



2019 BUSINESS PLAN

KEY RESULT AREA ACHIEVEMENTS

EXECUTIVE SUMMARY

The following outlines achievements (highlighted in green) for EFO's 2019 Key Result Areas (KRAs).

Key Result Area 1: DEALING WITH THE OPPORTUNITIES RELATED TO FAIR FARM PRICING

- ✓ After the 2019 federal election, welcome packages were sent to all Ontario Members of Parliament, including a welcome letter from the Chair and a copy of our Annual Report.
- ✓ Egg Farmers of Ontario provided a letter of support for national input into consultations on the serious issues connected to the allocation and administration of tariff rate quotas under recent trade agreements, including recommendations about managing supplemental import permits.

Key Result Area 2: MANAGING THE EGG AND PULLET SUPPLY

- ✓ Egg Farmers of Ontario has worked extensively with industry and hatcheries to address the even distribution of hens, resulting in significant improvements in this area during 2019.
- ✓ Egg Farmers of Ontario has developed an Information Technology Strategy. Phase one (of four) commenced September 2019, which will result in an improved and more robust infrastructure supporting the Flock Management System. This will be completed by March 1, 2020, followed by three additional phases over a two-three year period, involving all farmers and industry stakeholders.

Key Result Area 3: PROMOTING THE FARM FAMILY

- ✓ The 2019 Who Made Your Eggs Today? campaign continued to feature three egg farm families and one pullet grower introduced in 2018 to Ontario consumers via out-of-home executions (billboard and transit), 17 print advertorials in different publications and numerous digital initiatives.
- ✓ As part of the *Fields to Forks* series with CTV London, Egg Farmers of Ontario sponsored the September flight of the campaign, featuring Aric and Andrea Bos (Zone 5 egg farmers).

Key Result Area 4: PROMOTING THE PRODUCT

- ✓ Egg Farmers of Ontario continued to refine and improve our social media strategy for 2019, featuring profiles of Ontario egg and pullet farmers, initiatives egg and pullet farmers were involved in/supported and engaging content about animal care and egg quality.
- ✓ *Egg Quality Assurance* marks were incorporated into the national marketing efforts of major foodservice restaurant chains and regional restaurant chains in the last half of 2019.

Key Result Area 5: PRACTICING SOCIAL RESPONSIBILITY

- ✓ Egg Farmers of Ontario entered into a one-year extension of its previous three-year partnership with Student Nutrition Ontario, until a new, long-term commitment could be evaluated. Over the course of the partnership, over two million eggs have been served to Ontario students.
- ✓ Egg Farmers of Ontario continued its *Egg Donation Program*, in partnership with Feed Ontario (formerly the Ontario Association of Food Banks), which results in \$250,000 worth of eggs being distributed through their community food banks program.

Key Result Area 6: ENSURING GOOD GOVERNANCE

- ✓ Four regional meetings (three in English and one bilingual) were held in Spring 2019 to provide farmers the opportunity to discuss various components of Egg Farmers of Ontario's Strategic Plan and provide input into the mission, vision, guiding principles, strategic priorities and key result areas.
- ✓ The process resulted in a new Strategic Plan for 2020-2022 and a new Business Plan for 2020, which included refinements to Egg Farmers of Ontario's mission, vision, guiding principles, strategic priorities and focus areas.

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.

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 proactively engage in programs and initiatives that support fair farm pricing and its benefits to consumers and stakeholders.
 - ✓ Public Affairs Department initiatives continued to promote fair farm pricing through consumer, media and government relations activities.
 - ✓ Terminology of fair farm pricing under a supply-managed system continued to see increased use by elected officials and has been used in politicians' statements publicly.
 - ✓ Key messages were developed for use at locally-organized supply management round table meetings and events, held by farmers with provincial and federal officials.
 - ✓ Egg Farmers of Ontario staff provided assistance to farmers hosting tours for their federal and provincial government officials.
- 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 to engage with consumers and stakeholders in support of fair farm pricing.
 - ✓ Public Affairs Department initiatives continued to promote fair farm pricing through consumer, media and government relations activities.
 - ✓ Fair farm pricing terminology was incorporated into the election kit with messages provided to egg and pullet farmers leading up to the 2019 federal election.
 - ✓ Key messages were developed for use at locally-organized supply management round table meetings and events, held by farmers with provincial and federal officials.
- 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 continue to create opportunities to engage with consumers about the importance of supply management and fair farm pricing.
 - ✓ Key messages were developed for use at locally-organized supply management round table meetings and events, held by farmers with provincial and federal officials.
 - Egg Farmers of Ontario will align itself with other groups supportive of supply management and fair farm pricing to amplify messaging and initiatives.
 - ✓ Egg farmers of Ontario continued to support FarmGate5 initiatives, in collaboration with other Ontario supply-managed commodities.
- To seek continuous support for fair farm pricing from all levels of government.
 - Egg Farmers of Ontario will continue to capitalize on opportunities for ongoing dialogue with all levels of government to ensure support for fair farm pricing is maintained.
 - ✓ Fair farm pricing terminology was incorporated into the election kit with messages provided to egg and pullet farmers leading up to the 2019 federal election.

- To continue to build relationships with elected officials at all levels of government.
 - Egg Farmers of Ontario will reach out to newly elected/re-elected Members of Parliament after the 2019 federal election.
 - ✓ After the 2019 federal election, welcome packages were sent to all Ontario Members of Parliament, including a welcome letter from the Chair and a copy of our Annual Report.
 - 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 and animal care).
 - ✓ Egg Farmers of Ontario continues to build relationships with all four political parties, by actively pursuing and capitalizing on opportunities for one-on-one discussions with federal and provincial elected officials and staff (i.e., Member of Provincial Parliament Omelette Breakfast, Member of Parliament Breakfast on the Hill, political events, Premiers' Food Drives, etc.).
 - ✓ Egg Farmers of Ontario staff provided assistance to farmers hosting tours for their federal and provincial government officials.
- To monitor the ratification processes for the tentative *Comprehensive and Progressive Agreement for Trans-Pacific Partnership* 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 trade agreements taking place to keep abreast of potential impacts to our egg and pullet farmers.
 - ✓ Egg Farmers of Ontario continued to monitor trade discussions and developments throughout the year.
- To monitor the ratification process for the *United States-Mexico-Canada Agreement* and work to provide stakeholder input on the allocation and administration of the new Tariff Rate Quotas to make sure the sector can manage the increased access smoothly to ensure market disruptions are minimized.
 - In cooperation and coordination with Egg Farmers of Canada, Egg Farmers of Ontario will support and communicate the position of stakeholders in the sector on how to manage allocation and administration changes mandated by the *United States-Mexico-Canada Agreement* to government decision-makers at the provincial and national level.
 - ✓ Egg Farmers of Ontario continued to monitor trade discussions and developments throughout the year.
 - ✓ Egg Farmers of Canada's position on the desired allocations and administration of the new tariff rate quotas was included in Board position papers and briefing notes provided for meetings with elected officials.
 - ✓ Egg Farmers of Ontario provided a letter of support for national input into consultations on the serious issues connected to the allocation and administration of tariff rate quotas under recent trade agreements. This also included recommendations about all of the similar issues related to managing supplemental import permits.
- 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.
 - ✓ As of September 2019 (Week 38), 1.8 million boxes of shell eggs have been imported to date – a decrease of 100,000 boxes compared to the same week in 2018 (1.9 million boxes).
 - ✓ Data on egg imports (shell, liquid and further processed) are monitored regularly and reported on a monthly basis to Egg Farmers of Ontario Directors.

