

Egg Farmers of Ontario

# 2018 BUSINESS PLAN

## MISSION

We provide customers with a supply of safe, high-quality eggs at a fair price and a return to egg and pullet farmers achieved through fair farm pricing, within a stable national supply management system.

## MEANS OF DELIVERY

Egg Farmers of Ontario:

- allocates pullet and laying hen quota within national guidelines;
- manages the production and pricing of eggs through a cost of production system; and
- stimulates the market's demand for eggs through innovation, research and promotion.

## VALUES

Egg Farmers of Ontario believe in:

- The national supply management of eggs as the best means to ensure the viability, sustainability and strength of our industry for future generations.
- Serving the egg and pullet farmers of Ontario effectively.
- Providing policies that are equitable and transparent that encourages more efficient and better quality production to meet domestic market requirements.
- Sustaining high-quality personnel and professional relationships with all stakeholders in our industry.
- Providing leadership to other supply-managed boards and all agricultural organizations.
- Respecting the integrity and professionalism expected of our staff as they meet the needs of our members.
- Supplying a safe and high-quality product at a fair price to consumers.
- Ensuring informed consumer choice of eggs produced humanely in Ontario's variety of approved housing systems.

## VISION TO 2020

- We will promote fair farm pricing as an effective alternative to defending supply management, in support of the viability of the national and provincial systems.
- We will enhance our leadership role in policy, communications, programs and practices.
- We will continue to be known as a strong, effective and stable farm organization by being sensitive to market fluctuations and by listening and responding to changing consumer demands.
- We will have participated effectively in mechanisms to respond earlier to market demands through a more proactive allocation process.
- We will be recognized as a socially responsible, farmer-run organization through our mandatory on-farm food safety programs and through our concern for a sustainable environment.
- We will be supplying our egg customers with the eggs they require (processing and table markets) by being sensitive to market fluctuations and by listening and responding to changing consumer demands.
- We will have farmers see the benefit of enforcing rules and regulations in an open and transparent fashion.
- We will be trusted by consumers as leaders in the care and protection of animals.

- We will continue to be actively involved in our local communities.
- We will be managing a successful transition to the next generation of egg and pullet farmers by creating and sustaining a business environment where generational transition support for new entrants/farmers will lead to viable, sustainable and profitable operations.
- We will work with supply chain partners to maintain confidence in eggs from all approved housing systems to maintain consumer choices, affordability and sustainability for the benefit of all market participants.

## ENVIRONMENTAL SCAN

### TRENDS IN EGG FARMERS OF ONTARIO'S BUSINESS ENVIRONMENT

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#### INTERNATIONAL TRENDS

- Egg farmers around the world will continue to struggle to obtain their cost of production from the market place.
- Price of feed inputs will continue to be volatile and impact consumers' choices.
- Countries will continue to struggle with animal welfare issues (e.g., conventional housing ban – Proposition 2 in California and Michigan, Humane Society of the United States, United Egg Producers Agreement and Egg Farmers of Canada's Housing Recommendation).
- Animal activists will continue to exert pressure at the retail and government levels.
- There will be a continuing need to dispel the myth that fair farm pricing stands in the way of achieving international trade agreements and to work with government to stop the use of the system as a bargaining chip.
- Eggs will be seen as a good source of high-quality protein in developed and developing countries.
- Conversations related to genetically modified products, primarily in relation to identification and labeling, will be ongoing.
- *Trans-Pacific Partnership* (TPP) ratification failed when the American government withdrew from the process in 2017. Discussions surrounding a *Trans-Pacific Partnership-11* (without the United States) will need to be monitored.
- The renegotiation process for the *North American Free Trade Agreement* underway in the last half of 2017, will spill over into 2018 and continue to cause trade uncertainty.
- Monitoring the impact and implementation details of the *Comprehensive Economic and Trade Agreement* (CETA) ratification.
- World Trade Organization multi-lateral negotiations are expected to stagnate and smaller group or bilaterals will continue to be the focus of trade negotiations.
- American egg market increases in free run and aviary egg production will continue to disrupt the egg market, since the shifts in hen housing are not matched by consumer demand.

