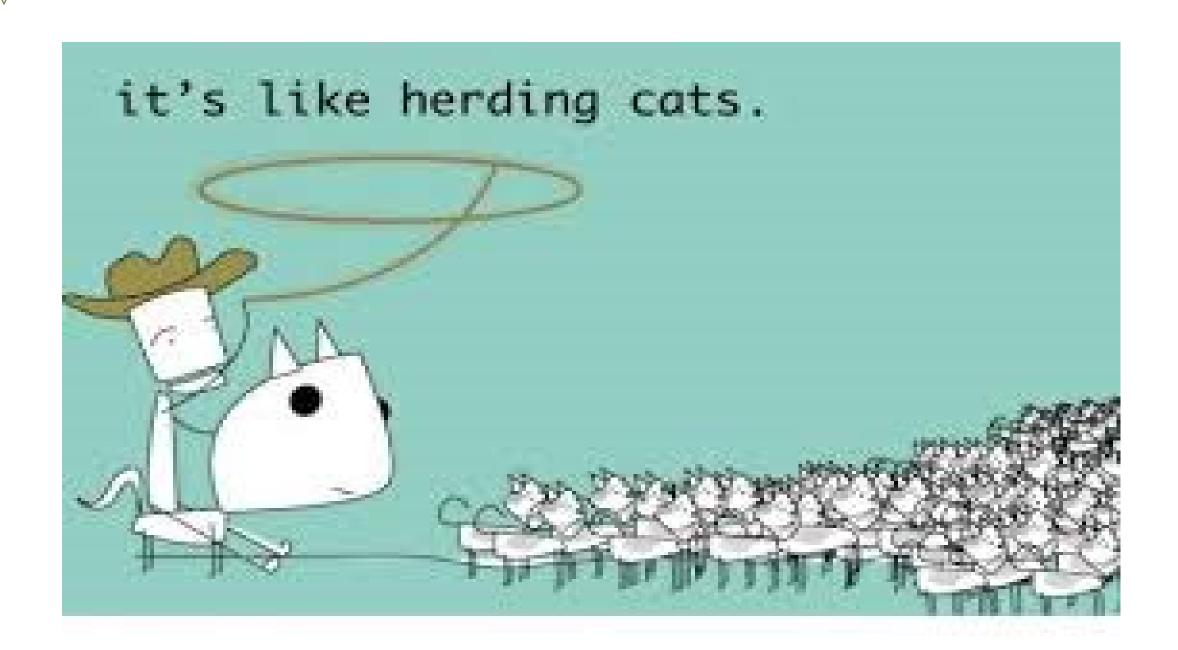
Legacy and sustaining funds to invest in industry priorities

Public Service Announcement: Active IAF Programs

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







■

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:



Oct 2018

SCAN

the consultants interviewed all key stakeholders, the IAF Chair and Executive Director met with all IAF members to gather key information on the environment in which IAF is operating.



Apr 2019

CONSULT

the IAF Board and Management Team held a day long Member and other stakeholder engagement session to gather feedback on the draft vision, mission, values and goals.



Jun 2019

ALIGN

the IAF Management team developed the tactical plan that supports the execution of the strategic plan and at the IAF Board meeting on June 19th 2019 the strategic plan, and associated tactical plan was approved.

ARTICULATE

the IAF Board and Management team utilized the feedback from the keyinformant interviews to develop the IAF vision, mission, values and goals



DEFINE

the IAF Board and Management team refined and finalized the goals and strategic priorities with input from IAF members and key stakeholders.

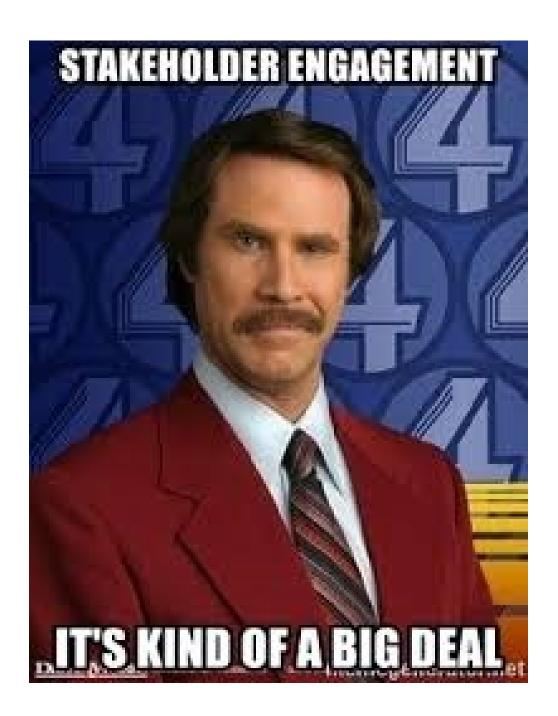
EXECUTE

the IAF Board and Management team have commenced implementation of the tactical plan. The IAF Strategic Plan will be officially launched on October 29, 2019 and progress will be reported on in the IAF Annual Report.

