

BC BROILER HATCHING EGG COMMISSION



# Strategic Plan

## 2023 – 2025

Updated for 2025

Updated from October 16-17, 2024 Strategic Planning Session  
BCBHEC Approved:

## TABLE OF CONTENTS:

<b>STRATEGIC FRAMEWORK.....</b>	<b>3</b>
<b>1. CONTEXT AND BACKGROUND.....</b>	<b>4</b>
<b>2. VALUES, VISION, &amp; MISSION .....</b>	<b>5</b>
<b>3. STRATEGIC PRIORITIES.....</b>	<b>7</b>
<b>4. KEY PERFORMANCE INDICATORS.....</b>	<b>8</b>
<b>APPENDIX 1 - GOVERNANCE OVERVIEW.....</b>	<b>10</b>

# Strategic Framework

## Values

*Values are fundamental principles and beliefs that serve as implicit criteria guiding all actions and decision-making conducted by BCBHEC.*

- Passion & exceeding expectations
- Smart work with a dose of fun
- Support of families, family farms, and stakeholders
- Striving for excellence by thinking proactively
- Self-improvement
- Integrity
- Results-oriented
- Act stewardly

## Vision

*The vision articulates the desired future state.*

**A progressive and prosperous BC  
Broiler Hatching Egg sector.**

## Mission

*BCBHEC's mission articulates what is done every day to achieve the vision.*

**Striving daily to provide high quality  
hatching eggs while fostering a culture  
of collaboration, efficiency and  
sustainability.**

## Strategic Priorities

*To focus the efforts, three strategic priorities were identified for action over the next 12 months.*

1. Regulatory Enhancements
2. Orderly Marketing Enhancements
3. Regional Diversification

## Goals

*Goals are ideal states to be achieved at some time in the future by BCBHEC.*

1. Be a valuable resource to BC broiler hatching egg producers.
2. Work together across the value chain for the industry's success.
3. Strategically use data to drive SAFETI decisions.
4. Demonstrate value of supply management.
5. Work with Western partners to advance Western interests at the national level.
6. Lead and influence alongside industry-related organizations to advance sustainability, efficiency, and social responsibility.
7. Proactively engage and respond to the evolving needs of stakeholders.
8. Model good governance and efficient resource management.

## Key Success Factors

*Key Success Factors (KSFs) are traits that when properly maintained or managed significantly impact the organization's ability to achieve its vision.*

1. Bold Transparency
2. Data Management
3. Meaningful Engagement
4. Disciplined, focused and persistent
5. Adaptability
6. Courageous

## Key Performance Indicators

*Key Performance Indicators (KPIs) are measures used to gauge BCBHEC's performance.*

1. Strategic Alignment
2. Board Effectiveness
3. Risk Management
4. Regulatory Metrics
5. Stakeholder Engagement
6. Employee Satisfaction
7. Financial Performance

# 1. Context and Background

In 2022, the British Columbia Broiler Hatching Egg Commission (BCBHEC) worked with Finley and Associates to establish a 3-Year Strategic Plan for January 1, 2023 – December 31, 2025. Building from this strategic framework, the BCBHEC engaged a consultant, Karen Kirkwood, to facilitate a strategic planning session in October 2023 and again in October 2024 to guide the BCBHEC Board and Senior Management in resetting its strategic priorities annually.

Representatives from the BC Chicken Marketing Board and the BC Broiler Hatching Egg Producer Association, along with the Chair of the PPAC, joined the BCBHEC Board, Executive Director, Finance & Production Manager, On-Farm Program Coordinator and Office Administrator in a full day session on October 16, 2024. The BC Egg Hatchery Association was unable to participate. Guided by the theme, *Working Together for Greater Impact*, participants discussed and identified action steps for the value chain to take to be more effective in their work together (building from those identified in 2023) and current and emerging trends facing the hatching egg sector in the next 1-3 years; and they provided feedback on the BCBHEC's vision, mission and values and input into the BCBHEC's priorities for 2025. The summary from this session is contained in the Situation Assessment in Appendix 1.

