

# The Next Five Years



## *Directions In BC Agricultural Education K – 12*

**Strategic Plan 2005 – 2010**

BC Agriculture In The Classroom Foundation

*Funding provided by:*

Canada





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We would also like to acknowledge the contribution of our focus group participants.

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Sydney Massey, President

## President's Message

This strategic plan, *The Next Five Years*, will position the BC Agriculture in the Classroom Foundation as the lead organization linking agriculture, education and health in BC.

The timing couldn't be better for this plan, as public concern about the health of children is at an all time high. As a nutrition educator, I believe very strongly in the need for people to know where their food comes from. I also believe strongly in the need to build and support our local food system—and the BC food system is definitely worth supporting! I see immediate connections between a strong local food system, healthy communities and healthy people. This is why I am so committed to BCAITC, the organization committed to "agriculture education today—food for tomorrow."

As we look to 2010, we will build on the success we already enjoy. We are well-respected by educators for our award-winning classroom resources and for the learning opportunities we create outside the classroom. We need to build financial security to be able to extend our reach to even more teachers and into even more classrooms. We need to ensure our resources continue to meet curriculum needs in the changing education environment. And we need to ensure that more educators know what we can do for them. *The Next Five Years* will give us the direction to meet these goals.

Sydney Massey

*President*

*BC Agriculture in the Classroom Foundation*



## Executive Director’s Introduction



Lindsay Babineau,  
Executive Director

*“Strategic Planning is a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it, with a focus on the future.”*

*—Adapted from Bryson’s Strategic Planning in Public & Non Profit Organizations*

In the spring of 2005, the Board of Directors and myself, the Executive Director of the BC Agriculture in the Classroom Foundation (BCAIRC), commissioned the development of a new Strategic Plan to guide us into 2010. BCAIRC is appreciative of the Investment Agriculture Foundation of British Columbia for their funding and support of this important future focused initiative.

The planning process used was inclusive and involved the Foundation’s key stakeholders. Working through a formal feedback process the Foundation now clearly understands the needs of its stakeholders and can adapt to these needs as the future unfolds. We thank the individuals and organizations who contributed their input, experience, and ideas to the completion of this plan.

The strategic planning process confirmed that over the next five years the Foundation will be operating within an arena of growth and constant change that will require a flexible and resilient infrastructure and sufficient resources to fulfill its mission.

Therefore the defined strategic focus areas, long-term objectives, and defined strategies will respond to the issues identified, meet the needs of BCAIRC stakeholders, link to the defined mission and purpose of the Foundation, and build on past successes.

We have identified the following critical issues that must be addressed over the next five years to ensure the enhanced success of the BC Agriculture in the Classroom Foundation.

- Increased visibility, accessibility, and use of BCAIRC learning resources.
- That BCAIRC learning resources meet the long-term resource needs of BC educators and contribute to the expressed purpose of BCAIRC.
- The securing of ongoing funding for core expenses and project financing.
- The development of resources, mainly human resources, to meet the projected growth of the Foundation.

A key concept in this plan is alignment – a theme throughout this document. Our strategic focus areas are not exclusive of one another and in fact, are dependent upon each to achieve our desired results.

We have identified and prioritized five (5) strategic focus areas that will address these critical issues.



Our key focus is to 1) *Provide Learning Resources and Programs* but we cannot do this without 2) *Financial Sustainability*. Once the *Learning Resources and Programs* exist, we need to establish BCAITC as the source for agricultural learning resources through 3) *Promotion* of our organization and our programs.

Peter F. Drucker, the father of modern American business management recognized the necessity to increase the capacity and effectiveness of nonprofit institutions when he stated that *“To manage [nonprofit] institutions for performance may well be the biggest and most important management tasks in this century”*. Therefore, our fourth strategic focus area is *Organizational Efficiency and Effectiveness*.

We have recognized that management includes initiating and implementing a formal 5) *Governance* model, an action taken by the Board of Directors but still in alignment with the defined strategic direction.

This plan includes the long-term objectives to be achieved in each of the five strategic focus areas, the key initiatives that will assist in achieving these objectives and the measures of success for each of the strategic focus areas. This will provide me, the Executive Director, with a framework for establishing annual business (operational) plans, timelines, and budgets within an operational context that is achievable, aligned, monitored, and evaluated for performance.

