

BC BROILER HATCHING EGG COMMISSION



# Strategic Plan 2023 – 2025

Working Draft 22-11-08 v2



**FINLEY+**  
**ASSOCIATES**  
STRATEGY. ACTION. IMPACT.

BCBHEC Approved, December 14, 2022

# One-Page Summary

## Values

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

- 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.

**Western stakeholders are collaborating to create shared benefits and ensure quality chicken for value chain**

## Mission

BC-BHEC's mission articulates what is done everyday to achieve the vision.

**Working with all our partners to create a quality product for the value chain, while fostering an efficient and sustainable industry.**

## Strategic Priorities

To focus the efforts, three strategic priorities were identified for action over the next 24-36 months.

1. Pricing Implementation
2. Regulatory Enhancements
3. Western Regional Strategy

## Goals

Goals are ideal states to be achieved at some time in the future by BC-BHEC.

1. Be a valuable resource to BC 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 performance.

1. Industry Engagement
2. Meet needs of Value Chain
3. Strong relationships
4. Professional atmosphere
5. Financial stability
6. Profile
7. Completed projects
8. Appeal success
9. Staff Satisfaction

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BC-BHEC Strategic Plan 2023-2025

Working Draft – Finley & Associates Ltd. (22-11-08)

## Purpose of the Document

This Strategic Plan articulates the strategic direction and supporting activities for British Columbia – Broiler Hatching Egg Commission (BC-BHEC) for the three-year period, January 1, 2023, to December 31, 2025.

## Confidentiality

This document is intended for the use of BC-BHEC 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.

## Disclaimer

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# 1. Situation Assessment

## Context and Background

### Supply Management

Supply Management is the term used to describe the national production/marketing mechanism utilized by five Canadian agricultural commodities (i.e., dairy, table eggs, turkey, chickens and broiler hatching eggs). Federal and Provincial governments implemented the system in Canada in the early 1970's based on collective marketing and production planning adjusted to the needs of the Canadian market/consumers. Each commodity operates through a Provincial Marketing Board or Commission.<sup>1</sup>

Supply Management is based on three basic pillars, each of which is critical to ensuring that the system operates smoothly. Three pillars work collectively to support commodities (including producers, hatcheries, growers and processors) operating under Supply Management.

- 1) **A pricing policy**, established in each province, that ensures the minimum price paid to producers covers production costs and allows for fair return on investment into buildings and equipment.
- 2) **Restriction of imports over quota tariffs**, the federal government is committed to protecting these industries by restricting imports. For example, hatcheries in Canada have Tariff Rate Quota (TRQ). TRQ permits hatcheries to import from the United States 17.43% of the total required hatching eggs for a year. This paper can be used or sold to another hatchery in Canada.
- 3) **Production management balances** supply of the commodity with its demand. Products under Supply Management are mainly intended for domestic consumption and not for export.

Supply Management operates under a quota system. Quota is acquired by producers to provide them the right to produce a share of the required market. Quota holders have the privilege, granted by their Board or Commission, to engage in the production of the regulated product.

### Overview of BC BROILER HATCHING EGG COMMISSION (BC-BHEC)

BC-BHEC's region includes Vancouver Island, Lower mainland, Interior and North (see Figure 1). BC producer size are defined as small, medium and large (see Figure 2). The minimum farm size in 2022 is 12,000 units.<sup>2</sup> There are 58 registered hatching egg producers in BC currently concentrated in the Fraser Valley.

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<sup>1</sup> AHEP.ca website, accessed October 18, 2022.

