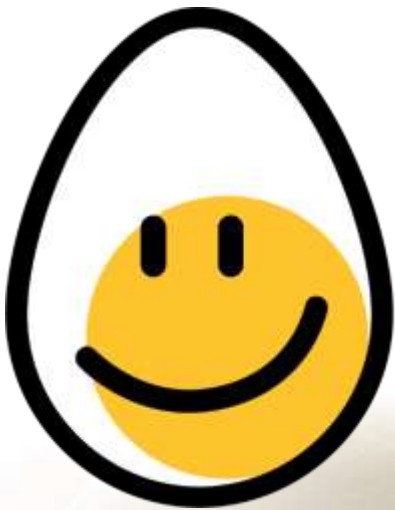


Egg Farmers of Ontario
2021 Business Plan
Achievements Report



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Egg Farmers of Ontario

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**

The following outlines achievements based on the 2021 Business Plan. Each objective, key strategy and tactic, as identified in the 2021 Business Plan, has been rated by management on the overall achievement and progress.

Departments have been identified using the following legend:

CA = Corporate Affairs and Human Resources

Exec = Board Executive

FIN = Finance

GM = General Manager

IU = Investigations Unit

OPS = Operations

PA = Public Affairs

QP = Quota & Policy

The following rating scale has been used to evaluate each strategy:

0 – Not Achieved

1 – To Do

2 – Ongoing

3 – Complete

1. Promoting a Fair Farm Pricing System

OBJECTIVES:

1.1 Advocate with all levels of government for fair farm pricing achieved through a stable national supply managed system and minimize the impacts of free trade agreements.

1.1.1 Promote the use of fair farm pricing terminology at the annual Member of Provincial Parliament Omelette Breakfast Fall 2021.

DEPT	Rating	Comments
PA	0	The event was not held due to continuing public health restrictions.

1.1.2 Incorporate fair farm pricing terminology with SM4 nationally at the Member of Parliament Breakfast on the Hill Spring 2021.

DEPT	Rating	Comments
PA	0	The event was not held due to continuing public health restrictions.

1.1.3 Continue to include fair farm pricing terminology and proof points in ongoing government relations activities (briefing notes, appearances, meetings, etc.) at municipal, provincial and federal levels.

DEPT	Rating	Comments
PA	2	Fair farm pricing terminology and proof points continue to be integrated into all communications with elected officials and their staff, including briefing notes, congratulatory letters and meetings.

1.2 Increase consumer understanding of the benefits of the fair farm pricing for eggs, including food security.

1.2.1 Incorporate fair farm pricing terminology and proof points in social media and farmer outreach activities.

DEPT	Rating	Comments
PA	2	Fair farm pricing messaging continues to be integrated into our social media content calendar and literature, where appropriate.

1.2.2 Demonstrate how fair farm pricing supports domestic food supply, food security and its economic impact.

DEPT	Rating	Comments
PA	2	Messaging demonstrating this support was integrated into communications around the success of managing egg supplies during COVID through Early Fowl Removal, Early Egg Removal and support for food bank system.

1.2.3 Amplify the Egg Farmers of Canada “Better Together” campaign to engage with consumers on the benefits of fair farm pricing, including food security.

DEPT	Rating	Comments
PA	2	Egg Farmers of Canada’s “Better Together” campaign has been included throughout the year in our social media content calendar.

1.3 Continue to take a leadership role in policy development and communications to support the national and provincial systems.

1.3.1 Advance the use of fair farm pricing terminology with Ontario egg and pullet farmers.

DEPT	Rating	Comments
PA	2	Fair farm pricing terminology continues to be integrated in communications to farmers, as appropriate (i.e., <i>Cackler</i> , eblasts, election briefs and newsletters).

1.3.2 Advance the use of fair farm pricing terminology with municipal, provincial and federal government officials.

DEPT	Rating	Comments
PA	2	Fair farm pricing terminology continues to be integrated in all communication with elected officials and their staff.

- 1.3.3 Advance the use of fair farm pricing terminology nationally (Egg Farmers of Canada and other provinces).

DEPT	Rating	Comments
GM	2	Fewer opportunities with no in-person meetings. No resistance encountered to the use of language to support the description of supply management.

- 1.3.4 Advance the use of fair farm pricing terminology with other SM5 groups.

DEPT	Rating	Comments
GM	2	Fewer opportunities with no in-person meetings. No resistance encountered to the use of language to support the description of supply management.

- 1.3.5 Continue to take a leadership role in developing and promoting the *Egg Quality Assurance* program in Ontario.

DEPT	Rating	Comments
PA	2	<i>Egg Quality Assurance</i> program messaging has been integrated into our monthly social media calendar, incorporated into video content and included in foodservice discussions with chains and institutions.