I look forward to seeing the Foundation grow and prosper as we head into 2010.



## Our Strategic Planning Process

### *Phase I: Who We Are*

#### **Introduction**

The BC Agriculture in the Classroom Foundation is a well-respected, non-profit foundation dedicated to working with educators to bring BC's agriculture to students within the province of British Columbia.

The Foundation is housed and supported in kind by the BC Ministry of Agriculture and Lands. In addition, a growing number of industry, post secondary educational institutions, private businesses and individuals committed to the Foundation's Mission and Purpose also provide funding to support the Foundation's initiatives.

BCAIRC operates with a diverse Board of Directors representing a broad cross section of the agricultural sector. The BCAIRC Board of Directors participates in setting the strategic direction for the Foundation and remains involved throughout the year to oversee and guide the ongoing operations.

#### **Board of Directors 2005**

##### **Producers**

Daren Alary – Poultry  
Dr. Peter Jolliffe – Sheep  
Tracey Kirkness – Dairy Cattle/Women's Institute  
Gerald Peterson – Beef Cattle  
Sarah Ryall – Greenhouse Vegetables

##### **Education**

Ray Appel – School District #34

##### **Health**

Gerry Kasten RD – TriCities Public Health Preventative Services

##### **Post Secondary**

Dr. Norma Senn – University College of the Fraser Valley

##### **Nutrition Education**

Sydney Massey RD – BC Dairy Foundation

##### **Government**

Pat Tonn – Youth and Community Development,  
BC Ministry of Agriculture and Lands

##### **Member At Large**

Ron Charles

The full-time Executive Director sets the operational plans and budgets, and then manages the implementation of these plans, key initiatives and projects. The Foundation takes advantage of expertise within the local community for accounting, web site and graphic design, web site hosting, printing, events, and other needs.

For further information, please feel free to refer to the BCAIRC website at [www.bcairc.ca/bc](http://www.bcairc.ca/bc)



## BC Agriculture in the Classroom Mission Statement

The 2005 Strategic Planning process included the examination and review of the existing BCAITC mission statement in order to evaluate its' relevance to the Foundation's current reality. Our contributors considered this question, "Does the current mission statement communicate the essence of BCAITC to the reader?" While this question appears to be straightforward, it forces individuals to consider the essence of the Foundation – why does BCAITC exist? This is a critical issue, as it sets the stage for the definition of our strategic direction and plans over the next five years.

The Board of Directors is extremely pleased to confirm the new BCAITC Mission statement as follows.

*Working with educators to bring BC's agriculture to our students.*

## BCAITC Stakeholders

To accomplish the BCAITC mission of "Working with educators to bring BC's agriculture to our students", the BC Agriculture in the Classroom Foundation works with a number of key stakeholders that either benefit from and/or participate in the delivery of products and services. These people, organizations, or groups have a "stake" in the promotion and future of agriculture within BC and therefore a direct interest in the success of BCAITC and the support provided to educators. Our planning session defined current stakeholders as the following.

- BC K – 12 students
- BC educators, elementary and secondary teachers and administrators, K-12 schools
- BC Teacher's Federation
- The BC Ministries of Agriculture and Lands; Education, and Health Services
- Agricultural industry partners such as producers, processors and retailers of BC food products
- Post-secondary educational institutions
- Government agencies, associations, non-profits, and professional organizations involved in the BC agricultural system
- Other provincial Agriculture in the Classroom organizations
- Donors
- BCAITC Board of Directors, staff, and volunteers

*"It is not enough to do your best, you must know what to do, and then do your best".*

*—E. Edwards Deming*



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

It was also important to review and examine the BCAITC Purpose statements in preparation for planning our future. Again, contributors to the Strategic Planning process provided input and suggestions. The exercise produced a great deal of excitement and animated discussion as contributors defined the purpose of an organization dedicated to minimizing the disconnect between students and agriculture. The discussion assisted in creating understanding among the participating stakeholders of what BCAITC seeks to accomplish. We trust the definition of our Purpose will assist all stakeholders in better understanding how they can contribute to the BCAITC Mission or receive benefit from BCAITC initiatives.