On October 17, 2024, the BCBHEC board members and staff distilled the input from value chain partners and re-set its strategic focus, including its vision and mission and its strategic priorities, initiatives, and deliverables for 2025.

## Purpose of the Document

This Strategic Plan articulates the strategic direction and supporting activities for BCBHEC for the period January 1, 2025, to December 31, 2025.

## Confidentiality

This document is intended for the use of BCBHEC and may contain information that is privileged and/or confidential. Copying and the dissemination or distribution of this document, in whole or in part, is at the discretion of the Board and/or the Executive Director.

## 2. Values, Vision & Mission

**Values:** *fundamental principles and beliefs that guide all actions and decision-making conducted by BCBHEC*

- Passion & exceeding expectations: passion drives “exceeding expectations” among directors and staff
- Support of families, family farms, and stakeholders: lived out daily (i.e. producer events, mentorship, mental health supports, etc.)
- Self-improvement: committed to continuous improvement (i.e. strategic planning, stakeholder engagement/feedback, are hired professional development, evaluations, and self-reflection)
- Results oriented: staff recruitment / evaluation with the values in mind; constant producer communication; actions are aligned to strategic plan
- Smart work with a dose of fun: staff retention (“Hatchies” awards); compensation review; make time for connecting as a team (board and staff)
- Striving for excellence by thinking proactively: conduct lessons-learned after events / crises; integrate the Strategic Plan throughout the organization
- Integrity: board speaks with one voice; conflict of interest declarations; transparent decision-making
- Act stewardly: financially responsible and transparent; committed to good governance; stakeholders engaged in decision-making; staff retention

**Vision:** *the desired future state of the BC broiler hatching egg sector*

*“A progressive and prosperous BC Broiler Hatching Egg sector.”*

### **Key Concepts:**

- Progressive:
  - Diversified (location of farms, new entrants);
  - Proactive; problem-solving
  - Innovative
  - Strong value chain engagement and collaboration
- Prosperous:
  - Creating value for producers, value chain and customers / consumers
  - Profitable
  - Growing / expanding
  - Well-being of producers
  - Strong value chain relationships

**Mission:** *what the BCBHEC does every day to progress toward its Vision*

*“Striving daily to provide high quality hatching eggs while fostering a culture of collaboration, efficiency and sustainability.”*

**Key Concepts:**

- High quality hatching eggs:
  - Fertile
  - Marketable
  - Official Flock Schedule
  - Programs (On-Farm Food Safety, Biosecurity, Animal Care) and disease tools
- Collaboration:
  - Teamwork; board and staff commitment to the Mission
  - Proactive peacetime planning
  - Stakeholder engagement; industry / value chain relationships (i.e. PPAC, board to board meetings, EOC, BCPA, etc.)
- Efficiency:
  - Cost of Production (COPs)
  - HERS
  - Official Flock Schedule
  - Production practices and disease tools
- Sustainability:
  - Cost of Production (COPs)
  - Regional Diversification
  - Disease tools
  - Succession planning
  - Governance tools (incl. committee terms of reference)

### 3. Strategic Priorities

To continue progress in achieving its vision, mission and goals, and to focus efforts over the next year, three strategic priorities were identified for the BCBHEC's action:

#### 1. Regulatory Enhancements

Objectives:

- Satisfy government / regulatory requirements
- Review / re-set of rules; clarity for stakeholders

Initiatives:

- New Producer Program
- Quota Policy Review
- Lease Policy Review

#### 2. Orderly Marketing Enhancements

Objectives:

- Greater transparency and accountability
- Levelled playing field; equal opportunity for all producers and hatcheries
- Data collection to support continuous improvement

Initiatives:

- Full HERS and PERS implementation
- Compensation models
- Western data points

#### 3. Regional Diversification

Objectives:

- Risk mitigation – disease and infrastructure
- Sustainable production
- Successful producers (profitable, long-term, supported)

Initiatives:

- Consultation
- Assessment of production needs; add Official Flock Schedule Structure
- Prepare to launch farm into the Interior in 2026

## 4. Key Performance Indicators

Key Performance Indicators (KPIs): metrics to gauge organizational effectiveness:

KPI [Strategic Priority; Key Success Factor]	Rationale for Measuring	Measurement Mechanisms	Target	Board Discussion Frequency	Measurement (Actual vs. Target)
1. Strategic Alignment [SP 1-3; KSFs 1-6]	Ensure all aspects of the value chain are supporting the shared industry vision.	Review and update of Strategic Plan	Strategic Retreat held annually in Fall	Annually	
		Engagement of stakeholders in Strategic Planning Retreat	BCCMB, BCBHEPA, BCHA, and PPAC Chair attend and participate	Annually	
		Engagement of stakeholders in reviewing draft Strategic Plan	a) Coffee meetings held with Producers  b) Meetings held with key stakeholder groups / organizations	Annually	
		Prioritization of BCBHEC attendance in other organizations' strategic planning sessions	Upon invitation, BCBHEC ensures a minimum of 1 representative attends and actively participates	Annually	
2. Board Effectiveness [KSFs 1-6]	Strengthen board governance and effectiveness; continuous learning and performance improvement	Board & ED Evaluations	Evaluation completed in 2025	Annually	
		Self & Peer Director Evaluation	Evaluation completed in 2025	Annually	
		Succession Planning for ED and Senior Staff Positions	Plan reviewed and updated by Governance Committee in 2025	Annually	
		Committee Effectiveness and Accountability	a) Terms of Reference for each Committee reviewed/updated as needed  b) Terms of Reference for new Committees developed as needed  c) Each Committee meets expectations for reporting to the Board	Annually	
3. Risk Management [SP 1-3; KSFs 1, 2,4]	Ensure plans and resources are in place to address risk areas.	Risk Mapping and Prioritization	Risk management plans and resources in place for: <ul style="list-style-type: none"> <li>• Disease response</li> <li>• Concentration of poultry in Fraser Valley</li> <li>• Succession: staff and board</li> </ul>	Annually	



4. Regulatory Metrics [SP 1, 2; KSFs 1, 2,4]	Ensure the integrity of the supply management system in BC.	3rd Party Audit of Food Safety & Animal Care Programs	No unresolved discrepancies	Annually	
		CHEP Production Audit	No unresolved discrepancies	Annually	
5. Stakeholder Engagement (Producers and Industry Partners) [SP 1-3; KSFs 1-6]	Collaborate with Industry Partners in addressing matters of mutual interest.	Stakeholder meeting / engagement effectiveness	a) Agendas for BCBHEC-BCCMB, BCBHEC-BCBHEPA, BCBHEC-EHA, and PPAC meetings include discussion on strategic issues  b) Active participation on strategic issues at PPAC	Annually	
6. Employee Satisfaction [KSFs 1-6]	Improve retention, recruitment, and performance of best candidates.	Employee Satisfaction Survey	100% employee participation	Annually prior to ED Performance Review	
		Updated HR Policies	HR Policies reviewed by Governance Committee and report presented to the Board	Annually	
		Compensation benchmarking	Compensation benchmarking updated	Annually	
7. Financial Metrics [KSFs 1,2,4]	Ensure transparency and sustainability.	Budget aligned with operating requirements and strategic initiatives of BCBHEC	Budgeted operating expenses approved by the Board are tied to strategic initiatives and/or operating requirements	Annually	
		Variance Reports	Approved by the Board	Monthly	
		Financial Audit	No material discrepancies in Auditor's Report	Annually	

## Appendix 1: Governance Overview

Broiler hatching egg production in BC is a regulated industry. The BCBHEC was established in 1988 under the Natural Products Marketing (BC) Act. The BCBHEC Board's authority is established through the British Columbia Broiler Hatching Egg Scheme and under the supervision of the British Columbia Farm Industry Review Board (FIRB). The Commission works under the Canadian Hatching Egg Producers (CHEP), which represents 300 farmers from BC, Alberta, Saskatchewan, Manitoba, Ontario and Quebec.