Feb 2019



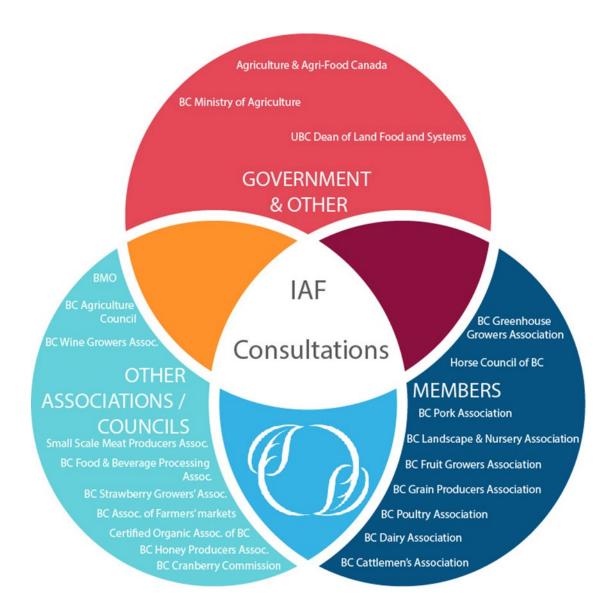
> Jun 2019





Consult

Who did IAF consult with when developing the Strategic Framework?



2019 STRATEGIC FRAMEWORK



Strategic Priority A:
We must ensure our
financial sustainability
by creating an IAF Trust
Fund and diversifying
our funding base.

Strategic Priority A: We must collaborate wit our funders on program design and cost.

GOAL 1:

An enduring resource for the sector

Strategic Priority B: We must have a Board and membership that reflect the agriculture and food sector.

VALUES

VISION

A vibrant and progressive agriculture and food sector for BC that is sustainable and growing.

MISSION

IAF creates funding opportunities to support a thriving BC agriculture and food sector through the effective delivery of programs.

GOAL 2:

Responsive and impactful programs

> Strategic Priority B: We must create unique IAF programs that respond to industry needs and priorities.

Strategic Priority A: We must provide an excellent applicant experience.

GOAL 3:

A client-centred organization that delivers service excellence

Strategic Priority B: IAF must be a great organization to belong to and work. We define the agriculture and food sector as the production, processing and marketing of all farm, food and agri-based products.

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.



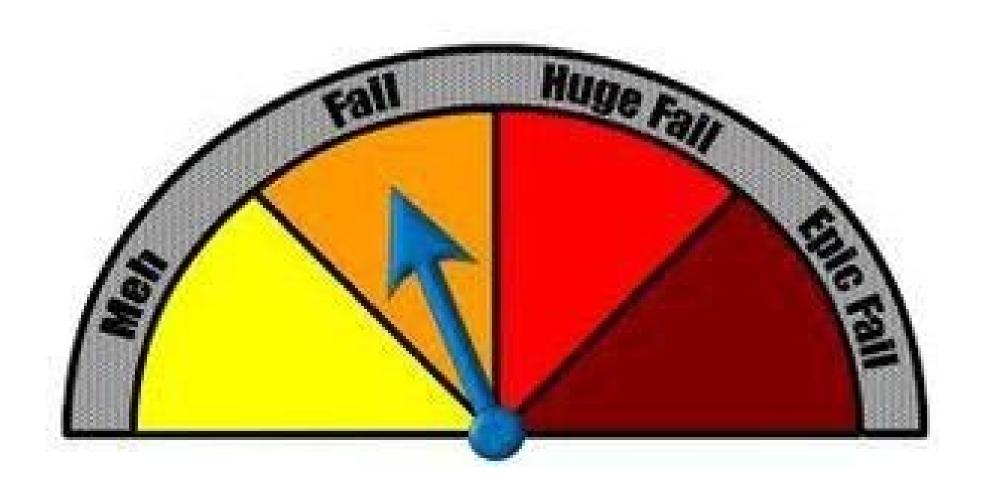








How do you ensure your strategic plan is not a "fail"





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





Tactical Plan At-A-Glance

i acticai Fiai	I At-A-Glance								2020										2021			
		Owner	Status	ма	MJ	J A	s	O N	D J	F N	1 A	М Ј	J	A S	0 N	D	J F	M A	м	, , , ,	A S (O N D
	Goal 1. An Enduring Resource for the Sector											-					-					
SP 1	We must ensure our financial sustainability by creating an IAF Trust Fund and diversifying our funding base.																					
KA 1.1	Create an IAF Trust Fund	Board							Y							\dashv						$\neg \neg$
KA 1.2	Diversify our funding base	Staff							Ť				Н	x		Н			++			++
SP 2	We must have a Board and membership that reflect the agriculture and food sector.															Н						
KA 2.1	Live our role as a Strategic Board	Board			x											П			П			\Box
KA 2.2	Establish appropriate Board composition	Board							х							Н			+			++
KA 2.3	Establish a formalized membership process											х	Н			Н			+			++
		Board														+						
	Goal 2. Responsive and Impactful Programs								\top							一						
SP 3	We must collaborate with funders on program design and cost.																					
KA 3.1	Determine the true costs of program delivery	Staff							х							П						
KA 3.2	Clarify and communicate the different levels of program delivery that IAF offers	Staff							х							П						
SP 4	We must create unique IAF programs that respond to industry needs and priorities.																					
KA 4.1	Understand industry needs and priorities																					
KA 4.2	Design priority program to respond to industry needs																					
	Goal 3. A Client-Centered Organization that Delivers Service Excellence																					
SP 5	We must provide an excellent applicant experience.																					
KA 5.1	Streamline the client intiated Account/Profile and Eligibility Process	Staff														х						
KA 5.2	Streamline the Application Process	Staff														х						
KA 5.3	Streamline the Approval Process	Board/Staff														х						
KA 5.4	Streamline the Reporting Process	Board/Staff														х						
SP 6	IAF must be a great organization to belong to and work for.																					
KA 6.1	Attract the best people																					
KA 6.1	Grow and develop our team	Staff																				
KA 6.3	Retain the best people																					



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 evaluationcommitment 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!

