

# The Next Three Years: A Realistic Approach

## Strategic Plan 2011 – 2013

BC Agriculture in the Classroom Foundation





## **The Next Three Years: A Realistic Approach**

**Strategic Plan 2011 – 2013**  
BC Agriculture in the Classroom Foundation



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*“Always plan  
ahead.  
It wasn’t  
raining when  
Noah built  
the ark”.*

*—Richard C. Cushing*

## **President’s Message**

I am proud to present this progressive yet realistic 2011 – 2013 Strategic Plan for the BC Agriculture in the Classroom Foundation. As the incoming Board President and long-term educator, I feel our Board members have developed a strategic plan that will position BCAITC as the premier provider of agricultural learning resources and programs to individuals and organizations involved in the BC agricultural sector. The provision of these resources will assist in creating long-term health within our student base, building strong support for locally produced food products, sustaining our agricultural land base, encouraging careers within the broader agricultural sector, and driving a strong and vibrant agricultural sector across the province of BC.

Our revised mission and purpose strengthen and clarify the intent of BCACITC for all stakeholders and create a consistent platform for our staff and board members to implement this 2011-2013 Strategic Plan. This forward movement does not negate our positive past achievements, rather it reinforces our solid commitment to strategizing for the expected future and all that this entails. The strategic focus areas and related long-term objectives deliver on our mission and purpose and provide the map for achieving continued success and recognition within our stakeholder groups. The success measurements provide a means to make sure we deliver on our promises.

I am proud to be a part of BCAITC and this new strategic plan. Our board members and staff are committed to the revised mission and purpose and believe that this Foundation will contribute to the development of healthy individuals and healthy communities and a sustainable agricultural sector within BC. We thank those individuals and organizations involved with our Foundation and look forward to working with you to deliver on our 2011-2013 Strategic Plan.

**Jamie Scoular**  
*President*  
*BC Agriculture in the Classroom Foundation*

## Executive Director's Introduction

I am excited to report that BC Agriculture in the Classroom remains committed to helping educators introduce agriculture and all that this entails to BC students across the province of British Columbia. The initiatives that our Foundation achieved over the last five years have been focused on the strategic objectives outlined in our previous strategic plan and according to feedback received from stakeholders successfully met their needs. This confirmation is critical as it signifies our extensive planning process produced a strategic plan that correctly identified stakeholder needs, appropriately predicted the internal and external environment, and prioritized strategic focus areas that successfully delivered on our mission and purpose.

The strategic planning process we undertook in 2010 followed a similar format and sets the stage for our future direction over the next three years. The strategic plan outlined in this document establishes the basis for annual business planning, identifying key initiatives, and clarifying the resources required to deliver on the long-term objectives outlined in the plan. The BCAITC Board of Directors has established our key strategic focus areas as the following:

1. Effective Learning Resources & Programs
2. Strategic Communications
3. Financial Sustainability
4. Organizational Effectiveness & Sustainability

In my role as Executive Director of this progressive and educational organization, I have the continued privilege of establishing and implementing initiatives that deliver on these focus areas. The BCAITC staff and myself will work together to create annual plans that translate strategy into action and set the stage for clearly identifying Foundation priorities in each of the next three years. Our next step will be to effectively and efficiently apply the available resources to delivering on these plans.

On behalf of the BCAITC staff, I would like to confirm our personal belief in the BCAITC mission and purpose and commitment to delivering on the 2011-2013 Strategic Plan. We look forward to mirroring our previous success in the progressive evolution of the Foundation.

**Lindsay Babineau B.Ed., P.Ag.**

*Executive Director*

*BC Agriculture in the Classroom Foundation*

*“First, have a definite, clear, practical ideal, goal, and objective. Second, have the necessary means to achieve your ends; wisdom, money, materials, and methods. Third, adjust all your means to that end”.*

—Aristotle

## **Our Strategic Planning Process**

### ***Introduction***

The implementation of the BC Agriculture in the Classroom Foundation 2005 – 2010 Strategic Plan was an exciting time and we feel that our organization made significant strides in delivering on our mission and strategic plan. We also recognize that it is critical to confirm our future direction, continue to be consistent with the BCAITC mission & purpose, respond to changes in the external and internal environments, and ensure that we meet the current and projected needs of our stakeholder groups. Therefore, the Executive Director and Board of Directors of the BC Agriculture in the Classroom Foundation followed a formal 2010 strategic planning process for defining our strategic plan over the next three years.

