

# 2020 ANNUAL REPORT

IAF is an industry-led, not-for-profit organization. Our mission is to create funding opportunities to support a thriving BC agriculture and agri-food sector through the effective delivery of programs.

**IAF** Investment  
Agriculture  
Foundation





This annual report presents IAF's strategic framework, outlines the organization's strategic priorities and summarizes the progress made in the delivery of government-funded programs in 2020.

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## ABOUT IAF

The B.C. Investment Agriculture Foundation is an industry-led, not-for-profit society that creates funding opportunities to support a thriving BC agriculture and agri-food sector through the effective delivery of programs.

Since 1996, we have been recognized as the leading provider of high-quality and cost-effective program delivery services for the agriculture and agri-food sector in British Columbia. We have delivered over \$200 Million to industry on behalf of the federal and provincial governments.

### Vision

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

### Mission

To create funding opportunities to support a thriving BC agriculture and agri-food sector through the effective delivery of programs.

## WHAT WE DO

We offer agile and efficient solutions to deliver programs and navigate change while never losing sight of the industry we serve.

**Deliver Programs:** Managing the vast diversity of the agriculture and agri-food sector in B.C. is challenging. We provide contextual knowledge and industry expertise that is focused on the client experience. “Delivering programs effectively and responsively.”

**Serve Industry:** Government programs are intended to improve innovation in, and competitiveness of the sector. We help eligible members of industry to access these opportunities. “Helping industry to access funding opportunities.”

**Align Needs:** Government and Industry work in diverse spheres. We facilitate partnerships by aligning industry needs to public programs. “Aligning industry needs to public programs.”

**Deliver Success:** With more than 20 years of experience in delivering government programs, IAF has the expertise to align the realities of government funding with the needs of the agriculture and agri-food sector.

## MESSAGE FROM THE CHAIR AND EXECUTIVE DIRECTOR

As we reflect upon another year, we're sure we can all agree that 2020 was possibly the most eventful chapter our industry has ever seen. And while there was no shortage of challenges we encountered over the last year, there is also much to be thankful for... and much to look forward to. Despite the chaos and uncertainty that dominated the better part of the year, this unprecedented crisis also afforded the IAF team more clarity, more motivation, and a more steadfast commitment to the industry we serve.

In partnership with industry and government, we swiftly mobilized to provide support during this critical time. Thanks to COVID-19 funding from the federal and provincial governments, we delivered a suite of emergency response programming across a variety of sectors. This required a massive amount of coordination, flexibility, and dedication from our staff to launch multiple programs on an accelerated timeline (while managing our existing programs and maintaining excellent client service standards). To illustrate the extreme operational shift – in an average year, IAF facilitates approximately 150 projects, committing approximately ten million dollars to projects. In 2020, we increased that by more than 150 percent, facilitating more than 600 projects and committing almost \$30 million! We also expanded our program delivery reach beyond BC for the first time, administering Emergency Processing funding within

Alberta, Saskatchewan, the Yukon and the Northwest Territories to help applicants balance new health and safety protocols while maintaining domestic food supply. These highlights also reflect the significant contributions of our directors, whose experience, leadership, and devotion continue to bolster our industry during these precarious times. This has required a great deal of sacrifice and we thank them for their ongoing efforts to navigate the crisis and support sector recovery.

And while we're proud to have played our part in mitigating the immediate risks posed by the pandemic, our efforts toward longer-term planning never paused. As promised, we continued to forge ahead on the priorities outlined in our strategic plan, including our commitment to establish an IAF Trust Fund and diversify our funding base. In 2020, we developed an operational framework for the IAF Trust and reviewed the investment policy to ensure sustainability and growth that reflects the goals of the strategic plan. We also secured additional funders in 2020 and are continuing to explore new partnerships that can be leveraged to benefit BC agriculture. In response to member feedback, we are also fulfilling our role as a strategic board. In 2020, we developed a new director composition, nomination and election policy, and established a formalized membership process.





2020 also marked an era of IT transformation at IAF as we pursued our strategic goal of providing an excellent applicant experience. After extensive efforts to enhance our information management and client service capabilities, our new database was completed last year. The Program Operations Database (aka POD) allows flexibility and interaction between programs, enabling us to effortlessly run reports and other critical functions. We subsequently launched the new online application portal to improve efficiency, accuracy and speed for both clients and staff alike. We also introduced improvements to client contracting and payments – Electronic Funds Transfer is now available to accelerate the delivery of project funding and all client contribution agreements were moved online. We know our clients are equally relieved to bid farewell to the technological dark days of printing, scanning, emailing and faxing!

Last but not least in our strategic priorities list, we're proud to be considered a great place to belong to and work. In response to the demands of delivering emergency relief funding last year, we made a concerted effort to transition staff to new roles and responsibilities to better meet organizational needs. And despite the heightened pressures that ensued, our staff appreciated the opportunities that arose and are proud of the contributions they made during this historic year.

Adapting to change and responding to shifting targets is a theme that will continue to carry us forward. Even so, we intend to remain focused on one of our most important strategic commitments – the creation of unique IAF programs that respond to industry needs and priorities. In preparation for this ambitious task, IAF directors and staff are continuing member and stakeholder engagement to ensure we remain aligned with our industry partners.

As always, we're grateful to be part of a sector that exemplifies resilience, innovation and collaboration on a daily basis. This has never been more important than on the heels of such a momentous year...and is what will ensure we have better years to come.

**Don Low**

*Chair, Board of Directors*

**Michelle Koski**

*Executive Director*



## OUR BOARD OF DIRECTORS | 2020-2021

OUR BOARD REPRESENTS A TEAM OF INDUSTRY-ELECTED DIRECTORS WHO DRIVE THE STRATEGIC DIRECTION OF IAF AND ADJUDICATE THE DISBURSEMENT OF PROGRAM FUNDING. TOGETHER THEY OFFER A WEALTH OF EXPERIENCE FROM THE AGRICULTURE AND AGRI-FOOD SECTOR IN BC.

