



BCCMB STRATEGIC PLAN

Our Vision

Leading a healthy, growing, and profitable BC chicken industry

Our Purpose

To regulate the pricing and production of BC chicken while meeting consumer expectations including animal care and on farm food safety, and working with industry partners to maintain sustainability as we grow the market.

Background:

Starting in the Fall of 2020, the Board of the BC Chicken Marketing Board engaged in a comprehensive strategic planning process with the following key objectives:

- Communicate the Mandate of the BC Chicken Marketing Board within the context of the legislation governing its mandate and the long-term needs of the BC chicken industry.
- Develop a comprehensive understanding of industry stakeholders involved in the production of BC chicken, including their respective mandates.
- For the respective stakeholders, evaluate their strategic needs for consideration of the Board, including areas of overlap and potentially conflicting interests.
- Engage in a comprehensive Environmental Scanning process through interviews with chicken producers, processors, government, and other relevant industry stakeholders.

The process completed in the Winter of 2022 and the Board is pleased to provide this summary report to the stakeholders and public.

Key trends:

During the Environmental Scanning process, the Board identified the following key trends in the BC chicken sector:

1. Continual industry consolidation and vertical integration.
2. The ongoing increase in British Columbia land values.
3. A need for Board-initiated, industry-driven initiatives to improve the industry's financial performance.
4. The lack of available domestic labour and corresponding dependence on temporary foreign workers to fill the gap in labour availability.
5. The challenge of attracting and retaining young employees.
6. The lack of long-term profitability of new entrants under the New Entrant Grower Program.
7. Anticipated regulatory changes with respect to animal welfare, use of antibiotics, environmental sustainability/climate change, and food safety.
8. Lack of consumer awareness regarding positive chicken production and processing practices and the minimal use of antibiotics.
9. Changes in consumer interests.



10. The increased need for technology in farming and processing.
11. Increased consolidation at the retail level.
12. Considerable growth and use of e-commerce platforms and online distribution channels for grocery and food procurement by consumers.
13. The increased need to build trust with consumers by the effective communication of safe farming practices, processing practices, and nutritional value of locally produced chicken.

Strategic Goals to Ensure Sustainability of the BC Chicken Industry

The Board evaluated the trends and developed a series of priorities to address key needs as well as the above trends. For 2023 onward, the board will focus on the following five priorities:

- 1. ENSURE STRONG GOVERNANCE & REGULATED RESPONSIBILITIES**
 - a. Maintain strong governance.
 - b. Evaluate long-term viability and framework of quota policies.
- 2. ESTABLISH AND MAINTAIN LONG-TERM PRICING SUSTAINABILITY & PPAC**
 - a. Update and refresh PPAC & SMAC through a clear Terms of reference & mandate
 - b. Create a sustainable long-term made in BC Live Price
 - c. Improve the transparency of data collection and sharing.
- 3. EFFECTIVELY MANAGE RISKS**
 - a. Collaborate and develop disease management within poultry industry.
 - b. Proactive plan for emergencies.
 - c. Support and engage in national initiatives.
- 4. EFFECTIVELY MANAGE PRODUCTION**
 - a. Renew and update Quota Policies
 - b. Proactively address future challenges
 - c. Update the New Entrant Program
- 5. STRENGTHEN RELATIONSHIPS WITH INDUSTRY & PUBLIC**
 - a. Effectively lead on industry initiatives
 - b. Focus on outreach with Processors, Growers, Hatching Egg sector and other industry participants.
 - c. Intentionally develop relationships with stakeholders
 - d. Support initiatives of the Chicken Farmers of Canada

These priorities will be updated annually, or as specific events or circumstances may require.

The Board desires to be intentional in how priorities are decided upon and will continue to set and develop strategic priorities in consultation with stakeholders. The Board recognizes the need to manage resources and collaborate with stakeholders in a manner that continues to serve the needs of the industry.