The Board of Directors has confirmed the revised BCAITC Purpose as follows.

- To provide educators and students with quality educational resources, programs and other agricultural information that highlight agriculture as an important part of our economy and way of life.
- To enable students to make informed decisions about food choices, food safety, and the importance of our own supply of local food and other agricultural products.
- To develop an awareness and understanding in BC schools of the importance of agriculture, sustainable food systems, and the protection of BC's agricultural resource base.
- To promote the value of a healthy agricultural sector to our educators, students, and society.
- To promote careers in agriculture as a viable and desirable career choice.
- To facilitate the relationship between BCAITC and it's stakeholders to accomplish the Purpose of the Foundation.

## ***Phase II: The Environmental Context for Our Planning and Work***

In the formulation of a strategic direction, and as an integral part of the Strategic Planning process, it was important to involve key BCAITC stakeholders in the examination of our current situation, and the forecasting of a potential future within an internal and external environmental context. Therefore, BCAITC engaged a broad range of voices representing end users – the beneficiaries of our programs and resources, government ministries, donors and potential donors, industry leaders, and other stakeholders. These individuals assisted BCAITC in assessing its' perceived performance, the BCAITC relevance to what's happening currently and in the future, the identification of opportunities and threats, and the assessment of internal capabilities to meet future demands and the needs of stakeholders. An additional objective was to identify the needs of existing agricultural and horticultural 11/12 teachers.

The environmental review was conducted through the application of a SWOT analysis. A SWOT analysis is a tool used for understanding an organization's internal strengths and weaknesses (challenges), and external opportunities and threats. While this document will not detail the results of this analysis, we will comment on the major findings in order to provide a contextual background for the conclusions reached, strategic focus areas identified, and long-term objectives defined.



## **BCAITC Key Achievements and Challenges**

The feedback received from our focus groups, an evaluation of BCAITC internal strengths, and a review of accomplishments over the last five years, all point to the fact that BCAITC is a credible organization with a high quality reputation among those stakeholders aware of the Foundation. In combination with a consistent message that the Executive Director is well recognized and respected within the agricultural sector, it positions BCAITC to become a unifying force in the bringing of complementary government, industry, educational, and interested parties together for the advancement of agriculture and healthy living.

BC Agriculture in the Classroom Foundation is proud of the achievements they have diligently worked towards over the past five years. Dedicated to taking educators and their students beyond the classroom environment and into the expanded world of agriculture, the award winning Agriculture in the Classroom program has initiated and laid the groundwork for an exciting future. The feedback received from stakeholders during this Strategic Planning process confirmed this positive image and excellent reputation within BC's agricultural and educational sectors. Our review of the Foundation's strengths and areas of challenge indicated the following results.

### **Teacher Resources**

BCAITC's resource centre provides teachers and other educators with high quality print and video resources that assist in bringing agriculture to their students. For those individuals familiar with BCAITC learning resources, they appreciate the accessibility, the quality, and the variety of resources. A number of specific resources were identified as helpful to educators

There were a number of suggestions for enhancement that would take these resources to the next level by linking them more closely to the required learning objectives within the BC school system and expanding the resources to meet the needs of educators external to the school system. In addition, suggestions for innovative learning techniques, experiential learning, and types of programs were offered as enhancements to the current BCAITC resources and programs. Therefore, a critical issue is the need to ensure BCAITC learning resources continue to meet the long-term resource needs of BC educators and also contribute to the expressed purpose of BCAITC.

### **Recognition of Resources**

The Ministry of Education has recognized one BCAITC learning resource to their list of learning resources that meet the learning objectives of IRP's within the BC school system. Having other resources recommended was identified as an important direction for the design of future BCAITC learning resources.

The BC Teacher's Federation has added 5-6 BCAITC resources to their recommended list. Our feedback indicated that BCAITC should also design learning resources with this acceptance in mind.



## Agricultural Awareness Initiatives

BCAITC also supports educators outside of the BC educational system with the Tips for Tours series and Tips for Fairs designed for helping producers and fair organizers with their tours and educational displays. Educators would like BCAITC to continue their support of educators outside the BC educational system.