<sup>2</sup> BCBHEC Retreat Day 1, October 5, 2022

Figure 1: BC Regions

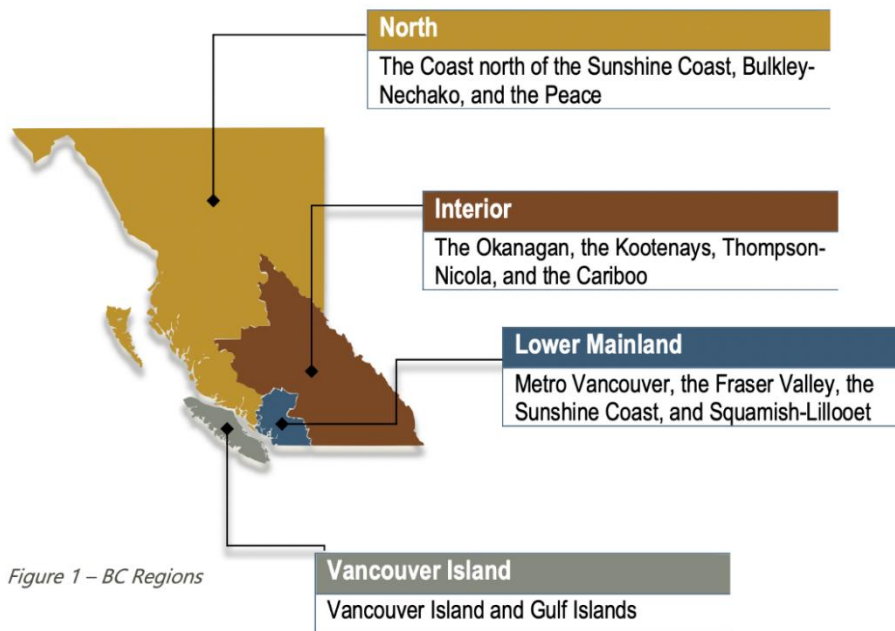





Figure 1 – BC Regions

Figure 2: Producer Size

Producer Size Definitions			
Type	Size		
			
	<b>Small</b>	<b>Medium</b>	<b>Large</b>
<b>Mainstream</b>	< 25,000 quota units	25,000 – 49,999 quota units	50,000+ quota units
<b>Specialty</b>	< 500,000 quota units	500,000 – 999,999 quota units	1,000,000+ quota units

The broiler hatching egg industry is a highly specialized production system that is the foundation of the chicken meat industry. As one of the first links in this food supply chain (see Figure 3), hatching egg producers follow very strict OFFSP, biosecurity, and Animal Care Programs.

In 2020, British Columbia produced over 10,523,000 dozen hatching eggs valued at over \$66 million. That contributed to the 187 million kilograms of eviscerated chicken produced for consumption in the province.<sup>3</sup>

British Columbia is the third largest hatching egg producing province supplying 15% of the Canadian market share.<sup>4</sup>

The hatching egg producers throughout the province boast family-owned farms and practice strict protocols for safe, healthy, happy birds.

<sup>3</sup> BCBHEC.com website accessed October 2022.

<sup>4</sup> Ibid.

The Chicken Value Chain is depicted by key activities<sup>5</sup> (see Figure 3). This way of looking at the value chain can inform the way that BC-BHEC considers their strategic approach in the industry and how common issues, including pricing in BC, can be addressed.

Figure 3: Chicken Producers' Value Chain



## Key Achievements

- Managed COVID, floods, heat dome, and AI well
  - Disposition of funds from Ontario for emergency/disease response
  - Organized SE program
- COP finalized with roll-out to initiate in October 2022; updated hatchery margin within this framework
- Collaboration is underway with BC Chicken Marketing Board (BCCMB) and Western provinces
  - Initiated the Western Provinces Hatching Egg (WPHE) – meeting in November 2022
  - MOU with BCCMB
  - Constructed and moved into new shared building with BCCMB
- Integration of specialty hatching eggs (provincial and national)
- Amending Order 10 updating hatcheries criteria passing
- Vaccine program alignment
- Limited staff turnover

## Market Trends

Several trends are affecting BC-BHEC and the industry<sup>6</sup>.

### Economics

- Pricing pressures on all stakeholders in BC continue to rise and are further threatened by inflation and the threat of economic recession.
- Trade pressures

### Political

- When supply chains were breaking down worldwide during Covid, the supply managed system was stable; national agencies will continue to need to press governments to support supply management and maintain market share.
- Imports and quota imbalance continue to plague the western provinces.

### Environment

- Heat domes, fire, and floods and other climate-related events are expected to continue to occur with increasing regularity and severity.