2. Managing Supply and Meeting Demand

OBJECTIVES:

- 2.1 To fill the Ontario market with as many Ontario/Canadian eggs as possible, while working within directives from Egg Farmers of Canada.

- 2.1.1 Report on monthly hen utilization, targeting 100%.

DEPT	Rating	Comments
QP	2	December 2021 Board forecast on hen utilization was 99.75%.

- 2.1.2 Provide quarterly forecasts and sensitivity analysis for Board review and decision making on hen inventory.

DEPT	Rating	Comments
QP	2	This analysis is part of staff's ongoing work plan to monitor hen utilization.

- 2.1.3 Implement programs and/or policy changes, including Early Fowl Removal and quota adjustments, to meet national obligations to meet market requirements.

DEPT	Rating	Comments
QP	2	Work with Egg Farmers of Canada directives on managing supply. Successful policy administration to provide quota to existing farmers under 1,800 quota units, set foundations to open up <i>Quota Transfer System</i> to new entrants for 2022.

- 2.2 Improve the function and operations of the *Quota Transfer System* and ensure its viability with respect to fair access and transparency for all farmers.

- 2.2.1 Formal policy review, at least twice a year, will be built into Production Management Committee 2021 work plan.

DEPT	Rating	Comments
QP	2	Legal counsel, working with staff, has reviewed all policies; amendments were approved at the December Board meeting. 30% / 70% pool formed has been successful in growing the smaller farmer to 3,600 production quota (PQ). No significant plans contemplated on changing how <i>Quota Transfer System</i>

		functions, however, discussions on fixed quota pricing and bid levels are ongoing.
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2.2.2 Conduct a survey to obtain ongoing farmer input after QTS 2 2021.

DEPT	Rating	Comments
QP	1	Needs further discussion at the Production Management Committee.

2.2.3 Re-examine maximum bid process for layer and pullet quota for alternatives given fixed quota pricing for QTS 1 2021, giving consideration to variable maximum amounts based on available quota.

DEPT	Rating	Comments
QP	1	Needs further discussion at Production Management Committee.

2.2.4 Drive farmer process efficiencies through FMS 2.0 (portal submissions) and work flow alignment to per barn quota.

DEPT	Rating	Comments
QP	3	Phase two successfully implemented; hatcheries and growers were on-boarded in Q4 2021.

2.2.5 See 2.3 for access for small size farmers.

DEPT	Rating	Comments
QP	3	Completed with likely one more <i>Quota Transfer System</i> 30% pool in 2022.

2.3 Review and formalize the strategy to improve quota access for small size farmers.

2.3.1 Implement policy development resulting from Board parking lot session November 9, 2020, Production Management Committee November 20, 2020 and other ongoing meetings for farmers under 1,800 production quota units.

DEPT	Rating	Comments
QP	3	30% pool will run one or two more sessions and goals would then be fully achieved.

2.3.2 Model out various scenarios and access to an agreed portion of the quota pool for sale been available.

DEPT	Rating	Comments
QP	3	30% pool

2.4 Strengthen the flock verification process for alternative housing systems through the Production Management Committee.

2.4.1 The Investigations Unit will continue to verify alternate housing systems by inspecting chick, pullet and hen placements as well as records. Emphasis will be focused on farmers showing over production and over placement that will be conducted in a timely manner after situations arise or as recommended by the Production Management Committee.

DEPT	Rating	Comments
OPS/IU	2	The Investigations Unit continues conducting flock verifications concerning all aspects of the industry from day-old chicks to spent fowl and verifying the records involved.

2.4.2 Operations, Quota and Investigations Unit staff will work together to identify and plan specific flock verification inspections, which will involve visits to pullet growers, layer farms and hatcheries, and will involve different types of monitoring and staffing requirements.

DEPT	Rating	Comments
OPS/IU	2	The Investigations Unit has been successful working with quota staff involving both flock and record verifications. More work is required to bring all departments together on a more fluid information sharing basis which EFOne should assist.

- 2.4.3 FMS 2.0 will provide data integrity for rate of lay analysis by production system and staff will review latest technology tools to assist in flock verification goals.

DEPT	Rating	Comments
OPS/IU	1	FMS 2.0 (EFOne) is just coming online and future versions should help identify “red flags” for future flock verifications.

- 2.4.4 Staff will investigate staffing options (internal and external) to complete random flock counts in alternate housing systems.

DEPT	Rating	Comments
OPS/IU	1	Staffing requirements continue to be a concern.

- 2.4.5 Staff and the Production Management Committee will work with hatcheries to share data.