**Don Low**

*Chair*

Represents: Tree Fruits & Grapes  
Region: Kootenays

**Irmi Critcher**

Represents: Grains, Oilseeds & Specialty Crops  
Region: Peace

**Corine Singfield**

Represents: General Farm Interest  
Region: Cariboo Chilcotin Coast

**Jack DeWit**

*Vice Chair*

Represents: Horticulture  
Region: Lower Mainland

**David Eto**

Represents: Food & Beverage Processing  
Region: Lower Mainland

**Mike Soth**

Represents: Other Primary Industries & Commodities  
Region: Lower Mainland

**Angela Groothof**

*Secretary*

Represents: Supply Managed Commodities  
Region: Lower Mainland

**Mike Manion**

Represents: Agri-Business, Retail & Agri-Tech  
Region: Lower Mainland

**Ralph Van Dalfsen**

Represents: Supply Managed Commodities  
Region: Lower Mainland

**Glenda Gesy**

*Treasurer*

Represents: Pre-Farm Gate  
Region: Thompson-Nichola-Okanagan

**Jos Moerman**

Represents: Horticulture  
Region: Lower Mainland

**Dave Zehnder**

Represents: Livestock  
Region: Kootenays

**Jim Pratt**

Represents: Food & Beverage Processing  
Region: Lower Mainland

## OUR STAFF

### Executive Team

**Michelle Koski**  
*Executive Director*

**Judi Peacock**  
*Executive Assistant & Secretary  
to the Board*

### Strategy & Operations Team

**Christopher Reed**  
*Director of Strategy & Operations*

#### *Finance & Administration*

**Judy Jacklin**  
*Senior Manager of Finance, Human  
Resources & Administration*

**Jennifer Poulsen**  
*Finance Administrator*

**Allison Lundy**  
*Finance & Operations Coordinator*

**Mustafa Asaad**  
*Program Performance Analyst*

#### *Communications*

**Kelsi Stiles**  
*Manager of Communications &  
Stakeholder Engagement*

**Sarah Rostami**  
*Senior Communications Officer*

### Programs Team

**Natalie Janssens**  
*Manager of Programs & Strategic  
Initiatives*

**Abbie Morris**  
*Manager of Programs & Strategic  
Initiatives*

**Jaclyn Laic**  
*Project Manager*

**Desiree Neufeld**  
*Project Manager*

**Alana Wilson**  
*Project Manager*

**Cathy Coghlan**  
*Program Coordinator*

**Madeline Cameron**  
*Program Assistant*



## OUR MEMBERS

COMPRISED OF NINE INDUSTRY ASSOCIATIONS, OUR MEMBERS ARE RESPONSIBLE FOR SIGNIFICANT ASPECTS OF IAF'S GOVERNANCE. EVERY YEAR AT THE ANNUAL GENERAL MEETING THEY RECEIVE THE DIRECTORS' REPORT ON THE FINANCIAL STATEMENTS OF THE SOCIETY, RECEIVE ANY OTHER REPORTS OF DIRECTORS' ACTIVITIES AND DECISIONS, ELECT OR APPOINT DIRECTORS AND APPOINT AN AUDITOR. WE WORK HARD TO RECOGNIZE THE VARIED AND UNIQUE NEEDS OF BC'S AGRICULTURE AND AGRI-FOOD SECTOR, RELYING ON AN EQUALLY DIVERSE MEMBERSHIP TO ENSURE BROAD REPRESENTATION ON THE IAF BOARD.

### BC Fruit Growers Association

**Mission:** To represent BC fruit growers' interests through activities which include lobbying governments for positive change to risk management programs and providing services and products to growers.

### BC Grain Producers Association

**Mission:** To improve the viability of the grains and oilseed industry in the BC Peace River Region and encourage all farmers to participate within their industry so that their voices may be heard.

### BC Greenhouse Growers Association

**Mission:** To deliver services and research programs to our members to help keep them globally competitive and to keep a vibrant and sustainable greenhouse vegetable sector in BC, while providing high-quality and safe greenhouse vegetables to consumers.

### BC Landscape & Nursery Association

**Mission:** To promote the global recognition of British Columbia as a leader in landscape horticulture and provide an effective organization for meeting the needs of nursery growers, landscape professionals and garden centers.

### BC Dairy Association

**Mission:** To ensure dairy farming delivers a positive impact on our community and to preserve a sustainable, valuable and ethical industry in British Columbia.

### BC Pork Producers Association

**Mission:** BC Pork, high quality specialty pork products, proudly grown close to home.

### BC Poultry Association

**Mission:** To lead the regulated BC poultry associations on common issues that strengthen and improve the well-being of regulated poultry farmers.

### BC Cattlemen's Association

**Mission:** To maintain a healthy cattle industry that provides quality beef products to consumers and is guided by strong volunteer membership, environmental stewardship, respect for stakeholders and excellent business practices.

### Horse Council of BC

**Mission:** To collaborate with business, industry and government on behalf of equine welfare, sports, recreation and the individual rider/driver.



## STRATEGIC INITIATIVES

IAF'S BOARD OF DIRECTORS APPROVED A NUMBER OF STRATEGIC INITIATIVES IN 2020. FROM ADDRESSING THE FUTURE OF THE AGRICULTURE SECTOR IN BC, TO ASSISTING THE SECTOR DURING THE PANDEMIC, THE BOARD ACTED QUICKLY AND RESPONDED TO ISSUES FACING THE INDUSTRY WHEREVER POSSIBLE.

### Farmland Advantage

Operating on BC farms since 2008, Farmland Advantage is a proven and scalable program that encourages farmers to protect and enhance the lands under their stewardship. The program results in measurable improvements to water and air quality, wildlife, biodiversity, and species-at-risk populations.

In 2020, IAF continued its work with Environment and Climate Change Canada to deliver a Farmland Advantage pilot project in the dry grasslands of BC's interior. This project has paved the way for IAF to undertake a larger, province-wide approach to the Farmland Advantage Program.

### Emergency PPE Support

In April 2020, as the full weight of the coronavirus global pandemic began to disrupt supply chains for personal protective equipment (PPE), the BC Food and Beverage Association (BCFB), reacted quickly to try and assist BC's food and beverage processing sector. While food safety-related PPE standards remained unchanged, the sudden surge in global demand translated into higher premiums and minimum order requirements that excluded many smaller-scale food processors in BC.

IAF was approached by the Ministry of Agriculture, Food and Fisheries and BCFB to fund dedicated procurement of PPE for the sector. Using the Agri-Food Futures Fund, IAF provided a \$1.858M interest-free loan to BCFB. With this funding, BCFB launched the Protecting Our People Program, allowing bulk PPE ordering to ensure producers and processors could access more competitively priced supplies.

We are pleased to provide assistance to BCFB to help keep our food and beverage workers safe.