This planning process was inclusive and involved the Foundation's key stakeholders including employees, educators, government ministries, industry partners, and professional associations. Their feedback and input allowed us to reflect on what we have achieved to this point in our journey, what we can do to fulfill future stakeholder needs, and how we can best partner with stakeholders to deliver on our mission and purpose. We thank those individuals who participated.

### **The 2010 strategic planning process defined the following objectives:**

- Confirm the BCAITC mission and purpose
- Determine critical issues facing BCAITC over the next three years
- Validate and prioritize strategic focus areas – those major areas of critical importance to the long-term viability and success of BCAITC
- Confirm long-term objectives and begin the identification of key initiatives within each strategic focus area
- Define how to realistically measure success in delivering on long-term objectives

### ***Phase I: Why Does BCAITC Exist?***

The 2010 strategic planning process included a review of the existing BC Agriculture in the Classroom mission and purpose statements in relation to where we've come from and where we're going. All focus group participants and the board of directors felt that the BCAITC approach, direction, actions, and strategies demonstrated over the last five years were very consistent with the existing mission statement and purpose. In other words, we had established a very clear idea of who we were, where we were going, and how we wanted to get there – the map – and followed these directions to successfully achieve our desired results.

The Board of Directors also recognized that BCAITC was ready to advance to the next step in their evolution and that required a more detailed review of the mission and purpose statements. A board committee was struck to consolidate ideas from the planning session and define a draft mission and purpose statement for full board review. We are pleased to present our revised mission and

purpose statements below. The revisions are not reflective of a brand new map rather they expand our map to a broader view of agriculture that incorporates food, the production of food, the concept of healthy eating, sustainability of our food sources, and stewardship of the land that grows our food.

### ***BC Agriculture in the Classroom Mission Statement***

“Working to bring BC’s agriculture to our students.”

*“The greatest thing in the world is not so much where we are, but in what direction we are moving.”*

—Oliver Wendell Holmes

### ***The Purpose of the BC Agriculture in the Classroom Foundation***

- To promote the value of agriculture, sustainable food systems and the protection of BC’s agricultural resource base to our educators, students and society
- To provide educators and students with quality educational resources, programs and other agricultural information that highlight agriculture as an important part of our economy, health and way of life
- To enable students to make informed decisions about food choices, food safety and the importance of local supplies of food and other agricultural products
- To partner with the education, agriculture, health and business communities to develop, implement and evaluate quality initiatives
- To build the relationship between BCAITC and its stakeholders to accomplish the Purpose of the Foundation
- To promote careers in agriculture as a viable and desirable career choice

### **Stakeholders**

The term stakeholder refers to those people, organizations, and groups that have a “stake” in the promotion, sustainability, and future of the agricultural sector within the province of British Columbia and therefore can be considered key to the success of BCAITC in accomplishing their mission and purpose. Because we were looking to the future, and defining this future in the context of an internal and external environmental analysis, it was important to re-confirm our key stakeholders. The 2010 planning process defined BCAITC stakeholders as the following:

### **Primary**

- BC Students (K-12)
- Educators within the BC K-12 school system
- The BC Ministries of Agriculture, Education and Health Services; Healthy Living & Sport
- Local Governments
- BC Public School Districts
- Agricultural industry partners such as producers, processors, and retailers of BC food products
- Associations, non-profits, and professional organizations involved in the BC agricultural system
- Donors
- BCAITC board of directors, staff, and volunteers

### **Secondary**

- BC educators outside the BC public school system but involved in education related to agriculture
- Government agencies
- Agricultural equipment and supplies manufacturers, distributors, and retailers
- Provincial AITC associations
- BC Ministry of the Environment

### ***Phase II: The Environmental Context***

The 2010 strategic planning process included a review of our internal environment and operations and also what's happening externally to BCAITC that could affect our future direction and operations. This environmental review was conducted using key stakeholder focus groups and through the application of a SWOT analysis. It was important to involve stakeholders in assessing delivery on our mission and purpose and 2005 – 2010 Strategic Plan due to their involvement with the Foundation and/or the resources we provide. And because we remain firmly committed to delivering on stakeholder needs, their experience and knowledge within each specific environment and it's impact on the BCAITC mission and purpose, were important learnings to help us shape future offerings and initiatives. The Board also reviewed BCAITC annual reports, results of survey evaluations, and other data pertinent to the planning process.

While this document does not report on all of the details of the above findings, the survey data confirms that BCAITC has positively delivered on their mission and purpose and the 2005 – 2010 Strategic Plan. All indications are that BCAITC is well recognized as a credible, innovative, and professional organization committed to delivering on stakeholder needs.