DEPT	Rating	Comments
OPS/IU	1	Some initiative has been shown but no concrete agreements or direction has been accomplished. EFOne may assist in accomplishing this.

- 2.5 Maintain an up-to-date forecast database of planned future capacity for all layer and pullet farms by housing type.

- 2.5.1 Staff will continue to update and monitor barn information as farmers make changes to their housing systems.

DEPT	Rating	Comments
OPS	2	As barns are empty measurements continue.

- 2.5.2 Egg Farmers of Ontario will work with Egg Farmers of Canada to reach an agreement on measuring housing systems for both pullet and layer farms together and have both parties sign off.

DEPT	Rating	Comments
OPS	2	Egg Farmers of Canada and Egg Farmers of Ontario staff have visited farms as needed. A lot of farms are still being done by Egg Farmers of Ontario.

- 2.5.3 Staff will work with farmers reminding them to inform Egg Farmers of Ontario a minimum of a year in advance of any planned housing and capacity changes.

DEPT	Rating	Comments
OPS	2	Between office staff and field staff, reminders and messaging continue.

- 2.5.4 Staff will work with Egg Farmers of Canada to clarify Code requirements and interpretations, particularly with aviary and free run housing systems.

DEPT	Rating	Comments
OPS	2	Waiting for final code interpretations and the Animal Care Redevelopment Plan which will have a 12-month timeline for farmers once Egg Farmers of Canada releases code updates.

- 2.6 Work with the federal government and industry stakeholders to ensure new Tariff Rate Quota allocations allow the sector to manage the increased access smoothly and ensure market disruptions are minimized.

- 2.6.1 Egg Farmers of Ontario will support Egg Farmers of Canada’s efforts with government decision-makers at the provincial and national level to ensure optimal allocation and administration changes result from increases mandated by the *Canada-United States-Mexico Agreement*.

DEPT	Rating	Comments
GM	2	Egg Farmers of Ontario plays a role supporting national efforts under Egg Farmers of Canada’s authority in this area.

- 2.7 Work with Egg Farmers of Canada to take action on their ability to collect marketing levies on imported product.

- 2.7.1 Egg Farmers of Ontario will support Egg Farmers of Canada’s efforts with government decision-makers at the provincial and national level to ensure promotion and research levies allowed under existing trade agreements are collected on imported eggs.

DEPT	Rating	Comments
GM	2	Egg Farmers of Ontario plays a role supporting national efforts under Egg Farmers of Canada’s authority in this area.

- 2.8 To continue to work at ensuring the current import regulations remain in force on blended products (e.g. breakfast sandwiches).

- 2.8.1 Egg Farmers of Ontario will support Egg Farmers of Canada’s efforts with government decision-makers at the provincial and national level to ensure current regulations on blended egg products protect the sector from tariff circumvention efforts and increased access problems.

DEPT	Rating	Comments
GM	2	Egg Farmers of Ontario plays a role supporting national efforts under Egg Farmers of Canada’s authority in this area.

- 2.9 To collaboratively work with Pullet Growers of Canada and other provincial pullet agencies representing the interests of Ontario pullet growers.

- 2.9.1 Work collaboratively with Pullet Growers of Canada and provincial stakeholders to deliver objectives contained within their strategic plan.

DEPT	Rating	Comments
QP	2	Recent survey completed for Pullet Growers of Canada to provide metrics on number of farmers/quota and related farm information such as number of barns, types of systems, progress on measuring, feeders, etc.

3. Improving On-Farm Operations and Productivity

OBJECTIVES:

- 3.1 Ensure year-round compliance with the *Egg Quality Assurance* program and other regulations.

- 3.1.1 Field staff will continue to visit our farmers to administer the *On-Farm Food Safety and Animal Care* programs to ensure compliance. Staff will work with and communicate to Egg Farmers of Canada and graders when a farmer is not in compliance.

DEPT	Rating	Comments
OPS	2	Egg Farmers of Canada is now responsible for conducting the internal audits as well as the third-party audits. Egg Farmers of Ontario staff will be responsible for following up on all Corrective Action Record (CAR) closeouts.

- 3.2 Continue to improve the inspector/auditor and farmer working relationships and foster a culture of consistency and continuous improvement.

- 3.2.1 Field staff will regularly review program and auditing interpretations to aid in consistent audit processes.

DEPT	Rating	Comments
OPS	2	Continual communications between Egg Farmers of Ontario and Egg Farmers of Canada staff.

- 3.2.2 Staff will regularly work with NSF on third-party audits.

DEPT	Rating	Comments
OPS	2	With Egg Farmers of Canada now looking after audits and third-party audits done by NSF, Egg Farmers of Ontario staff will only be doing the Corrective Action Record closeouts and will be working through Egg Farmers of Canada on those.