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<sup>6</sup> BCBHEC Annual Report 2021; BCBHEC Strategic Plan 2022; BCBHEC Retreat Day 1, October 5, 2022; Finley & Associates Ltd. BC-BHEC Strategic Plan 2023-2025 Working Draft – Finley & Associates Ltd. (22-11-08)

## Consumer Behaviour

- Increasing popularity for plant-based substitutions/ lab produced meat (millennial women are BC's largest buyers, based on CFC research last conducted in 2017/18).
- Decreasing consumer spending (i.e., grocery budgets) due to inflation.
- Persistent activism.

## Flock Health

- Disease outbreaks (AI)
- Salmonella Enteritidis

## Industry Factors

- Continuing lack of producer engagement, lack of understanding of regulation and reasons for it.
- Ongoing liquidated damage assessments penalties as provinces struggle to balance production and supply.

## Labor

- Continuing difficulty in accessing labor.
- Increasing need to retain corporate knowledge/ memory in order to respond appropriately to disasters, pricing and other regulatory issues.
- Increasing need to retain specific skillsets, which are highly technical, within the sector.
- Most producers have a succession plan; however, hatcheries may not.

## Comparator Analysis

The Board reviewed several comparators in the sector at the provincial and national level (see **Error! Reference source not found.**) for a comprehensive breakdown.<sup>7</sup> BC-BHEC has the opportunity to work with other Provincial Boards (e.g., Alberta, Saskatchewan, and Manitoba) to form a Western regional approach to balance the influence of Central Canada.

## Key Risks and Opportunities

The first step in evaluating risk is to identify the types of risks that exist: external risks (e.g., political and environmental); other organizations that affect BC-BHEC, and strategic risks. Several industry risks/ opportunities were identified and prioritized "High", "Medium", or "Low" by the Board.

The Top Risks identified for BC-BHEC include: 1) Emerging Diseases; 2) Labor Shortage; 2) Concentration of poultry sector in the Fraser Valley; 4) Fractured Industry Partnerships; 4) Industry Consolidation; and 6) Succession Planning (see Table 1)<sup>8</sup>.

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<sup>7</sup> Finley & Associates Ltd.

<sup>8</sup> BCBHEC Retreat Day 1, October 5, 2022.



Table 1: BC-BHEC’s Risks/ Opportunities (2022)

Rank	Risks (2022)	High	Medium	Low
1	Emerging Diseases (AI)	8	-	-
2	Labor Shortage	7	1	-
2	Concentration of poultry sector in Fraser Valley	7	1	-
4	Fractured Industry Partnerships	5	3	-
4	Industry Consolidation	5	3	-
6	Succession Planning (Board & Management)	5	3	-
7	Bio-Security & Food Safety Incidents	5	2	1
7	Loss of production	5	2	1
9	Flock Health & Management	4	3	1
9	Activism	4	3	1
11	Perceptions of Animal Care	3	5	-
12	Supply chain infrastructure	3	3	2
13	Government Policy	2	5	1
14	Plant Interruptions	2	4	2
15	Erosion of Public Trust	1	6	1
16	Plant based proteins	1	5	2
16	Confidence in the Supply Management System	1	5	2
18	Perceptions of Environmental Impacts	1	4	3
19	Not responsive to consumer trends	-	6	2

\*Priorities rated: High – 3 points; Medium – 2 points; Low – 1 point; votes then averaged and ranked accordingly.

The Board placed the top BH-BHEC risks into a Risk Framework. Note that “Succession Planning (Board & Management)” was split into two: “Succession Planning (Board)” and “Succession Planning (Management)”. The risk with the highest Likelihood of occurring and the highest Impact is the “concentration of the poultry sector in the Fraser Valley”<sup>9</sup> (see Table 2).

Table 2: 2022 Risk Map

Likelihood	5			5. Industry Consolidation	1. Emerging Diseases (AI)	3. Concentration of poultry sector in Fraser Valley
	4			6. Succession Planning (Board)	2. Labour Shortage 4. Fractured Industry Partnerships	
	3				6. Succession Planning (Management)	
	2					
	1					
Low		1	2	3	4	5
		Impact				

<sup>9</sup> BCBHEC Retreat Day 2, October 6, 2022.  
 BC-BHEC Strategic Plan 2023-2025  
 Working Draft – Finley & Associates Ltd. (22-11-08)

## Strengths and Areas for Improvement

It is important to know one's strengths and areas for improvement to drive strategy.