*“If you get your facts wrong, your map will be wrong. If you get the map wrong, you’re likely to do the wrong thing”.*

—Peter Schwartz

Another critical strength was the recognition that BCAITC has become a strong voice for the BC agricultural sector.

### **Additional key competencies included:**

- The leadership of the Executive Director
- A recognizable brand
- The ability to quickly adapt to opportunities and challenges
- Strong relationships with partners and stakeholders
- The application of internal resources in an effective and efficient manner
- Conservative financial management
- Effective and branded learning resources and programs clearly linked to defined curriculum
- The efficient delivery of BCAITC learning resources and programs
- Staff support provided to users
- The strong commitment of the Board of Directors

Our analysis also identified a number of areas where we could enhance our internal strengths and these are reflected as critical implications within our new strategic plan.

The SWOT analysis of the external environment included the identification of opportunities and threats over the next three years and how BCAITC could either take advantage of key opportunities or protect against threats. Stakeholder input provided a very good overview of the external environment and provided the Board of Directors with valuable insight. The knowledge and expertise of our board members also contributed to the identification of a number of opportunities and threats critical to our future direction, and how BCAITC could best respond. The affect on our future direction is represented within the content of the new strategic plan.

### ***Phase III: Critical Implications***

Our next step in the strategic planning process was to evaluate the results of the environmental review and determine the critical implications of what's happening within the internal and external environment to BCAITC. The identification of primary issues and trends that will impact BCAITC allowed us to assess how we can build on our past successes and where we should specifically focus our future efforts. The successful achievement of our 2005-2010 Strategic Plan deliverables was completed because the Board of Directors and Executive Director were diligent in identifying, implementing, and monitoring challenging yet realistic deliverables. Because of this proven success, we completed our analysis of the SWOT results and the potential application to our new strategic plan, within the context of a realistic approach that can actually deliver on it's promises.

A summary of key areas critical to the long-term viability and success of BCAITC is identified as follows.

## Financial

- Enhance long-term financial sustainability by attracting a variety of funding sources. Increase BCAITC fund raising effectiveness

## Target Audience

- Expand use of BCAITC learning resources and programs across the province of BC versus existing focus in the Lower Mainland & Fraser Valley. Consider doing so through a regional model
- Expand use of learning resources and programs to educators outside the school system but still involved in communicating a consistent message regarding agriculture and food

## Communication

- Develop a formal marketing/communications plan that helps to increase BCAITC visibility to stakeholders and potential partners and donors
- Enhance BCAITC website
- Expand Agricultural Focus
- Expand agricultural theme to integrate health and environment as these are closely related to BCAITCs existing educational approach and the future direction of education. Look at health outcomes versus just educational outcomes.

## Partnerships

- Build stronger partnerships with existing organizations/initiatives that support/are delivering a consistent mission and purpose to BCAITC
- Further involve partners in the delivery of resources such as farm tours, speakers, informational materials, and workshops

## Delivery

- Enhance access to BCAITC learning resources and programs by increasing delivery options
- Utilize existing distribution channels to tap into additional target audiences including Aboriginal, French, and ESL focused schools

## Learning Resources and Programs

- Develop learning resources and programs for the future student demographics, projected school environment, and educational levels that include agriculture within their curriculum. However, ensure that the strong link to curriculum is maintained.
- Incorporate "21<sup>st</sup> Century Learning" to BCAITC learning resources and programs

## Evaluation

- Evaluate effectiveness using an objective process and communicate results to stakeholders, especially for specifically funded projects

### Human Resources

- Executive Director succession planning
- Provide a work environment and HR processes that enhance employee engagement and contribution to the achievement of BCAITC deliverables

### Students

- Move to the development of informed decision makers who make healthy food choices, share this knowledge to create healthy communities, and become advocates within the agricultural sector
- Inform students of the variety of careers within the agricultural sector including food production, food processing, apiculture, artisan side of agriculture, research, etc.

### Producers

- Support local food production
- Ensure product quality is the highest we can offer
- Communicate BCAITC is following food safety guidelines

## ***Phase IV: Strategy Formulation***

Strategic focus areas are those areas in which BCAITC should concentrate its efforts over the next one - three years to fulfill its mission and purpose. After the analysis and discussion of critical implications, the Board of Directors considered the following question. Focus group participants were asked the same question, but only asked to identify one strategic focus area.

