

A STRATEGIC PLAN

FOR THE

Prince Edward Island ADAPT Council

September, 2005

In this Strategic Plan, unless the context otherwise requires, the term “industry” refers to the total agriculture and agri-food - industry.

Executive Summary

The Prince Edward Island ADAPT Council was created in 1997 to implement the federally funded Canadian Adaptation and Rural Development (CARD) fund programs in the Province of Prince Edward Island.

ADAPT was recently assigned the responsibility of implementing the Advancing Canadian Agriculture and Agri-Food (ACAAF) Program. This \$51 million per year national program is for five-years Prince Edward Island’s share of this initiative represents at least \$696,758.00 per year. It will support the goals of the Agricultural Policy Framework (APF), while empowering the agriculture and agri-food value chain to seize new opportunities in the highly competitive global marketplace. To plan the adjustment to its new mandate, ADAPT developed a Strategic Plan for the next five years.

The Council has a unique opportunity to provide leadership and serve as a guiding light at the level of the entire agriculture and agri-food value chain. It can also seize new challenges relating to emerging sectors and services, such as the new bio-economy. The plan will guide the renewal of the Council’s structure and composition and indicate strategic directions to effectively exercise its mandate. We are confident that the implementation of this Strategic Plan will make a difference in advancing the PEI agriculture and agri-food chain to a more progressive and sustainable level.

In January 2005, ADAPT hosted an industry consultation session with representatives from PEI’s agriculture organizations and representatives from agri-food businesses. At this time, verbal submissions were collected and organizations were also encouraged to submit priorities in writing, if they were unable to attend the consultation. Through this process, ADAPT identified areas where priority efforts should be directed. Strategic Goals and Objectives were formulated in relation to the three key ACAAf pillars. Other identified issues related to Environment, HACCP and On-Farm Food Safety, which were subsequently not incorporated into this strategic plan as they will be addressed through the APF and/or other funding programs.

A new composition and governance structure has been implemented which recognizes the diverse perspectives and contributions that can be made by youth, emerging sectors and a broad spectrum of representatives from the full value chain. This new governance structure will include a permanent seat on the Board for a Youth Representative. In addition, the ADAPT Board shall create a Value Chain Advisory Committee.

The Mission Statement and Mandate of ADAPT clearly indicate that the scope of its interest and activities extends beyond the implementation of ACAAf programs. The effective and efficient investment of all resources allocated to the future prosperity of the Island’s agriculture and agri-food industry, regardless of source, is of interest to the Council.

To this end, other funding programs available from governments and other sources were identified, in order to avoid duplication and overlapping of programs. There is also an opportunity for this industry-lead body to form or facilitate collaborative approaches to realise projects that can only be achieved through such mechanisms.

Vision

An agriculture and agri-food sector on Prince Edward Island that is innovative, sustainable and competitive.

Mission Statement

The Mission of the PEI ADAPT Council and ACAAF is to assist the agriculture and agri-food industry adapt to new challenges and opportunities and support innovative ways of doing business.

Mandate

- To serve as the mechanism for the efficient delivery of ACAAF programs and other programs that may arise.
- To serve as a medium for planning and addressing issues and opportunities, with regard to ACAAF programming, for the advancement of all components of the PEI agriculture and agri-food industry.

Introduction

The Prince Edward Island ADAPT is a non-profit organisation created in 1997. The mandate of the Council was to implement and deliver the federally funded Canadian Adaptation and Rural Development (CARD) fund program in the province of Prince Edward Island.

ADAPT is currently composed of thirteen members, representing major commodity groups and associations plus one ex-officio representative from Agriculture & Agri-Food Canada and -one ex-officio representative from the PEI Dept. of Agriculture, Fisheries & Aquaculture; plus a staff composed of one Executive Director.

In the spring of 2004, the Federal Minister of Agriculture and Agri-Food Canada announced the Advancing Canadian Agriculture and Agri-Food (ACAAF) Program. This \$51 million per year/five-year funding initiative succeeds the Canadian Agriculture and Rural Development (CARD) Fund. The new federal funding program will support the goals of the Agricultural Policy Framework (APF), while empowering Canada's agriculture and agri-food sector to seize new opportunities in the highly competitive global marketplace. The ADAPT Council is responsible for the delivery and implementation of the ACAA program in the Province of Prince Edward Island .

Under the ACAA program, the Council has a unique opportunity to provide leadership and serve as a guiding light at the level of the entire agriculture and agri-food industry. It can also seize new challenges relating to emerging sectors and services as well as support the new bio-economy. The board of directors was directly and fully involved in the formulation of the plan. The Directors' commitment to a progressive and sustainable agriculture and agri-food chain in Prince Edward Island is very evident. It will hopefully stimulate others to become involved in their pro-active initiatives aimed at the advancement of all components of the industry and generate benefits to invigorate Prince Edward Island's economy.

The following pages will serve as a guide to the renewal of the Council's structure and membership and indicate strategic directions to effectively exercise its mandate. We are confident that the implementation of this Strategic Plan will make a difference in advancing the Prince Edward Island agriculture and agri-food industry to a more progressive and sustainable level.

Strategic Management Goals, Objectives and Actions

In the process of meeting its mandate, ADAPT identified major areas where priority efforts should be directed. These critical areas do not cover the entire spectrum of activity of the Council but are aimed at resolving strategic issues, which must be addressed in order to move forward in the direction of the Council's vision.