- 3.2.3 Egg Farmers of Ontario will work to develop and implement an agreement to work jointly with Egg Farmers of Canada on the delivery of pullet audits in Ontario.

DEPT	Rating	Comments
OPS	3	Agreement in place between Egg Farmers of Canada and Egg Farmers of Ontario. Audits by Egg Farmers of Canada began in early 2021.

- 3.3 Ensure a robust approach to compliance and investigations to maintain the integrity of the supply management system.

- 3.3.1 The Investigations Unit will continue to investigate any offence under Egg Farmers of Ontario regulations with emphasis on public health concerns, animal welfare and serious offences that undermines Egg Farmers of Ontario's integrity. The Investigations Unit remains focused on accepting and following information from every resource available while being prepared to report evidence and findings to the Egg Farmers of Ontario Board or Provincial Court in a timely manner.

DEPT	Rating	Comments
IU	2	The Investigations Unit has been involved in many serious projects concerning various aspects of the industry directly affecting the integrity of Egg Farmers of Ontario. The Investigations Unit will continue working closely with the Ontario Ministry of Agriculture, Food and Rural Affairs and other stakeholders building on the successful relationships.

- 3.4 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.

- 3.4.1 Provide regular analytics on bird placements and quota distribution, by *Home Week* to industry stakeholders.

DEPT	Rating	Comments
QP	2	Ongoing work activity.

- 3.4.2 Plan for improved functionality in FMS 2.0 to include analytics on when birds are moving to layer barns in addition to turning 19 weeks of age.

DEPT	Rating	Comments
QP	2	<i>Home Week Policy</i> focus was updated to placement date, not 19-week old date, leveraging EFOonline technology and use of business rules as a control mechanism.

- 3.4.3 Include in analytics information on production system.

DEPT	Rating	Comments
QP	2	Plan to leverage Microsoft Power BI tool in 2022 for these types of data analytics.

- 3.5 Work with Egg Farmers of Canada to ensure clear interpretation of standards and timelines for implementation of the Code of Practice.

- 3.5.1 Staff will work with Egg Farmers of Canada to ensure clear understanding of interpretations and effective dates (18 months after decisions are made) and integrate this information into our programs.

DEPT	Rating	Comments
OPS	2	All housing certificates have been issued. New farms and a few farms requesting a re-measure will be completed as the flocks change. All capacities available have been uploaded to EFOonline. If no capacity available (due to re-measures), the manufacturer's specifications have been used. Egg Farmers of Ontario/Egg Farmers of Canada staff are working cooperatively to get any re-measures completed.

		<p>Egg Farmers of Ontario is measuring pullet barns. Aviary calculations have been figured out and all certificates to be sent (re-sent for conventional).</p> <p>Egg Farmers of Canada has taken over audits; Ontario is working cooperatively to work out any questions.</p> <p>Effective date will be 12 months instead of 18 months for Ontario.</p>
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3.6 Maintain strong, consistent biosecurity practices on farm at all times.

3.6.1 Promote biosecurity and emergency response procedures to farmers.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
OPS	2	Strong biosecurity measures are always followed. Work closely with the Feather Board Command Centre on any potential disease concern, followed by communications to farmers and industry as needed.

3.6.2 Staff will operate under heightened biosecurity on a regular basis.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
OPS	2	Ongoing protocols for Egg Farmers of Ontario field staff.

3.6.3 Field staff will follow COVID-19 protocols while visiting farms and setting up appointments. Staff will not visit a farmer that has a COVID-positive case until 14-days after they have been cleared.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
OPS	2	Field staff fill out a daily screening questionnaire and communicate with farmers on COVID-19 concerns before arriving and while at the farm; always wearing masks.

3.6.4 Egg Farmers of Ontario will work with the Feather Board Command Centre on communications when a disease or emergency is reported for farmers and industry, as appropriate.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
OPS	2	Pam Kuipers, Donna Lange and Albert Visser had active roles within the Feather Board Command Centre as resource supports for various incidents.

3.7 Streamline and simplify farm operations and improve internal operational efficiency and productivity through the implementation of Flock Management System (FMS) 2.0.

3.7.1 Target Q1 2021 for Board-approved scope of work with Egg Farmers of Ontario's technology partner, BDO, and start formal project implementation and approved communications strategy.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
QP	3	Currently in phase 3 of a potential 5 phase approach in digitalizing Egg Farmers of Ontario business processes.

3.7.2 January 1, 2021 hire consultant to lead Egg Farmers of Ontario's digital transformation and change management requirements.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
QP	3	BDO is Egg Farmers of Ontario's valued business partner.