“If you could only suggest three critical strategic focus areas in which BCAITC should concentrate over the next 3 years, what would that be? In other words, what will make or break the delivery on our mission and purpose over the next 3 years?”

The resulting discussion identified four strategic focus areas, listed in order of priority. The Board of Directors limited the number of strategic focus areas due to the three-year time period of the strategic plan and the necessity to focus rather than diffuse management and staff efforts. These four strategic focus areas and the long-term objectives for each are reflected in the content of the 2011 – 2013 Strategic Plan.

1. Effective Learning Resources & Programs
2. Strategic Communications
3. Financial Sustainability
4. Organizational Effectiveness & Sustainability

The format of the strategic planning process identified a number of potential initiatives that could be undertaken within each strategic focus area. A number of these suggestions are reflected in the content of the 2011 – 2013 Strategic Plan and will be considered in the development of annual operational plans.

## 2011 – 2013 Strategic Plan

### ***Strategic Focus Areas***

#### ***Priority #1***

Strategic Focus Area: Effective Learning Resources & Programs

#### ***1a. Long Term Objective***

BC educators and students throughout all regions of BC use BCAITC learning resources and programs.

##### **Key Initiatives**

- On the BCAITC website, clearly link learning resources and programs to specific BC curriculum to make it easier for educators within our BC school districts to identify and implement the use of resources
- Identify key target areas outside the Lower Mainland and Fraser Valley to concentrate promotional efforts over the next three years
- Provide workshops and presentations at regional meetings to introduce and promote use of BCAITC resources
- Design and offer Train-the-Trainer Programs to increase the likelihood of ordered materials being used effectively
- Define and implement a regional model that identifies, involves, and supports educational champions within the BC educational system
- Clarify responsibility for regional representatives to promote BCAITC learning resources and programs within their region and to support the use and effective application of these resources. Consider rewarding those involved.

##### **Success Measurements**

- The use of BCAITC learning resources and programs increase year-over-year in all areas of BC, especially within areas of BC outside the lower mainland and Fraser Valley
- A regional model has been designed and piloted

#### ***1b. Long Term Objective***

Enhance the accessibility of BCAITC learning resources to educators and students by offering a variety of distribution techniques and methods.

**Key Initiatives**

- Identify additional distribution channels (innovative technologies, web-based, media and partnerships) that offer easier access to existing learning resources and implement those methods that can be resourced within current resources
- Adapt existing learning resources or add new learning resources that can be immediately accessed (downloaded) through the BCAITC website
- Add online activities, and/or games that support educational resources already developed

**Success Measurements**

- The variety and number of distribution channels increases
- The use of new distribution channels increases year over year
- A number of learning resources are accessible on the BCAITC website.

**1c. Long Term Objective**

Identify the long-term resource needs of BC educators and create/locate resources and programs that meet these needs and also contribute to the purposes of BCAITC.

**Key Initiatives**

- Capitalize on the current emphasis on healthy lifestyles, healthy eating, and buy local initiatives
- Review and update existing learning resources and programs to reflect current data, applicable curriculum (IRP learning outcomes), and educator input. Integrate enhanced level of experiential learning into existing and new programs.
- Develop resources that support the BC Fruit and Veggie program and enhance the informational aspect of this program
- Identify and design learning resources to reflect demographic changes, immigration patterns, kindergarten, and higher-level curriculum within the school system
- Increase involvement in career programs associated with agriculture and food
- Partner with industry/community stakeholders and seek to apply a shared funding model to create or source learning resources and/or programs for integration within the BC educational curriculum
- Link to existing educational, community, government, and industry initiatives that can deliver on the BCAITC message
- Make available and/or adapt existing learning resources and programs to meet the needs of educators outside the school system but still in the business of providing education that supports the BCAITC mission and purpose

**Success Measurements**

- Existing learning resources and programs have been updated

- Experiential aspect of learning resources has increased
- The BC School Fruit and Vegetable Nutritional program includes informational materials
- Learning resources and/or programs have been created or offered in collaboration with BCAITC partners
- New learning resources and/or programs that reflect changes in the school system exist
- Educators outside the BC school system have accessed BCAITC learning resources/programs

### **1d. Long Term Objective**

Evaluate key programs and resources to ensure they meet the mission and purposes of BCAITC and deliver on stakeholder/partner agreements.