## Infrastructure

The Executive Director has represented BCAITC over the last five years and is positioned to professionally represent the Foundation over the next five years. However, this also becomes a threat to the stability of BCAITC should the Executive Director leave the Foundation.

The Foundation is dependent upon funding received from government, partners and donors. A critical challenge faced by BCAITC is the securing of ongoing funding for core expenses and project financing. Funding must be confirmed before a number of key initiatives can be undertaken. The implementation of the Annual Giving Program in 2004/2005 has helped to bring funds for core funding. This program is becoming established and will continue in the years to come.

BCAITC has been growing steadily. In order to continue its growth and meet the long-term objectives identified within this Strategic Plan, the current minimal human resources must be expanded. In addition, internal facilities, systems, and structure must meet the need for enhanced capacity.

## Awareness

While BCAITC enjoys an excellent reputation among individuals and groups who are aware of the Foundation, there are a number of educators unaware of the Foundation and the assistance it provides. Therefore, a critical challenge is to increase the public visibility of the Foundation and also the visibility, accessibility, and use of BCAITC learning resources. A number of promotional methods were suggested.

## School Fruit & Vegetable Snack Program

If we were to look for one achievement that signifies BCAITC's recognition and acceptance within the agricultural sector and effective development of partnerships, it would be that BCAITC was chosen to administer and deliver the School Fruit and Vegetable Program throughout the province of BC. This is the first province wide initiative offered as a partnership between the Ministries of Agriculture and Land, Health Services, Education, the BC Agriculture in the Classroom Foundation, Action Schools! BC, the BC Centre for Disease Control, and the Community Nutritionists Council of BC.

The School Fruit & Vegetable Snack Program is an excellent opportunity to move to the forefront in public recognition. The successful continuation of BCAITC's involvement in this program sets the stage for continued funding for the BCAITC infrastructure.

## Web Site

The BCAITC website is an excellent vehicle for the distribution of resources, communication, and promotion. While BCAITC's website, [www.aipc.ca/bc](http://www.aipc.ca/bc), remains one of the most active AITC websites in Canada it could increase its effectiveness as an immediate and useful

*"BC grows some of the best produce in the world and by encouraging participation in this program, we will see the benefits in both the health of our children and our rural communities".*

—Premier

Gordon Campbell



source of resource materials for the agricultural educator. The website also requires enhancement to support the launch of the School Fruit and Vegetable Snack Program.

### **Growing Places Newsletter**

Launched in 2001, the annual Growing Places newsletter outlines available resources and programs offered by BCAITC. The newsletter has been distributed to all elementary, middle and secondary teachers within the public and private school system and to other educators and industry partners. Growing Places was seen as an effective tool and should be continued in 2005/2006.

### **Summer Institute for Educators**

As part of our mission to “educate the educator”, BCAITC sponsors an intensive one-week summer institute on agricultural education. Teachers in attendance become BCAITC supporters and champions of bringing agriculture to the classroom in a new, innovative manner through methods and ideas gained through attendance at the summer institute. Feedback indicated this institute should be continued with an increased emphasis on participants becoming involved in the promotion and design of BCAITC learning resources.

### **Science Fair Awards**

BCAITC provides 13 regional science fair awards through the Science Fair Foundation of BC. Awards are aimed at student projects with an application to agriculture, the BCAITC area of focus. Funding provided by the Potato and Vegetable Growers of BC will continue these awards.



## BCAITC Opportunities

Given the needs of the educational sector and the willingness of industry partners to assist in contributing resources, BCAITC is uniquely positioned to organize collaborative efforts to fulfill these needs. Participants offered a number of exciting and innovative suggestions and ideas. Several themes emerging include the following.

- Industry partners are more than willing to become involved in the creation of learning resources and the development of experiential learning programs.
- Funding is available and should be actively sought to ensure BCAITC plans can be realized over the long-term.

*“You want  
to skate to  
where the puck  
will be, not  
where it is”.*

—Wayne Gretsky

While there were numerous opportunities available to BCAITC, the Foundation must be realistic in what they can achieve over the next five years considering the resources and funding available. The Strategic Planning process has been undertaken to focus the Foundation for the next five years. The Strategic Focus Areas were defined in Phase III of our process.