## CULTIVATING PROSPERITY

### DEVELOPING A NEW VISION FOR THE AGRICULTURE AND AGRI-FOOD SECTOR IN BC

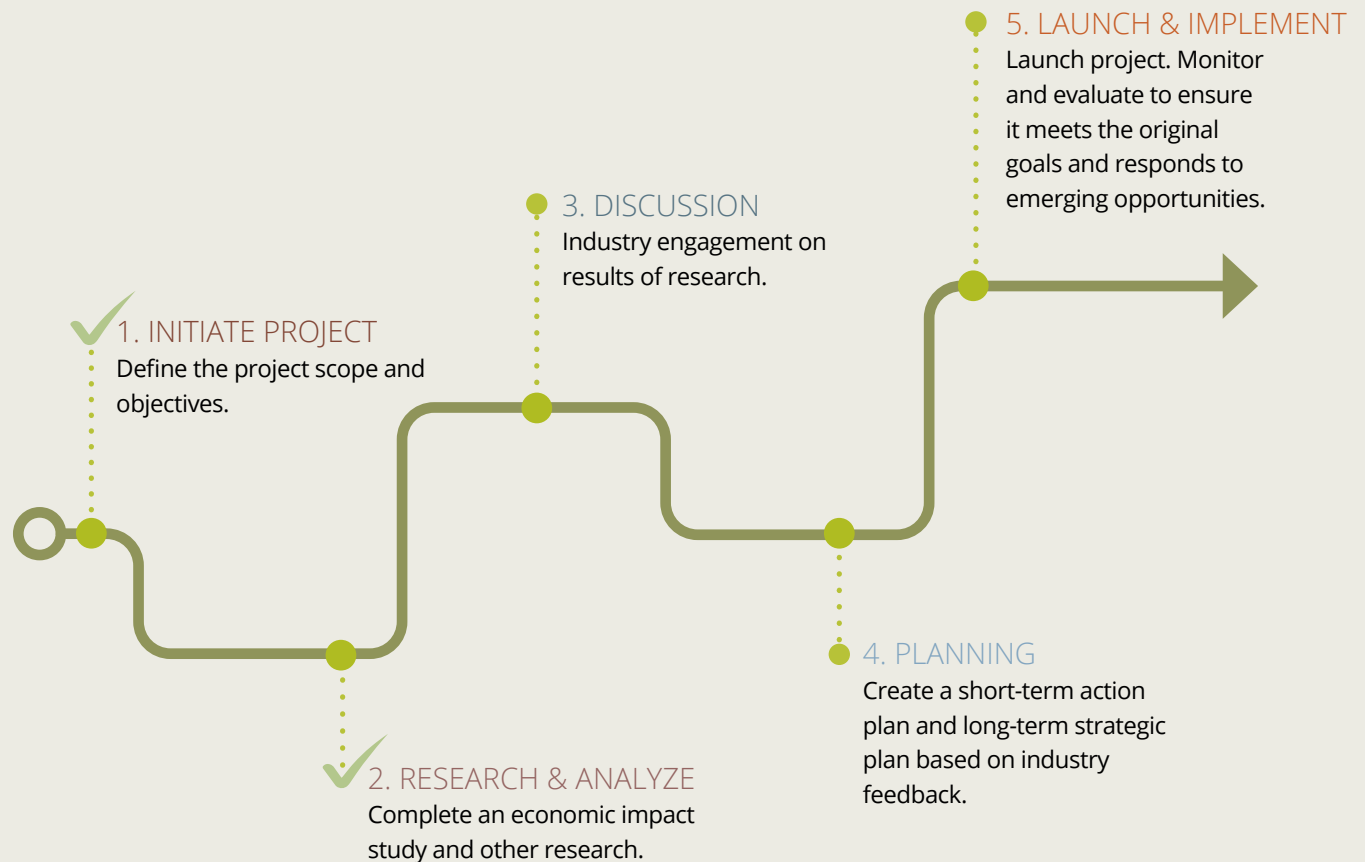
In March 2020, the BC Agriculture Council (BCAC) and its member organizations teamed up with IAF to harness the power of agriculture and agri-foods in BC, far beyond the grocery store aisle. Recognizing the potential for agriculture to not only serve as the backbone of BC's regional food security, but for the sector to become a tool to help combat many of the complex issues our society is experiencing today, the groups embarked on a project entitled Cultivating Prosperity in British Columbia (Cultivating Prosperity). With Cultivating Prosperity, we hope to lay the foundation for the development of a new vision for the agriculture and agri-food sector.

In October 2020, BCAC and IAF announced the completion of a BC agriculture economic impact study that illustrates how agriculture is a significant economic contributor and an important piece of BC's identity. Not only is the sector a core component of the province's economy, but it can also play a major role in helping the province weather and recover from the pandemic-induced economic downturn, particularly in rural communities.

Read the impact study: [iafbc.ca/cultivating-prosperity](https://iafbc.ca/cultivating-prosperity)



## PROJECT PHASES



## PROJECT STEERING COMMITTEE





## STRATEGIC FRAMEWORK 2019-2023



## VALUES

### *Integrity*

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

### *Transparency*

We operate openly and communicate accurate information in a timely manner.

### *Collaboration*

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

### *Innovation*

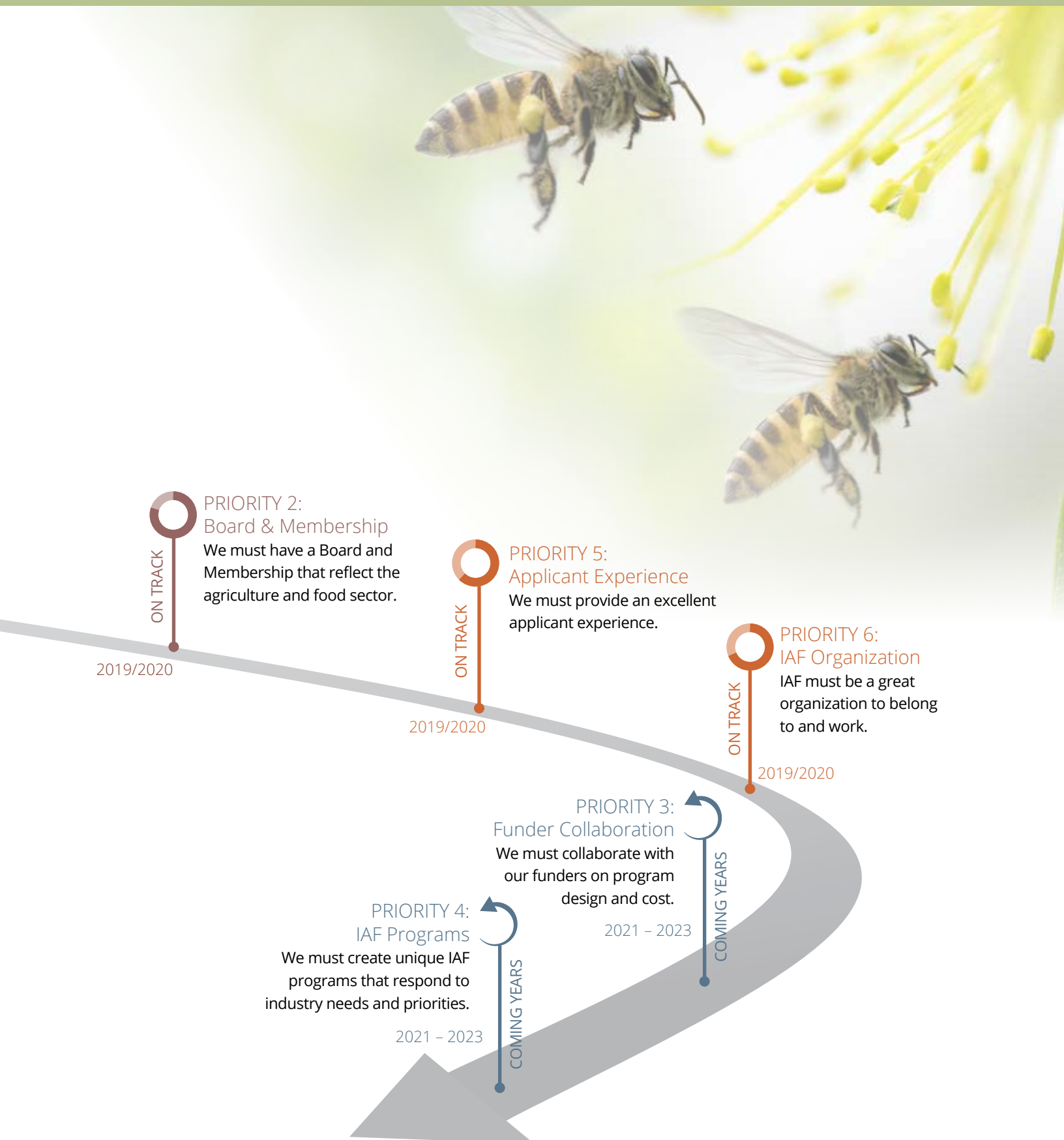
We foster a work environment that kindles ideas and promotes teamwork and learning.