Several strengths were identified for BC-BHEC:<sup>10</sup>

- Think proactively
- Have difficult conversations
- Culture and credibility
- Staff support /commitment
- Financial management
- Ability to adapt (both Staff & Board)
- Cohesive unit
- Board diversity

Areas for improvement were also identified:<sup>11</sup>

- Succession Planning
- Value Chain engagement
- Forecasting challenges (e.g., Chicken Farmers of Canada (CFC) allocation; Tariff Rate Quota (TRQ); breed performance)
- Sustaining leadership role

## Strategic Priorities

To focus efforts over the next three years, three strategic priorities were identified for action:<sup>12</sup>

See Chapter 4 for a description of the action to address each of these priorities.

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<sup>10</sup> BCBHEC Strategic Plan 2022; BCBHEC Interviews, September 2022; BCBHEC Retreat Day 1, October 5, 2022; Finley & Associates Ltd

<sup>11</sup> Ibid.

<sup>12</sup> BCBHEC Interviews, September 2022; BCBHEC Strategic Plan 2022; BCBHEC Retreat Day 1 & 2, October 5 & 6, 2022; Finley & Associates Ltd.

## 2. Strategic Framework

### Values

Values are fundamental principles and beliefs that serve as implicit criteria guiding all decisions. BC-BHEC identified eight key values:<sup>13</sup>

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

### Vision

The vision articulates the desired future state of BC-BHEC:<sup>14</sup>

***Western stakeholders are collaborating to create shared benefits and ensure quality chicken for value chain partners.***

### Mission

The mission articulates BC-BHEC's distinctive identity in the sector.<sup>15</sup>

***Working with all our partners to create a quality product for the value chain, while fostering an efficient and sustainable industry.***

### Goals

Goals are ideal states to be achieved at some time in the future by BC-BHEC:<sup>16</sup>

1. Be a valuable resource to BC 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.

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<sup>13</sup> BC-BHEC Strategic Planning Retreat, October 6, 2022.

<sup>14</sup> Ibid.

<sup>15</sup> Ibid.

<sup>16</sup> Ibid.

## Key Success Factors

Key Success Factors (KSFs) are conditions that when properly maintained or managed significantly impact BC-BHEC’s ability to achieve its vision. BC-BHEC has identified six KSFs:<sup>17</sup>

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 performance against the Strategic Priorities and KSFs (the following list is preliminary which would be replaced by Table 3):<sup>18</sup>

1. Industry Engagement
2. Meet needs of Value Chain
3. Strong relationships
4. Professional atmosphere
5. Financial stability
6. Profile
7. Completed projects
8. Appeal success
9. Staff Satisfaction
  - a) Turnover (Board, staff)
  - b) Board Evaluation
  - c) Succession Plan for Executive Director

Table 3: Key Performance Indicators

KPI [Strategic Priority]	Rational for Measuring	Measurement Mechanisms	Board Discussion Frequency
1. Strategic Alignment [SP x]	Ensure all aspects of the value chain are supporting the shared industry vision.	Strategic Retreat	Annually
		xx	Annually
		xx	Annually
		xx	Annually
2. Board Effectiveness [SP x]	Strengthen governance and oversight; Continuous learning and performance improvement.	Board Evaluation	Biennially
		Self & Peer Director Evaluation	Annually
		Succession Planning for ED	Annually

<sup>17</sup> BC-BHEC Strategic Planning Retreat, October 6, 2022.

<sup>18</sup> Ibid.