## **Phase III: Strategy Formulation**

### **Strategic Focus Areas**

The input of key stakeholders, the BCAITC Executive Director and Board of Directors, and a diagnostic analysis of the BCAITC current operations has provided the environmental context for the identification of key areas critical to the long-term viability and success of the BC Agriculture in the Classroom Foundation. These critical areas emerge from the trends, pressures and environment described in Phase II.

Therefore, if BCAITC is to build on the success achieved over the last five years, and meet the challenges of the future, five (5) strategic focus areas have been identified as critical to our ongoing success. In addition, these five strategic focus areas were prioritized in order of importance to the achievement of the BCAITC Mission and Purpose. Although the following strategic focus areas are listed separately, we view them as being interconnected and interdependent, and are intended to directly carry out the BCAITC mission and purpose over the next five years.



## Priority #1

### Strategic Focus Area: Learning Resources & Programs

#### Long Term Objective

- 1.1 Increase the use of BCAITC resources and programs by BC educators and BC students

##### Key Initiatives

- 1.1.1 Identify, involve, and support BCAITC educational champions within the BC educational system
- 1.1.2 Identify learning resources to applicable curriculum needs
- 1.1.3 Become an advisor in the development of BC curriculum that has the potential to integrate agriculture within the broader context of the curriculum
- 1.1.4 Conduct an inventory of current BCAITC resources and ensure learning resource lists are updated
- 1.1.5 Establish a method for tracking the use of BCAITC learning resources and programs

*"I foresee agricultural education, within the curriculum, as a pivotal tool in the teaching of both nutritional and environmental subjects".*

*—Ian Pigott,  
Agriculture in the  
School Curriculum  
Report, 2005*

#### Long Term Objective

- 1.2 Increase the educator and student accessibility of BCAITC learning resources by enhancing our website through innovative technologies.

##### Key Initiatives

- 1.2.1 Strengthen web-based delivery through the BCAITC website
  - Enhance ease-of- access to learning resources
  - Increase immediate access to existing BCAITC learning resources and non-BCAITC learning resources by adding or linking these resources to the website
  - Develop BCAITC learning resources and other materials specifically for website accessibility

#### Long Term Objective

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

##### Key Initiatives

- 1.3.1 Position BCAITC learning resources within the broader context of increasing the face of agriculture within the classroom by offering easily accessible resources that assist educators in meeting their instructional goals
  - Determine the number and percentage of specific agricultural courses currently being taught within the BC educational system



- Identify IRP learning outcomes within K12 curriculum and grades that could incorporate agricultural learning resources
  - Identify existing internal and external learning resources that match the needs of BC educators as identified through IRP learning outcomes and support the curriculum within BC schools
  - Create or locate learning resources and programs that match the needs of BC educators as identified through IRP learning outcomes.
  - Partner with industry stakeholders to create or source learning resources for integration with the BC educational curriculum
  - Eliminate or re-design existing learning resources to meet IRP learning outcomes
- 1.3.2 Expand BCAITC learning resources and programs external to the classroom and teachers within the K 12 school system
- Integrate experiential learning methods into BCAITC learning resources and programs
- 1.3.3 Work to continue the administration of the BC Fruit and Vegetable Snack Program
- Create informational materials to accompany the Program

## **Long Term Objective**

- 1.4 Ensure learning resources and programs available through BCAITC meet the BCAITC seal of approval.

### **Key Initiative**

- 1.4.1 Ensure all BCAITC learning resources, either created or externally sourced, meet the BCAITC Seal of Approval. Promote the BCAITC Seal of Approval as a quality designation.
- 1.4.2 Apply for external recognition and awards that will confirm the quality of BCAITC learning resources

## **Long Term Objective**

- 1.5 Support and facilitate the sharing of learning resources, agricultural information and research, knowledge, and best practices through the creation of networking opportunities.