- Egg Farmers of Ontario will provide monthly analytics on imported eggs by production types.
 - ✓ Imports are not granted on specialty production, therefore only shell egg import data is available.
- To respond to increased market demand on an ongoing basis.
 - Egg Farmers of Ontario will monitor programs already in place to ensure that seasonal demands are met and the maximum number of hens are utilized within the province.
 - ✓ Egg Farmers of Ontario has worked extensively with industry and hatcheries to address the even distribution of hens, resulting in significant improvements in this area during 2019.
 - Egg Farmers of Ontario will provide monthly fact-based analytics on its ability to supply the table market with Ontario eggs.
 - ✓ Egg Farmers of Ontario continues to monitor and manage its hen inventory to help ensure we are meeting all market requirements.
 - ✓ As of September 2019 (Week 38), 1.8 million boxes of shell eggs have been imported to date – a decrease of 100,000 boxes compared to the same week in 2018 (1.9 million boxes).
- 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 continue to develop relationships with global industry counterparts and stakeholders.
 - ✓ Egg Farmers of Ontario Directors and staff continue to attend meetings and conferences held by the International Egg Commission, United Egg Producers and Urner Barry in order to engage and help them understand the advantages of our fair farm pricing system and stay current on global issues that could be early indicators of changes that could affect egg production and markets in Ontario.
 - ✓ Egg Farmers of Ontario continues to keep global counterparts up-to-date regarding our Hyper Eye project.
- 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 all egg and pullet farmers and that foster a business environment based on accessibility, traceability and transparency.
 - ✓ Egg Farmers of Ontario continues to keep farmers up-to-date of program changes and updates through email blasts, mailings, the *Cackler* newsletter, via the website and Rich Site Summary (RSS) feeds.
 - Egg Farmers of Ontario will ensure Quota Transfer System policy development will include objectives focused on new entrants and farm succession planning.
 - ✓ The Board continues to support the *Quota Transfer System* as the methodology to buy and sell quota; however, a full policy review is underway to evaluate all programs and the sustainability of new farmers, including consultation at the 2019 Egg and Pullet Farmers' Workshop.
- 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.
 - ✓ Egg Farmers of Ontario continues to support the work of Pullet Growers of Canada.
 - ✓ Egg Farmers of Ontario continues to support the Pullet Growers of Quebec in their application to change their governance structure.
 - ✓ Egg Farmers of Ontario continues to work with Quebec in order to manage the pullet supply between the two provinces.

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.

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 will continually monitor pullet utilization to ensure the pullet growers' production quotas remain relative to the demand for layer hens.
 - ✓ A five per cent layer quota increase was announced for quota holders as of January 2019 to match a five per cent pullet quota increase.
 - ✓ The pullet utilization for 2018 was 100.36%, with a similar result expected for 2019.
- 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.
 - ✓ Egg Farmers of Ontario continued communications with Ontario egg graders to monitor market needs and trends, and provide appropriate assistance in filling specialty markets.
 - ✓ The Flock Verification Committee worked to explore issues arising out of the changing verification and inventory monitoring needs resulting from changes in housing systems, with the Board committing staff resources to conducting bird counts.
- To monitor and minimize the need for supplemental imports.
 - Egg Farmers of Ontario will monitor current programs to ensure that seasonal demands are met and the maximum number of hens are utilized within the province.
 - ✓ Data on egg imports (shell, liquid and further processed) are monitored regularly and reported on a monthly basis to Egg Farmers of Ontario Directors.
 - Egg Farmers of Ontario will provide periodic analytics on layer production utilization, hen inventory and 52-week rolling averages.
 - ✓ Weekly inventory statistics are provided on a monthly basis at the Board of Directors meeting.
- Work with the federal government and industry stakeholders on allocation and administration of the new Tariff Rate Quotas to ensure the sector can manage the increased access smoothly and ensure market disruptions are minimized.
 - In cooperation and coordination with Egg Farmers of Canada, Egg Farmers of Ontario will support and communicate the position of stakeholders in the sector on how to manage allocation and administration changes mandated by the *United States-Mexico-Canada Agreement* to government decision-makers at the provincial and national level.
 - ✓ Egg Farmers of Ontario provided a letter of support for national input into consultations on the serious issues connected to the allocation and administration of tariff rate quotas under recent trade agreements. This also included recommendations about all of the similar issues related to managing supplemental import permits.

- Work with graders and the provinces regarding non-trade barriers (animal care and on-farm food safety) to ensure consumer confidence is maintained.
 - Egg Farmers of Ontario will implement a communication process with graders to identify farmers not meeting on-farm food safety and animal care requirements or having facilities that are not camera ready.
 - ✓ Egg Farmers of Ontario notifies graders of any farm that is below 90% or has mandatory elements missing. Graders are then working with these farmers to follow up, offer assistance and to encourage them to meet program requirements. After two 30-day periods following the initial internal audit, eggs can and have been held on farm until corrective actions have been completed, as per Egg Farmers of Canada's direction.
- 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.
 - ✓ Forecasted industrial product demand indicates Ontario requires an additional 895,000 hens to fill the guaranteed supply volume identified in coordination with Egg Farmers of Canada.
 - ✓ Additionally, for the table egg market, Egg Farmers of Ontario continues to encourage Egg Farmers of Canada to pursue allocations needed to minimize the need for supplemental egg imports for all markets.
- Work with Egg Farmers of Canada to take action on their ability to collect marketing levies on imported product.
 - Egg Farmers of Ontario will work in coordination with Egg Farmers of Canada to support getting the necessary government and/or regulatory actions needed to facilitate the collection of marketing levies on egg imports.
 - ✓ Egg Farmers of Ontario continues to encourage Egg Farmers of Canada to explore with the appropriate federal ministries the collection of marketing levies on all imported eggs, as permitted under Canada's existing international trade agreements.
- To continue to work with all Canadian egg industry stakeholders to work towards the elimination of supplemental imports.
 - Egg Farmers of Ontario will make full use of available programs, policy and administrative tools to ensure the domestic egg market is filled by production from Canadian egg farms and eliminating supplemental imports to the maximum extent possible.
 - ✓ Forecasted industrial product demand indicates Ontario requires an additional 895,000 hens to fill the guaranteed supply volume identified in coordination with Egg Farmers of Canada.
 - ✓ Additionally, for the table egg market, Egg Farmers of Ontario continues to encourage Egg Farmers of Canada to pursue allocations needed to minimize the need for supplemental egg imports for all markets.
- To continue to review annually the criteria for the *Layer Leasing Pool*.
 - Egg Farmers of Ontario will continue to monitor the *Layer Leasing Pool*, with discussions involving additional access for new entrants to the industry.
 - ✓ The *Layer Leasing Pool* continued in 2019 unchanged; however, with the success of the new entrant farmers, a moratorium on new layer farms was announced May 7 in order for staff to conduct a comprehensive review of a wide range of policies and programs, including consultation at the 2019 Egg and Pullet Farmers' Workshop.
 - 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.
 - ✓ Effective October 2018, *Layer Leasing Pool* invoices were issued after the 23-week count has been completed.