#### NATIONAL AND PROVINCIAL TRENDS

- There has been some progress in meeting domestic needs and some reduction in American egg imports as the sector works towards achieving allocations on a forward-forecasting basis rather than lagging actual market needs.
- Pullet Growers of Canada will continue to work towards developing a national plan for pullets within existing provincial and national systems.
- Need to respond to issues identified by National Farm Products Council.
- Avian Influenza vigilance is the new normal for all poultry farmers.
- The revised *Code of Practice for the Care and Handling of Poultry – Layers* was released in mid-2017.
- Phasing out of conventional housing continues across Canada.

- The Retail Council of Canada, whose members market about 60 per cent of shell egg production, voluntary commitment to source “cage-free” eggs by the end of 2025.
- Foodservice restaurant chains make independent commitments to source “cage-free” eggs on a variety of timelines.
- Egg Farmers of Ontario conducting a multi-year *Consumer Choice Engagement Strategy* to support the acceptance of humane egg production achieved in all production styles included in the new code became connected with an Egg Farmers of Canada initiative to adopt the proposed *Egg Quality Assurance* program.
- Increased transparency about egg farmers’ focus on excellent hen care will continue to be featured in outreach to consumers at public events and with resources including online videos.
- Looking ahead to the 2018 Ontario election cycle, increased government relations efforts will be required.
- Attention will be needed regarding the process initiated to renew the *Federal Provincial Agreement*.
- Gender identification technology continues to be scaled up for commercial use with prototype installation in Ontario hatcheries.
- Increased interest and demand for use of Egg Farmers of Ontario’s carbon dioxide depopulation expertise will continue.
- Egg Farmers of Ontario will continue to encourage our farmers to remain active politically, by reinforcing the benefits of fair farm pricing, achieved through a supply-managed system.
- There will be continued interest in urban backyard flocks and farm gate sales based on the misperception and myths that these eggs are fresher and better than commercially produced eggs.
- Loss leader pricing will continue to have an impact on retail pricing and volume.
- Cross-border shopping for staples such as milk, cheese and eggs will continue.
- Multi-nationals residing in Canada will continue to have an impact on Canadian production.
- Pricing and egg production types for eggs sold into the processing sector will be challenging.
- Social media will continue to grow in importance and as a source of marketing influence and information, across a growing cross-section of consumers.
- Ontario’s approach to encouraging new entrants has been repositioned under the *New Entrant Support Team* approach.
- On-farm food safety third-party audits will continue to be rolled out across Ontario in 2018.
- Egg Farmers of Ontario must be prepared to deal with supplying significant volumes to egg retailers, wholesalers and foodservice that are not Retail Council of Canada members that will be in a position to sell significantly less expensive eggs during the remainder of the phase out of conventional housing beyond 2025.
- Egg Farmers of Ontario recognizes the different competitive market positioning of eggs by the full range of egg buyers in Ontario. Retail Council of Canada members’ current sales represent about 60 per cent of shell egg sales and the buyers of the other 40 per cent of shell egg sales – and the almost 30 per cent of total egg sales that go into non-shell markets – have a wide range of differing competitive positioning on this issue.
- A coordinated approach, including egg graders and their customers, will be needed to roll out the *Egg Quality Assurance* program.
- Health Canada is releasing a new food guide in the spring of 2018 and will need to be monitored, as there are concerns that the revision will focus almost exclusively on plant-based sources of protein, eating more vegetables, fruit and whole grains.

## 2018 KEY RESULT AREAS FOR EGG FARMERS OF ONTARIO

Key result areas are those areas where Egg Farmers of Ontario must be successful in order to be true to its mission and values. The following are the six key result areas for 2018 emerging from the overall priorities.

They will become the focus of department work plans by Egg Farmers of Ontario staff. Kindly note that all of these key result areas constitute priorities for Egg Farmers of Ontario; therefore, they are not set in order of importance.

### **KEY RESULT AREA 1: DEALING WITH THE OPPORTUNITIES RELATED TO FAIR FARM PRICING**

- Management of internal and external challenges and opportunities

### **KEY RESULT AREA 2: MANAGING THE EGG AND PULLET SUPPLY**

- Emergency preparedness; flock placement; mortality allowance

### **KEY RESULT AREA 3: PROMOTING THE FARM FAMILY**

- Telling the farm family's story; informing consumers of farmers' top priority of animal care

### **KEY RESULT AREA 4: PROMOTING THE PRODUCT**

- Promoting the goodness of eggs; dispelling the myths about eggs and egg production; launching of the *Egg Quality Assurance* program

