



BC EGG MARKETING BOARD

**Strategic Plan
2020 – 2025**

Our Mandate

The BC Egg Marketing Scheme provides BC Egg with the following mandate:

To provide for the effective promotion, control and regulation of the production, transportation, packing, storage and marketing of the regulated product within the province, including the prohibition of such production, transportation, packing, storage and marketing in whole or in part.

Our Vision

Sustainable, wholesome BC eggs are British Columbians' go-to protein.

Sustainable: BC Eggs are produced in safe, ecologically responsible conditions, in an economically vibrant and transparent industry that supports regionalization, diversity, and affordability.

Wholesome: BC Eggs are a high quality, nutritious, locally grown, whole food, produced to the highest ethical standards.

Go-To: Eggs are an obvious daily dietary protein choice for British Columbians. They are versatile, easily prepared, convenient, and portable.

Our Mission

Maintain and enhance the successful, trusted, supply managed egg industry, operating to meet the best interests of stakeholders throughout British Columbia.

We are stewards of an industry that is already celebrated for its successes and trusted by the public and industry stakeholders across the province.

We gratefully support the supply management system that delivers for British Columbians world-class quality eggs at affordable prices.

We act diligently to pursue the interests of producers and consumers throughout the province, ensuring a thriving, stable industry, with diversity (across gender, age, ethnicity and region), and food security (including equitable access to sufficient, affordable, nutritious BC eggs).

Strategic Priorities: Toward 2025

This strategic plan outlines the BC Egg Marketing Board's (BC Egg's) 10-year vision, the strategic priorities for the next five years, and associated key capabilities BC Egg will build and develop in order to achieve its priorities.

Over the past five years, BC Egg has demonstrated its capacity and resilience in the face of a series of complex challenges, while navigating a fast-growing market. Consumer preferences and government policies are driving requirements for new market entrants, regionalization, and changes in production mix. Balancing these demands with quality, affordability, consumer trust, and the continued pressures of animal activism continues to be a challenge. More importantly, delayed quota allocations and underutilization of available quota, has resulted in BC Egg not being able to meet market demand.

Increased marketing outreach to consumers, including an emphasis on profiling farmers, is helping to build consumer trust. Overall, BC Egg feels positive about its momentum and is ready to do more to secure and extend its leadership in the marketplace.

BC Egg is making significant, intentional efforts to renew and strengthen relationships with industry stakeholders, including producers, graders and the BC Farm Industry Review Board (FIRB). By focusing on transparency and proactive stakeholder communication, BC Egg's relatively new team has been acknowledged by all parties for taking valuable and positive steps forward.

This new strategic plan has been developed in collaboration with a long list of BC Egg stakeholders, including board, management, staff, producers, graders, retailers, and FIRB. Each of these stakeholders was engaged in one or more aspects of the planning process, which included one-on-one interviews, a survey, and two strategic planning workshops in the spring and summer of 2019.

The plan defines new statements of strategic intent, including a vision and mission statement, and a set of principles to guide BC Egg's daily work. Activities are focused around three strategic priorities:

- **Industry Stewardship:** We will work with industry stakeholders in all regions of the province to enhance quality, improve farm practices, and encourage equitable access to production quota, so we may continue to enjoy the privilege of supply management.
- **Public Engagement:** We will enhance public trust by increasing transparency across the sector and continuing our work to educate and inform consumers about BC eggs and the industry as a whole.
- **Active Management:** We will become a more nimble, adaptive, and resilient organization (and industry) by improving our use of data and technology, and working in close collaboration with industry partners and stakeholders.

Key Capabilities

To achieve our vision and our strategic priorities, BC Egg must develop and renew some key capabilities. This five-year plan is therefore framed around the following key capability areas:

Adaptive Leadership: Enhance transparency and engagement of stakeholders throughout BC. Build our capacity to convene and collaborate for the good of the industry and its individual participants. Engage all provincial and national bodies, advocating for a strong, secure, supply managed industry.

Outreach & Engagement: Inform and inspire consumers and industry stakeholders through effective marketing and communications. Enhance education, training and capacity building across the industry, including thorough on-boarding of diverse new market entrants in all regions of the province.

Learning & Systems: Improve our operating systems, especially our use of data and technology. Review and renew management and operations policies.

Sustainability & Wellbeing: Continuously improve the industry's ecological footprint. Maintain and enhance animal husbandry practices. Ensure British Columbians continue to have access to high quality, nutritious, locally grown eggs.

Adaptive Leadership

Enhance transparency and engagement of stakeholders throughout BC. Build our capacity to convene and collaborate for the good of the industry and its individual participants. Engage all provincial and national bodies, advocating for a strong, secure, supply managed industry.

OBJECTIVES & KEY RESULTS

- Enhance industry transparency.
 - Publish animal welfare, ecological footprint, and health and wellness data on the website.
 - Ensure evidence-based stakeholder information and education.
- Position BC Egg as a strong, national, industry advocate.
 - Deepen trusting relationships with provincial and national stakeholders.

Industry Engagement

- Build a strong, collaborative relationship with the national egg industry, including Egg Farmers of Canada, Provincial and Territorial counterparts, and other supply managed boards.
- Develop and rollout a program of regional consultations.
 - Develop regional engagement plans, including considering engagement of Indigenous communities.
 - Convene at least four engagement events in northern regions by the end of 2021.
- Expand confidential mechanisms through which producers can provide feedback to BC Egg.
- Develop and rollout a campaign to encourage qualified candidates to run for the BC Egg board of directors.
 - Develop and launch a BC young egg farmers program.
 - Create and rollout a new entrant onboarding program.

Industry Advocacy

- Encourage a diversity of speakers for industry events, including the COGA (Centre for Organizational Governance in Agriculture) conferences and the BC Egg AGM.