- 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 conduct regular inspections and communicate with farmers on the importance of meeting program requirements.
 - ✓ Operations staff continue to work with egg and pullet farmers to meet program requirements in their regular inspections and *On-Farm Food Safety and Animal Care Program* audits.
 - ✓ Farms that continue to have problems meeting program requirements are visited by the Director of Operations.
- 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.
 - ✓ Online reporting is continually monitored and updated with program and policy changes to ensure farmers can access program applications and reports.
 - Egg Farmers of Ontario will establish a working group 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.
 - ✓ Egg Farmers began an initial review of establishing contracts; however, work has been stopped until the results of Egg Farmers of Canada's discussions on standardized contracts are known.
 - Egg Farmers of Ontario will develop an Information Technology Strategy, focusing on leveraging the current conversion of the Flock Management System to deliver digital synergies.
 - ✓ Egg Farmers of Ontario has developed an Information Technology Strategy. Phase one (of four) commenced September 2019, which will result in an improved and more robust infrastructure supporting the Flock Management System. This will be completed by March 1, 2020, followed by three additional phases over a two-three year period, involving all farmers and industry stakeholders.
- 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 continue to review animal care practices currently in our program, make any program changes required once a year, and communicate all changes to farmers in advance of the effective date.
 - ✓ The *On-Farm Food Safety and Animal Care* program manuals were updated for layers and pullets and were distributed Fall 2019.
 - ✓ A presentation was made at the 2019 Egg and Pullet Farmers' Workshop to review approved program changes.
 - ✓ Egg Farmers of Ontario staff continue to communicate with Egg Farmers of Canada on interpretation details and effective dates for changes.
- Continue to explore opportunities to build upon our investment in research projects.
 - Egg Farmers of Ontario will continue to seek additional opportunities to collaborate with other groups to enhance our research investment to benefit the industry beyond on-farm production research.
 - ✓ An agreement between MatrixSpec, CEVA Logistics and Egg Farmers of Ontario has been signed to build a commercial Hyper Eye Imaging machine for placement at hatcheries.
 - ✓ Egg Farmers of Ontario committed funding to the Ontario Federation of Agriculture for evaluating the impact of uncontrolled electricity on Ontario livestock farms.
 - ✓ The EFO/ Dr. Donald Shaver Graduate Scholarship(s) in Sustainable Poultry Production was established and launched in March 2019, in conjunction with the University of Guelph.

- ✓ Egg Farmers of Ontario's Research Committee approved a research cap of \$20,000 per year (per project) for a maximum of five years, resulting in a maximum contribution of \$100,000 for each research project approved.
- Egg Farmers of Ontario will continue to receive summaries and findings to date on current projects.
 - ✓ Bronchitis (false layer) research was completed in 2019. Additional research possibilities are being investigated through the Livestock Research Innovation Corporation.
 - ✓ Research project summaries are reported annually in the Egg Farmers of Ontario Annual Report.
- 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 continue to refine its on-farm depopulation protocols in response to training, simulations and scientific evidence.
 - ✓ Effective September 2019, Egg Farmers of Ontario suspended on-farm whole barn depopulations, with all equipment being sold to a new, third-party company who will offer this service to farmers.
 - ✓ Prior to suspending depopulation services, Egg Farmers of Ontario staff completed 38 depopulations.
 - Egg Farmers of Ontario will continue to have staff active members of the Feather Board Command Centre and Agricultural Response Materials Management Incorporated to ensure our response programs are coordinated and operate effectively.
 - ✓ Egg Farmers of Ontario staff continue to play key roles in the Incident Command structure for the Feather Board Command Centre in the Logistics, Operations and Information units through the year.
 - ✓ In June 2019, nine Egg Farmers of Ontario staff participated in a 3-day disease simulation with other feather board staff, government and industry partners.
 - ✓ Egg Farmers of Ontario continues to have staff actively involved in Agricultural Response Materials Management Incorporated.
 - 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.
 - ✓ Work continues on updating Egg Farmers of Ontario's Emergency Preparedness Plan, in conjunction with updates to the Feather Board Command Centre plan.
 - Egg Farmers of Ontario will continue to offer training and opportunities to participate in simulated responses to be prepared in case of emergencies.
 - ✓ Egg Farmers of Ontario continues to take advantage of emergency response training and now has over 15 staff trained in Incident Management System Levels 100 and 200.
 - Egg Farmers of Ontario will expand our protocols to include small barn/smaller bird number depopulations based on new equipment acquired.
 - ✓ Effective September 2019, Egg Farmers of Ontario suspended on-farm whole barn depopulations, with all equipment being sold to a new, third-party company who will offer this service to farmers.
- To anchor correct emergency response procedures through practice and education to farmers.
 - Egg Farmers of Ontario will continue to provide information and resources to assist farmers enhance their biosecurity procedures to minimize the risk of a foreign animal disease impacting the egg and pullet supply.
 - ✓ Spring and fall communications were distributed to farmers regarding biosecurity during wild bird migration.
 - ✓ Regular updates on biosecurity protocols and resources were distributed through the *Cackler* newsletter.

- Egg Farmers of Ontario will continue to support the Feather Board Command Centre communications when a disease or potential emergency may be a threat.
 - ✓ On behalf of the Feather Board Command Centre, Egg Farmers of Ontario distributes its quarterly reports on existing and emerging disease situations locally, in North America and internationally.
 - ✓ In 2019, there were four incidents of Infectious Laryngotracheitis in Ontario. Communications were distributed to farmers in each of these areas throughout the advisory period.
- To support the implementation of a National Pullet Agency, including production controls.
 - Egg Farmers of Ontario will continue to support the efforts of Pullet Growers of Canada.
 - ✓ Egg Farmers of Ontario continues to support Pullet Growers of Canada's initiatives.
- 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.
 - ✓ Egg Farmers of Ontario continued to refine and improve our social media strategy for 2019, featuring profiles of Ontario egg and pullet farmers, initiatives egg and pullet farmers were involved in/supported and engaging content about animal care and egg quality.
 - Egg Farmers of Ontario will develop marketing and communication programs that support the launch of the *Egg Quality Assurance* program.
 - ✓ Egg Farmers of Ontario staff continue to develop the framework for various executional tactics as part of the *Consumer Choice Engagement Strategy* through the development of the *Egg Quality Assurance* program.
 - ✓ Egg Farmers of Ontario's website was updated with elements to support the February 2019 launch of the *Egg Quality Assurance* program.
 - ✓ *Egg Quality Assurance* marks were incorporated into the national marketing efforts of major foodservice restaurant chains and regional restaurant chains in the last half of 2019.
- To work with Egg Farmers of Ontario's Flock Verification Committee to deal with issues arising out of the changing verification needs connected with the increases in alternative housing systems.
 - Egg Farmers of Ontario will implement committee recommendations to change how flock verifications are conducted.
 - ✓ The Flock Verification Committee worked to explore issues arising out of the changing verification and inventory monitoring needs connected with the increases in alternative housing systems, with a pilot project using Board of Director flock cycles.
 - ✓ Staff is continuing to analyze the results from the Flock Verification Committee and increase field activities in this area to strengthen controls over flock verification protocols, including developing programs to help analyze potential production levels and various reports submitted from pullet growers and egg farmers.
 - ✓ The Flock Verification Committee worked to explore issues arising out of the changing verification and inventory monitoring needs resulting from changes in housing systems, with the Board committing staff resources to conducting bird counts.
- Work to have our farmers include camera ready status as an integral part of the conditions established for marketing eggs and pullets.
 - Egg Farmers of Ontario will continue to work with farmers to ensure they are camera ready, with management following up, as required.
 - ✓ Operations staff continue to work with egg and pullet farmers to ensure they are camera ready.
 - ✓ Farms that continue to have problems in this area are visited by the Director of Operations.