### **KEY RESULT AREA 5: PRACTICING SOCIAL RESPONSIBILITY**

- A commitment to integrate social concerns related to eggs and egg and pullet farming into Egg Farmers of Ontario's values, culture, decision-making, strategy and operations

### **KEY RESULT AREA 6: ENSURING GOOD GOVERNANCE**

- Flexibility; evolution; successful ability of Egg Farmers of Ontario to respond to changing business environments; communication with stakeholders

## KEY RESULT AREA 1: DEALING WITH THE OPPORTUNITIES RELATED TO FAIR FARM PRICING

### Strategic Objective:

- To ensure the viability of the egg and pullet industry at the provincial and national level.

### The focus of this key result area is:

- Changing the optics and vocabulary surrounding supply management to that of fair farm pricing, achieved through a system of supply management;
- Continuing to find solutions in the face of evolving political agendas provincially, nationally and internationally (e.g., *North American Free Trade Agreement*, *Trans-Pacific Partnership-11*, etc.);
- Working with all levels of government;
- Monitoring international trade outcomes;
- Working towards the establishment of a national plan for pullet production within existing structures; and
- Managing other internal and external challenges.

### Goals and Work Plan Prompts:

- To provide leadership to the development of a robust communications program to promote fair farm pricing, achieved through a system of supply management terminology in contrast to solely supply management and to use the program to promote fair farm pricing for the benefit of Ontario consumers, egg and pullet farmers, related industries and agricultural communities as a successful domestic food system.
  - ✓ Egg Farmers of Ontario will continue to actively engage in programs and initiatives that support fair farm pricing and its benefits to consumers and industry stakeholders.
- To change the perception and level of support from consumers and other stakeholders for fair farm pricing terminology.
  - ✓ Egg Farmers of Ontario will continue to develop and execute communication programs in support of fair farm pricing.
- To develop processes, dialogues and relationships that allow for winning solutions for all stakeholders that are directly or indirectly impacted by the system.
  - ✓ Egg Farmers of Ontario will align itself with other groups supportive of fair farm pricing to amplify messaging and initiatives.
  - ✓ Egg Farmers of Ontario will continue to look for opportunities to educate the general public on fair farm pricing.
- To seek continuous support for fair farm pricing from all levels of government.
  - ✓ Egg Farmers of Ontario will continue to have ongoing dialogue with all levels of government to ensure support for fair farm pricing is maintained.
- To continue to build relationships with elected officials at all levels of government.
  - ✓ Egg Farmers of Ontario will continue to be seen by municipal, provincial and national levels of government as a credible and authoritative source for egg and pullet farming policy (i.e., providing expert advice with respect to on-farm food safety).
  - ✓ Egg Farmers of Ontario will reach out to newly elected/re-elected Members of Provincial Parliament after the June 2018 provincial election.

- To monitor the ratification processes for the tentative *Trans-Pacific Partnership 11* and the *Comprehensive Economic and Trade Agreement* trade deals and manage related issues to minimize the impact on the markets and net income of the Ontario egg and pullet supply chain.
  - ✓ Egg Farmers of Ontario will continue to monitor discussions and developments regarding the various trade agreements taking place to keep abreast of potential impacts to our egg and pullet farmers.
- To monitor the developments with the renegotiation of the *North American Free Trade Agreement*.
  - ✓ Egg Farmers of Ontario will continue to monitor discussions and developments regarding the renegotiation taking place to keep abreast of potential impacts to our egg and pullet farmers.
- To continue to work at ensuring that the current import regulations remain in force on blended products.
  - ✓ Egg Farmers of Ontario will continue to monitor the level and sources of imported shell, liquid and further processed products through information available from Department of Foreign Affairs and Trade Development data.
- To respond to increased market demand on an ongoing basis.
  - ✓ Egg Farmers of Ontario will continue to monitor programs already in place to ensure that seasonal demands are met and the maximum number of hens are utilized within the province.
- To sustain effective global relationships (e.g., with the International Egg Commission and the United Egg Producers).
  - ✓ Egg Farmers of Ontario will actively engage with and further develop global relationships with industry counterparts and stakeholders.
- To implement policies to ensure a business environment that is sustainable, encourages new entrants and farm succession planning, and will maintain a fair farm pricing model to benefit consumers as well as egg and pullet farmers.
  - ✓ Egg Farmers of Ontario will continue to develop policies and programs which are of benefit to egg and pullet farmers, demonstrating accessibility, traceability and transparency.
- To work with Pullet Growers of Canada and other provincial pullet agencies regarding pullet production.
  - ✓ Egg Farmers of Ontario will continue to support the efforts of Pullet Growers of Canada.