### **Key Initiatives**

- 1.5.1 Create a list of current champions and educators involved in promoting agriculture through education
- Offer incentives to K 12 teachers for innovative projects that incorporate agriculture into their curriculum



- 1.5.2 Create a learning community of BC educators that enhances formal networking and sharing opportunities
  - Coordinate networking groups, either face-to-face or website based, and support the ongoing sharing of best practices
- 1.5.3 Provide “education for the educators”
  - Continue the Summer Institute and use the participants as BCAITC champions
- 1.5.4 Create a list of BCAITC speakers available to enhance the learnings of BC educators and students
- 1.5.5 Identify, coordinate, and communicate learning resources that meet the needs of BC educators available through other associations, industries, government resources, or other sources

#### **Success Measurements**

- The long-term agricultural resource needs of BC educators is identified
- Learning resources and programs have been identified or created to meet the long-term needs of BC educators involved in agricultural education
- The use of BCAITC learning resources and programs increases
- All internally created learning resources have been evaluated and awarded the BCAITC seal of approval
- BCAITC has received external recognition for the quality of internally created learning resources or programs
- Learning resources have been created or offered in collaboration with industry partners
- Educators have applied for BCAITC incentives
- BCAITC is selected to administer the School Fruit and Vegetable Snack Program on a permanent basis



## Priority #2

### Strategic Focus Area: Financial Sustainability

#### Long Term Objective

2.1 Enhance the long-term viability of BCAITC by ensuring stable and sustainable funding.

##### Key Initiatives

- 2.1.1 Actively pursue and attract government, industry and other partnership funding for the research, development, and implementation of learning resources, programs, and project funding
  - Develop a more diversified funding base
  - Secure project administration fees for industry or government projects
  - Actively pursue and secure in-kind government grants
- 2.1.2 Secure sufficient funding and in-kind resources to support core expenses.
- 2.1.3 Investigate adding an experienced fundraiser to the BCAITC organizational structure

#### Long Term Objective

2.2 Improve fundraising efforts through the donor base

##### Key Initiatives

- 2.2.1 Identify methods of expanding the donor base, soliciting ongoing funds, and tracking results
  - Evaluate format and promotion of the Annual Giving Program
- 2.2.2 Launch fund development campaigns

#### Long Term Objective

2.3 Ensure fiscal integrity by continuing to refine ongoing financial management, and the tracking and financial reporting of budgets and projects.

##### Key Initiative

- 2.3.1 Establish a process for long-range budgeting and evaluate financial requirements over the next 2-3 years.
- 2.3.2 Initiate plans to meet these financial projections
- 2.3.3 Design a formal process for the tracking and financial reporting of budgets and projects



**Success Measurements**

- Ongoing (year-over-year) funding has been secured for core BCAITC expenses
- Project funding for high priority initiatives has been secured
- Funding received by BCAITC increases year over year
- A formal process of tracking BCAITC donors and their contributions exists
- Ongoing recognition and solicitation of BCAITC donors takes place
- A formal process for the tracking and financial reporting of budgets and projects exists



## Priority #3

### Strategic Focus Area: Visibility & Promotion

#### Long Term Objective

- 3.1 Establish BCAITC as “the source” for agricultural learning resources within the BC educational community, agricultural industry sector, government ministries, media, and other influential organizations and individuals.

#### Key Initiatives

- 3.1.1 Continue to participate in events that offer high visibility to BCAITC
- Create an updated ‘booth’ and promotional materials to enhance the visibility and perceived professionalism of BCAITC
- 3.1.2 Increase media coverage of BCAITC initiatives

#### Long Term Objective

- 3.2 Identify and implement the most effective communication methods for promoting BCAITC resource materials and programs to BC educators.

#### Key Initiatives

- 3.2.1 Develop a formal marketing/communications plan
- 3.2.2 Enhance the distribution and content of the Growing Places newsletter
- Seek methods to distribute the newsletter directly to teachers
  - Add a networking section that includes ‘tips & techniques’ for teachers integrating agriculture into course curriculum

#### Long Term Objective

- 3.3 Improve BCAITC visibility by ensuring that all BCAITC communications, resource materials, promotional items, website, and other documents are brand recognizable.

#### Key Initiatives

- 3.3.1 Create an updated logo for the BCAITC Foundation
- 3.3.2 Define the desired visual look of BCAITC, determine a process of integrating this ‘brand’ across AITC materials and resources, and begin the process of branding BCAITC communication methodologies

#### Long Term Objective

- 3.4 Identify and build complementary government and industry partnerships that could increase BCAITC’s capacity to fulfill its’ mission and purpose.

