



# OKSIR STRATEGIC PLAN



# BOARD OF DIRECTORS 2015

## VOTING MEMBERS:

Chair Duane Ophus  
Regional District of Central Okanagan  
Councillor, District of West Kelowna

Vice-Chair Shirley Fowler  
Regional District of North Okanagan  
Councillor, City of Armstrong

Director George Bush  
Regional District of Okanagan-Similkameen  
Director, RDOS Electoral Area 'B'

Director Chad Eliason  
Columbia Shuswap Regional District  
Councillor, City of Salmon Arm

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Director Dave Dobernigg  
Grower Representative, North Okanagan

Director Amarjit Lalli  
Grower Representative, Central Okanagan

Director Billy Potash  
Organic Grower Representative, South Okanagan

## NON-VOTING MEMBERS:

Director Kenna MacKenzie  
Agriculture and Agri-Food Canada

Director Susanna Acheampong  
BC Ministry of Agriculture



Strategic Plan based on Strategic Planning Session held March 13, 2015.

### Supporting Documents:

1. Statistical Analysis of Mating Disruption Pilot Results. Dr. Gill, University of British Columbia, Okanagan.
2. Benefit-Cost Analysis of the Okanagan-Kootenay Sterile Insect Release Program. Lee Cartier, Okanagan School of Business, Okanagan College.
3. External Review of the Okanagan-Kootenay Sterile Insect Release Program. Joint Division of FAO/IAEA.

# INTRODUCTION

## BACKGROUND AND GOVERNANCE

The vision of the Okanagan-Kootenay Sterile Insect Release Program is to reduce the use of pesticides and support our local fruit producers by providing the most cost-effective, efficacious, and innovative area-wide multi-pest IPM program, with program costs offset, as possible, by revenues from the commercial opportunities outside the program's service areas.

The mission of the OKSIR Program is to reduce the use of pesticides against codling moth by delivering a cost-effective, efficacious, and innovative area-wide codling moth integrated pest management program using sterile insect technique as the primary control method.

The Okanagan Sterile Insect Release Program is an area-wide, environmentally-friendly approach to controlling codling moth populations in the fruit growing areas of the Okanagan, Similkameen, and Shuswap valleys. The Program was launched in 1992, after 30 years of research, consensus building, and planning. Today, all or portions of four regional districts currently participate in the Program, including the Regional District of Okanagan-Similkameen RDOS), the Regional District of Central Okanagan (RDCO), the Regional District of North Okanagan (RDNO), and the Columbia Shuswap Regional District (CSR).

The authority for the SIR Program is rooted in a 1989 amendment to the province's Municipal Enabling and Validating Act (MEVA). Section 283 of the statute was added to give a total of five regional districts — the four that participate today, plus the Regional District of Central Kootenay — authority to establish, by bylaw, a sterile insect release program with a single and autonomous board of directors to oversee the Program. In that same year, each of the five regional districts named in section 283 adopted its own service establishment bylaw to implement the authority granted under Act.

In 1990, Cabinet issued the Okanagan-Kootenay Sterile Insect Release Service Regulation (17/90) to provide detail to key parts of section 283. The Regulation set out the methods of cost-recovery and cost-sharing for the Program. The Regulation also gave explicit authority to the SIR Board and its agents to enter onto property for the purpose of releasing sterile insects and, where necessary, order and

undertake clean-up efforts to prevent infestation.

An additional regulation was issued in 1995 to provide authority for the Board to enter into funding agreements with senior governments and others, and to provide compliance grants (i.e., incentive programs) to property owners and growers.

Between 1995 and 2010, there were only a few additional legislative initiatives at the regional district level — on the whole these resulted in very minor changes to the Program. In 2011, however, amendments to the participating regional districts' establishing bylaws resulted in significant changes to the Program's governance structure. For example, the number of voting Board members increased from four to a total of eight. This bylaw change took over four years to obtain consensus of all the regional districts.

The eight member Board is now composed of five regional district appointees — one member each from RDCS, RDNO, and RDOS, and two members from RDCO — and three grower representatives nominated by the BC Fruit Growers' Association. Each Board member receives one vote on every issue. A straight majority decides every vote, with the exception of financial matters that also require the approval of a minimum of three of the five regional district directors. Under section 283 of the 1989 MEVA, the SIR Board is identified as a corporation. With this status, the Board has authority to set its own budgets and determine its own operating procedures — the Board does not need the approval of the Program's participating regional districts in these matters. The SIR Board of Directors is the chief governing body for the SIR Program. All key decisions related to the Program, its facilities, and its activities are made by the Board. The regional district representatives, of course, are accountable to their own Board of Directors.



# THE PROGRAM'S OPERATING PRINCIPLES



## BALANCE

The program seeks to balance the environmental, social, and economic interests of the Program's stakeholders.



## AFFORDABILITY

The program keeps costs as low as possible for the taxpayers and growers.



## SUSTAINABILITY

Both environmentally and financially sustainability, the program is set to continue into the future.