## KEY RESULT AREA 2: MANAGING THE EGG AND PULLET SUPPLY

### Strategic Objective

- To improve the management of Ontario's egg and pullet supply, in response to the changes taking place at the national level.

### The focus of this key result area is:

- Ensuring a reliable supply of eggs to consumers (i.e., table and processing markets);
- Further development of business through the leveraging of research dollars;
- Ensuring emergency preparedness in response to disease outbreak; and
- Supporting pullet growers as they explore the opportunities as outlined in the *Agricultural Products Marketing Act* legislation.

## Goals and Work Plan Prompts:

- To match supply with demand in meeting the need for quality pullets and eggs.
  - ✓ Egg Farmers of Ontario's Pullet Committee has resolved to continually monitor pullet utilization to ensure the pullet growers' production quotas remain relative to the demand of layer hens.
- To work with industry stakeholders to ensure the egg system meets demand in specialty markets.
  - ✓ Egg Farmers of Ontario will monitor specialty egg sales and production trends to facilitate the smooth functioning of the specialty egg market.
- To monitor and minimize the need for supplemental imports.
  - ✓ Egg Farmers of Ontario will continue to monitor programs already in place to ensure that seasonal demands are met and the maximum number of hens are utilized within the province.
- To initiate a national review of the forecasting/response to domestic increases in egg demand to minimize imports.
  - ✓ Egg Farmers of Ontario will work with stakeholders in support of a national review of forecasting and response to egg demand in order to minimize egg imports.
- To ensure that existing Canadian egg marketing agencies are the first receivers of eggs under any new supplemental import permit access to the Canadian market. This is critical to effectively manage the overall egg supply.
  - ✓ Egg Farmers of Ontario will explore the opportunity/availability at the national level to achieve first receivership of eggs and continue to encourage Egg Farmers of Canada to collect marketing levies on all imports.
- To continue to review annually the criteria for the *Layer Leasing Pool*.
  - ✓ The *Layer Leasing Pool* is a successful program, allowing farmers access to a maximum of 1,800 birds. This program will continue to be monitored, with discussions involving additional access for new entrants to the industry.
  - ✓ Egg Farmers of Ontario will issue *Layer Leasing Pool* invoices after 23-week counts have been completed, with farmers issuing one cheque based on this invoice.
- To enforce compliance to animal care and other regulations and to educate farmers on the need for compliance in support of a viable and robust industry.
  - ✓ Egg Farmers of Ontario will continually review policies and programs to ensure they are supporting the needs of the evolving industry and its stakeholders.
  - ✓ Egg Farmers of Ontario will continue to work with Legal Counsel and the Ontario Farm Products Marketing Commission to review the current fee schedule and/or penalties associated with non-compliance.
  - ✓ Egg Farmers of Ontario will launch the combined *On-Farm Food Safety and Animal Care Program* manuals and records for pullets to assist farmers with inspections, in an effort to streamline requirements for more efficient implementation.
  - ✓ Egg Farmers of Ontario staff will continue to work with egg and pullet farmers in preparation for their inspections and third-party audits.
  - ✓ Egg Farmers of Ontario will conduct *On-Farm Food Safety and Animal Care Program* Manual Information Sessions to assist farmers with the revised programs.
  - ✓ Egg Farmers of Ontario will work with staff and third-party auditors to ensure training requirements are met.