#### **Key Initiatives**

- Design and implement an objective evaluation method that will confirm the effectiveness of BCAITC initiatives specific to designated funds
- Communicate results to donors to build relationship
- Become an advisor in the development of BC curriculum that has the potential to integrate agriculture within the broader context of the curriculum.
- Apply for external recognition and awards that will confirm the quality of BCAITC learning resources/programs

#### **Success Measurements**

- Key programs are evaluated and recommendations are delivered
- BCAITC has received external recognition for the quality of learning resources and/programs

## Priority #2

Strategic Focus Area: Strategic Communications

### 2a. Long Term Objective

BCAITC is highly visible to key stakeholders within the educational community, agriculture sector, government (education, agriculture, health), health and environment sectors.

#### Key Initiatives

- Develop and implement a formal communications/promotions plan that parallels the strategic plan and strengthen stakeholder communications
- Address and implement additional methods to promote and feature BCAITC in agricultural and educational media, events, and committees
- Recognize student application of BCAITC message and learnings
- Identify key industry, association, and community events related to agriculture (I.E. Pacific Ag Show) and appoint appropriate BCAITC representative/s to participate in the event and promote BCAITC

#### Success Measurements

- Plan completed with clear actions and timeline
- Formal communication regarding BCAITC learning resources and programs has increased across the province of BC
- Stakeholders indicate increased awareness of BCAITC mission and purpose (end of year three)
- Number of media references to BCAITC increases year over year

### 2b. Long Term Objective

Establish BCAITC as “the source” for agricultural learning resources within the BC educational community, agricultural industry, sector government ministries and other key partners.

#### Key Initiatives

- Identify key educational events that link to the BCAITC mission and purpose and appoint appropriate BCAITC representative/s to participate in the event and promote BCAITC
- Increase learning and other agricultural information available through BCAITC website and other social media
- Add networking section for users of BCAITC learning resources/programs

### **Success Measurements**

- By the end of year three of the Plan, BC educators in all areas/school districts in the province indicate increased awareness of BCAITC resource materials and programs
- Number of visits to BCAITC website and Facebook profile. Historical increase/decrease

### **2c. Long Term Objective**

Identify and build strategic partnerships and networks that could increase BCAITC capacity to fulfill its mission and purpose and enhance the visibility of the Foundation.

### **Key Initiatives**

- Formalize existing partnerships by building “company to company” relationships versus “individual to individual” relationships
- Identify opportunities to promote BCAITC mission and purpose and increase commitment to BCAITC within key stakeholder groups
  - Government ministries (agriculture, health, education)
  - Increase involvement in government initiatives consistent with BCAITC mission and purpose
  - Enhance board involvement
- Create a learning community of BC educators that enhances formal networking and shared opportunities to promote and implement BCAITC learning resources/programs

### **Success Measurements**

- Evaluation of stakeholder satisfaction/support indicates increased commitment to BCAITC mission and purpose
- The number of long-term partners has increased by the end of year three
- Partner contributions (funding or in-kind) have increased year over year
- BCAITC is formally requested to participate in stakeholder events and share the BCAITC mission and purpose
- The use of BCAITC learning resources and programs increases year over year

### **2d. Long Term Objective**

Ensure financial sustainability by establishing a formal method of recognizing all types of contributions to the fulfillment of the BCAITC mission and purpose.

### **Key Initiatives**

- Create and implement a standard method of featuring and recognizing donors and partners to BCAITC stakeholders, target audience and external community
- Design Teacher Awards that recognize educator contribution to BCAITC i.e. innovative projects, learning resources, summer institute, volunteering, impact on agriculture/BCAITC mission by what they do in the classroom

### **Priority #3**

Strategic Focus Area: Financial Sustainability

#### **3a. Long Term Objective**

Enhance the long-term viability of BCAITC by ensuring stable, sustainable and diversified funding for core operational expenses.

##### **Key Initiatives**

- Secure sufficient funding and in-kind grants to support core expenses
- Actively pursue and obtain longer term funding commitments and/or contracts from health, agriculture and education government ministries
- Diversify the funding base by identifying, establishing contact, and obtaining funding from new donors such as corporations, associations with similar missions, and community groups
- Pursue the potential to gain revenue from the sale of BCAITC expertise and learning resources/programs to similar organizations within Canada and the United States
- Initiate a positive return for obtaining BCAITC endorsement for product introduction to BCAITC target audience

##### **Success Measurements**

- By the end of year three, funding for core operational expenses is more diversified and increases year over year
- The contract for the BC School Fruit and Vegetable Snack Program is extended
- BCAITC has earned revenue from the sale of learning resources/programs and/or expertise

#### **3b. Long Term Objective**

Government, industry and other partnerships fund the research, development, and implementation of learning resources and programs through direct financial contributions or in-kind support.