**Key Initiative**

- 3.4.1 Continue to participate in the development of BCAITC –Canada
- 3.4.2 Identify existing and potential partners and create a contact list for ongoing promotional and communication purposes
  - Become involved in the health-promoting schools approach undertaken by the Government of BC
- 3.4.1 Establish formalized partnerships with government and industry partners

**Long Term Objective**

- 3.5 Increase membership and ongoing financial support by recognizing donor contributions, strengthening stakeholder communication, and remaining connected with past and present BCAITC supporters, stakeholders, and partners.

**Key Initiatives**

- 3.5.1 Update the existing donor list and establish an ongoing method of communicating key BCAITC accomplishments and news
- 3.5.2 Evaluate current donor recognition process and if required, enhance the program

**Success Measurements**

- The BCAITC brand is easily recognized by the majority of stakeholders
- The awareness of BC educators of BCAITC resource materials and programs increases
- A formal process of tracking BCAITC supporters, partners, and users exists
- A National AITC organization exists



## Priority #4

### Strategic Focus Area: Organizational Effectiveness

#### *HR & Administration*

#### Long Term Objective

- 4.1 Develop an infrastructure that will increase the capacity of BCAITC to support the implementation of projects and initiatives designed to achieve the BCAITC Mission and Purpose.

#### Long Term Objective

- 4.2 Draft the organizational structure and personnel necessary to support BCAITC goals, projects, and other initiatives, identify sufficient permanent, contract and project staffing, and fill these positions.

#### Key Initiatives

- 4.2.1 Create the required structure for the BCAITC human resources and locate qualified individuals to fill these positions
- Hire an office assistant
  - Hire a fund raiser

#### Long Term Objective

- 4.3 Ensure human resources policies and processes are in place to support the organizational structure.

#### Key Initiatives

- 4.3.1 Create human resources policies and processes to support the organizational structure

#### Long Term Objective

- 4.4 Ensure the required facilities, physical resources and tools are available to support the initiatives and requirements of BCAITC.

#### Key Initiatives

- 4.4.1 Locate expanded storage facilities



### **Long Term Objective**

- 4.5 Provide professional development opportunities to enhance the core competencies of the Executive Director and other staff.

#### **Key Initiatives**

- 4.5.1 Define Executive Director development needs and provide these opportunities

#### **Success Measurements**

- BCAITC positions are filled by qualified individuals
- Human resources policies and processes are in place to support the organizational structure
- BCAITC has the required space and storage available
- The Executive Director has attended personal learning opportunities that enhance the achievement of results within the expanded organization



## Priority #5

### Strategic Focus Area: Governance

#### Long Term Objective

5.1 Review the existing governance structure and its' suitability to the projected growth of the Foundation.

#### Long Term Objective

5.2 Initiate and implement a BCAITC policy governance model.

#### Long Term Objective

5.3 Establish monitoring processes that clearly define the roles for the Board and the Executive Director.

#### Key Initiatives

5.3.1 Clearly define the role of the Executive Director

5.3.2 Define the roles of Board members

5.3.3 Refine the committee structure and define committee roles

5.3.4 Review the potential vulnerability of the Foundation if the Executive Director departs and put a strategy in place to fill the position

#### Success Measurements

- An updated Board governance model exists
- The role of the Executive Director is defined
- Board roles are defined
- Strategy to replace Executive Director is defined



## Summary — BC Agriculture in the Classroom Foundation

### 2005 – 2010 Strategic Plan

#### Mission Statement

*Working with educators to bring BC's agriculture to our students.*

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

- To provide educators and students with quality educational resources, programs and other agricultural information that highlight agriculture as an important part of our economy and way of life.
- To enable students to make informed decisions about food choices, food safety, and the importance of our own supply of local food and other agricultural products.
- To develop an awareness and understanding in BC schools of the importance of agriculture, sustainable food systems, and the protection of BC's agricultural resource base.
- To promote the value of a healthy agricultural sector to our educators, students, and society.
- To promote careers in agriculture as a viable and desirable career choice.
- To facilitate the relationship between BCAITC and its stakeholders to accomplish the Purpose of the Foundation.



