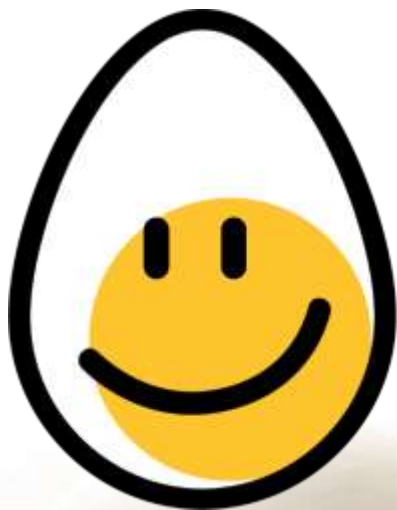


Egg Farmers of Ontario

2020-2022 STRATEGIC PLAN

September 5, 2019



get cracking®
Egg Farmers of Ontario



Vision - We strive for...

A sustainable and progressive egg sector providing consumers their choice of high-quality, fresh eggs, produced by family farms committed to animal care and the environment.

Mission

Egg Farmers of Ontario is a farmer-run organization that manages the supply and orderly marketing of eggs so customers can enjoy fresh, safe, high-quality protein at a fair price.

Means of Delivery

- Manage pullet and egg production within national supply management guidelines using a variety of approved housing systems.
- Manage the production and pricing of eggs through a cost of production system.
- Ensure strict food safety and animal care standards through the *Egg Quality Assurance* (EQA) program.
- Stimulate market demand for eggs through promotion, innovation and research.

VALUES

Egg Farmers of Ontario believes in:

1. Food Safety & Animal Care

- Providing safe and high-quality eggs using world-class food safety and animal care standards.

2. Fair Farm Pricing System

- The national supply management of eggs ensures the sustainability of our sector for future generations while providing a fair price to consumers.

3. Sustainability

- Ensuring programs, policies and procedures support environmental and financial sustainability.

4. Our People

- Supporting a dedicated and professional staff team who act with integrity to ensure efficient and effective operation of our organization.

5. Accountability

- Serving the egg and pullet farmers of Ontario effectively through policies that are equitable, transparent and meet domestic market requirements.

6. Relationships

- Maintaining professional working relationships with all stakeholders in our sector.

7. Leadership

- Providing supportive leadership to other agricultural organizations.

SUMMARY OF KEY DANGERS & OPPORTUNITIES

The following are key dangers & opportunities impacting Egg Farmers of Ontario we heard from farmers at the regional meetings in April 2019.

OPPORTUNITIES

DANGERS

1. Activism/ Public Trust

- Misinformation & misconceptions about farming practices
- Increasing pressure

2. Quota & Policies

- Changing Code of Practice / housing retooling in an uncertain market
- Quota Transfer System (QTS) makes it hard to expand
- Quota allocation a national issue, fill demand, reduce imports
- Policies need to be based on science, not emotion or pressure

3. Fair Farm Pricing System

- Pressure on the system
- Trade agreements

4. Food Trends

- Changing dietary trends away from animal proteins
- Promotion of veganism & egg substitutes

5. Labour

- Shortages of catching, transportation crews



Key Themes

Supporting Fair Farm Pricing System

Earning Consumer Confidence

Managing Housing Transition

Managing Growth

Improving Communication

Maintaining Consumer Choice

Other Factors in the Mix:

- Better grassroots input & communication between EFO & farmers
- More guidance on invasion from trespassers, activists
- Disease surveillance & mitigation plans
- French language services
- Online access to records, streamline paperwork
- Board governance concerns

1. Consumer Awareness & Confidence

- Promote *Egg Quality Assurance (EQA)*
- Tell our story more (EQA, family farms, animal welfare, social media)
- Increasing population - opportunity to increase egg consumption
- Promote eggs as high-quality, nutritious, sustainable protein

2. Quota & Policies

- Need to fill demand
- Revamp Quota Transfer System (QTS)
- Home week flexibility / extension
- Manage number of new entrants
- Pullets (ON/QC) issues
- Code of Practice / audit clarity

3. New Technology & Innovation

- Gender ID of hatching eggs
- Develop new egg product attributes
- Automation to address labour issues
- Increase production efficiencies & animal welfare through technology

STRENGTHS:

The following is a summary of farmer feedback from the regional meetings when asked: “What are the biggest strengths Egg Farmers of Ontario can build on as a sector?”