- Continue to investigate ways to streamline current paperwork for efficiency and ease of use.
  - ✓ Egg Farmers of Ontario will continue to link available data from a variety of sources into a more robust and insightful communication tool through the Flock Management database.
  - ✓ Current programs and applications are continually being added and/or amended within the online reporting system, to ensure better accessibility and ease of use.
  - ✓ A working group has been established to review the viability of contracts, in conjunction with Egg Farmers of Ontario's policies, to establish egg and pullet farmer ownership and responsibilities with respect to pullets.
- To review current animal care practices in layers and pullets and deliver training to farmers in support of the industry.
  - ✓ Egg Farmers of Ontario will work with all egg and pullet farmers to ensure they are in compliance with the national *Animal Care Program* and enhanced *On-Farm Food Safety Program*, using third-party auditors.
  - ✓ Egg Farmers of Ontario will conduct *On-Farm Food Safety* and *Animal Care Program* Manual Information Sessions to assist farmers with the revised programs.
  - ✓ Egg Farmers of Ontario will continue to make available appropriate training and resources, and work with farmers to ensure that they are trained and validated for euthanasia practices.
- Continue to explore opportunities to build upon our investment in research projects.
  - ✓ Egg Farmers of Ontario will set up a meeting to gather the Research Facilities currently licensed by Egg Farmers of Ontario to present a summary of their projects and findings to date.
  - ✓ Egg Farmers of Ontario will continue to seek additional opportunities to collaborate with other groups to enhance our research investment for the benefit of the industry.
- To ensure that Egg Farmers of Ontario has in place and participates in, a comprehensive and viable response program in case of emergencies (i.e., a disease outbreak).
  - ✓ Egg Farmers of Ontario will pursue the purchase and set up of a new emergency trailer for use in depopulations.
  - ✓ Egg Farmers of Ontario will continue to refine its on-farm depopulation protocols in response to training, simulations and new/improved scientific evidence.
  - ✓ Egg Farmers of Ontario will continue to have various staff as active members of the Feather Board Command Centre and Agriculture Response Materials Management Incorporated to ensure our response programs are coordinated and operate effectively.
  - ✓ Egg Farmers of Ontario will continue to work towards a comprehensive review of our Emergency Preparedness Plan, making necessary connections to the Feather Board Command Centre plan.
  - ✓ Egg Farmers of Ontario will continue to develop staff skill sets/knowledge base and participate in simulated responses to be prepared in case of emergencies.
- To anchor correct emergency response procedures through practice and education to farmers.
  - ✓ Egg Farmers of Ontario will continue to provide information and resources that assist farmers to enhance their biosecurity and minimize the risk of a foreign animal disease impacting the egg and pullet supply.
- To support the implementation of a National Pullet Agency, including production management controls.
  - ✓ Egg Farmers of Ontario will continue to support the efforts of Pullet Growers of Canada.
- To further develop marketing and communications supporting consumer choice, including a certification for eggs from all housing systems included in the revised Code of Practice.
  - ✓ Egg Farmers of Ontario will develop marketing and communication programs that support consumer choice and the launch of the *Egg Quality Assurance* program.

## KEY RESULT AREA 3: PROMOTING THE FARM FAMILY

### Strategic Objective:

- To illustrate the positive relationship between the farm family, the pullet, the hen, the egg and the consumer at every opportunity.

### The focus of this key result area is:

- Continue to build on the understanding that every egg and pullet farm in Ontario has a farm family.
- Continue to foster the public's appreciation of and trust in Ontario's egg and pullet farmers.

### Goals and Work Plan Prompts:

- To promote the positive image of egg and pullet farm families showcasing their commitment to excellence, shared values in animal care and passion for their hens and the quality of their product.
  - ✓ Egg Farmers of Ontario will continue to develop and execute marketing and communication programs that demonstrate egg and pullet farm families' commitment to hen care, using a shared values approach.
  - ✓ Through the *Consumer Choice Engagement Strategy*, Egg Farmers of Ontario will continue to demonstrate our farmers' commitment to ensuring consumer choice in the egg case.
- To introduce Ontario egg and pullet farm families into consumer social networks (online, community events, etc.).
  - ✓ Egg Farmers of Ontario will continue to develop and refine a social media strategy across multiple social media channels, focusing on Ontario egg and pullet farm families.
- To educate consumers about the reality that egg production is from family farms and that the next generation is actively involved in farming.
  - ✓ Egg Farmers of Ontario will continue to utilize egg and pullet farm family-focused marketing and communication platforms.
  - ✓ Egg Farmers of Ontario will continue to seek out new opportunities that create strong connections between egg and pullet farm families and their communities.
  - ✓ Egg Farmers of Ontario will continue to implement various outreach initiatives to support egg and pullet farm families to "tell their story".
- To engage in effective and constructive relationships with small, non-quota farmers.
  - ✓ Egg Farmers of Ontario will continue to communicate with and respond to the needs of small, non-quota farmers, as required, in order to include them in the Ontario family of egg farmers.
- To implement policies that create a positive environment for farm families, new entrants and succession planning.
  - ✓ Egg Farmers of Ontario will continue to review policies to ensure they are supporting the requirements of an evolving industry.
  - ✓ Egg Farmers of Ontario will promote the *New Entrant Support Team* program, as a way to provide support and guidance to those entering the industry.