WE DEFINE THE AGRICULTURE AND AGRI-FOOD SECTOR AS THE PRODUCTION, PROCESSING AND MARKETING OF ALL FARM, FOOD AND AGRI-BASED PRODUCTS.

## STRATEGIC FRAMEWORK







**PRIORITY 1:** We must ensure our financial sustainability by creating an IAF Trust Fund and diversifying our funding base.

WHAT WE DID
<p>In 2020, we continued to work towards establishing the IAF Trust. Key elements of the work included clarification and organization of IAF's many funds by establishing three clear types: the Trust Fund, the Legacy Funds and the current Program Funds. This model was shared with IAF Members in August 2020. The IAF Board of Directors also took steps to review the investment policy to ensure sustainability and growth that reflects the goals of the strategic plan.</p> <p>Throughout 2020, IAF continued to work closely with the BC Ministry of Agriculture, Foods &amp; Fisheries and Agriculture and Agri-Food Canada (AAFC). We expanded our funding base, working with Western Economic Diversification Canada and AAFC to deliver emergency programming during the global pandemic, and Environment and Climate Change Canada to deliver the Farmland Advantage pilot program.</p>
WHAT'S NEXT
<p>The entire IAF team will continue to work with our members and stakeholders from industry as we move closer to the creation of the IAF Trust. We are committed to ensuring the Trust reflects the needs of agriculture and agri-food in BC and can adapt to future priorities and will address eligibility concerns raised by IAF Members.</p> <p>Additionally, the IAF management team will pursue new program delivery opportunities in 2021 and beyond.</p>

**PRIORITY 2:** We must have a Board and Membership that reflect the agriculture and food sector.

WHAT WE DID
<p>IAF continued to work towards fulfilling our role as a strategic board. We're happy to report that in 2020 we transitioned the adjudication process for all of the program's IAF delivers to a more streamlined process that more effectively harnesses Director expertise and knowledge and is more transparent. IAF also established new director composition, as well as a new director nomination and election policy and a new membership policy.</p>
WHAT'S NEXT
<p>The IAF Board will continue to engage with members and the entire agriculture and agri-food sectors in BC to ensure IAF is positioned to serve industry and clients.</p>

**PRIORITY 3:** We must collaborate with our funders on program design and cost.

WHAT WE DID
To help facilitate the growth of IAF as a program delivery agent, the IAF Team has taken steps to establish a more accurate costing framework for services offered. In conjunction with other IT updates, IAF has incorporated advanced business software into our digital suite. With the ability to automatically connect to our new database and application portal, the new software allows our Finance Team to seamlessly report program administration costs.
WHAT'S NEXT
In 2021, IAF's new business software will be up and running, allowing the organization to accurately report on program costs. This information will help facilitate our collaboration with funding partners to create programs that can be efficiently delivered by IAF, and ultimately meet the strategic goals of those we serve.

**PRIORITY 4:** We must create unique IAF programs that respond to industry needs and priorities.

WHAT WE DID
The creation of unique IAF programs is planned for 2022 and 2023. In preparation, IAF Board of Directors and staff continue member and stakeholder engagement to ensure we remain up-to-date on the needs of industry.
WHAT'S NEXT
The IAF Board of Directors and staff will continue to meet with members and stakeholders from the BC agriculture and agri-foods sector. In the coming years, IAF will survey the industry and conduct focus groups to ensure any unique IAF programming reflects sector priorities.



**PRIORITY 5:** We must provide an excellent applicant experience.

## WHAT WE DID

For the last few years, IAF staff has been diligently working to develop a new database to enhance our information management and client service capabilities. In 2020, our new database was completed. This new database, called the Program Operations Database (or POD, as the staff affectionately call it), allows flexibility and interaction between programs, allowing them to run reports and other critical functions.

In Fall 2020, IAF launched the new online application portal that seamlessly connects with POD, improving staff efficiency and accuracy by removing the manual data processing previously required. Our new application portal also features online eligibility checks, allowing clients to see what programs they are eligible to apply for. While the application portal is still in its initial stages of development, it was well received by clients in a recent survey.

- 65% of respondents agree or strongly agree that IAF's new online application portal is easy to use.
- 68% of respondents agree or strongly agree that IAF's new online application portal is an improvement over previous application methods.

Clients were able to connect with IAF staff in a whole new way in 2020. In addition to the traditional phone and email communication, prospective clients were able to book consultation calls directly from the IAF website.

2020 also brought about changes to client contracting and payments. IAF is now able to offer clients Electronic Funds Transfer (EFT) to speed up the delivery of project funding to the funding recipient. Additionally, IAF continued to modernize our contracting process, moving all client contribution agreements online via DocuSign. Thanks to this upgrade, our clients no longer need to print, scan, email or fax copies of their signed contracts to the IAF office!

## WHAT'S NEXT

While our online application portal is in the initial stages of development, the IAF Team is pleased with the results so far and will continue to improve and streamline the user experience for clients. With this focus on client usability and further integration into POD, updates will be made throughout 2021. Our ultimate goal is to create a client portal for applicants to use from the beginning of their project (application) to the final report – and everything in between.

**PRIORITY 6:** IAF must be a great organization to belong to and work.

## WHAT WE DID

Unsurprisingly, 2020 was an especially challenging year for IAF staff, with more programs and program dollars going out the door than ever before. However, despite longer hours, increased workloads, and the unique stressors of navigating through a pandemic, the past year also brought many highlights to the IAF team. Our staff are proud of the contributions they made during this historic year, serving a vital role in agricultural first response efforts. In response to the demands of delivering emergency funding, staff were able to transition to new roles and responsibilities to meet the organizational needs. Our commitment to supporting our industry – and each other – is what made 2020 a success and is what continues to unite, inspire, and drive us.

## WHAT'S NEXT

While staff are keen to return to work in a post-COVID-19 environment, we've made a concerted effort to embrace virtual team building in the interim, holding virtual meetings wherever possible to retain and establish connections between staff. Time permitting, we look forward to bi-weekly virtual fun-Fridays where we can unwind and enjoy some quality bonding time over a game or two. These efforts to enhance both our professional and social experiences are especially important as we continue to welcome new additions to the IAF team!



## 2020 SNAPSHOT



In a recent survey, clients who just completed their projects rated the IAF Staff 4.83 out of 5

**635**  
**PROJECTS**  
**FACILITATED**

**95%** of survey respondents found their consultation call or email communication with staff prior to their application useful.

