



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).

Our Strategic Direction

Throughout the course of this plan, BC Egg will be bold, progressive and innovative in developing our policies and processes to ensure we are adaptable to changing market needs and to continue to lead in animal welfare, governance and organizational effectiveness. We will continue to be strong ambassadors for the BC Egg industry and highlight the effectiveness of supply management.

By telling our story, encouraging people to eat eggs for all occasions, and being transparent in our decisions, we will increase public trust and increase consumption – assisting EFC with their lofty goal of Crack 300.

BC Egg will be developing and utilizing strong data sets to assist in making sound decisions. This will enhance our grader, government and producer relationships. We will work with National and Provincial Boards to increase hen welfare, not just in BC, but across the country.

Our Strategic Priorities

This strategic plan outlines the BC Egg Marketing Board's (BC Egg's) vision, strategic priorities for the next five year in order to achieve its priorities.

Over the past years, BC Egg has demonstrated its capacity and resilience in the face of a series of complex challenges. Changing consumer preferences and government policies are driving requirements for program and policy changes at BC Egg. Balancing these demands with quality, affordability, consumer trust, and the continued pressures of animal activism continues to be critical.

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 team has been acknowledged by all parties for taking valuable and positive steps forward.

This strategic plan has been developed in collaboration with input from various BC Egg stakeholders, including board, management, staff, producers, graders, retailers, and FIRB.

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:

- o **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.
- o **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.
- o **Active Management:** We will be a nimble, adaptive, and resilient organization (and industry) by improving our use of data and technology, working in close collaboration with industry partners and stakeholders.

Our Past Successes

As BC Egg continues to move forward it is important to recognize some of the successes and achievements from BC Egg's past. Over the last few years, BC Egg has seen the industry through a pandemic, heat domes, fires, floods and more recently Avian Influenza. Through these events we have strengthened our framework, rebuilt our trust with government and learned to adapt to the challenges put before us. We have developed a culture of change that is supported by staff and farmers.

Animal welfare has always been one of our top priorities. We strengthened our ability to ensure excellent welfare through the introduction of Barn Fitness and Free Range Audits. The multiple audit programs we currently have in place have been combined into a single audit to reduce the number of visits to farms while still ensuring excellent food safety and animal care.

Key Focus Areas

To achieve our vision and our strategic priorities, BC Egg is focusing on:

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 entrants in all regions of the province.

Learning & Systems: Modernize and improve our current operating systems to reflect our current and upcoming needs.

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 produced eggs.

Adaptive Leadership (Internal Focus)

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 RESULT

Transparency

- o Enhance industry transparency
 - o Publish animal welfare data annually
 - o Be the go-to source of stakeholder information and education
- o Post audit requirements and results on the BC Egg website
 - o Support all farmers and publish their on-farm program audits annually

Industry Engagement

- o Position BC Egg as a strong, national, industry advocate
 - o Deepen trusting relationships with provincial and national stakeholders
- o Build a strong, collaborative relationship with the national egg industry, including Egg Farmers of Canada, Provincial and Territorial counterparts, and other supply managed boards
- o Develop farmers to become qualified candidates to run for the BC Egg board of directors
 - o Encourage producer participation on Board committees
 - o Support the Egg Producers Association (EPA) in the new entrant onboarding program
 - o Participate and support EFC's Young Farmer and Women in Industry Programs
- o Encourage a diversity of speakers for industry events, including the COGA (Centre for Organizational Governance in Agriculture) conferences and the BC Egg AGM

Production Management

- o Build close collaboration and relationships with graders and processor to manage production to meet changing market demand by October 2023
 - o Develop a written data sharing process that includes grader forecasts and BC Egg predictive data
 - o Determine method of data sharing to ensure confidentiality can be maintained for all parties
 - o Assess the forecasts and predictions to increase accuracy, update the process where required

Crisis Management – April 30, 2023

- o Identify crisis category/classification
- o Develop sustainable framework for immediate and longer-term responses
- o Measure outcomes and make improvements

Outreach & Engagement (External Focus)

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 in all regions of the province.