KPI [Strategic Priority]	Rational for Measuring	Measurement Mechanisms	Board Discussion Frequency
3. Enterprise Risk Map [SP x]	Ensure appropriate allocation of resources to address risk areas.	Risk Mapping and Prioritization	Annually
		x	Quarterly
4. Regulatory Metrics [SP x]	Ensure the integrity of the supply management system in BC.	Appeal Success	Annually
		xx	Annually
		Annual Report Statistics	Annually
5. Stakeholder Engagement (Producers and Industry Partners) [SP x]	Collaborate with Industry Partners in addressing matters of mutual interest.	x	x
		xx	Annually
		xx	x
6. Employee Satisfaction [SP x]	Improve retention, recruitment, and performance of best candidates.	Survey	Biennially
		Staff Turnover	Annually
		xx	x
7. Financial Metrics [SP x]	Ensure transparency and sustainability.	Budget	Annually
		Variance Reports	Quarterly
		Audit	Annually
8. Flock Health & Management [SP x]	Foster a value-chain culture of continuous improvement and commitment to best farming practices.	xx	Annually

### 3. Governance Overview

Broiler hatching egg production in BC is a regulated industry which was established in 1988 under the Natural Products Marketing (BC) Act. The BC-BHEC 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) who represents 300 farmers from BC, Alberta, Saskatchewan, Manitoba, Ontario and Quebec.

#### BC-BHEC Board of Directors

Director	Role	End of Term
Jim Collins	Chair	Dec 2022
Calvin Breukelman	Vice Chair	Jun 2024
Beata Kunze	Board Director	Jun 2026
Daniel Zylstra	Board Director	Jun 2023
Shane Driessen	Board Director	Jun 2025

#### Committees and Appointments Links to Strategic Priorities

BC-BHEC Committees and Appointments link to Strategic Priorities<sup>19</sup> (see Table 4 and Table 5).

Table 4: Committees linked to Strategic Priorities

Committees	Link to Strategic Priority	Type of Committee
1. BCBHEC PPAC	1	Standing
2. Audit & Finance	1, 2, 3	Standing
3. Standards	2	Standing
4. Building Committee	2	Task Team
5. Specialty	1	Ad hoc / Task Team
6. Hatchery Projects	2	Ad hoc / Task Team
7. Joint Committee	1, 2 (3)	Standing

Table 5: Appointments linked to Strategic Priorities

Appointments	Link to Strategic Priority	Type of Appointment
1. BCCMB PPAC	1 & 2	Standing
2. CHEP	2 & 3	Standing
3. COMB/ COGA	2	Standing

<sup>19</sup> BC-BHEC Strategic Planning Retreat, October 6, 2022.  
 BC-BHEC Strategic Plan 2023-2025  
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Appointments	Link to Strategic Priority	Type of Appointment
4. BCAC/ BC Poultry Association	2	Standing
5. Fund Management Committee (FMC)	2	Standing
6. D.E.P.I. / Storytelling	2	Standing
7. Western Provinces Committee	3	Standing

## BCBHE Producers Association

The BCBHE Producers' Association<sup>20</sup> was formed in 1963 and consists of 4 producer directors, elected by the membership. The Association Directors represent hatching egg producers on committees and organizations such as:

- Sustainable Poultry Farming Group (SPFG)
- British Columbia Agriculture Council (BCAC)
- British Columbia Poultry Association (BCPA)
- Environmental Farm Planning
- BCPA Biosecurity Committee
- Emergency Response Planning Committee

### Association Directors:

- Angela Groothof, President
- Kevin DeJong, Director
- John Driesen, Director
- Henry Roberts, Director
- Sara Miles, Administration

## BC-BHEC Management Team

- Stephanie Nelson, Executive Director
- Joshua Crossett, Manager, Finance & Production
- Naylene Thompson, Office Administrator
- Kaitlyn Loewen, On-Farm Program Coordinator
- Emma Lewis, On-Farm Program Technician
- Mariah Schuurman, Production Coordinator

<sup>20</sup> BC-BHEC.com website accessed October 2022.

## Exploring a Western Regional Approach

BC-BHEC is part of a discussion forum among the hatching eggs boards across the Western provinces including British Columbia, Alberta, Saskatchewan, and Manitoba to advance Western interests at the national level.