3.7.3 Staff will continue to conduct farmer focus groups and industry stakeholder outreach for input on the digital transformation project.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
QP	2	Conducted small focus groups, webinars and Zoom presentations as part of Egg Farmers of Ontario's collaborative outreach.

3.7.4 Finalize policy development for working digitally with farmers, including solutions for non-digital farmers due to religious reasons by Q2 2021.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
QP	2	Policy amendments processed through Production Management Committee as required.

3.8 Ensure the poultry sector has strong disease outbreak and emergency response plans and capacity.

3.8.1 Maintain Egg Farmers of Ontario's *Emergency Management Plan* to ensure it is up-to-date and aligned with the Feather Board Command Centre plan.

DEPT	Rating	Comments
OPS	2	The Emergency Management Plan was updated to reflect changes within Egg Farmers of Ontario's and Feather Board Command Centre's plans.

3.8.2 Continue to have staff actively involved in the Feather Board Command Centre.

DEPT	Rating	Comments
OPS	2	Pam Kuipers, Donna Lange and Albert Visser had active roles within the Feather Board Command Centre as resource supports for various incidents. Egg Farmers of Ontario staff participated in leadership training, through Feather Board Command Centre.

3.8.3 Egg Farmers of Ontario will ensure appropriate staff has training in Incident Management System 100 and 200 levels in order to support our emergency response capacity, with new staff being trained as appropriate.

DEPT	Rating	Comments
OPS	3	Training in Incident Management Systems 100 occurred in 2021 for new staff.

3.9 Stimulate innovation and continuous improvement of animal care, on-farm management and egg quality by supporting/investing in research.

3.9.1 Continue to provide Egg Farmers of Ontario's contribution of \$104,275 annually to the Livestock Research Innovation Corporation to promote poultry research. The Livestock Research Innovation Corporation will continue to provide research proposals to Egg Farmers of Ontario's Research Committee for review and recommendation for approval.

DEPT	Rating	Comments
OPS	2	Egg Farmers of Ontario's Research Committee and Livestock Research Innovation Corporation review research proposals. Egg Farmers of Ontario's Board asked to list priorities areas for research projects.

3.10 Investigate options that could provide access to and awareness of wellness and mental health resources for the egg community.

3.10.1 Continue to provide awareness of accurate and up-to-date mental health and wellness resources.

DEPT	Rating	Comments
PA	2	Mental health and wellness resources have been posted on our website, with reminders included throughout the year in <i>Cackler</i> . Egg Farmers of Ontario entered into a five-year partnership agreement with The Grove Youth Wellness Hubs Guelph Wellington to support youth mental health initiatives.

4. Maintaining Consumer Confidence and Trust

OBJECTIVES:

4.1 More consumers choosing Ontario eggs daily.

4.1.1 Stimulate demand for eggs by promoting the nutritional and functional value of eggs with consumers, health professionals and foodservice/institutional stakeholders.

DEPT	Rating	Comments
PA	2	<p>Launched a new digital strategy for 2021, including leveraging micro-moments, to engage with consumers, with different content and connections each month, engaging 27,000 new users with this content.</p> <p>Continued to place eggs front and center in our social media strategy with nutritional content three times a month.</p> <p>Launched the second year of <i>Real Farmers. Real Eggs.</i> Campaign, including new tactics of digital video executions, taxi tops and radio ads in two flights (May and September), delivering over 105 million impressions.</p> <p>Third-party endorsers of eggs, including Dietetic Directions, Carol Harrison, Fareen Samji, Lois Betteridge, Team Homan, Julie Findlay and Michelle Jaelin were used in TV segments and in social media to promote the nutritional and functional value of eggs.</p> <p>Specific outreach tactics designed to drive demand for eggs included the development of foodservice collateral to support operator re-openings, engaging with foodservice operators as a sponsor, presenter and exhibitor at Restaurants Canada show (February 28-March 3) and relaunching of the <i>Egg Chef</i> e-newsletter.</p> <p>Sponsored Ontario Home Economics Association Speaker Series (March 16) and the Ontario Family Studies and Home Economics Educators Association Conference (October 16-17).</p> <p>Launched our new <i>Meal Plan Like A Pro</i> resource through a multi-month outreach strategy featuring TV segments, social media activity, contests and a webinar for dietitians and health care providers.</p> <p>Partnered with Great Canadian Bagel with the breakfast sandwich promotion.</p> <p>Furthered discussions within the healthcare sector for increased presence of eggs in menu planning in institutional/long-term care settings.</p> <p>As part of our multi-year partnership with Algonquin College, digital content was developed and shared by student chefs, egg education resources were included in class curriculum and five presentations were given by Ontario egg farmers for various class lectures.</p>

4.1.2 Develop and execute strategies that support incremental egg usage at all meal occasions that also align with Egg Farmers of Canada’s “eggs anytime” campaign.

