

December 1, 2023

VIA EMAIL

To All BC Hatching Egg Producers, Hatcheries and Other Stakeholders

RE: 2024 STRATEGIC PLANNING – INVITATION TO COMMENT

On October 3-5, 2023, the BC Broiler Hatching Egg Commission conducted its strategic planning session for 2023. Representatives from the BC Broiler Hatching Egg Producers' Association, the BC Chicken Marketing Board and the Commission's PPAC Chair were present.

Attached is the draft strategic plan for 2024-2025. Specific work plans incorporating timelines and performance objectives will be developed in support of these and other Key Initiatives on the attached draft.

If stakeholders have questions or comments about these Key Initiatives – or believes other issues should take priority – please advise the Commission office no later than December 13, 2023, for consideration at the Commission's board meeting on December 14, 2023.

Yours truly,

Bill Vanderspek, Chair
BC Broiler Hatching Egg Commission

Attachment

cc:

Kevin Klippenstein – Chair, Chicken Board
Jason Born – Chair, PPAC
Angela Groothof – President, BCBHEPA
John Franck – President, BCEHA
BCFIRB
Commission website

BC BROILER HATCHING EGG COMMISSION



Strategic Plan

2023 – 2025

Updated for 2024 - 2025

Updated from October 4-5, 2023 Strategic Planning Session
BCBHEC Approved:

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

BCBHEC's mission articulates what is done every day 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, five strategic priorities were identified for action over the next 12-24 months.

1. Regulatory Enhancements
2. Orderly Marketing Enhancements
3. Regional Diversification
4. Western Region Strategy
5. Structured Value Chain Engagement

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 OrgHealth to facilitate a strategic planning session on October 4-5, 2023, and to guide the BCBHEC Board and Senior Management in resetting its strategic priorities for the next two years.

Representatives from the BC Broiler Hatching Egg Producer Association and the BC Chicken Marketing Board, along with the Chair of the PPAC, joined the BC Broiler Hatching Egg Commission Board, Executive Director, and Finance & Production Manager in a full day session on October 4, 2023. The BC Egg Hatchery Association was unable to attend and submitted written responses to several pre-session questions. Guided by the theme, *Working Together for Greater Impact*, participants discussed and identified strengths of the value chain and areas for improvement (reflecting experiences of working together through recent crises: BC Flood, Avian Influenza); opportunities and action steps for the value chain to be more intentional and proactive about working together; risks and opportunities facing the hatching egg sector in the next 1-2 years; and input into the top priorities for 2024-2025. The summary from this session is contained in the Situation Assessment in Appendix 1.

On October 5, 2023, the BC Broiler Hatching Egg Commission Board, Executive Director, and Finance & Production Manager distilled the input from value chain partners and re-set the priorities, initiatives, objectives and deliverables for 2024-2025. The Strategic Priorities are outlined on pg. 5-6.

Purpose of the Document

This Strategic Plan articulates the strategic direction and supporting activities for BCBHEC for the period January 1, 2024, to December 31, 2025, with an emphasis on year one (2024).

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. Strategic Priorities

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

1. Regulatory Enhancements

Objectives:

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

Initiatives:

- New Producer Program
- Quota Policy Review

2. Orderly Marketing Enhancements

Objectives:

- Greater transparency and accountability
- Levelled playing field for all producers: fairness
- Improve efficiencies and product quality; bring the bottom up: continuous improvement

Initiatives:

- Data reporting and tools

3. Regional Diversification

Objectives:

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

Initiatives:

- Research – assessing scope and options for hatching egg production outside of Fraser Valley
- Plan development – informed by data and research
- Plan implementation

4. Western Region Strategy

Objectives:

- Stronger, more agile value chain to proactively respond to opportunities and challenges:
 - Strategic alignment among the western boards on production and pricing, leading to greater operational efficiencies
 - Greater sharing of information between provinces to stay nimble (no surprises)
- United voice and consistency among the western boards with stakeholders
- Effectively advance Western interests at the national level

Initiatives:

- Engagement of Western Provincial Boards (Executive Directors and Chairs; Board to Board)
- Identification of common objectives and principles for strategic collaboration

5. Structured Value Chain Engagement

Objectives:

- Clear and well-understood objectives, expectations and processes to remain focused
- Elevate the value chain (lead by example)

Initiatives:

- Committee structure review
- Stakeholder relations and value chain engagement processes

3. Key Performance Indicators

Key Performance Indicators (KPIs): metrics to gauge performance against Strategic Priorities and Key Success Factors:

KPI [Strategic Priority; Key Success Factor]	Rationale for Measuring	Measurement Mechanisms	Target	Board Discussion Frequency	Measurement (Actual vs. Target)
1. Strategic Alignment [SP 5; 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	Minimum of 3 external stakeholder groups / organizations 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 [SP 5; KSFs 1-6]	Strengthen board governance and effectiveness; continuous learning and performance improvement	Board Evaluation	Evaluation completed in 2024	Annually	
		Self & Peer Director Evaluation	Evaluation completed in 2024	Annually	
		Succession Planning for ED	Plan reviewed and updated by Governance Committee in 2024	Annually	
		Committee Effectiveness and Accountability	a) Terms of Reference established / updated for each Committee b) Each Committee meets expectations for reporting to the Board	Annually	
3. Risk Management [SP 1,3,5; 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 each of the top 3 risks within the BCBHEC's control to address (see Risk Map on pg. 15)	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	Zero CARS	Annually	
		CHEP Production Audit	Zero CARS	Annually	

5. Stakeholder Engagement (Producers and Industry Partners) [SP 5; 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) Meeting engagement tool is trialed with at least one stakeholder group in 2024	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 and updated by Governance Committee and presented to the Board for approval in 2024	Biennially	
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: Situation Assessment

Key Risks and Opportunities

Industry risks / opportunities identified in 2022 were re-evaluated, updated and then rated by the Session participants as “High”, “Medium”, or “Low” in terms of their likelihood to impact the BC Broiler Hatching Egg sector in the next 1-2 years.

Key changes to the list for 2023 include: adding inflation and disease response (as an opportunity to address disease challenges); combining environmental impacts and climate change; and reframing “plant-based protein” to “alternative protein”.

BCBHEC’s Risks/ Opportunities (2023)

Rank	Risk / Opportunity 2023	High	Medium	Low
1	Emerging diseases	12		
2	Concentration of poultry sector in Fraser Valley	8	3	1
3	Inflation	7	5	
4	Bio-security & food safety incidents	6	6	
5	Flock health & management; breed genetics	6	6	
6	Disease response	7	4	1
7	Supply chain infrastructure	4	8	
8	Labour shortage	3	9	
9	Succession planning (Management & Assoc.)	3	8	1
10	Loss of production	4	6	2
11	Fractured industry partnerships	3	7	2
12	Succession planning (Board)	2	9	1
13	Government policy	2	9	1
14	Industry consolidation		11	1
15	Perceptions of animal care	3	5	4
16	Activism	2	6	4
17	Confidence in the supply management system	3	4	5
18	Erosion of public trust	1	5	6
19	Climate change / environmental impacts	2	3	7
20	Alternative proteins		5	7
21	Not responsive to consumer trends	1	3	8

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

Identified by the Board as within the BCBHEC’s ability to manage

For reference, the Top Risks identified for BCBHEC in 2022 were: 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.

Appendix 2: 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.

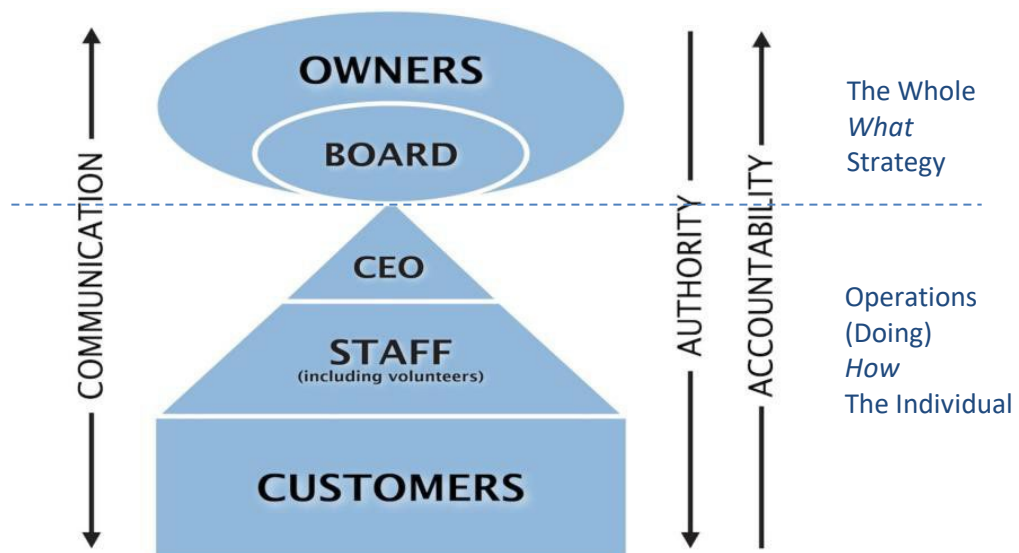
BCBHEC Board of Directors

Director	Role	End of Term
Bill Vanderspek	Chair	Dec 2024
Calvin Breukelman	Vice Chair	Jun 2024
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 1-5; Goals 1, 2	Standing
2. Audit & Finance	KSFs 1, 2, 4; Goals 1, 8	Standing
3. Governance	SPs 1-5; Goals 1, 8	Standing
4. Building Committee	Goal 1	Task Team
5. Specialty	SPs 1, 2, 5; Goals 1, 2, 7	Ad hoc / Task Team
6. Hatchery Projects	SPs 1, 2, 3, 5; 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