**13**  
**PROGRAMS**  
**DELIVERED**

**4**  
**FUNDING**  
**PARTNERS**

**99%** of survey respondents advised they were likely to apply for IAF-delivered funding again.

**\$28.5 M**  
**COMMITTED**  
**TO PROJECTS**

## 2020 OPERATIONAL HIGHLIGHTS

### STRATEGIC PLAN

Continued to execute Strategic Plan  
Continued to execute Tactical Plan  
Hosted meeting with members and stakeholders to share progress and updates to Strategic and Tactical plans

### INFRASTRUCTURE

New database -- the Program Operations Database (POD)  
New online application portal  
Both connected seamlessly to the previously launched Microsoft Cloud

### HUMAN RESOURCES

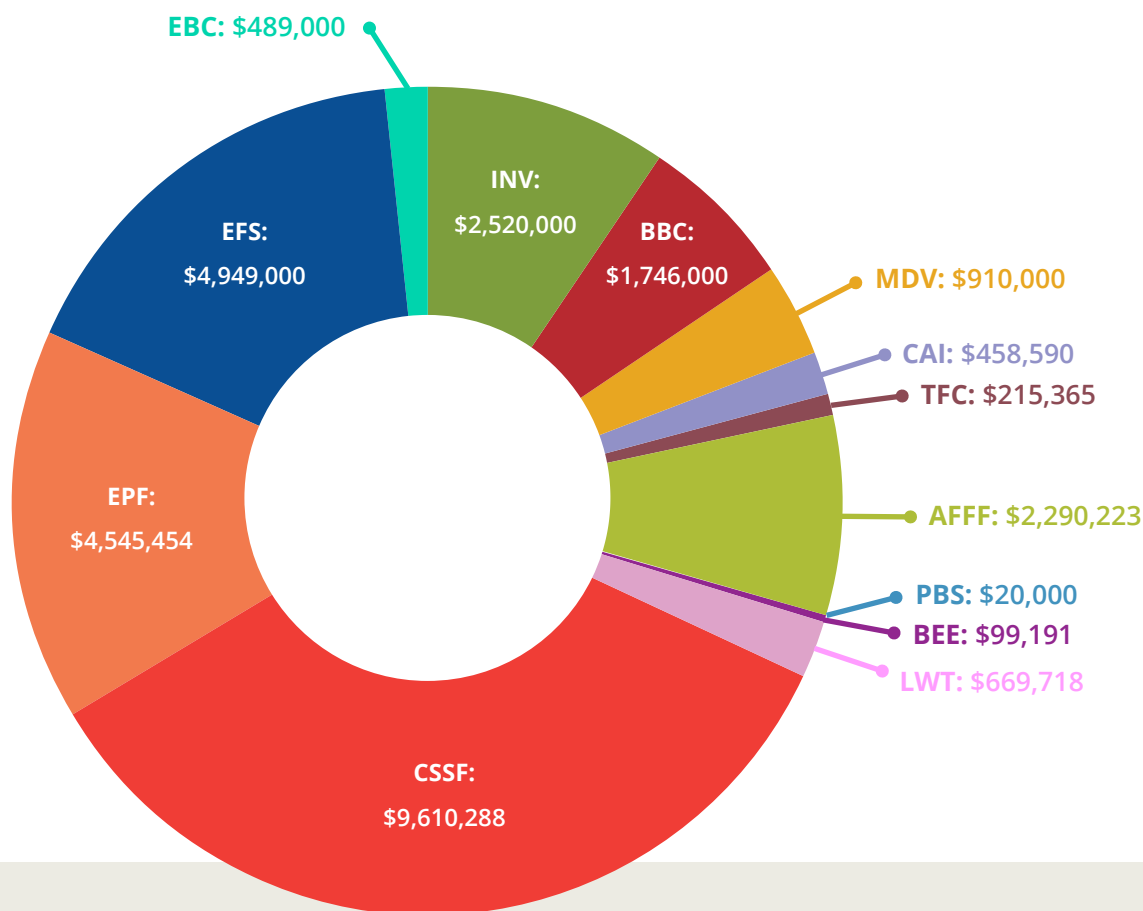
Transitioned staff roles and responsibilities to better meet program obligations  
Utilized technology to create efficiencies to assist staff to better execute their roles

### PROGRAM DELIVERY

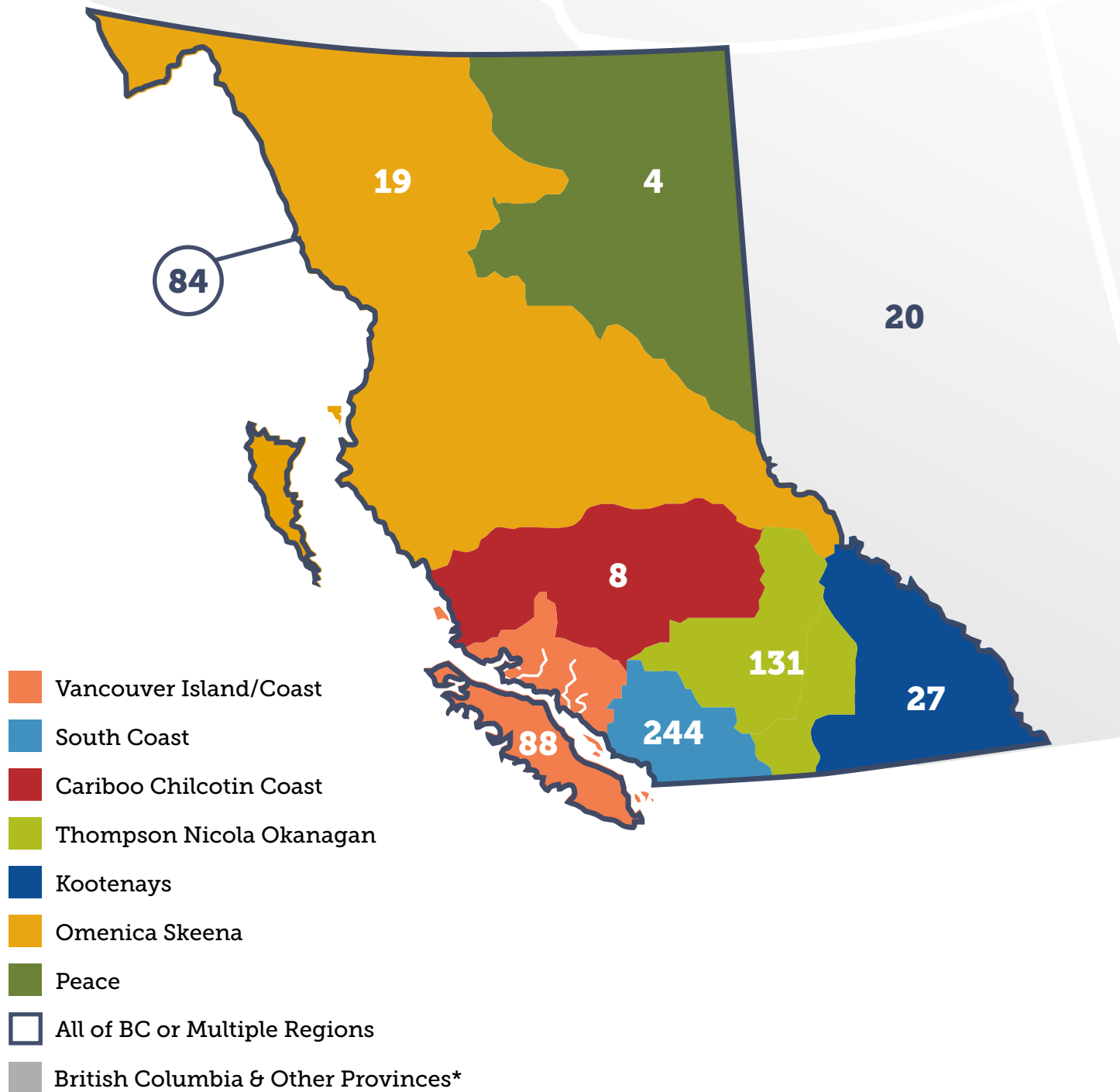
All IAF-delivered programs have now been transitioned to a competitive process  
Online universal eligibility for programs as part of the application process



## VALUE OF GOVERNMENT FUNDING COMMITTED TO PROJECTS BY IAF IN 2020



## NUMBER OF PROJECTS FACILITATED BY IAF IN 2020 BY GEOGRAPHICAL REGION



\*The Emergency Processing Fund was delivered to British Columbia, Alberta, Saskatchewan, the Yukon, and the Northwest Territories.