- To work with hatcheries to coordinate an even distribution of hens.
 - Egg Farmers of Ontario will work with industry and hatcheries to identify and address challenges to coordinating an even distribution of hens.
 - ✓ Egg Farmers of Ontario has worked extensively with industry and hatcheries to address the even distribution of hens, resulting in significant improvements in this area during 2019.
 - ✓ A new report to track production quota by week was developed and implemented to assess and evaluate *Home Week* change requests.
 - Egg Farmers of Ontario will provide quarterly analytics on bird placements and quota distribution, by home week, and share this data with hatcheries at business review meetings at least twice per year.
 - ✓ Egg Farmers of Ontario has compiled and provided analytics on bird placements and quota distribution to the Board of Directors and hatcheries at business review meetings.
 - Egg Farmers of Ontario will establish guidelines and criteria to support staff recommendations for Board approved changes in home weeks.
 - ✓ As of October 2019, 48 farmer *Home Week* changes have been approved in order to level hen distributions.
- Monitor the operation of the *Home Week Policy* to ensure orderly placements to meet all grader and consumer demands.
 - Egg Farmers of Ontario will work with industry and hatcheries to identify and address challenges to coordinating an even distribution of hens.
 - ✓ Egg Farmers of Ontario has worked extensively with industry and hatcheries to address the even distribution of hens, resulting in significant improvements in this area during 2019.
 - ✓ A new report to track production quota by week was developed and implemented to assess and evaluate *Home Week* change requests.
 - Egg Farmers of Ontario will provide periodic analytics on bird placements and quota distribution, by home week, and share this data with hatcheries at business review meetings.
 - ✓ Egg Farmers of Ontario has compiled and provided analytics on bird placements and quota distribution to the Board of Directors and hatcheries at business review meetings.
 - Egg Farmers of Ontario will establish guidelines and criteria to support staff recommendations for Board approved changes in home weeks.
 - ✓ As of October 2019, 48 farmer *Home Week* changes have been approved in order to level hen distributions.
- Conduct a review of the operation of the Quota Transfer System and develop options to ensure its viability with respect to fair access and transparency. This process began with a review of the Quota Transfer System in the final quarter of 2018 and input from a consultation session at the Egg and Pullet Farmers' Workshop was used to develop potential changes, to be effective in 2019.
 - Egg Farmers of Ontario will develop an internal work plan to review the *Quota Transfer System*, based on agreed upon goals and objectives.
 - ✓ The Board continues to support the *Quota Transfer System* as the methodology to buy and sell quota; however, a full policy review is underway to evaluate all programs and the sustainability of new farmers.

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.

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 develop and execute marketing and communication programs that demonstrate egg and pullet farm families' commitment to hen care, using a shared values approach.
 - ✓ The 2019 *Who Made Your Eggs Today?* campaign continued to feature three egg farm families and one pullet grower introduced in 2018 to Ontario consumers via out-of-home executions (billboard and transit), 17 print advertorials in different publications and numerous digital initiatives.
 - ✓ Egg Farmers of Ontario continued to offer the Farm Family Information cards program, with two new cards developed for interested farm families during the year.
 - Egg Farmers of Ontario will develop and execute marketing and communication programs that demonstrate our farmers' commitment to ensuring consumer choice in the egg case.
 - ✓ Egg Farmers of Ontario staff continue to develop the framework for various executional tactics as part of the *Consumer Choice Engagement Strategy* through the development of the *Egg Quality Assurance* program.
 - ✓ Egg Farmers of Ontario's website was updated with elements to support the February 2019 launch of the *Egg Quality Assurance* program.
 - ✓ *Egg Quality Assurance* marks were incorporated into the national marketing efforts of major foodservice restaurant chains and regional restaurant chains in the last half of 2019.
- To introduce Ontario egg and pullet farm families into consumer social networks (online, community events, etc.).
 - Egg Farmers of Ontario will continue to refine an engaging and robust social media strategy across multiple social media channels, focusing on Ontario egg and pullet farm families.
 - ✓ Egg Farmers of Ontario continued to refine and improve our social media strategy for 2019, featuring profiles of Ontario egg and pullet farmers, initiatives egg and pullet farmers were involved in/supported, engaging content about animal care and egg quality, nutritional benefits of eggs, recipes and the versatility of eggs.
 - ✓ Egg Farmers of Ontario continued to promote our online question portal as an opportunity for consumers to ask their questions about egg farmers, egg farming and eggs and have them answered by industry experts.
 - ✓ Paid ads on various social media platforms were utilized to extend the reach of the 2019 *Who Made Your Eggs Today?* campaign and social media content calendars.
 - Egg Farmers of Ontario will initiate new opportunities that create strong connections between egg and pullet farm families and their communities.
 - ✓ The *Local Initiatives Program* continued through 2019 to encourage egg and pullet farm families to attend local events to tell their story.
 - ✓ Zone farmers participated in a number of events, using Zone displays/signage and the small egg education trailer.

- ✓ The *Demonstration Kitchen Loan Program* was offered in 2019, with five fairs across the province activating *eggs-citing* recipe demonstrations at their events.
- ✓ Egg Farmers of Ontario continued to spearhead the presenting sponsorship program for *Rocks & Rings*, in conjunction with Egg Farmers of Canada and other provincial Egg Boards, including national activations to celebrate their 10th anniversary of the program.
- ✓ Egg Farmers of Ontario, in partnership with the Fédération des producteurs d'œufs du Québec, continued to be prominent sponsors of medal-winning Alpine Canada Ski Team member Valérie Grenier.
- ✓ Egg Farmers of Ontario continued its multi-year partnership with Team Homan, Canadian and World Champion Women's Curling Team, as their official breakfast.
- ✓ Egg Farmers of Ontario continued to execute a multi-year partnership with Canadian Under 21 National Canoe/Kayak team member Lois Betteridge, as her official protein sponsor.
- ✓ Egg Farmers of Ontario continued its sponsorship of Canadian Aerobatics Champion Hela Comat, University of Guelph Curling Team and Long Distance Drive Champion Fareen Samji.
- ✓ One-year sponsorship agreements with award-winning Bass Fisherman Chris Coker and the *FIS Ski Cross World Cup* were activated in 2019.
- ✓ Announced late 2018, Egg Farmers of Ontario entered into partnership with the Ontario Minor Hockey Association (OMHA) to become the exclusive sponsor for the OMHA Playdowns. Branding was included in all digital assets related to the playdowns and logoed banners, hats and medallions were presented to each winning team, in each division, throughout the league (77 teams in total) by local egg farmers. An integrated logo, featuring the *Get Cracking* and Ontario Minor Hockey logos was developed and unveiled late 2019.
- ✓ Egg Farmers of Ontario continued to execute its multi-year partnership with Sport and Social Group, the organization that represents over 120,000 players in recreational adult sports leagues, as their volleyball program partner.
- ✓ As part of the *Fields to Forks* series with Bell Media, Egg Farmers of Ontario sponsored the September flight of the campaign, airing on CTV London and featured Aric and Andrea Bos (Zone 5 egg farmers). This partnership included TV advertising, on-air radio segments, pre-roll video and digital advertising.
- 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.
 - ✓ The 2019 *Who Made Your Eggs Today?* campaign continued to feature three egg farm families and one pullet grower introduced in 2018 to Ontario consumers via out-of-home executions (billboard and transit), 17 print advertorials in different publications and numerous digital initiatives.
 - ✓ Egg Farmers of Ontario continued to offer the Farm Family Information cards program, with two new cards developed for interested farm families during the year.
 - ✓ Egg Farmers of Ontario continued to refine and improve our social media strategy for 2019, featuring profiles of Ontario egg and pullet farmers, initiatives egg and pullet farmers were involved in/supported and engaging content about animal care and egg quality.
 - Egg Farmers of Ontario will continue to implement outreach initiatives that support egg and pullet farm families to “tell their story”.
 - ✓ Egg Farmers of Ontario continued to coordinate farmer-manned exhibits at the Canadian National Exhibition, International Plowing Match and Royal Agricultural Winter Fair.
 - ✓ The large education trailer underwent renovations for the 2019 season, including updating the housing unit, incorporating a new feed display, introduction of a video component and the removal of the old-style grader.