## KEY RESULT AREA 4: PROMOTING THE PRODUCT

### Strategic Objective:

- To ensure Egg Farmers of Ontario anticipates, understands and responds to consumer concerns about egg quality and food safety through the promotion of the goodness of eggs (i.e., protein, safe, healthy and good value).

### The focus of this key result area is:

- Promoting the goodness of eggs (protein, safe, healthy and good value); and
- Dispelling the myths about eggs and egg production; and
- Launching of the *Egg Quality Assurance* program; and
- Continue to build support and understanding with retail and foodservice providers to maintain choice in the market place.

### Goals and Work Plan Prompts:

- To ensure consumers buying our eggs have the confidence that our products satisfy the highest standards of quality and meet their ethical expectations for egg production.
  - ✓ Egg Farmers of Ontario will continue to develop and execute marketing and communication programs that demonstrate egg and pullet farm families' commitment to hen care, using a shared values approach.
- Inform consumers through transparency about egg production and farm practices.
  - ✓ Egg Farmers of Ontario will continue to develop and execute marketing and communication programs that demonstrate egg and pullet farm families' commitment to hen care, using a shared values approach.
- To support the development of a national traceability system.
  - ✓ Egg Farmers of Ontario will work with stakeholders nationally to support the development of a national traceability system for eggs.
- To promote nutritional and environmental standards.
  - ✓ Egg Farmers of Ontario will continue with the execution of a multi-year nutrition strategy, targeting consumers and health professionals.
  - ✓ Egg Farmers of Ontario will continue to enhance its foodservice programming, directed towards foodservice operators, hotel, restaurant and institutional buyers, to encourage the use of eggs in their menu offerings in response to consumers' desire for more wholesome, protein-rich meals.
- To continue to monitor and respond to public perception.
  - ✓ Egg Farmers of Ontario will continue daily media monitoring to ensure we are kept abreast of positive and negative media activity and public perceptions.
  - ✓ Egg Farmers of Ontario will continue to develop and execute marketing and communication programs for a variety of audiences based on consumer research.
  - ✓ Egg Farmers of Ontario will continue to work collaboratively with independent, professional, third-party endorsers for eggs.
  - ✓ Youreggquestions.getcracking.ca, an online question portal, will be actively promoted to continue to respond to public perceptions/questions and enhance consumer trust in our industry.

- To further develop marketing and communications supporting consumer choice, including a certification for eggs from all housing systems included in the revised Code of Practice.
  - ✓ Egg Farmers of Ontario will develop marketing and communication programs that support consumer choice and the launch of the *Egg Quality Assurance* program.
  - ✓ Egg Farmers of Ontario will continue to develop and execute marketing and communication programs that demonstrate egg and pullet farm families' commitment to hen care, using a shared values approach.
  - ✓ Through the *Consumer Choice Engagement Strategy*, Egg Farmers of Ontario will continue to demonstrate our farmers' commitment to ensuring consumer choice in the egg case.
- To work with industry stakeholders to launch the *Egg Quality Assurance* program.
  - ✓ In consultation with national and provincial industry stakeholders, Egg Farmers of Ontario will launch the *Egg Quality Assurance* program in Ontario.

## KEY RESULT AREA 5: PRACTICING SOCIAL RESPONSIBILITY

### Strategic Objective:

- To ensure a comprehensive, integrated commitment to social responsibility that helps assure the long term social license of egg and pullet farms to grow and prosper in Ontario through the consistent demonstration of Egg Farmers of Ontario's commitment to do "what is right" in all aspects of its operations.

### The focus of this key result area is:

- Committing to integrate social concerns related to eggs and egg and pullet farming into Egg Farmers of Ontario's values, culture, decision-making, strategy and operations as a way of doing business that builds long-term stakeholder trust in Ontario's egg industry.

