

November 14, 2025

VIA EMAIL

To All BC Hatching Egg Producers, Hatcheries and Other Stakeholders

RE: 2026-2028 STRATEGIC FRAMEWORK – INVITATION TO COMMENT

The BC Broiler Hatching Egg Commission held its 2026-2028 Strategic Planning session from September 22-24, 2025. Representatives from the BC Broiler Hatching Egg Producers' Association, The BC Chicken Marketing Board, and the BC Egg hatchery association participated in the session.

Attached is the draft 2026-2028 Strategic Framework. Stakeholders who have questions, comments, or wish to suggest additional priorities are asked to contact the Commission office by December 12, 2025, for consideration at the Commission's December 17, 2025, Board meeting.

Yours truly,



Bill Vanderspek, Chair
BC Broiler Hatching Egg Commission

BC BROILER HATCHING EGG COMMISSION



Strategic Plan 2026 – 2028

Developed from September 24-25, 2025 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
- 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 3 years.

1. Preparing for Growth
2. Data-Driven Decision Making
3. Sector Sustainability

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

Building from the BC Broiler Hatching Egg Commission's (BCBHEC) strategic framework developed in 2022 and updated annually, the BCBHEC held a strategic planning session in September 2025 to guide the BCBHEC Board and Senior Management in resetting its strategic focus for the next three years.

Representatives from the BC Egg Hatchery Association (BCEHA), the BC Chicken Marketing Board (BCCMB), and the BC Broiler Hatching Egg Producer Association (BCBHEPA) joined the BCBHEC Board, Executive Director, Finance & Production Manager, On-Farm Program Coordinator and Office Administrator in a full day session on September 24, 2025, to provide input into the BCBHEC's strategic plan for 2026 - 2028. Participants considered what a progressive and prosperous BC broiler hatching egg sector looks like a decade into the future, they identified current and emerging issues and opportunities facing the hatching egg sector in the next 3-5 years, and they provided input into outcomes and initiatives to support the BCBHEC's vision and mission over the next three years. The summary from this session is contained in the Situation Assessment in Appendix 1.

On September 25, 2025, the BCBHEC board members and staff distilled the input from value chain partners and re-set its strategic focus for 2026 – 2028.

Purpose of the Document

This Strategic Plan articulates the strategic direction and supporting activities for BCBHEC for the period January 1, 2026, to December 31, 2028. The Plan is reviewed and refreshed annually.

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 three years, three strategic priorities were identified for the BCBHEC's action:

1. Preparing for Growth

Objectives:

- Progressive, responsive policies to support growth
- Preparing producers for growth
- Meeting our allocation as a value chain

Initiatives:

- Quota Tools Assessment
- Provincial Barn Capacity
- Regional Diversification
- New Producer Program

2. Data-Driven Decision Making

Objectives:

- Collaboratively increasing efficiencies with producers and hatcheries
- Meeting domestic allocation requirements; balancing the industry

Initiatives:

- HERS and PERS implementation
- Forming a sub-committee with a focus on meeting domestic allocation and increasing efficiencies
- Benchmarking: using existing data and data from HERS and PERS to drive strategies
- Orderly marketing; quality control

3. Sector Sustainability

Objectives:

- Supporting a prosperous BC hatching egg sector
- Fostering succession and knowledge transfer to the next generation
- Increasing efficiencies and profitability for producers

Initiatives:

- Using data, key messages, and communication tools for board members to demonstrate opportunities for greater efficiency, growth, and profitability for producers
- Creating opportunities for mentorship and sharing of best-practices for producers
- Collaborating with the BC Broiler Hatching Egg Producers' Association