



February 9, 2018

BC Hatching Egg Producers and Industry Stakeholders

Attached is the Commission's 2018 Strategic Plan, developed during our Fall planning session and which received final approval on February 5, 2018. Here, as well, are some comments on this year's approach.

Keeping in mind there are many ongoing and potential issues that will also task Commission resources (see below), we reduced our objectives to four overarching Key Initiatives.

1. Management of Input Costs.
2. Spiking Males Review.
3. COP and Linkage Review.
 - Includes Hatchery Margin.
4. Managing Growth and Production.
 - Includes Enhanced Hatchery Reporting (web based), Implementation of Animal Care Program, Regional Diversification Question, New Entrants.

The Input Costs and Spiking Males Review have made significant progress and are on track to completion. Managing Growth and Production is ongoing or awaiting development of specific work plans.

For obvious reasons the COP and Linkage Review initiative – and pricing generally – are now at the top of the Commission's priority list. The Commission is already working with the BC Chicken Marketing Board on COP and Linkage questions. We also expect to be working in partnership with the Chicken Board on the live price review, given its impact on the linkage and our joint regulatory pricing responsibilities. As you know, the Commission is also looking at other pricing-related options and approaches and we expect to provide updates shortly.

Having tried to maximize resources by focusing on fewer key initiatives, they still represent a lot of work for the Commission and its committees. Not to be forgotten, either, are other initiatives in the 'parking lot'. These include issues where the Commission will have to respond to external events or direction, including: Administrative Penalties (government); Asian Breeder Supervisory Review (BCFIRB); Quota Tools Assessment Evaluation (BCFIRB); and, Mandatory Insurance (industry).

If you have any questions, please do not hesitate to bring them to our attention.

Yours truly,

A handwritten signature in black ink that reads "Jim Collins". The signature is written in a cursive, flowing style.

Jim Collins, Chair
BC Broiler Hatching Egg Commission

BC Broiler Hatching Egg Commission

BC Hatching Eggs
2018 Strategic Plan

Our Vision

It is through co-operation with industry stakeholders that our greatest successes will be derived.

Our Mission

The Mission of the British Columbia Broiler Hatching Egg Commission is to oversee the production activities of BC broiler hatching egg producers and regulate the marketing of their product and to act as a leader for the BC broiler hatching egg producers in dealings with other participants in the chicken meat industry, with stakeholders in the national marketing scheme, and with provincial and municipal government bodies.

Our Big, Hairy, Audacious Goal

BC Broiler Hatching Eggs is the leader of the chicken industry in Canada.



Our Values

Passion and exceeding expectations

Support of families and family farms/ businesses

Self-improvement

Smart work with a dose of fun

Integrity

Results oriented

Striving for excellence by thinking proactively

Act stewardly

Our Purpose

As a part of the chicken supply chain provide fair and sustainable orderly marketing in the BC Hatching Egg Sector.



3 to 5 Year Priorities

Minimize relation dependency for efficient transactions

Research, development and innovation

Manage effective Government relations

Manage effective Joint Marketing Board relations

Develop a comprehensive marketing model



January 1, 2018 – December 31, 2018: Key Initiatives

1. Management of Input Costs
2. Spiking Male Review
3. COP Update and Linkage Review
4. Managing Growth and Production Challenges

Annual Targets

Allocation is 100%

Cost recovery is 100%

Saleable chick average hatch is 84%

January 1, 2018 – December 31, 2018: Parking Lot

1. Value Chain Strategic Planning
 2. Mandatory Insurance Review
 3. Asian Breeder Supervisory Review
 4. CHEP Allocation with separate specialty category
 5. Animal Care Program Roll – out
 6. Quota Tools Assessment Review
 7. Administrative Penalties Review
 8. Regional Diversity
 9. New Building
 10. Quota System Review
 11. Election Process
 12. Decision Making Efficiency
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Strengths

Culture and Creditability

Willingness to take-action

Board on the same page

Financial Accountability

Producer Support

Weaknesses

Hatching Eggs is not a well understood industry

Regulation and relationships out of balance

The Production System

The Payment System

Vulnerability and financial impact of disease outbreak

Key Performance Indicators

The quantifiable measures that the BC Hatching Egg Commission use to gauge their performance in meeting the strategic and operational goals are:

- ★ Domestic Supply remaining at 100%
- ★ Hatchery by Hatchery weekly throughput number remain at 80%

Benchmarks of Success

- ✓ An accountable, transparent way to manage input costs to Producers laterally
- ✓ A fair and effective monitoring program that is inclusive of the entire chicken supply chain
- ✓ A fair and effective hatch data tracking system
- ✓ A prepared, documented and practiced plan in response to an industry event



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