## INDUSTRY PARTNERSHIPS

The program partners closely with industry.



## TRANSPARENCY

The actions and decisions of OKSIR, including the Board of Directors, staff, and advisors will transparent and open.



## ENVIRONMENTALLY-FRIENDLY

The program is a net-benefit to the environment.



## INNOVATION

The program is committed to striving for improvement and is open to new ideas and novel approaches.



## COMMUNITY DRIVEN

The program is guided by the needs of the communities.



## INFORMED ACTION

Program operations are guided by the best available data and technical expertise, incorporating environmental, social, and economic sciences.



# OKSIR

## STRATEGIC DIRECTIONS

**1**

### **CAPITAL REPLACEMENT**

OKSIR will replace the current gamma cell with one that meets the current needs of the program and provides the most flexible secondary-use possibilities.

**2**

### **FUNDING AND BUSINESS DEVELOPMENT**

OKSIR will keep tax increases as low as possible and offset program costs with alternative revenue streams. The Program will invest in staff time to explore and generate commercial opportunities to increase these alternative revenue streams.

**3**

### **TECHNICAL SUPPORT**

OKSIR will fund targeted research and use consultants for technical advice until generation of revenue and additional activities clearly justify the need for staff positions.

**4**

### **SUCCESSION PLANNING AND STAFFING**

OKSIR will create in-house training guides to ease staff transitions and identify and provide training opportunities for promising staff, especially for key positions.



# STRATEGIC GOALS AND OBJECTIVES

## 1 CAPITAL REPLACEMENT

**GOAL:** Replace the current gamma cell with the most flexible and appropriate technology in time for the 2016 production season.

*Objective:* Select the company to build the new cell.

*Objective:* Work proactively with the Canadian Nuclear Safety Commission to make the process as easy as possible.

*Objective:* Develop packaged materials and guides reflecting the current area-wide structure and operations.

*Objective:* Pursue potential partnership with Swiss company that has expressed interest in partnering on spotted wing drosophila project, using experience as a pilot for packaging “know-how.”

*Objective:* Pursue potential sales to France’s Regio-Biocontrol project.

*Objective:* Develop relationships with other potential regions that have been eyeing area-wide IPM approaches, including Chile, Michigan, and Washington.

## 2 FUNDING & BUSINESS DEVELOPMENT

**GOAL:** Explore the appropriate structure (subsidiary, partnerships, etc.) that allows for the maximization of commercial and research opportunities.

*Objective:* Consult and seek examples of similar models/precedents.

**GOAL:** Sell sterile moths and maximize capacity of the Osoyoos facility once gamma cell has been replaced.

*Objective:* Continue sales and relationship building with New Zealand to become exclusive supplier for their eradication program.

*Objective:* Further France’s Regio-Biocontrol project by supporting their decision making process through proof of concept trials.

*Objective:* Increase moth sales to Washington researchers and encourage SIT control trials.

### 2.1 EXPANSION OF SCALE

**GOAL:** Package, market, and sell Program’s area-wide “know-how”.

*Objective:* Increase moth sales to Washington researchers and encourage SIT control trials.

*Objective:* Explore commercial distribution in possible Washington markets.

*Objective:* Begin investigations into import/export permitting for world-wide commercial sales.

*Objective:* Investigate and secure shipping deals with reliable major international carrier to make moth export process stable.

## 2.2 EXPANSION OF SCOPE

**GOAL:** Get strong direction from some industry on additional pests and services they would like to see added to the Program.

*Objective:* Identify all industry leaders and connect to the wider grower community.

*Objective:* Take more leadership in potential expansions of Program under guidance from a variety of industry leaders.

**GOAL:** Investigate the potential of sterile insect technique for use against spotted wing drosophila.

*Objective:* Quantify the threat to local and provincial commodities posed by spotted wing drosophila.

*Objective:* Continue to develop partnership agreement with Swiss Company to position the Program to benefit beyond the proof of concept trial success.

*Objective:* Work with the soft fruit growers' associations to explore possible funding structures if services were to be expanded.

## 3 TECHNICAL SUPPORT

**GOAL:** Develop a collaborative innovation group that would be capable of addressing any identified high-priority research projects, and through which any funding from OKSIR is leveraged to access outside research dollars.

*Objective:* Investigate possible alternative structures and/or partnerships that would allow research dollars to be leveraged.

*Objective:* Identify and prioritize desired research projects, and identify and approach possible research collaborators. E.g. Protecting moth quality during long shipments, potential use of drones for aerial releases, improvements to release devices, etc.

*Objective:* Pursue relationships and funding arrangements based on identified research priorities.

## 4 SUCCESSION PLANNING & STAFFING

**GOAL:** Maintain optimal staff levels and focus on creation of in-house training.

*Objective:* Develop training programs to be prepared for staff changeovers.

**GOAL:** Identify and provide training opportunities for promising staff, especially for key positions, while keeping in mind the need to transition these promising employees from seasonal to full-time.

*Objective:* Identify and secure suitable candidates.