### Goals and Work Plan Prompts:

- To ensure Egg Farmers of Ontario's farmers, Board Members and staff understand and abide by Egg Farmers of Ontario's caring and committed social vision (i.e., egg farmers in Ontario care about the welfare of our hens, the environment and are committed to providing choice by producing a safe, high-quality, nutritious, local food).
  - ✓ Egg Farmers of Ontario will ensure all policy, regulation and implementation decisions are reflective of our caring and committed Vision to 2020.
  - ✓ Egg Farmers of Ontario's enhanced *On-Farm Food Safety* and *Animal Care* programs will demonstrate that our farmers say what they do, do what they say and can prove it.
- Egg Farmers of Ontario will align itself with other groups supportive of fair farm pricing.
  - ✓ Egg Farmers of Ontario will continue to actively engage in programs that demonstrate support for fair farm pricing and its benefits to consumers and agricultural industry stakeholders.
- To continue to implement the national *Animal Care Program*.
  - ✓ Egg Farmers of Ontario will continue to implement the national *Animal Care Program*, including third-party audits.
  - ✓ Egg Farmers of Ontario will continue to review the revised *On-Farm Food Safety and Animal Care Program* manual to ensure that it is outcome-based and relevant.

- Develop and implement an outreach strategy for maintaining our social license and trust in our product.
  - ✓ Egg Farmers of Ontario will continue to develop and execute marketing and communication programs that demonstrate egg and pullet farm families' commitment to hen care, using a shared values approach.
  - ✓ Through the *Consumer Choice Engagement Strategy*, Egg Farmers of Ontario will continue to demonstrate our farmers' commitment to ensuring consumer choice in the egg case.
  - ✓ Egg Farmers of Ontario will continue to seek out new opportunities that create strong connections between egg and pullet farm families and their communities.
  - ✓ Egg Farmers of Ontario will develop marketing and communication programs that support consumer choice and the launch of the *Egg Quality Assurance* program.
  - ✓ Egg Farmers of Ontario will continue to develop our partnership with Student Nutrition Ontario.
  - ✓ Egg Farmers of Ontario will actively engage with the Ontario Association of Food Banks through continuation and promotion of the *Egg Donation Program*.
- Investigate options that could provide access to and awareness of wellness and mental health resources for the egg community.
  - ✓ Egg Farmers of Ontario will investigate the current state of wellness and mental health resources and work to provide awareness and access to these resources within the egg community.

## KEY RESULT AREA 6: ENSURING GOOD GOVERNANCE

### Strategic Objectives:

- To continue improving Egg Farmers of Ontario's governance in managing issues, making decisions, communicating and managing information.
- To ensure Egg Farmers of Ontario is supported by human resources with the most appropriate profile of knowledge and skills.

### The focus of this key result area is:

- Ensuring the successful ability of Egg Farmers of Ontario to respond to changing environments;
- Ensuring the appropriate infrastructure is in place to support the mission and priorities of Egg Farmers of Ontario; and
- Continuing the improvement of Egg Farmers of Ontario's robust strategic business planning process.

### Goals and Work Plan Prompts:

- To examine on a continuous basis the role and service of Board Members, relative to its stakeholders (e.g. Egg Farmers of Canada, Ontario Farm Products Marketing Commission, farmers).
- To examine the frequency of zone and councillor meetings and review the need for more frequent general farmer meetings.
  - ✓ Egg Farmers of Ontario will continue to review the frequency of farmer meetings and adapt to meet the needs of our industry.
  - ✓ Egg Farmers of Ontario will conduct *On-Farm Food Safety and Animal Care Program Manual Information Sessions* to assist farmers with the revised programs.
- To ensure zone meetings continue to meet the needs of our farmers.
  - ✓ Where possible, pertinent information will be sent out in advance of meetings to allow more time for discussion during the meetings.