## NUMBER OF PROJECTS DELIVERED BY IAF IN 2020 BY SUB-SECTOR



**151** Fruit & Vegetables



**12** Poultry



**8** Cattle



**1** Pork



**9** Other Livestock



**25** Apiculture



**2** Dairy



**4** Grains



**358** Food & Beverage Processing



**28** Greenhouse, Floriculture & Nursery



**3** Environment & Climate Adaptation



**34** Other

## EMERGENCY COVID-19 RESPONSE PROGRAMS

In response to the global pandemic, the Government of Canada and the Province of British Columbia stepped up and provided critical funding to the BC agriculture and agri-food sectors. IAF was honoured to assist our sector during the crisis by delivering four of these programs.

For these four programs alone, the IAF Team fielded more than 100 client consultation calls.

## CANADIAN SEAFOOD STABILIZATION FUND

PROGRAM DESCRIPTION	FUNDING DETAILS
<p>In 2020, the Government of Canada committed \$62.5 million to the Canadian Seafood Stabilization Fund to support the fish and seafood processing sector in managing the impacts of COVID-19 and preparing for economic recovery. IAF delivered funding to eligible businesses that are active in the fish and seafood sector in British Columbia.</p> <p>Value of program: <b>\$10 Million</b></p>	<p>Funds Committed to Projects in 2020: <b>\$9,610,288</b></p> <p><b>84</b> funding applications processed</p> <p><b>71</b> projects funded</p> <p><b>4</b> regions represented</p> <p><b>Funding provided by:</b></p> <p><b>Canada</b> </p>

“The funding process was simple and straightforward from beginning to end. Even though this was our first time applying for a grant it was a seamless experience...the guidelines were clear, IAF staff was very helpful in giving feedback, and funding was received in a timely manner. The CSSF program was exactly what was needed at the time, thanks to project support we were able to procure the necessary PPE and have been able to keep our workers safe to date.

CSSF FUNDING RECIPIENT



## EMERGENCY PROCESSING FUND

PROGRAM DESCRIPTION	FUNDING DETAILS
<p>The Government of Canada committed \$77.5 million to the Emergency Processing Fund to support the immediate needs of domestic production lines as a result of COVID-19.</p> <p>IAF delivered cost-shared funding to eligible applicants with food processing, manufacturing or greenhouse operations in British Columbia, Alberta, Saskatchewan, the Yukon and the Northwest Territories.</p> <p>Value of program: <b>\$5 Million</b></p>	<p>Funds Committed to Projects in 2020: <b>\$4,545,454</b></p> <p><b>201</b> funding applications processed</p> <p><b>100</b> projects funded</p> <p><b>8</b> regions represented</p> <p><b>Funding provided by:</b></p> <p><b>Canada</b></p>

“

Agriculture and Agri-Food Canada had the opportunity to work with IAF to implement the Emergency Processing Fund. This program is one of several critical measures implemented by the Government of Canada to support the food supply chain in response to COVID-19. IAF's expertise and professionalism, working under restrictive timelines and in a challenging environment, was instrumental in delivering a portion of the program for projects in Alberta, Saskatchewan, British Columbia, Yukon and Northwest Territories. IAF helped ensure the program could support as many companies as possible to implement changes to safeguard the health and safety of workers, their families and communities, as well as aiding companies to increase Canada's food supply capacity. This strategic partnership contributed to addressing the sector's most urgent needs during this time.

**MATHIEU ROCHEFORT**

*DIRECTOR, AGRICULTURE AND AGRI-FOOD CANADA*

## EMERGENCY ON-FARM SUPPORT FUND

PROGRAM DESCRIPTION	FUNDING DETAILS
<p>A Government of Canada program administered to British Columbia-based farms to assist producers in improving the health and safety of farm workers and limiting the spread of COVID-19 in agricultural operations.</p> <p>Value of program: <b>\$5.4 Million</b></p>	<p>Funds Committed to Projects in 2020: <b>\$4,949,000</b></p> <p><b>219</b> funding applications processed</p> <p><b>131</b> projects funded</p> <p><b>7</b> regions represented</p> <p><b>Funding provided by:</b></p> <p><b>Canada</b></p>


“

The creation of the Emergency On-Farm Support Fund (EOFSF) was first announced on July 31, 2020 to provide support to farmers for direct infrastructure improvements to living quarters and workstations, temporary or emergency housing (on or off-farm), as well as personal protective equipment, sanitary stations, and any other health and safety measures to safeguard the health and safety of Canadian and temporary foreign workers from COVID-19. Given the emergency nature and the immediate need for funding by producers and ranchers to protect their workers' health and safety, IAF stepped up as an organization with a successful program delivery history. They collaboratively and effectively worked with federal officials in the midst of COVID-19 – displaying flexibility and adaptability to changing timelines; swiftly and efficiently launching the EOFSF and prioritizing applications; and processing payments in a timely manner – demonstrating their experience in working with and meeting the needs of both industry and government.”

**MICHAEL SILVERMAN**

*ACTING DIRECTOR, AGRICULTURE AND AGRI-FOOD CANADA*

## BUY BC E-COMMERCE STREAM

PROGRAM DESCRIPTION	FUNDING DETAILS
<p>Under the BC Government's Buy BC Partnership Program, this special fund was launched to help farmers and food processors adopt e-commerce tools to enhance direct-to-consumer sales during the pandemic.</p> <p>Value of program: <b>\$550,000</b></p>	<p>Funds Committed to Projects in 2020: <b>\$489,000</b></p> <p><b>304</b> funding applications processed</p> <p><b>106</b> projects funded</p> <p><b>5</b> regions represented</p> <p><b>Funding provided by:</b></p> 

“




As a fairly new company facing economic challenges after lockdown, we were very grateful that provincial e-commerce funding helped us to enhance our website to facilitate seamless transactions for both customers and staff. To date, our e-commerce and delivery program has gone from zero sales to several thousand per week, allowing us to stay viable and in turn employ others specific to this initiative. I would like to thank the IAF staff for providing such a positive experience throughout the project. From the beginning they were helpful and ensured all stages – from applying to reporting to funding disbursement – were smooth, efficient and pleasant...a seemingly rare experience when asking and receiving funds these days.

**MIKE RAFFAN**

*CO-FOUNDER & MANAGING PARTNER, UNO GELATO*



## CANADIAN AGRICULTURAL PARTNERSHIP: CANADA-BC AGRI-INNOVATION PROGRAM

PROGRAM DESCRIPTION	FUNDING DETAILS
<p>This program offers funding for BC's agriculture and agri-food sector to accelerate the pace of innovation within the province. Agriculturally innovative projects relate to products, practices or technologies new to BC with the potential to enhance sector competitiveness, sustainability and resilience.</p> <p>Value of program (5-year program total): <b>\$14 Million</b> from 2018-2023</p>	<p>Funds Committed to Projects in 2020: <b>\$2,520,000</b></p> <p><b>88</b> funding applications processed</p> <p><b>95+</b> client consultation calls</p> <p><b>40</b> continuing projects funded</p> <p><b>9</b> new projects funded</p> <p><b>5</b> regions represented</p>
<p>Funding provided by:</p> <div>    </div>	




“Project funding through the Canada-BC Agri-Innovation Program allowed us to import and install a state-of-the-art packing line that features the first pear-specific high resolution defect sorting system in Canada. This has allowed us to significantly increase efficiency and production as well as partner with new growers to increase overall volume. Initially the idea of working with IAF was a bit intimidating, as this type of collaboration was not something we had ever pursued. However, it became apparent very early on that this process was designed to support people just like us! With easy and ongoing communication, clear guidelines and support all along the journey, the process was streamlined and very positive. We can't say enough how much we appreciate the support from IAF and would certainly recommend the process to anyone looking for funding opportunities to support our local agricultural industry.