Exploring a Western perspective was motivated by several factors including<sup>21</sup>:

- Facilitate a regional perspective in managing supply and demand
- Imports and quota imbalance in the Western provinces
- Complexities of negotiating/ establishing pricing
- A stronger voice nationally
- Work as partners, coordinate messaging and share best practices
- Work on common issues

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<sup>21</sup> BC-BHEC Strategic Planning Retreat, October 6, 2022.  
BC-BHEC Strategic Plan 2023-2025  
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## 4. 3-Year Implementation Plan

Key implementation initiatives have been identified to advance each **Strategic Priority**.<sup>22</sup>

Table 6: Strategic Priority 1 - Pricing Implementation

Key Initiatives	Champion	Target Date
1.1 Producer COP rollout		2023
1.2 Hatchery COP		2023
1.3 Specialty COP		2023
1.4 Chicken pricing		2024

Table 7: Strategic Priority 2 - Regulatory Enhancements

Key Initiatives	Champion	Target Date
2.1 Quota Policy review		2023
a) New Entrant Program update		
2.2. Governance enhancement:		2025
a) Stakeholder engagement (BCCMB; Producers Association; Egg Hatchery Association; Value Chain players)		
b) Modernize		
2.3 Regional diversification		2025
a) Stakeholder engagement		
b) Implementation Plan		
2.4 Hatchery Project		2023

Table 8: Strategic Priority 3 – Western Regional Strategy

Key Initiatives	Champion	Target Date
3.1. Explore joint risk assessment		2023
3.2 Explore collaboration with Western chicken boards		2023

<sup>22</sup> Finley & Associates Ltd.  
BC-BHEC Strategic Plan 2023-2025  
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## 5. 3-Year Financial Forecast

BC-BHEC TO PROVIDE

### Annual Financial Targets

	2020	2021	2022
<b>Levy</b>	1.9 cents	1.9 cents	2.0 cents <sup>1</sup>
<b>% of National Allocation</b>	100%	100%	100%
<b>COP Recovery</b>	100%	100%	100%
<b>Domestic Average Hatch</b>	85.0%	85.0%	85.0%

<sup>1</sup> Subject to a 3-5-year budget

# Appendix A - Best Practice Framework

The Strategic Framework provides a consistent model to define the components of strategy<sup>23</sup>.



<sup>23</sup> Finley & Associates Ltd.  
BC-BHEC Strategic Plan 2023-2025  
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## Appendix B – Glossary

<b>Action Priorities</b>	The specific steps, or tasks, needed to implement goals.
<b>Budget</b>	The month-by-month goals that have to be achieved to maintain an effective operating plan. The quantification of plans for revenues and expenses for control purposes.
<b>FY</b>	Fiscal Year
<b>Goals</b>	Ideal states to be achieved at some time in the future.
<b>Issue</b>	A trend, event, or factor, either internal or external, that will likely result in change within the time frame of the plan.
<b>Key Success Factors</b>	Those conditions that when properly maintained and managed will significantly support the organization in achieving its vision.
<b>Mission</b>	Communicates the distinctive identity, or purpose, which the organization seeks within the sector.
<b>Objectives</b>	Measurable activities specific in terms of quantity, quality, cost, time and responsibility.
<b>Performance Indicators</b>	Basic measures used to gauge actual results against the Goals and Key Success Factors.
<b>Performance Targets</b>	A pre-determined end-result to be achieved within a given period of time.
<b>Situation Analysis</b>	An evaluation of current issues, trends, and future developments for the sector, and SWOT analysis.
<b>SME</b>	Subject Matter Expert
<b>Strategic Planning</b>	An iterative activity focused on discussion and consensus building resulting in well-defined action. A systematic and continuous disciplined approach to analyzing trend indicators about markets, competitors, strategies and product mix. Its parameters for future growth and details strategies to make that
<b>Strategy</b>	Enduring guidelines within which decision-making is carried out.
<b>SWOT Analysis</b>	Assessment of an organization's internal strengths and weaknesses, and external opportunities and threats. The analysis assists in the identification and prioritization of action.
<b>Values</b>	Fundamental principles and beliefs that serve as implicit criteria guiding all actions and decision-making.
<b>Vision</b>	The desired future state of the organization.