- ✓ Egg Farmers of Ontario's Egg Ambassador Alisha Mills attended 25 fairs and events throughout the year.
- ✓ The Zone Request Program, developed to help Zones participate in local events using the small egg education trailer, continued in 2019 and led to Zones exhibiting at six events.
- ✓ An Egg Ambassador training session was held, in conjunction with the Annual General Meeting, and resulted in over 50 additional Egg Ambassadors being trained.
- ✓ Egg Farmers of Ontario sponsored two *Breakfast on the Farm* events, coordinated by Farm and Food Care Ontario.
- ✓ Egg Farmers of Ontario sponsored a Real Dirt Roadtrip video, showcasing the Huitema Family.
- Egg Farmers of Ontario will initiate new opportunities that create strong connections between egg and pullet farm families and their communities.
 - ✓ In partnership with Brescia College's Food Resources Education for Student Health Program, Egg Farmers of Ontario sponsored two in-residence events for new students focusing on the nutritional benefits and versatility of eggs. Local egg farmers hosted the events, which included trivia and omelette making demonstrations.
 - ✓ Egg Farmers of Ontario sponsored a Real Dirt Roadtrip video, showcasing the Huitema Family.
- Egg Farmers of Ontario will seek opportunities to showcase next generation farmers in marketing and communication programs.
 - ✓ As part of the expanded content calendar for social media channels, next generation farmers were featured monthly.
 - ✓ In partnership with Brescia College's Food Resources Education for Student Health Program, Egg Farmers of Ontario sponsored two in-residence events for new students focusing on the nutritional benefits and versatility of eggs. Local egg farmers hosted the events, which included trivia and omelette making demonstrations.
 - ✓ Egg Farmers of Ontario sponsored a Real Dirt Roadtrip video, showcasing the Huitema Family.
 - ✓ Egg Farmers of Ontario sponsored a panel speaker for the Advancing Women in Agriculture Conference, which featured the Veldman sisters and their involvement in the industry.
 - ✓ Four next generation farmers were invited to participate in the 2019 Member of Provincial Parliament Omelette Breakfast.
- To engage in effective and constructive relationships with small, non-quota farmers.
 - Egg Farmers of Ontario will continue to communication 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.
 - ✓ Egg Farmers of Ontario staff continue to work with grandfathered and small flock owners to assist in regulatory compliance.
 - ✓ Staff continue to provide information to those inquiring about becoming information through the *New Entrant Support Team* online resources.
 - ✓ Egg Farmers of Ontario continues to communicate with small flock farmers through the Eggboard email.
- 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.
 - ✓ In September 2019, Egg Farmers of Ontario initiated a plan to conduct an extensive consultation with its farmers during 2019 and 2020 to support a comprehensive review of all egg and pullet quota policies and programs.

- Continue to make sure the next generation and new entrants are part of our story.
 - Egg Farmers of Ontario will seek opportunities to showcase next generation farmers in marketing and communication programs.
 - ✓ As part of the expanded content calendar for social media channels, next generation farmers were featured monthly.
 - ✓ In partnership with Brescia College’s Food Resources Education for Student Health Program, Egg Farmers of Ontario sponsored two in-residence events for new students focusing on the nutritional benefits and versatility of eggs. Local egg farmers hosted the events, which included trivia and omelette making demonstrations.
 - ✓ Egg Farmers of Ontario sponsored a Real Dirt Roadtrip video, showcasing the Huitema Family.
 - ✓ Egg Farmers of Ontario sponsored a panel speaker for the Advancing Women in Agriculture Conference, which featured the Veldman sisters and their involvement in the industry.
 - ✓ Four next generation farmers were invited to participate in the 2019 Member of Provincial Parliament Omelette Breakfast.
 - Egg Farmers of Ontario will support next generation farmers to engage with consumers and industry stakeholders.
 - ✓ As part of the Egg Ambassador training session, thirteen young farmers were trained.
 - ✓ Individual training for next generation farmers participating in public, government and media relations activities was provided as required throughout the year.

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).

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 develop and execute marketing and communication programs that demonstrate egg and pullet farm families’ commitment to hen care, using a shared values approach.
 - ✓ The 2019 *Who Made Your Eggs Today?* campaign featured three egg farm families and one pullet grower in a showcase of our farm families’ commitment to hen care.
 - ✓ Egg Farmers of Ontario continued to expand our social media strategy to include engaging content about animal care.
 - Egg Farmers of Ontario will develop and execute marketing and communication programs in support of the launch of the *Egg Quality Assurance* program.
 - ✓ Egg Farmers of Ontario staff continue to develop the framework for various executional tactics as part of the *Consumer Choice Engagement Strategy* through the development of the *Egg Quality Assurance* program.
 - ✓ Egg Farmers of Ontario’s website was updated with elements to support the February 2019 launch of the *Egg Quality Assurance* program.
 - ✓ *Egg Quality Assurance* marks were incorporated into the national marketing efforts of major foodservice restaurant chains and regional restaurant chains in the last half of 2019.

- Inform consumers through transparency about egg production and farm practices.
 - Egg Farmers of Ontario will develop and execute marketing and communication programs that demonstrate egg and pullet farm families' commitment to hen care, using a shared values approach.
 - ✓ The 2019 *Who Made Your Eggs Today?* campaign continued to feature three egg farm families and one pullet grower introduced in 2018 to Ontario consumers via out-of-home executions (billboard and transit), 17 print advertorials in different publications and numerous digital initiatives.
 - ✓ Egg Farmers of Ontario staff continue to develop the framework for various executional tactics as part of the *Consumer Choice Engagement Strategy* through the development of the *Egg Quality Assurance* program.
 - ✓ Egg Farmers of Ontario continued to refine and improve our social media strategy for 2019, featuring profiles of Ontario egg and pullet farmers, initiatives egg and pullet farmers were involved in/supported and engaging content about animal care and egg quality.
 - ✓ Egg Farmers of Ontario continued to promote our online question portal as an opportunity for consumers to ask their questions about egg farmers, egg farming and eggs and have them answered by industry experts.
- To support the development of a national traceability system.
 - Egg Farmers of Ontario will continue to provide unique identification codes for Ontario facilities.
 - ✓ Development of a national traceability system is ongoing, with the potential to be complementary to the *Egg Quality Assurance* program.
- To promote nutritional and environmental standards.
 - Egg Farmers of Ontario will continue to execute a multi-year nutrition strategy, targeting consumers and health professionals.
 - ✓ Egg Farmers of Ontario worked with two registered dietitians to execute the second year of our nutrition strategy.
 - ✓ Nutrition messaging was included in our social media content calendars, with engaging nutrition content being posted bi-weekly.
 - ✓ Egg Farmers of Ontario hosted a webinar for Loblaws' in-store Dietitians, to share our messaging and train them to conduct in-store demonstrations. As a result, 10 *eggs-citing* in-store demonstrations were conducted in November.
 - ✓ Media outreach (using Registered Dietitians Shannon Crocker, Carol Harrison and Andrea D'Ambrosio) occurred throughout the year, with quarterly outreach to various television stations.
 - 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' increased desire for more wholesome, protein-rich meals.
 - ✓ Foodservice collateral was refreshed in 2019, including new resources, infographics, promotion templates and a new tradeshow booth.
 - ✓ Egg Farmers of Ontario launched our redesigned *Egg Chef* site; an online portal for foodservice operators to access egg-themed point of purchase materials for their locations.
 - ✓ Over 16 promotions, featuring eggs, were run in various independent, chain, contract caterer and institutional settings during 2019.
 - ✓ Five chain-wide promotions were executed in 2019, including those at Great Canadian Bagel, Dana Hospitality, Java Joe's, The Bagel House and Boom Breakfast and Company.
 - ✓ To extend our reach in foodservice, a year-long partnership was executed with Restaurants Canada. This provided the opportunity to keep eggs front and centre, on a quarterly basis, in foodservice industry publications, digital spaces and tradeshows.