DEPT	Rating	Comments
PA	2	<p>Launched 12 new <i>eggs-citing</i> recipes for use in a variety of outreach efforts during the year.</p> <p>Worked with online influencers on four occasions (Valentine’s Day, Easter, World Egg Day, and Christmas) to share recipe content.</p> <p>Launched Easter contest with media outreach, paid social ads and worked with four online influencers to promote the contest. Three TV segments also aired.</p> <p>Launched new spice card <i>The Vyn Family Chai Crème Brûlée</i>.</p> <p>Partnered with Ontario Asparagus growers to promote co-branded recipes in their e-recipe book.</p> <p>Partnered with Ontario Produce Marketing Association, Ontario Bean Growers, Turkey Farmers of Ontario and Veal Farmers of Ontario to celebrate <i>Local Food Week</i> with four TV segments, partnering with a lifestyle influencer and social media activation.</p> <p>Participated in Fortinos’ <i>Pick Ontario First</i> campaign, including advertorial and digital ad placements.</p> <p>Reached consumers with over 10 TV segments on popular morning shows across the province and in 26 publications throughout the year to inspire consumers to try new recipes with eggs.</p> <p>Egg Farmers of Ontario’s recipe platform continued to be leveraged to promote recipes and egg usage across all meal time occasions. The site increased monthly unique users by 12% in 2021.</p> <p>The <i>Eggs & Bakin’</i> e-newsletter continues to be a unique opportunity to engage with consumers. The monthly eblast has increased its subscription rate by 372% in 2021.</p> <p>To celebrate World Egg Day, EFO launched a microsite featuring international egg dishes and egg facts, along with an Instagram contest. Support through TV segments, print advertorials, online influencers and social media content elevated the presence of the 25th anniversary of World Egg Day.</p>

4.1.3 Further refine and execute the *Real Farmers. Real Eggs.* campaign platform.

DEPT	Rating	Comments
PA	3	<p>Launched the second year of <i>Real Farmers. Real Eggs.</i> Campaign, including new tactics of digital video executions, taxi tops and radio ads in two flights (May and September), delivering over 105 million impressions.</p>

4.1.4 Continue to develop and execute a robust and engaging social media strategy across all social media channels, focusing on Ontario egg and pullet farmers and the versatility of the egg.

DEPT	Rating	Comments
PA	2	<p>Egg Farmers of Ontario continues to refine our social media strategy across multiple channels with engaging content on recipes, nutrition, egg farm families, animal care and egg quality.</p>

		<p>The following engagement metrics have been achieved in 2021: Instagram-30% increase in followers; 14% increase in engagement Facebook-27% increase in followers; 3% decrease in engagement Twitter-1% increase in followers; 13% increase in engagement Pinterest-192% increase in followers; 46% increase in engagement</p> <p>Through social media activity, promoted getcracking.ca as the 'go to site' for all things eggs. For 2021, we saw monthly unique users increase by 11%.</p>
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4.1.5 [Develop 12 new egg recipes to be included in our recipe bank program that promotes the versatility of eggs and supports incremental usage at multiple meal occasions.](#)

DEPT	Rating	Comments
PA	3	<p>Launched 12 new <i>eggs-citing</i> recipes for use in a variety of outreach efforts during the year. These were featured in over 26 advertorials and on over 10 TV segments throughout 2021. One recipe was developed into a spice card for use at events and in sponsorship programs.</p> <p>New recipes were featured throughout the year on our recipe platform. The site increased monthly unique users by 12% in 2021.</p>

4.1.6 [Develop partnerships with culinary influencers to leverage the versatility of eggs.](#)

DEPT	Rating	Comments
PA	3	<p>Worked with online influencers on four occasions (Valentine's Day, Easter, World Egg Day and Christmas) to leverage the versatility of eggs across all meal occasions.</p>

4.2 Continue to meet world-class food safety and animal welfare standards.

4.2.1 [Continue to work with grocery, foodservice and institutional partners to promote the usage of the Egg Quality Assurance program, in co-ordination with Ontario graders.](#)

DEPT	Rating	Comments
PA	2	<p>The <i>Egg Quality Assurance</i> program logo featured prominently in Tim Hortons' <i>Freshly Cracked</i> campaign. Campaign included using real Ontario egg farmers in two ad campaigns, supported through social media activations.</p> <p>Engaged with foodservice operators at Restaurants Canada show (February 28-March 3) and through individual meetings about the <i>Egg Quality Assurance</i> program.</p> <p>Five presentations to Algonquin College students regarding egg production and on-farm standards.</p>