Focus Areas

1. Promoting a Fair Farm Pricing System
2. Managing Supply and Meeting Demand
3. Improving On-Farm Operations and Productivity
4. Maintaining Consumer Confidence and Trust
5. Ensuring Good Governance and Effective Farmer Communications

1. Promoting a Fair Farm Pricing System

OBJECTIVES:

- 1.1 Advocate for Fair Farm Pricing achieved through a stable national supply managed system with all levels of government.
- 1.2 Increase consumer understanding of the benefits of the fair farm pricing for eggs.
- 1.3 Continue to take a leadership role in policy development and communications to support the national and provincial systems.

2. Managing Supply and Meeting Demand

OBJECTIVES:

- 2.1 To match supply with demand in meeting the need for quality pullets and eggs.
- 2.2 Conduct regular reviews of the operation of the Quota Transfer System (QTS) and ensure its viability with respect to fair access and transparency for all farmers.
- 2.3 Resolve verification issues in alternative housing systems through the Flock Verification Committee.
- 2.4 Formalize a plan to monitor pullet contracting by housing type to ensure the pullet growers' production quotas remain relative to the demand for layer hens.
- 2.5 Maintain an up-to-date forecast database of planned future capacity for all layer and pullet farms by housing type.

- 2.6 Work with the federal government and industry stakeholders to ensure new Tariff Rate Quota (TRQ) allocations allow the sector to manage the increased access smoothly and ensure market disruptions are minimized.
- 2.7 Work with Egg Farmers of Canada to take action on their ability to collect marketing levies on imported product.
- 2.8 To continue to work at ensuring the current import regulations remain in force on blended products (e.g. breakfast sandwiches).
- 2.9 To collaboratively work with Pullet Growers of Canada and other provincial pullet agencies representing the interests of Ontario pullet growers.

3. Improving On-Farm Operations and Productivity

OBJECTIVES:

- 3.1 Ensure year-round compliance with the *Egg Quality Assurance* program and other regulations.
- 3.2 Work with farmers and industry stakeholders to identify and address challenges with coordinating a more even distribution of hen placement volumes and dates while meeting grader and consumer demands.
- 3.3 Work with the Egg Farmers of Canada to ensure clear interpretation of standards and timelines for implementation of the Code of Practice.
- 3.4 Maintain strong, consistent biosecurity practices on farm at all times.
- 3.5 Streamline and simplify farm operations and “paperwork”.
- 3.6 Ensure that the poultry sector has strong disease outbreak and emergency response plans and capacity.
- 3.7 Stimulate innovation and continuous improvement of animal care, on-farm management and egg quality by supporting/investing in research.
- 3.8 Investigate options that could provide access to and awareness of wellness and mental health resources for the egg community.
- 3.9 Maintain an up-to-date *Emergency Protocols Plan* for EFO, including connections to the Feather Board Command Centre *Emergency Management Plan* (as appropriate).

4. Maintaining Consumer Confidence and Trust

OBJECTIVES:

- 4.1 More consumers choosing Ontario eggs daily.
- 4.2 Continue to meet world-class food safety and animal welfare standards.
- 4.3 Increase public trust by promoting a positive image of egg and pullet farm families.
- 4.4 Investigate opportunities to work with other agriculture commodity organizations on “whole plate” food advocacy communications to increase public trust with consumers.
- 4.5 Demonstrate Egg Farmers of Ontario’s commitment to social responsibility and to sustainability.
- 4.6 Enhance knowledge of sustainable farming practices and housing systems to support informed consumer choices.

5. Ensuring Good Governance and Effective Farmer Communications

OBJECTIVES:

- 5.1 Develop and implement Code of Conducts for Board, staff and farmers, including dispute resolution processes and consequences.
- 5.2 Continually improve Board effectiveness.
- 5.3 Increase farmer communication effectiveness.
- 5.4 To improve Board Committee effectiveness through an annual review of Terms of Reference, governance policies and work plans for each committee.
- 5.5 Continue to gather farmer feedback regularly through Zone, regional and general farmer meetings.
- 5.6 Continue to make available French language service and materials, where appropriate.
- 5.7 Continue to schedule regular consultations as needed with the *Egg Industry Advisory Committee*, Farm Products Marketing Commission and industry stakeholders/partners to maintain and improve opportunities for input and working relationships.
- 5.8 To evaluate, on an annual basis, the role and service of EFO Board Members representing Ontario egg farmers’ interests on the boards of Egg Farmers of Canada, Pullet Growers of Canada and other stakeholders (E.g. Poultry Industry Council, Ontario Federation of Agriculture, Farm & Food Care, etc.).