- To provide the opportunity for farmers to participate in Egg Farmers of Ontario activities and initiatives.
  - ✓ Egg Farmers of Ontario will nominate two farmers to participate in the national *Young Farmers Program*.
  - ✓ Egg Farmers of Ontario will invite past *Young Farmers Program* participants to present their experience and key learnings at the Egg and Pullet Farmers' Workshop and/or Annual General Meeting.
  - ✓ Egg Farmers of Ontario will invite selected young farmers to participate in the annual Member of Provincial Parliament Omelette Breakfast.
- To continue to ensure key ideas from farmers reach the Board Members in writing so that they can be considered at Board meetings.
  - ✓ Egg Farmers of Ontario will continue to provide opportunities for farmers to express their ideas, comments and suggestions through open sessions at the Annual General Meeting and Egg and Pullet Farmers' Workshop.
  - ✓ Egg Farmers of Ontario's Board of Directors will continue to be available to address any questions and comments, by posting their contact information in *Cackler* (the monthly newsletter) and on our website.
  - ✓ Egg and pullet farmers are encouraged to be part of the policy development process by discussing with staff or sending correspondence to committees that will better assist the development of new policies or make changes to current policies that will help ensure Egg Farmers of Ontario's policies are supporting the requirements of an evolving industry.
- To ensure Egg Farmers of Ontario maintains its ability to respond to the ever-changing opportunities and challenges within the egg industry.
  - ✓ Egg Farmers of Ontario will continue to evaluate and assess its internal resources and capacities to ensure that we are positioned to effectively meet the needs of our farmers and the industry.
- To improve Egg Farmers of Ontario's internal working processes and accountabilities.
  - ✓ All Board of Directors will be provided committee meeting information in advance of meetings so that any Board of Director concerns can be brought to committee members and addressed in a timely manner.
  - ✓ Egg Farmers of Ontario's technical support team will work with staff to continue to maintain and improve the integrity of the Flock Management System.
- To continue staff training, based on a needs and competency analysis, to satisfy present and future requirements of each position.
  - ✓ Staff training will continue to be available to all staff members, with each department having a budget allocation for staff development.
  - ✓ Egg Team Members will be encouraged to seek out educational courses that will encourage growth within their position and/or the organization.
  - ✓ Egg Farmers of Ontario will continue to encourage staff training, such as health and safety certification training for new Health and Safety Committee members.
- To maintain a robust performance review system for both Board Members and staff.
  - ✓ An annual Board and General Manager review session, led by a third-party consultant, will continue.
  - ✓ A new Egg Team member performance review process will be developed and implemented.
- To ensure Egg Farmers of Ontario has and can use the most timely and accurate information.
  - ✓ Egg Farmers of Ontario will continue to link available data from a variety of sources into a more robust and insightful communications tool using the Flock Management System database.

- To ensure the implementation of the Egg Farmers of Ontario Governance Policy and seek additional training in Board governance, as required.
  - ✓ Egg Farmers of Ontario will continue to ensure Board Members and staff are given the opportunity to attend governance training sessions, as required.
- To prioritize communication and relationships with all industry stakeholders and members of the egg industry supply chain.
  - ✓ Egg Farmers of Ontario will continue to provide farmers and industry communication opportunities at the Annual General Meeting and Egg and Pullet Farmers' Workshop open sessions.
  - ✓ Egg Farmers of Ontario will encourage participation at farmer and industry meeting to continue to build relationships.
  - ✓ Egg Farmers of Ontario's Board of Directors will continue to be available to address any questions and comments, by posting their contact information in *Cackler* (the monthly newsletter) and on our website.
  - ✓ Egg Farmers of Ontario will continue to execute promotion programs with Ontario graders and improve industry relations.

**EFO BOARD SIGNATORIES TO THE 2018 BUSINESS PLAN**

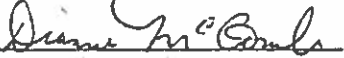
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Chair, Zone 6 Director, Scott Graham

Jan 3/18.  
Date

  
Vice Chair, Zone 1 Director, Scott Helps


Jan 3/18  
Date

  
Zone 2 Director, Dianne McComb

Jan 3/18  
Date

  
Zone 3 Director, Dan Veldman


Jan 3/18  
Date

  
Zone 4 Director, Roger Pelissero

Jan 3/18  
Date

  
Zone 5 Director, Brian Miller

3-01-2018  
Date

  
Zone 7 Director, Scott Brookshaw


Jan 3/2018  
Date

  
Zone 8 Director, Hubert Schillings

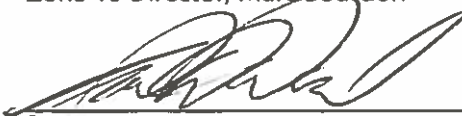
Jan 3/2018  
Date

  
Zone 9 Director, Craig Hunter

Jan 3, 2018  
Date

  
Zone 10 Director, Marc Bourdon

Jan 3-2018  
Date

  
Pullet Director, Andrew DeWeerd

Jan 3/18  
Date

  
General Manager, Harry Pelissero

Jan 3/18  
Date