4.2.2 [Increase consumer confidence in eggs and awareness of the Egg Quality Assurance program with strategic marketing efforts and messaging across all media channels.](#)

DEPT	Rating	Comments
PA	2	<p>Featured dedicated content in our social media strategy each month.</p> <p>Included messaging in appropriate literature offered to consumers.</p> <p>Executed a World Egg Day Instagram contest to drive recognition of the <i>Egg Quality Assurance</i> program logo.</p>

4.2.3 [Continue to engage with consumers to showcase food safety and animal welfare programs followed by Ontario egg and pullet farmers.](#)

DEPT	Rating	Comments
PA	2	<p>Featured dedicated content in our social media strategy each month.</p>

		<p>Included messaging in appropriate literature offered to consumers.</p> <p>Through paid and organic posts, promoted our Your Egg Questions site and increased users by 985%.</p>
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4.3 Increase public trust by promoting a positive image of egg and pullet farm families.

4.3.1 Implement outreach strategies that maintain and increase trust in our farmers and eggs.

DEPT	Rating	Comments
PA	2	<p>Launched virtual tradeshow booth <i>Eggs-perience Ontario Eggs</i> to support outreach and educational events/opportunities.</p> <p>Egg Farmers of Ontario sponsored two flights of <i>Fields to Forks</i> – August/September in London and October/November in Ottawa. Both flights had TV, radio and digital advertising components.</p> <p>The 2021 social media content calendar was implemented with an increase of 20% more content relating to public trust.</p> <p>To celebrate World Egg Day, EFO launched a microsite featuring international egg dishes and egg facts, along with an Instagram contest. Support through TV segments, print advertorials, online influencers and social media content elevated the presence of the 25th anniversary of World Egg Day.</p> <p>With the cancellation of in-person events, outreach efforts continued in a virtual format, including participation in the Royal Agricultural Virtual Events (March, June and November), Huron Perth Ag and Water virtual education program and Western Fair District’s virtual ag-tours.</p> <p>In collaboration with AgScape, <i>An Exploration of Egg Farming in Ontario Teachers’ Guide</i> was developed and launched, featuring curriculum-connected lesson plans, activities and extension opportunities.</p> <p>Worked with Tim Hortons to include two egg farmers in upcoming commercials.</p> <p>Egg Farmers of Ontario featured our various sponsorships each month on all social media channels.</p> <p>Participated as a Guardian Level sponsor for Farm and Food Care’s <i>Breakfast From the Farm</i> events in Carp, Lindsay and London.</p> <p>Partnered with various other organizations in cross-commodity initiatives for <i>Local Food Week</i> (June), <i>Food Day Canada</i> (August) and <i>Agriculture Week</i> (October) in an effort to build public trust. Initiatives include work with influencers, virtual farm tours and social media content.</p>

4.3.2 Continue to seek new opportunities that create strong connections between egg and pullet farm families and their communities.

DEPT	Rating	Comments
PA	2	<p>The 2021 Zone Sponsorship program (\$150,000) was used to support a variety of local, grassroots initiatives throughout the province, with activities featured in <i>Cackler</i> each month.</p>

	<p>Egg Farmers of Ontario continued to lead the presenting sponsorship program for <i>Rocks & Rings</i>, in collaboration with Egg Farmers of Canada and other provincial egg boards.</p> <p>In collaboration with <i>Rocks & Rings</i>, launched and promoted the Curling Day in Canada Challenge. Worked with egg farmers to develop content to be used in promotions and outreach.</p> <p>EFO's sponsorship of the Ontario Minor Hockey Association <i>Player Assist Program</i> was released on March 16, with equipment drop off events happening throughout the province in fall 2021.</p> <p>As in-person events continued to be cancelled, where possible, Egg Farmers of Ontario supported community events by providing digital content, virtual farm tours and provision of resources for "Ag Bag" programs.</p> <p>Participated in Ontario Public Servant Food Drive through donating 300 boxes of eggs.</p> <p>Partnered with Diabetes Canada for sponsorship of <i>Flame of Hope</i> Golf Tournaments across the province and their virtual <i>Lace Up</i> event in September.</p> <p>Sponsorship of Sport and Social Group, the organization that represents over 120,000 players in local recreational sports leagues, concluded in October 2021.</p> <p>Egg Farmers of Ontario continued multi-year sponsorships of Team Homan (Canadian and World Champion Women's curling team) and Lois Betteridge (Team Canada Canoe and Kayak member).</p> <p>In partnership with Fédération des Producteurs d'œufs du Québec, continued to be a lead sponsor of Alpine Canada Ski Team member Valérie Grenier.</p> <p>Egg Farmers of Ontario became the "Official Breakfast Protein" for Tyler McGregor, Captain of Team Canada's Sledge Hockey team.</p> <p>In collaboration with other Ontario agricultural organizations, Egg Farmers of Ontario issued a joint statement for the National Day of Truth and Reconciliation.</p>
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4.3.3 Further develop the "In the Zone" section of the *Cackler* newsletter to share and leverage the success of local initiatives.