- ✓ Foodservice staff participated in the Restaurants Canada, Sysco, Flanagan and the Canadian Culinary Federation Conference tradeshows to engage with operators and distributors.
- ✓ Egg Farmers of Ontario continues to sponsor *The Egg Man*, Toronto's first and only breakfast food truck, as well as culinary competitions at Niagara and Humber Colleges.
- ✓ Egg Farmers of Ontario executed Year 1 of a five-year partnership with Algonquin College and its School of Hospitality and Tourism. As part of this partnership, over 700 students wear *Get Cracking* branded culinary uniforms.
- Egg Farmers of Ontario will develop communication initiatives in response to the release of the revised Food Guide.
 - ✓ In conjunction with messaging provided by Egg Farmers of Canada, social media content was developed to address the new food guide and how eggs are part of a balanced diet.
 - ✓ Key messaging on how eggs fit with the revised food guide were developed.
 - ✓ Egg Farmers of Ontario partnered with Lime and Lemon Media twice during 2019 to develop and offer Cooking 101 classes for elementary schools in Ontario to support the new food guide.
- To continue to monitor and respond to public perception.
 - Egg Farmers of Ontario will continue daily media monitoring to ensure we keep abreast of positive and negative media activity and public perceptions.
 - ✓ Daily media monitoring (traditional and social) continued, with summary emails provided to farmers and industry contacts on a daily basis.
 - ✓ Egg Farmers of Ontario entered into a services agreement with AFIMAC in order to stay abreast of special interest group activities, which also includes participation in multi-level round table strategy sessions with other agriculture and food stakeholders.
 - Egg Farmers of Ontario will continue to develop marketing and communication programs for a variety of audiences based on in-depth consumer research.
 - ✓ Consumer segmentation research was used to improve targeting of messaging across print and digital channels to reach consumers.
 - ✓ Quantitative message modelling research was conducted late 2019 to support the development of the new consumer advertising campaign.
 - ✓ Using consumer segmentation data, new recipes were developed and added to our already extensive recipe bank, including two new spice cards which were developed and distributed across Canada (79,000 for Ontario, 59,500 for provincial Egg Boards).
 - Egg Farmers of Ontario will work collaboratively with independent, professional third-party endorsers of eggs.
 - ✓ Egg Farmers of Ontario continues to work with third-party endorsers including: Shannon Crocker, Andrea D'Ambrosio and Carol Harrison (Registered Dietitians), Fareen Samji (Canadian Women's Long Distance Drive Champion), Lois Betteridge (Canadian Senior Under 23 National Kayak and Canoe Team member), Judy Scott Weldon (Home Economist), Chef Tom (*The Egg Man* food truck) and Korey Kealey (Food Media spokesperson).
 - ✓ Egg Farmers of Ontario partnered with Tabasco® to execute a multi-level engagement strategy to showcase the natural partnership between Tabasco® and eggs, featuring restaurant activations, an in-store contest, mass media outreach and a media tour.
 - ✓ In partnership with Brescia College's Food Resources Education for Student Health Program, Egg Farmers of Ontario sponsored two in-residence events for new students focusing on the nutritional benefits and versatility of eggs, led by college students with the help of local egg farmers.
 - ✓ Emily Richards, renowned home economist, piloted a secondary school Food Lab program in 20 high schools across the province.

- Youreggquestions.getcracking.ca, our online question portal, will be actively promoted to respond to consumer perceptions and questions in support of maintaining our farmers' social license.
 - ✓ Egg Farmers of Ontario continued to promote our online question portal as an opportunity for consumers to ask their questions about egg farmers, egg farming and eggs and have them answered by industry experts.
- 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 and execute marketing and communication programs that demonstrate egg and pullet farm families' commitment to hen care, using a shared values approach.
 - ✓ The 2019 *Who Made Your Eggs Today?* campaign continued to feature three egg farm families and one pullet grower introduced in 2018 to Ontario consumers via out-of-home executions (billboard and transit), 17 print advertorials in different publications and numerous digital initiatives.
 - ✓ Egg Farmers of Ontario continued to offer the Farm Family Information cards program, with two new cards developed for interested farm families during the year.
 - ✓ Egg Farmers of Ontario continued to refine and improve our social media strategy for 2019, featuring profiles of Ontario egg and pullet farmers, initiatives egg and pullet farmers were involved in/supported and engaging content about animal care and egg quality.
 - Egg Farmers of Ontario will develop and execute marketing and communication programs in support of the launch of the *Egg Quality Assurance* program.
 - ✓ Egg Farmers of Ontario staff continue to develop the framework for various executional tactics as part of the *Consumer Choice Engagement Strategy* through the development of the *Egg Quality Assurance* program.
 - ✓ Egg Farmers of Ontario's website was updated with elements to support the February 2019 launch of the *Egg Quality Assurance* program.
 - ✓ *Egg Quality Assurance* marks were incorporated into the national marketing efforts of major foodservice restaurant chains and regional restaurant chains in the last half of 2019.
- To work with industry stakeholders to launch and promote the *Egg Quality Assurance* program.
 - Egg Farmers of Ontario will work with industry stakeholders to execute the launch of the *Egg Quality Assurance* program in Ontario.
 - ✓ Egg Farmers of Ontario's website was updated with elements to support the February 2019 launch of the *Egg Quality Assurance* program.
 - ✓ *Egg Quality Assurance* marks were incorporated into the national marketing efforts of major foodservice restaurant chains and regional restaurant chains in the last half of 2019.
 - ✓ Egg Farmers of Ontario staff continue to work with Ontario graders to encourage adoption of the *Egg Quality Assurance* program. This work includes connections into retail, foodservice and institutional egg buyers.
- Egg Farmers of Ontario supports a balanced diet, which includes animal protein. As such, we will monitor the launch of the revised Canada's Food Guide and respond accordingly.
 - Egg Farmers of Ontario will develop communication initiatives in response to the release of the revised Food Guide.
 - ✓ In conjunction with messaging provided by Egg Farmers of Canada, social media content was developed to address the new food guide and how eggs are part of a balanced diet.
 - ✓ As part of our nutrition strategy, key messaging on how eggs fit with the revised food guide were developed.
 - ✓ Egg Farmers of Ontario partnered with Lime and Lemon Media twice during 2019 to develop and offer Cooking 101 classes for elementary schools in Ontario to support the new food guide.

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.