**KEVIN DAY**

CO-OWNER, DAYS CENTURY GROWERS



## CANADIAN AGRICULTURAL PARTNERSHIP: BC AGRI-FOOD & SEAFOOD MARKET DEVELOPMENT PROGRAM

PROGRAM DESCRIPTION	FUNDING DETAILS
<p>Funding through this program enables BC's agriculture, food and seafood sectors to identify, assess, target and develop market opportunities to increase their sales outside of BC.</p> <p>Value of program (5-year program total): <b>\$5.05 Million</b> from 2018-2023</p>	<p>Funds Committed to Projects in 2020: <b>\$910,000</b></p> <p><b>90</b> funding applications processed</p> <p><b>50+</b> client consultation calls</p> <p><b>44</b> projects funded</p> <p><b>2</b> regions represented</p>
<p><b>Funding provided by:</b></p> <div>    </div>	

“

Government support, especially during these difficult times, is critical to encouraging company growth, as is working with a delivery agent that helps facilitate funding opportunities like market development. Our partnership with IAF has always been good, we're a repeat client so we really appreciate recent efforts to streamline the application process and provide a pre-approval stage to expedite subsequent funding requests. Opening a dedicated intake window also enhances the consultation experience as IAF staff can offer more focused attention on application inquiries.

**BRIAN FAULKNER**

*VP BUSINESS DEVELOPMENT & MARKETING, BCFRESH*

## BC GOVERNMENT'S BUY BC PARTNERSHIP PROGRAM

PROGRAM DESCRIPTION	FUNDING DETAILS
<p>The Buy BC Partnership Program supports BC's agriculture, food and seafood sectors to increase consumer demand and sales of BC products within the province.</p> <p>Under the BC Government's Buy BC Program, IAF delivered the Buy BC Partnership portion, which includes cost-shared funding support as well as Buy BC logo licensing options.</p> <p>Value of program (2-year program total): <b>\$2.59 Million</b> from 2018-2020</p>	<p>Funds Committed to Projects in 2020: <b>\$1,746,000</b></p> <p><b>113</b> cost-shared funding applications processed</p> <p><b>50+</b> client consultation calls*</p> <p><b>69</b> cost-shared projects funded</p> <p><b>5</b> regions represented</p> <p><b>194</b> Buy BC Logo Licensing 'Certification' Authorized Use Agreements Issued</p> <p><b>20</b> Buy BC Logo Licensing 'Marketing' Authorized Use Agreements Issued</p> <p><b>Funding provided by:</b></p> 


\*Calls completed in November 2019

The Buy BC Program has enabled us to support our industry and enhance sustainability across the entire value chain of BC pork, from farmer to retailer to consumer. All of the activities completed in this project will continue to educate and promote BC pork, processors, retailers, and farmers for years to come. We really appreciate how accessible and straightforward IAF made the funding application process – their staff is responsive and supportive through every step, helping you understand all the requirements to ensure your project has the best chance of success.

**BONNIE WINDSOR**

*ASSISTANT MANAGER, JOHNSTON PACKERS*

## BC GOVERNMENT'S BEE BC PROGRAM

PROGRAM DESCRIPTION	FUNDING DETAILS
<p>The Bee BC Program offers funding to support small-scale/regional community-based projects to research, explore, field-test, and share information about best management practices to enhance bee health throughout the province.</p> <p>In addition to delivering and administrating the program, IAF created a bee health website as an information sharing resource for BC's bee community. We made some significant upgrades in 2020 including the addition of video content and a resource centre on bee health. Visit <a href="http://bcbeehealth.ca">bcbeehealth.ca</a> to explore project highlights and learn all the buzz about bees!</p> <p>Value of program (2-year program total): <b>\$0.45 Million</b> from 2018-2020</p>	<p>Funds Committed to Projects in 2020: <b>\$99,191</b></p> <p><b>61</b> applications processed</p> <p><b>10+</b> client consultation calls</p> <p><b>24</b> projects funded</p> <p><b>6</b> regions represented</p> <p><b>Funding provided by:</b></p> 

“



Thanks in part to project funding support, Elk Root Conservation is now home to an educational demonstration bee forage orchard and xeriscape flower meadow designed to support BC bee populations' health and wellbeing, while offering a planting 'model' for fellow bee conservation enthusiasts. Many thanks to the IAF team for consistently providing great service. They are knowledgeable and responsive and really help facilitate the funding process, from the initial application steps, to contracting and funds disbursement, all the way to project completion and reporting, they are there to assist from beginning to end.

**KATE MIZENKA**

*BOARD CHAIR, ELK ROOT CONSERVATION FARM*



## AGRI-FOOD FUTURES FUND

PROGRAM DESCRIPTION	FUNDING DETAILS
<p>The Agri-Food Futures Fund was designed to assist both established and emerging agricultural and food processing sectors to pursue opportunities and develop solutions. Projects funded through this program must offer broad benefit to BC's agriculture and agri-food sector.</p> <p>Value of program (total of remaining funds): <b>\$4.8 Million</b></p>	<p>Funds Committed to Projects in 2020: <b>\$2,290,223</b></p> <p><b>12</b> applications processed</p> <p><b>11</b> projects funded</p> <p><b>3</b> regions represented</p> <p><b>Funding provided by:</b></p> <div>   </div>


“The BC Dairy Association partnered with IAF in 2020 to carry out an updated economic impact study of our BC dairy industry. Our staff was grateful for the support provided by the IAF team throughout the project – the application process was easy and we appreciated the flexibility that was extended to us as we needed to adjust our project timeline. Thank you to IAF for supporting this important study. We look forward to continuing to work together on projects that benefit our industry.

**JEREMY DUNN**

*GENERAL MANAGER, BC DAIRY ASSOCIATION*



## LIVESTOCK WASTE TISSUE INITIATIVE

PROGRAM DESCRIPTION	FUNDING DETAILS
<p>This program is for BC-based abattoirs and meat processors to assist with affordable options to legally dispose of animal tissue waste. The funding originated from the BC Ministry of Agriculture, Food and Fisheries in 2005 and was intended to deliver the BC Waste and Specified Risk Material Handling and Disposal Strategy. In 2019/20, IAF took the initiative to work with industry representatives and the Ministry to identify sector needs that align with the original program objectives. The program was successfully relaunched in September 2020 and is providing much-needed funding to BC abattoirs to improve their disposal of livestock waste tissue.</p> <p>Value of program (total of remaining funds): <b>\$1.1 Million</b></p>	<p>Funds Committed to Projects in 2020: <b>\$669,718</b></p> <p><b>25</b> applications processed</p> <p><b>5+</b> client consultation calls</p> <p><b>23</b> projects funded</p> <p><b>5</b> regions represented</p> <p><b>Funding provided by:</b></p> 

“

The BC Association of Abattoirs was eager to work with IAF to revive the Livestock Waste Tissue Initiative; this collaboration, in conjunction with the BC Ministry of Agriculture, Food and Fisheries and industry representatives, proved incredibly productive in addressing the current disposal challenges facing meat processors. All stakeholders were able to share their ideas, resulting in a viable, comprehensive and timely program. Thank you to IAF for helping to develop a practical solution to this critical problem. We appreciate how receptive they are to industry priorities and their commitment to developing responsive programming. With the relaunch of LWTI funding, meat processors across the province can now invest in disposal methods that meet their specific needs.