OBJECTIVES & KEY RESULTS

Consumer Trust and Consumption

- o Increase per capita egg consumption to 300 by 2030
 - o Annual per capita increase of three eggs per year
- o Increase Public Trust in BC Egg and the industry as measured in the annual campaign evaluation survey
- o Support production diversity across the industry

BCFIRB and Ministry of Agriculture and Food Engagement

- o Build a strong, collaborative relationship with BCFIRB and the Ministry of Agriculture and Food
 - o Continue active, ongoing communication with BCFIRB, monthly staff to staff communication, regular Chair to Chair communication
 - o Host an annual joint meeting for BCFIRB and BC Egg boards of directors and senior staff
 - o Engage with Ag Minister as often as possible (AGM, Island Meeting, Christmas Function)
 - o Encourage provincial support for National Agenda on Trade

Consumer Engagement

- o Strengthen direct-to-consumer marketing, including partnerships with graders and retailers
- o Develop and deploy education models for schools with K-12 curriculum contributions about eggs, egg nutrition, and the egg industry
- o Develop an annual 'Festival of Eggs' for teachers' professional development days.
- o Do one 'Breakfast on the Farm' event annually
- o Produce six 'Meet the Farmer' videos each year
- o Educate 12+ restaurants by December 2024 about BC Egg
- o Refresh and measure our online presence, review the established website and social media performance data annually
- o Maintain a robust BC Egg Ambassadors program (minimum 30 farmers)
- o Hold one in person and 30 virtual events annually

Producer Engagement

- o Maintain regular producer communications, including regular market updates
- o Engage and integrate new entrants in all regions, including enhancing diversity across metrics of gender, age, cultural background, and socio-economic factors
- o Hold learning sessions on relevant subjects

- o Develop regional engagement plans, including considering engagement of Indigenous communities.
(Updated annually)
- o Convene at least two engagement events in regions annually
- o Maintain mechanisms through which producers can provide feedback to BCEgg

Learning & Systems

Modernize and improve our current operating systems to reflect our current and upcoming needs.

OBJECTIVES & KEY RESULTS

Data Access and Integrity

- o Reassess and modernize our internal systems – December 2023
 - o Ensure reporting capability
 - o Producer friendly with producer-oriented functionality

Data sharing

- o Deliver a system that shares relevant information with stakeholders - December 2024
 - o Fowl removal information with fowl removal groups
 - o CPP, flock and production type information with grading stations

Board, Committees & Staff Development

- o Continue to provide training as needed
- o Support diversity, equity, and inclusion within the organization

Management & Operations Policies

- o Review all management and operations policies on an annual basis and update as needed to ensure BC Egg and the industry are governed effectively and efficiently

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.

OBJECTIVES & KEY RESULTS

Animal Health & Welfare

- o Position BC’s industry as a leader in hen health and welfare
 - o Publish Animal Care Program information
 - o Continue to implement the Barn Fitness Audit Program
- o Convene Ministry representatives and veterinarians to review and renew protocols for programs as required (Barn Fitness Audit Review, Fowl Removal Programs)

Environment

- o Measure and manage the industry’s ecological footprint by encouraging producers to complete the NEST analysis from EFC
- o Develop a renewable plan for ongoing improvement

Economic

- o Support pillars of supply management including fair pricing for farmers by housing types to maintain economically sustainable family farms
 - o Encourage a Cost of Production study for all housing types across Canada
- o Be an economically viable industry providing affordable protein to consumers, supporting communities and causes to enhance food security
- o Sign FPTA agreement (2023)

Social

- o Contribute to the betterment of BC communities through donations to enhance food security and agri-education

Food Safety

- o Maintain our food safety and biosecurity programs
- o Maintain SE monitoring program
- o Work with government to remove ungraded eggs from the retail and food service sectors