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 the organization's *Vision to 2020*.
 - ✓ Egg Farmers of Ontario staff continue to ensure operational and policy decisions are reflective of our *Vision to 2020*.
- Egg Farmers of Ontario will align itself with other groups supportive of fair farm pricing.
 - Egg Farmers of Ontario will align itself with other groups supportive of supply management and fair farm pricing to amplify messaging and initiatives.
 - ✓ Egg Farmers of Ontario continued to support FarmGate5 initiatives, in collaboration with other Ontario supply-managed commodities.
 - Egg Farmers of Ontario will actively engage in initiatives that demonstrate support for fair farm pricing and its benefits to consumers and agricultural industry stakeholders.
 - ✓ Public Affairs Department initiatives promoted fair farm pricing through consumer, media and government relations activities.
 - ✓ Terminology for fair farm pricing under a supply managed system is gaining traction with elected officials and has been used by politicians in statements publicly.
 - ✓ Key messages were developed for use at supply management roundtable events, held by provincial and federal officials.
- To continue to implement the national *Animal Care Program*.
 - Egg Farmers of Ontario will continue to review animal care practices currently in our program, make any program changes required once a year, and communicate all changes to farmers in advance of the effective date.
 - ✓ The *On-Farm Food Safety and Animal Care* program manuals were updated for layers and pullets and were distributed Fall 2019.
 - ✓ A presentation was made at the 2019 Egg and Pullet Farmers' Workshop to review approved program changes.
 - ✓ Egg Farmers of Ontario staff continue to communicate with Egg Farmers of Canada on interpretation details and effective dates for changes.
- Develop and implement an outreach strategy for maintaining our social license and trust in our product.
 - Egg Farmers of Ontario will develop and execute marketing and communication programs that demonstrate egg and pullet farm families' commitment to hen care, using a shared values approach.
 - ✓ The 2019 *Who Made Your Eggs Today?* campaign continued to feature three egg farm families and one pullet grower introduced in 2018 to Ontario consumers via out-of-home executions

- (billboard and transit), 17 print advertorials in different publications and numerous digital initiatives.
- ✓ Egg Farmers of Ontario continued to offer the Farm Family Information cards program, with two new cards developed for interested farm families during the year.
 - ✓ Egg Farmers of Ontario continued to refine and improve our social media strategy for 2019, featuring profiles of Ontario egg and pullet farmers, initiatives egg and pullet farmers were involved in/supported and engaging content about animal care and egg quality.
 - ✓ Egg Farmers of Ontario supported a President's Council initiative to explore a multi-commodity approach for a social license advocacy project.
- Egg Farmers of Ontario will develop and execute marketing and communication programs in support of the launch of the *Egg Quality Assurance* program.
- ✓ Egg Farmers of Ontario staff continue to develop the framework for various executional tactics as part of the *Consumer Choice Engagement Strategy* through the development of the *Egg Quality Assurance* program.
 - ✓ Egg Farmers of Ontario's website was updated with elements to support the February 2019 launch of the *Egg Quality Assurance* program.
 - ✓ *Egg Quality Assurance* marks were incorporated into the national marketing efforts of major foodservice restaurant chains and regional restaurant chains in the last half of 2019.
- Egg Farmers of Ontario will seek out new opportunities that create strong connections between egg and pullet farm families and their communities.
- ✓ The *Local Initiatives Program* continued through 2019 to encourage egg and pullet farm families to attend local events to tell their story.
 - ✓ Zone farmers participated in a number of events, using Zone displays/signage and the small egg education trailer.
 - ✓ Egg Farmers of Ontario continued to spearhead the presenting sponsorship program for *Rocks & Rings*, in conjunction with Egg Farmers of Canada and other provincial Egg Boards.
 - ✓ Announced late 2018, Egg Farmers of Ontario entered into partnership with the Ontario Minor Hockey Association (OMHA) to become the exclusive sponsor for the OMHA Playdowns. Branding was included in all digital assets related to the playdowns and logoed banners, hats and medallions were presented to each winning team, in each division, throughout the league (77 teams in total) by local egg farmers. An integrated logo, featuring the *Get Cracking* and Ontario Minor Hockey logos was developed and unveiled late 2019.
 - ✓ Egg Farmers of Ontario continued to execute its multi-year partnership with Sport and Social Group, the organization that represents over 120,000 players in recreational adult sports leagues, as their volleyball program partner.
 - ✓ As part of the *Fields to Forks* series with Bell Media, Egg Farmers of Ontario sponsored the September flight of the campaign, airing on CTV London and featured Aric and Andrea Bos (Zone 5 egg farmers). This partnership included TV advertising, on-air radio segments, pre-roll video and digital advertising.
- Egg Farmers of Ontario will continue to develop our partnership with Student Nutrition Ontario.
- ✓ Egg Farmers of Ontario entered into a one-year extension of its previous three-year partnership with Student Nutrition Ontario, until a new, long-term commitment could be evaluated. Over the course of the partnership, over two million eggs have been served to Ontario students.
 - ✓ Egg Farmers of Ontario staff provided support for the hard cooked eggs program offered in Zone 6 to help facilitate a more sustainable program.

- Egg Farmers of Ontario will actively engage with the Ontario Association of Food Banks through continuation and promotion of the *Egg Donation Program*.
 - ✓ Egg Farmers of Ontario continued its *Egg Donation Program*, in partnership with Feed Ontario (formerly the Ontario Association of Food Banks), which results in \$250,000 worth of eggs being distributed through their community food banks 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.
 - ✓ Work on this work plan prompt was not completed in 2019, but will be given priority in the 2020 plan.
- Egg Farmers of Ontario will seek opportunities to promote egg production efficiency, sustainability and the environmental impact of various housing systems.
 - Egg Farmers of Ontario will develop and execute marketing and communication programs that demonstrate egg and pullet farm families' commitment to hen care, using a shared values approach.
 - ✓ Egg Farmers of Ontario continued to refine and improve our social media strategy for 2019, featuring profiles of Ontario egg and pullet farmers, initiatives egg and pullet farmers were involved in/supported and engaging content about animal care and egg quality.

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).
 - Egg Farmers of Ontario Board Members will solicit feedback from farmers and other stakeholders throughout the year and bring feedback to Board meetings, as appropriate.
 - ✓ Zone specific emails from their respective Directors were sent to encourage participation and attendance at the regional strategic planning sessions.
- To examine the frequency of Zone and Councillor meetings and review the need for more frequent general farmer meetings.
 - Egg Farmers of Ontario will review the frequency of meetings and adapt to meet the needs of our farmers.
 - ✓ Each Board Director worked closely with their farmers to determine the frequency of Zone and Councillor meetings, in addition to their Zone annual and summer meetings.

- ✓ Four regional meetings were held in Spring 2019 to provide farmers the opportunity to discuss various components of Egg Farmers of Ontario's Strategic Plan and provide input into the its mission, vision, guiding principles, strategic priorities and key result areas.
- To ensure Zone meetings continue to meet the needs of our farmers.
 - Egg Farmers of Ontario will, where possible, send out information in advance to allow more time for discussion during meetings.
 - ✓ Pertinent information continues to be sent to farmers in advance of meetings, as appropriate.
- To provide the opportunity for farmers to participate in Egg Farmers of Ontario activities and initiatives.
 - Egg Farmers of Ontario will nominate young farmers to participate in the national Young Farmer Program and invite past participants to present their experience and key learnings at the Annual General Meeting and/or the Egg and Pullet Farmers' Workshop.
 - ✓ Three young farmers were nominated to participate in the Young Farmer program for 2019, representing Zones 1, 7 and 8.
 - Egg Farmers of Ontario will invite selected young farmers to in the annual Member of Provincial Parliament Omelette Breakfast and other events, as appropriate.
 - ✓ Four next generation farmers were invited to participate in the 2019 Member of Provincial Parliament Omelette Breakfast.
 - ✓ In partnership with Brescia College's Food Resources Education for Student Health Program, Egg Farmers of Ontario sponsored two in-residence events for new students focusing on the nutritional benefits and versatility of eggs. Local egg farmers hosted the events, which included trivia and omelette making demonstrations.
 - ✓ Egg Farmers of Ontario sponsored a Real Dirt Roadtrip video, showcasing the Huitema Family.
 - ✓ Egg Farmers of Ontario sponsored a panel speaker for the Advancing Women in Agriculture Conference, which featured the Veldman sisters and their involvement in the industry.
 - ✓ The nominees from the 2018 Young Farmer program (representing Zones 3 and 8) presented at the 2019 Egg and Pullet Farmers' Workshop.
- To continue to ensure key ideas from farmers reach Board Members in writing so they can be considered at Board meetings.
 - Egg Farmers of Ontario will provide opportunities for farmers to express their ideas, comments, questions and suggestions through open sessions at the Annual General Meeting and Egg and Pullet Farmers' Workshop.
 - ✓ Open sessions were held at the 2019 Annual General Meeting and Egg and Pullet Farmers' Workshop.
 - ✓ Question boxes were provided at the 2019 Annual General Meeting for farmers and industry to submit questions, which were then addressed by the Chair during the open session.
 - Egg Farmers of Ontario's Board of Directors will be available to address any questions and comments by posting their contact information on our website and in the monthly newsletter.
 - ✓ Board of Director contact information is included in each issue of the *Cackler* newsletter and is posted online at: <https://www.getcracking.ca/members/efo-team>.