##### **Key Initiatives**

- Actively pursue and attract financial or in-kind contributions for the development and delivery of new learning resources and programs to be implemented within the next three years
- Link programs to government/industry/association initiatives and campaigns in order to secure additional funding to maintain or expand BCAITC programs. Ensure link to curriculum

##### **Success Measurements**

- External stakeholders fund a portion of new learning resources/programs

### **3c. Long Term Objective**

Improve fundraising efforts.

#### **Key Initiatives**

- Update and implement the fundraising plan to parallel the new strategic plan
  - Research and identify better ways of sourcing ongoing funding. I.E. How other organizations source funding
  - Plan and schedule one major donor/partner recognition event in each of the three years
- Establish stronger relationships with existing donors through communication efforts, public promotion/exposure of donors to BCAITC audience, formal recognition, and objective feedback on application/use of designated funds
- Pursue opportunities to participate in donor/partner/producer external events in order to promote the mission and purpose of BCAITC
- Develop a package that introduces BCAITC to potential donors and distribute to targeted list of potential donors
- Identify Board Member and senior staff responsibility for finance resources development

#### **Success Measurements**

- Plan completed with clear actions and timelines
- Fund raising efforts result in an increase to overall donations
- Contributions through the Annual Giving Program increase
- Donations from existing donors increase year over year
- The number of new donors increase year over year
- Senior staff and board responsibilities for finance resource development are identified and applied

### **3d. Long Term Objective**

Maintain fiscal integrity through the application of proven financial management techniques and processes.

#### **Key Initiatives**

- Continue the application of a sensitized budgeting technique to BCAITC budgeting processes
- Initiate plans to meet financial projections
- Continue existing formal process for the tracking and financial reporting of budgets and projects

**Success Measurements**

- BCAITC financial audits indicate no major irregularities

## Priority #4

Strategic Focus Area: Organizational Sustainability

### 4a. Long Term Objective

BCAITC has a plan in place to provide Executive Director leadership continuity in order to support the implementation and achievement of the BCAITC strategic plan.

#### Key Initiatives

- Clarify the board responsibility and process for the Executive Director succession planning

#### Success Measurements

- Identify a suitable leadership transition plan by the end of the three years

*“Great things are not done by impulse but by a series of small things brought together”.*

— Vincent Van Gogh

### 4b. Long Term Objective

The organizational structure will support the capacity of BCAITC to implement annual operational plans, present a professional image, deliver a service-focused approach, and promote BCAITC to key stakeholders.

#### Key Initiatives

- Redefine the existing organizational structure to enhance the effectiveness and efficiency of achieving annual operational plans
- Within financial constraints, identify and supply the required facilities, physical resources and tools necessary to support the revised structure
- Define and implement a regional model that identifies, involves, and supports educational champions within the BC educational system

#### Success Measurements

- The organizational structure has been redefined with the involvement of staff
- Updated job descriptions exist and are communicated to staff
- A regional model has been designed and piloted
- Service levels increase

#### **4c. Long Term Objective**

The work environment reflects strategies that enhance employee engagement and productivity, stakeholder satisfaction, and achievement of organizational success measurements.

##### **Key Initiatives**

- Ensure human resources policies and processes are in place to support the organizational structure
- Provide opportunities to enhance staff core competencies that will assist them in delivering on roles and responsibilities, and performance expectations

##### **Success Measurements**

- Formal HR policies and processes are in place by the end of year one
- Annual development plans for each staff member exist
- Staff feedback indicates a level of engagement consistent with comparative non-profit organizations

### ***Phase V: Implementing the Strategic Plan***

The 2011-2013 Strategic Plan developed from this strategic planning process sets the stage to develop annual operational plans that translate our three-year strategy into action. The success of BCAITC in accomplishing the initiatives set out in the 2005 – 2010 Strategic Plan is an indication of our commitment to creating a future focused, realistic, and achievable plan that provides direction to BCAITC management and staff. The definition and monitoring of success measurements ensures the accomplishment of long-term objectives.

The Executive Director will develop annual plans based on the 2011-2013 Strategic Plan, identify required resources for achieving these operational plans, apply resources in an effective and efficient manner when implementing each of the annual plans, and report results to the BCAITC Board of Directors and key stakeholders. The BCAITC Board of Directors will monitor the implementation of the strategic plan and evaluate results to defined success measurements in both the annual operational plans and strategic plan. If necessary, the implementation will be adapted to reflect current environmental factors and/or the direction indicated within the strategic plan.

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