Data Transparency

- Post audit requirements (in 2020) and results (by the end of 2021) on the BC Egg website.
 - Support all farmers to publish their on-farm program audits by the end of 2021.

Outreach & Engagement

Inform and inspire consumers and industry stakeholders through effective marketing and communications. Enhance education, training and capacity building across the industry, including through on-boarding of diverse new market entrants in all regions of the province.

OBJECTIVES & KEY RESULTS

- Increase per capita egg consumption to 300 by 2025.
- Increase public trust in BC Egg and the industry.
 - Establish a normative benchmark for public trust, based on metrics in similar jurisdictions and industries, and improve surveyed measures of trust to exceed that benchmark, improving each year.
- Support diversity across the industry.
 - Continue the industry's learning and leadership in diversity, equity, and inclusion.

FIRB Engagement

- Build a strong, collaborative relationship with FIRB.
 - Continue active, ongoing communication with FIRB.
 - Host an annual joint meeting of the boards of directors and senior staff.

Consumer Engagement

- Strengthen direct-to-consumer marketing, including in partnership with graders and retailers.
- Develop and deploy education models for schools with K-12 curriculum contributions about eggs, egg nutrition, and the egg industry.
- Develop an annual 'Festival of Eggs' for teachers' professional development days.
- Design and introduce a 'Breakfast on the Farm' event that can be replicated on farms across the province.
- Produce six 'Meet the Farmer' videos each year. Target 15,000 views within a year of publication.
- Educate 12+ restaurants by 2022 about BC Egg and partner with them on special media to reach their customers.
- Refresh our online presence, including establishing website and social media performance data (e.g. visits, engagements).
- Train half of all farmers as BC Egg ambassadors.

Capacity Building

- Develop and rollout a regular producer communication, including quarterly market updates and a 'state of the industry' report.
- Engage and integrate new market entrants in all regions, including enhancing diversity across metrics of gender, age, cultural background, and socio-economic factors.
- Hold learning sessions on topics that might include euthanasia training, quota credit management, farm security, and public/media relations.

Learning & Systems

Continuously improve the industry's ecological footprint. Maintain and enhance animal husbandry practices. Ensure British Columbians continue to have access to high quality, nutritious, locally grown eggs.

OBJECTIVES & KEY RESULTS

- Use our internal systems to their capacity.
- Habituate use of technology to streamline and enhance operations.

Data Access and Integrity

- Optimize our internal systems and enhance the integrity of our data.
 - Develop a TM1 cube for industry capacity.
 - Develop a TM1 cube for on-farm programs.
 - Develop a TM1 cube for salmonella enteritidis (SE) testing.

Board & Staff Development

- Provide training on diversity, equity, and inclusion for all board members and staff, as well as interested stakeholders.

Management & Operations Policies

- Continue to review and renew all management and operations policies to ensure BC Egg and the industry are governed effectively and efficiently.

Sustainability & Wellbeing

**Improve our operating systems, especially our use of data and technology.
Review and renew management and operations policies.**

OBJECTIVES & KEY RESULTS

- Position BC at the forefront of sustainable egg production.
 - Develop and publish a norms-based impact management plan.
- Position BC's industry as a leader in animal husbandry.
 - Publish animal care data publicly.
 - Reduce SE occurrences in BC year-over-year, measuring against previous years and other jurisdictions.

Footprint Analysis & Management

- Measure and manage the industry's ecological footprint.
 - Ascertain the relevant, material impacts of the industry on the environment.
 - Design measurement and reporting protocols for the industry as a whole.
 - Develop a renewable plan for ongoing improvement.

Animal Health & Welfare

- Review and renew the barn fitness audit program, including available resources.
 - Perform audits on all impacted facilities within the year of the program's renewed implementation.
- Convene ministry representatives and veterinarians to review and renew protocols for rapid response to future disease challenges.
- Implement the new SE protocol by the end of 2021.

Our Focus for 2021

The following priorities were identified as the most important to be achieved in the first year of the plan. These cascade from and complement the Key Capabilities described on page 4.

Adaptive Leadership

- Engage proactively with the national egg industry, including Egg Farmers of Canada, Provincial and Territorial counterparts, and other supply managed boards.
 - Train and enhance entrepreneurial leadership.
 - Request regular, open access to information to enhance BC decision making.
- Expand confidential mechanisms through which producers can provide feedback to BC Egg.
- Conduct regional outreach.
 - Convene at least four engagement events in northern regions by the end of 2021 (in collaboration with Indigenous communities and their representatives, agrologists, enterprise centres, and others).
- Enhance farm transparency.
 - Publish 100% of farmers' profiles on our website (including on-farm program audits).
 - Launch BC Egg's customized animal welfare programs (e.g. barn fitness program, additional checks for animal care code).
- Post audit requirements online for all programs.
- Achieve 100% code compliance.

Outreach & Engagement

- Hold at least quarterly, in-person meetings with FIRB and Ministry to further strengthen the relationship.
 - Enhance our understanding of FIRB's goals and requirements, so we can continue to strengthen the relationship between the two bodies.
 - Ensure at least one meeting engages both boards of directors.
- Develop 'Festival of Eggs' teacher tour program for their professional development days.
- Produce six 'Meet the Farmer' videos per year with a target of 15,000 views per video.

Learning & Systems

- Implement barn fitness audits within 2020.
- Perform audits on all impacted facilities within the year of the program's renewed implementation.
- Build three new TM1 cubes: industry capacity, on-farm programs, and SE testing.
 - Engage consultants to support cubes' setup, as each cube builds on another.

Sustainability & Wellbeing

- Implement the new SE protocol.

Acknowledgments

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