- 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 capabilities to ensure that we are positioned to effectively meet the needs of our farmers and the industry.
 - ✓ Egg Farmers of Ontario Board of Directors has approved a three-year Information Technology Strategy. Phase one (of four) commenced September 2019, which will result in an improved and more robust infrastructure supporting the Flock Management System. This will be completed by March 1, 2020, followed by three additional phases over a two-three year period, involving all farmers and industry stakeholders.
- To improve Egg Farmers of Ontario's internal working processes and accountabilities.
 - Egg Farmers of Ontario will distribute committee meeting information to all Board of Directors in advance, so concerns can be brought to committees and addressed in a timely manner.
 - ✓ Pertinent information continued to be provided to Board of Directors in advance of Board and Committee meetings.
- To continue staff training, based on a needs and competency analysis, to satisfy present and future requirements of each position.
 - Egg Farmers of Ontario provides opportunities for training to all staff and is budgeted for as part of the annual budget development process.
 - ✓ Staff training continued to be made available through a variety of sources, as required.
 - ✓ Courses conducted throughout the year included training for Ladder Safety, Cardio Pulmonary Resuscitation and Automated External Defibrillator, Incident Management Systems, Confined Space, Respirator Fit (training and testing) and tactical communication training.
 - ✓ Online professional development courses continued to be used by various staff throughout the year in areas of technology, software, marketing and leadership.
 - Egg Farmers of Ontario will continue to encourage staff training, such as health and safety certification, for new committee members.
 - ✓ Staff training continued to be made available through a variety of sources, as required.
 - ✓ Online professional development courses continued to be used by various staff throughout the year in areas of technology, software, marketing and leadership.
- To improve succession planning for the position of the General Manager.
 - Egg Farmers of Ontario will review the *Governance Policy* with respect to protocols identified in *Schedule 9*.
 - ✓ The *Governance Policy* was reviewed at the April Board of Directors' meeting.
 - ✓ As part of the new Strategic Plan, a set schedule will be implemented to review and update all governance policies throughout the course of the 2020-2022 Strategic Plan.
 - ✓ Work has begun on developing Code of Conducts for Board of Directors, staff and farmers for further discussion and implementation.
- To maintain a robust performance review system for both Board Members and the General Manager.
 - Egg Farmers of Ontario will conduct an annual Board of Directors and General Manager review session, led by a third-party.
 - ✓ Egg Farmers of Ontario conducted an annual Board of Director and General Manager review session, led by a third-party consultant.
- 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 communication tool through the Flock Management database.
 - ✓ Egg Farmers of Ontario has engaged the services of BDO to execute an Information Technology Strategy, which will provide a more timely and accurate information source.

- 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 ensure Board Members are given the opportunity to attend governance training sessions, as required.
 - ✓ Three Directors participated in a Board Governance Workshop, led by the Ontario Farm Products Marketing Commission in April 2019.
 - Egg Farmers of Ontario's *Governance Policy* will be distributed to new and returning Directors at the start of their term of office (April).
 - ✓ Egg Farmers of Ontario's *Governance Policy* was reviewed at the April Executive Committee and Board of Directors' meeting.
 - ✓ Egg Farmers of Ontario's solicitor, Rob Wilson, led a session at the May Board of Directors' meeting focusing on Board member orientation including conflict of interest, confidentiality and Director roles and responsibilities.
- To prioritize communication and relationships with all industry stakeholders and members of the egg industry supply chain.
 - Egg Farmers of Ontario will continue to share consumer research and marketing objectives with Ontario graders in order to build relationships and opportunities for marketing partnerships.
 - ✓ Public Affairs staff worked with Ontario graders on shared efforts to promote the support of the *Egg Quality Assurance* program with retail, foodservice and institutional egg buyers.
 - Egg Farmers of Ontario's Board of Directors will continue to be available to address questions and comments, by posting their contact information in *Cackler* and on our website.
 - ✓ Board of Director contact information is included in each issue of the *Cackler* newsletter and is posted online at: <https://www.getcracking.ca/members/efo-team>.
 - Egg Farmers of Ontario will provide farmers and industry communication opportunities at the Annual General Meeting and Egg and Pullet Farmers' Workshop open sessions.
 - ✓ Open sessions were held at the 2019 Annual General Meeting and Egg and Pullet Farmers' Workshop.
 - ✓ Question boxes were provided at the 2019 Annual General Meeting for farmers and industry to submit questions, which were then addressed by the Chair during the open session.
 - Egg Farmers of Ontario will encourage participation at farmer and industry meetings to continue to build relationships.
 - ✓ Zone specific emails from their respective Directors were sent to encourage participation and attendance at the regional strategic planning sessions.
- To continue the reactivation of a formal Egg Industry Advisory Committee to respond to the Farm Products Marketing Commission's encouragement to all marketing boards to set up and make use of stakeholder advisory committees in their governance structures.
 - Egg Farmers of Ontario will appoint five members annually (at the start of the Directors' term of office each April) and be comprised of the Executive Committee and Pullet Director.
 - ✓ Egg Industry Advisory Committee members were appointed at the April Board of Directors' meeting.
 - ✓ The Ontario Farm Products Marketing Commission held one meeting of the advisory committee in August 2019.

- Actively engage our farmers to participate in strategic planning process.
 - Egg Farmers of Ontario will evaluate the current strategic planning process and identify opportunities for process improvement and engaging farmers.
 - ✓ Egg Farmers of Ontario undertook a complete overhaul of its strategic planning process during 2019, under the guidance of Synthesis Agri-Food Network.
 - ✓ Zone specific emails from their respective Directors were sent to encourage participation and attendance at the regional strategic planning sessions.
 - ✓ Four regional meetings (three in English and one bilingual) were held in Spring 2019 to provide farmers the opportunity to discuss various components of Egg Farmers of Ontario's Strategic Plan and provide input into the mission, vision, guiding principles, strategic priorities and key result areas. In total, over 90 farmers participated in this process.
 - ✓ The process resulted in a new Strategic Plan for 2020-2022 and a new Business Plan for 2020, which included refinements to Egg Farmers of Ontario's mission, vision, guiding principles, strategic priorities and focus areas.
 - Staff will work with Board of Directors to hold specific Zone/regional meetings for future strategic planning purposes.
 - ✓ Four regional meetings (three in English and one bilingual) were held in Spring 2019 to provide farmers the opportunity to discuss various components of Egg Farmers of Ontario's Strategic Plan and provide input into the mission, vision, guiding principles, strategic priorities and key result areas. In total, over 90 farmers participated in this process.
 - ✓ Staff also prepared documents and speaking notes for Board Directors to use at upcoming Zone meetings to update farmers on the strategic planning process.
 - ✓ A session at the 2019 Egg and Pullet Farmers' Workshop reviewed the fully developed version of the 2020-2022 Strategic Plan and gathered final input to conclude the consultation process with farmers.