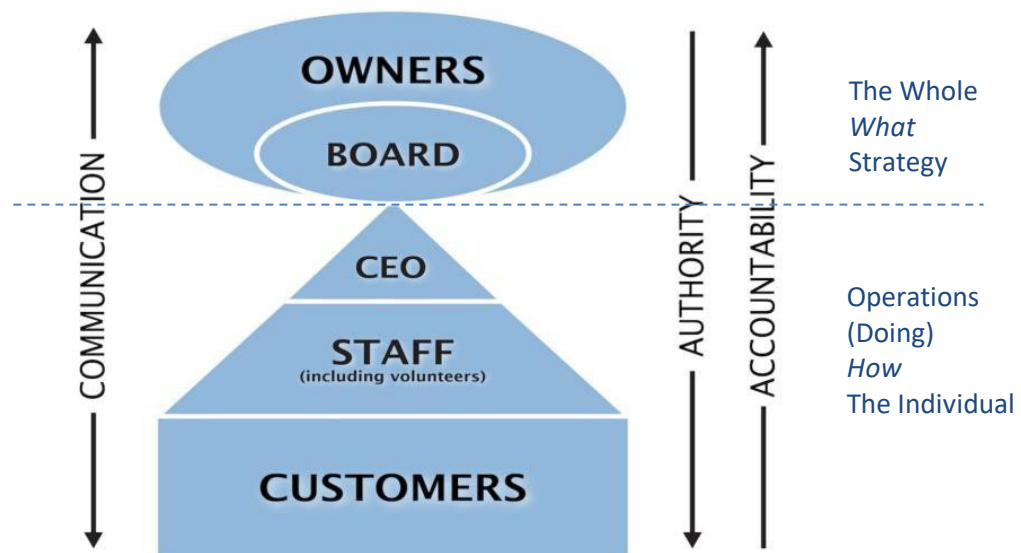
### BCBHEC Board of Directors

Director	Role	End of Term
Bill Vanderspek	Chair	Dec 2025
Calvin Breukelman	Vice Chair	Jun 2028
Shane Driessen	Board Director	Jun 2025
Beata Kunze	Board Director	Jun 2026
Daniel Zylstra	Board Director	Jun 2027

### BCBHEC Management Team

- Stephanie Nelson, Executive Director
- Joshua Crossett, Manager, Finance & Production
- Michaela Devries, Office Administrator
- Kaitlyn Loewen, On-Farm Program Coordinator
- Amy Keller, On-Farm Program Technician
- Riesa Kyne, Production Coordinator
- Jenny Goertz, Accountant

### Governance Model: *Secret Formula for Organizational Effectiveness™*



## Committees and Appointments

BCBHEC Committees and Appointments are linked to Strategic Priorities and Goals:

Committees:

Committees	Link to Strategic Priority and/or Goals	Type of Committee
1. BCBHEC PPAC	SPs 1-3; Goals 1, 2	Standing
2. Audit & Finance	KSFs 1, 2, 4; Goals 1, 8	Standing
3. Governance	SPs 1-3; Goals 1, 8	Standing
4. Building Committee	Goal 1	Task Team
5. Specialty	SPs 1, 2; Goals 1, 2, 7	Ad hoc / Task Team
6. Hatchery Projects	SPs 1, 2, 3; Goals 2, 3, 6, 7	Ad hoc / Task Team

Appointments:

Appointments	Link to Strategic Goals	Type of Appointment
1. BCCMB PPAC	Goals 2, 5, 6, 7,	Standing
2. CHEP	Goals 1, 2, 4, 6, 7	Standing
3. COMB/ COGA	Goals 6, 7	Standing
4. BCAC/ BCPoultry Association	Goals 4, 6, 7	Standing
5. Fund Management Committee (FMC)	Goals 1, 8	Standing
6. Western Provinces Committee	Goals 5, 6	Standing