Strategic Management Goal # 1	Objectives	Actions
<p>To Effectively and Efficiently Deliver Agriculture and Agri-Food Canada's (AAFC's), 'Advancing Canadian Agriculture and Agri-Food (ACAAF) Program.</p>	<p>To define the roles, mandate and responsibilities of the ADAPT Council and individual Board members,</p> <p>To apply the most efficient procedures possible in the delivery of ACAAFF programming;</p>	<p>Review the by-laws, on an annual basis, to reflect the new membership and governance structure as may be needed.</p> <p>Establish empowered Committees to review governance policy, review proposals and encourage the development of strategic alliances across industry sectors.</p> <p>Update the Procedures and Policy manual, on an annual basis, for director orientation and guidance.</p> <p>Appoint and announce members of the Value Chain Advisory Committee and other working committees, as the need arises.</p> <p>Formulate proposals and appoint a committee to plan an PEI communication strategy for 2005- 2007;</p> <p>Assess strategic plan annually, based on input from industry on priority issues and communication needs</p>

Strategic Management Goal # 4	Objectives	Actions
<p>To Plan and Implement an Effective Communications Strategy</p>	<p>To Broaden the Awareness of Industry Regarding Innovation, Market Opportunity and Policy Direction</p> <p>To Reach Potential Clients Regarding Funding and Application Procedures</p> <p>To Maintain a Network of Information on Activities and Achievements</p> <p>To Ensure Meeting Federal Government Communication Guidelines</p> <p>Measure the effectiveness of the communication activities</p>	<p>Provide an annual forum to showcase achievements</p> <p>Promote ACAAF at appropriate venues</p> <p>Differentiate information on CARD and ACAAF and other funding sources, such as APF, where applicable</p> <p>Conduct a survey on reach and knowledge of ADAPT & ACAAF once every two years</p> <p>Revisit the annual communication plan on a semi-annual basis</p>

Strategic Management Goal # 5	Objectives	Actions
<p>To advance identified priorities of the sector as they relate to ACAAF Pillars</p> <p>Sector Priorities Under Pillar I</p> <ul style="list-style-type: none"> • Foster Diversified Revenue by building an Island-wide Agri-Tourism Product • Find Solutions for Dead Stock Removal • Foster innovation and human recourse capacity building to address potential public health issues in agricultural and value-added products • Enhance Sustainable Production Systems 	<p>Investigate agri-tourism opportunities to diversify on-farm income.</p> <p>Reduce agricultural risks that will provide benefits to animal and stakeholder health and foster sustainability of natural resources (i.e. water, soil and air)</p> <p>Reduce environmental impacts and assist with the transition to low input and/or organic production.</p>	<p>Provide financial resources that contribute to consultation services and/or feasibility studies,</p> <p>Provide support to study agri-tourism opportunities for the agri-food sector</p> <p>Compile research on what is being done elsewhere (e.g., NA/worldwide)</p> <p>Support investigative travel as part of research in finding solutions and opportunities</p> <p>Contribute to workshops and conferences that enhance awareness of identified priorities and how things are done in other jurisdictions</p> <p>Support marketing and business strategy projects for the implementation of organic production systems</p>

<p>Sector Priorities Under Pillar II</p> <ul style="list-style-type: none"> • Adoption of Energy Conservation Bio-based and Renewable Energy Systems • Develop Value-Added & Niche Branding & Value-added Products 	<p>Accelerate innovation through research in biomass, bio-products and bio-processes; strengthen science-industry linkages; enhanced innovation climate and assist with the extrapolation and development of market opportunities</p> <p>Provide information and awareness to industry on niche marketing and branding Provide awareness and information on value-added products and opportunities</p> <p>Help agri-food system stakeholders develop the skills to capture new opportunities</p>	<p>Support new product development;</p> <p>Assist with the development of prototypes, pilot projects</p> <p>Host/support conferences that provide examples of best management practices</p> <p>Contribute to workshops on direct, value-added and/or niche marketing</p> <p>Solicit RFP's to advance the sector in the adoption of new ideas and technology</p> <p>Provide support to access market, processing, retail, wholesale and foodservice information</p> <p>Support business and market feasibility studies for value-added or branded products</p> <p>Fund marketing/brand research</p> <p>Support development of value added products</p> <p>Support development of prototypes</p> <p>Support exploratory research on “state-of-the-art” solutions in other regions and how that information can be applied on PEI</p>
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<p>Sector Priorities Under Pillar III</p> <p>Farm Succession</p> <p>Consumer Trends and Strategic Marketing</p> <p>Value Chain Development</p> <p>Strategic Food Policy and Policy Impact Analysis</p>	<p>Helping agri-food system stakeholders acquire and upgrade business management skills and knowledge</p> <p>Identify consumer wants and needs and market opportunities Helping agri-food system stakeholders gain access to tools for business planning, managing risk and respond to consumer trends</p> <p>Strengthen the sector’s ability to participate in policy discussions regarding the future of the industry</p> <p>Support industry to analyze policy impacts To assist PEI producer and processing organisations in obtaining the means to effectively participate in the policy formulation process;</p> <p>Support the industry to collectively develop food policy</p>	<p>Conduct analysis on impact of proposed policy changes on competitiveness of industry</p> <p>Support organizations to develop policy issues Encourage organizations to disseminate policy information to members and support meetings for policy discussions; engaging federal/other organizations in support of local efforts</p> <p>Working with the Value Chain members, meet with industry and government to work towards a comprehensive agri-food policy</p>
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Measures of Success

- **Expenditures on collaborative project**
- **Expenditures on collective priorities (ACAAF) and ADAPT priorities**
- **Reach (subsectors, communities, contacts)**
- **New and emerging issues addressed**
- **Crosscutting APF elements addressed**
- **Complementing APF elements addressed**
- **Research commercialized**
- **Policy dialogues advanced**
- **Market and trend studies completed**