

Framework for the development of Industry Performance Targets – April 25, 2018

Purpose: Data collection and reporting on industry performance in areas such as provincial competitiveness, future goals, risks and opportunities, sustainability and growth, innovation and biosecurity (e.g. food safety, disease risk management, animal welfare), is important for supporting strategic, long-term planning and policy development by commodity boards, BCFIRB and government.

An updated environmental scan that helps inform and support either the continued relevance or modification of the performance targets contained within the annual reports to BCFIRB would be helpful approximately every five years.

All commodity boards are expected to develop draft industry performance targets for discussion based on the following framework:

- 1) Define 3-5 industry performance targets that reflect the desired future state of the industry, which can become part of overall commodity board strategic plans and action plans:
 - The targets should be forward looking statements and include core values where appropriate
 - The targets should support the board's vision
 - Boards will be held accountable for the targets

- 2) Provincial, regional and national considerations are to be taken into consideration where relevant and be defined relative to other provinces (e.g., production requirements, volumes produced, meeting market demand) or other key national targets:
 - For example - BC to lead the western milk pool in meeting production commitments
 - For example - Maintenance of BC share in national allocation and reasons for changes; BC representation on national executive; updates and amendments to FPAs, regional agreements, etc.

- 3) BCFIRB suggests that the following areas of focus may help inform the development of meaningful performance targets:
 - Food safety, quality and animal-care related targets and how the boards are being responsive to consumer expectations and confidence levels (# of programs, summary of program types (e.g., mandatory and voluntary) and mandatory audit outcomes.
 - Highlighting any particularly innovative, efficient or effective business practice, system or partnership that promotes and/or grows the industry (regionally or provincially).
 - Innovation and change target(s), reflecting monitoring and tracking the role and significance that innovation and change are playing in each industry. For example, what factors are influencing or being changed by consumer demands? How is the board responding to innovation, need for flexibility and change?