

BC Cranberry Marketing Commission

2019 Strategic Plan

Strengths:

- Financial security
- Part of NA marketplace
- Young people in industry
- Grower community cohesiveness
- Legislation
- Strong processor
- Strong team of commissioners
- Strong resources and services to growers
- Industry sharing of resources / knowledge
- Long term commitment

Weaknesses:

- No or little succession for Board
- Diversity of processor
- Annual General Meeting attendance
- Producer perception of value (commission)

Trends:

- Corporate speculation versus family / long term
- Land prices in the Lower Mainland
- Sugar added content
- Increasing yields
- International trade agreements
- Decreased tools available for crop production
- Viability of agricultural production (urban / rural interface)
- Water act
- Technology
- Production
- Other countries growing crop

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Core Values:

- Strategic
- Accountable
- Fair
- Effective
- Transparent
- Inclusive

Discussed but did not adopt:

- Financial stewardship
- Promptness in response
- Orderly marketing
- Viable producers
- Effectiveness in organizational efficiencies
- Governing with accountability

Core Purpose:

“Support the viability of the Cranberry industry in British Columbia”

BHAG:

“BC Cranberry Growers will be Leaders in the Global Cranberry Market”

Actions to bring Culture Alive:

- Research
- Education
- Communication
- Sharing of successes
- Public relations

Parking Lot:

- Goals
- Set priorities
- Vision and direction
- Succession plan
- Risk assessment
- Accountability
- Buy in

Brand Promise:

“Will assist Cranberry Producers in achieving their goals through regulated marketing and program delivery”

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Goals, Targets, Key Performance Indicators - Three Year, One Year and Historical Baseline

Key Performance Indicators	Baseline 2018	Targets 2019	Targets 2020	Targets 2021
BC Aggregate Production		100,000,000	115,000,000	130,000,000
Yields per acre / # Acres		155 / 6500	175 / 6500	200 / 6500
Education session / # Attendees		3 / 200	3 / 300	6 / 430
Survey Results - NPS		80 – 50	80 – 50	88 - 50
Research Project #'s		4	4	4
Board / Chair effectiveness		90	90	90