**NOVA WOODBURY**

*EXECUTIVE DIRECTOR, BC ASSOCIATION OF ABATTOIRS*

## IAF STATEMENT OF FINANCIAL POSITION

December 31, 2020	SUSTAINING FUND PROPOSED FOR TRUST	LEGACY FUNDS PROPOSED FOR TRUST	LEGACY FUNDS NOT PROPOSED FOR TRUST	ACTIVE PROGRAM FUNDS	2020 TOTAL	2019 TOTAL
<b>ASSETS</b>						
<b>CURRENT ASSETS</b>						
CASH	\$9,709,371	–	–	–	\$9,709,371	\$318,040
INVESTMENTS	\$25,675,940	–	\$5,659,157	–	\$31,335,097	\$31,617,169
ACCOUNTS RECEIVABLE	\$39,985	–	\$11,204	\$680,985	\$732,174	\$718,722
OTHER RECEIVABLE	–	–	\$929,000	–	\$929,000	–
PREPAID EXPENSES	\$72,285	–	–	–	\$72,285	\$128,866
DUE FROM (TO) OTHER FUNDS	(\$14,693,626)	–	\$195,222	\$14,498,404	–	–
	<b>\$20,803,954</b>	–	<b>\$6,794,583</b>	<b>\$15,179,389</b>	<b>\$42,777,926</b>	<b>\$32,782,796</b>
CAPITAL ASSETS	\$12,652	–	–	–	\$12,652	\$24,768
	<b>\$20,816,606</b>	–	<b>\$6,794,583</b>	<b>\$15,179,389</b>	<b>\$42,790,578</b>	<b>\$32,807,564</b>
<b>LIABILITIES AND NET ASSETS</b>						
<b>CURRENT LIABILITIES</b>						
ACCOUNTS PAYABLE AND ACCRUED LIABILITIES	\$113,975	–	\$24,668	\$1,358,111	\$1,496,754	\$406,833
	<b>\$113,975</b>	–	<b>\$24,668</b>	<b>\$1,358,111</b>	<b>\$1,496,754</b>	<b>\$406,833</b>
<b>NET ASSETS</b>						
COMMITTED FUNDS	\$376,988	–	\$1,188,915	\$14,983,427	\$16,549,330	\$10,637,964
COMMITTED FUNDS NOT YET RECEIVED	–	–	–	(\$5,196,871)	(\$5,196,871)	(\$5,514,154)
UNCOMMITTED FUNDS	\$20,312,990	–	\$5,581,000	\$4,034,722	\$29,928,713	\$27,252,154
INVESTED IN CAPITAL ASSETS	\$12,652	–	–	–	\$12,652	\$24,768
	<b>\$20,702,630</b>	–	<b>\$6,769,915</b>	<b>\$13,821,278</b>	<b>\$41,293,824</b>	<b>\$32,400,731</b>
	<b>\$20,816,606</b>	–	<b>\$6,794,583</b>	<b>\$15,179,389</b>	<b>\$42,790,578</b>	<b>\$32,807,564</b>

## STATEMENT OF OPERATIONS AND CHANGES IN NET ASSETS

December 31, 2020	SUSTAINING FUND PROPOSED FOR TRUST	LEGACY FUNDS PROPOSED FOR TRUST	LEGACY FUNDS NOT PROPOSED FOR TRUST	ACTIVE PROGRAM FUND	2020 TOTAL	2019 TOTAL
REVENUES						
FEDERAL GOVERNMENT CONTRIBUTIONS	-	-	\$50,000	\$19,824,890	\$19,874,890	-
PROVINCIAL CONTRIBUTIONS	-	-	\$10,000	\$6,788,277	\$6,798,277	\$6,423,593
OTHER CONTRIBUTIONS	\$25,002	-	-	-	\$25,002	-
INVESTMENT INCOME (LOSS)	\$1,615,858	-	\$368,493	\$327,789	\$2,312,140	\$2,767,763
	<b>\$1,640,860</b>	-	<b>\$428,493</b>	<b>\$26,940,956</b>	<b>\$29,010,309</b>	<b>\$9,191,356</b>
EXPENSES						
PROGRAMS						
DIRECT EXPENDITURES (PROGRAM)	\$8,869	\$274,317	\$1,290,987	\$16,480,272	\$18,054,445	\$7,499,193
ADMINISTRATION	-	\$8,010	\$34,832	\$1,480,197	\$1,523,039	\$943,040
DIRECTORS' FEES AND EXPENSES	-	-	\$500	\$16,439	\$16,939	\$17,129
BOARD INITIATED PROGRAMS	-	\$7,823	-	-	\$7,823	\$85,469
ADMINISTRATION						
DIRECT	-	-	\$28,959	-	\$28,959	\$14,521
ALLOCATED	\$337,583	-	\$36,016	-	\$373,599	\$726,078
DIRECTORS' FEES AND EXPENSES ALLOCATED	\$55,560	-	-	-	\$55,560	\$118,787
INVESTMENT MANAGEMENT AND CUSTODIAN FEES	\$47,108	-	\$9,747	-	\$56,856	\$59,660
	<b>\$449,120</b>	<b>\$290,150</b>	<b>\$1,401,041</b>	<b>\$17,976,908</b>	<b>\$20,117,219</b>	<b>\$9,463,877</b>
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	<b>\$1,191,739</b>	<b>(\$290,150)</b>	<b>(\$972,548)</b>	<b>\$8,964,048</b>	<b>\$8,893,090</b>	<b>(\$272,521)</b>
NET ASSETS, BEGINNING OF YEAR	<b>\$16,723,658</b>	<b>\$3,077,384</b>	<b>\$7,842,462</b>	<b>\$4,757,230</b>	<b>\$32,400,734</b>	<b>\$32,673,252</b>
FUND TRANSFER	<b>\$2,787,234</b>	<b>(\$2,787,234)</b>	<b>(\$100,000)</b>	<b>\$100,000</b>	-	-
NET ASSETS, END OF YEAR	<b>\$20,702,630</b>	-	<b>\$6,769,915</b>	<b>\$13,821,278</b>	<b>\$41,293,824</b>	<b>\$32,400,731</b>



Investment  
Agriculture  
Foundation


25  
YEARS  
1996–2021


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## LOOKING AHEAD TO 2021

2021 is a big year for IAF. We are celebrating our 25th year!

The entire IAF Team is so proud to be representing an organization dedicated to the agriculture and agri-food sector in BC. To mark this milestone IAF is getting a new look – our new logo was launched in January 2021.