## Strategic Focus Areas

### Priority #1

#### Strategic Focus Area: Learning Resources & Programs

##### Long Term Objectives

- 1.1 Increase the use of BCAITC resources and programs by BC educators and BC students
- 1.2 Increase the educator and student accessibility of BCAITC learning resources by enhancing our website through innovative technologies.
- 1.3 Identify the long-term resource needs of BC educators and create or locate resources and programs that meet these needs and also contribute to the purpose of BCAITC.
- 1.4 Ensure learning resources and programs available through BCAITC meet the BCAITC seal of approval.
- 1.5 Support and facilitate the sharing of learning resources, agricultural information and research, knowledge, and best practices through the creation of networking opportunities.

### Priority #2

#### Strategic Focus Area: Financial Sustainability

##### Long Term Objectives

- 2.1 Enhance the long-term viability of BCAITC by ensuring stable and sustainable funding.
- 2.2 Improve fundraising efforts through the donor base
- 2.3 Ensure fiscal integrity by continuing to refine ongoing financial management, and the tracking and financial reporting of budgets and projects.

### Priority #3

#### Strategic Focus Area: Visibility & Promotion

##### Long Term Objectives

- 3.1 Establish BCAITC as “the source” for agricultural learning resources within the BC educational community, agricultural industry sector, government ministries, media, and other influential organizations and individuals.
- 3.2 Identify and implement the most effective communication methods for promoting BCAITC resource materials and programs to BC educators.



- 3.3 Improve BCAITC visibility by ensuring that all BCAITC communications, resource materials, promotional items, website, and other documents are brand recognizable.
- 3.4 Identify and build complementary government and industry partnerships that could increase BCAITC's capacity to fulfill its' mission and purpose.
- 3.5 Increase membership and ongoing financial support by recognizing donor contributions, strengthening stakeholder communication, and remaining connected with past and present BCAITC supporters, stakeholders, and partners.

## **Priority #4**

### **Strategic Focus Area: Organizational Effectiveness**

#### ***HR & Administration***

#### **Long Term Objectives**

- 4.1 Develop an infrastructure that will increase the capacity of BCAITC to support the implementation of projects and initiatives designed to achieve the BCAITC Mission and Purpose.
- 4.2 Draft the organizational structure and personnel necessary to support BCAITC goals, projects, and other initiatives, identify sufficient permanent, contract and project staffing, and fill these positions.
- 4.3 Ensure human resources policies and processes are in place to support the organizational structure.
- 4.4 Ensure the required facilities, physical resources and tools are available to support the initiatives and requirements of BCAITC.
- 4.5 Provide professional development opportunities to enhance the core competencies of the Executive Director and other staff.

## **Priority #5**

### **Strategic Focus Area: Governance**

#### **Long Term Objectives**

- 5.1 Review the existing governance structure and its' suitability to the projected growth of the Foundation.
- 5.2 Initiate and implement a BCAITC policy governance model.
- 5.3 Establish monitoring processes that clearly define the roles for the Board and the Executive Director.



*“If you can’t do it, it’s not a strategy, it’s only an exercise”.*

— E. Happ

#### **Phase IV: Operational Application—Translating Strategy to Operational Plans**

As stated earlier, this document is intended to be a working document that will be used to develop operational plans. The key initiatives will be applied within an operational context that is achievable, aligned, monitored, and evaluated for performance. Our Executive Director will work with the Strategic Plan and refine this Business Plan as the year unfolds. Operational goals will be dependent upon the resources available – from both a human resources and financial resources viewpoint.

*“Strategy is the process by which the basic mission and objectives of the organization are set, and the process by which an organization uses its’ resources to achieve these objectives.”*

— Tichy, Fombrun and Devanna, Sloan Management review

#### **Phase V: Implementation, Monitoring & Evaluation**

BCAITC will continue to monitor any changes in the external current and long-range environment and adapt and update their plans to reflect those changes. The Board of Directors and the Executive Director will monitor results to the Strategic and Business Plans and evaluate these results to the defined Success Measurements. If necessary, they will adapt their approach to keep in line with the guidelines of this strategic plan.



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