DEPT	Rating	Comments
PA	2	2021 Zone Sponsorship program initiated, with activities featured in <i>Cackler</i> each month.

4.4 Investigate opportunities to work with other agriculture commodity organizations on "whole plate" food advocacy communications to increase public trust with consumers.

4.4.1 Continue to support the Presidents Council initiative to develop a cross-commodity advocacy/outreach program to build public trust.

DEPT	Rating	Comments
PA	2	Continued to be a part of discussions regarding advocacy programs with Presidents Council.

		In collaboration with other Ontario agricultural organizations, Egg Farmers of Ontario issued a joint statement for the National Day of Truth and Reconciliation.
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4.4.2 Continue to partner with other commodities, Farm and Food Care and the Canadian Centre for Food Integrity on cross-commodity initiatives (i.e., Breakfast on the Farm, Ontario Agriculture Week, Local Food Week, etc.).

DEPT	Rating	Comments
PA	2	<p>Participated as Guardian Sponsor for Farm and Food Care’s “Breakfast from the Farm” events in Carp, Lindsay and London.</p> <p>Featured Janelle Caldwell in the Canadian Ag Day celebrations, coordinated by Farm and Food Care.</p> <p>Participated in the virtual Ontario Association of Agricultural Societies Convention to promote resources and collaboration.</p> <p>Executed <i>Local Food Week</i> partnership with Ontario Produce Marketing Association, Ontario Bean Growers, Turkey Farmers of Ontario and Veal Farmers of Ontario.</p> <p>Partnered with various other organizations in cross-commodity initiatives for <i>Local Food Week</i> (June), <i>Food Day Canada</i> (August) and <i>Agriculture Week</i> (October) in an effort to build public trust. Initiatives include work with influencers, virtual farm tours and social media content.</p> <p>Participated in Fortinos’ <i>Pick Ontario First</i> campaign, including advertorial and digital ad placements.</p>

4.5 Demonstrate Egg Farmers of Ontario’s commitment to social responsibility and sustainability.

4.5.1 Execute the three-year partnership renewal with Student Nutrition Ontario, by donating \$75,000 in grants annually.

DEPT	Rating	Comments
PA	3	\$75,000 worth of eggs and equipment needed to serve eggs was distributed throughout the 14 lead agencies overseeing nutrition programs in schools. This partnership also included the distribution of educational materials to all participating schools.

4.5.2 Continue to support the Egg Donation Program with Feed Ontario, by donating \$250,000 worth of eggs annually.

DEPT	Rating	Comments
PA	3	\$250,000 worth of eggs was donated to Feed Ontario in 2021 (as per our partnership agreement).

4.5.3 Continue to demonstrate our commitment to social responsibility by supporting Zone activities through the Zone Sponsorship Fund.

DEPT	Rating	Comments
PA	2	<p>2021 Zone Sponsorship program initiated, with activities featured in <i>Cackler</i> each month.</p> <p>Continued to reach out to Zones for content for <i>Cackler</i> and social media posts.</p>

4.5.4 Engage in research activities that support on-farm sustainability.

DEPT	Rating	Comments
OPS	1	The annual request for research projects from Livestock Research Innovation Corporation has been received and will be reviewed by the Research Committee.

4.6 Enhance knowledge of sustainable farming practices and housing systems to support informed consumer choices.

4.6.1 Develop outreach material (print and digital) highlighting the sustainability of egg farming for use across all channels.

DEPT	Rating	Comments
PA	2	Participated in a national committee of provincial marketers to develop and launch a new sustainability infographic. Presented to five Algonquin College classes on sustainability and animal care in egg farming.

4.6.2 Integrate sustainability messaging into annual social media content calendar.

DEPT	Rating	Comments
PA	2	Featured social media posts on sustainability and animal care three times each month.

4.6.3 Incorporate sustainability messaging into educational resources for use in school and within outreach programs.

DEPT	Rating	Comments
PA	2	Incorporated sustainability messaging into Teachers' Guide resource, along with the development of an infographic for use in outreach programs.

4.6.4 Develop a social media plan to highlight sustainability and innovation within the egg industry.

DEPT	Rating	Comments
PA	2	Featured social media posts on sustainability and animal care three times each month.

5. Ensuring Good Governance and Effective Farmer Communications

OBJECTIVES:

5.1 Review and update Code of Conduct agreements for Board and staff including resolution processes and consequences.

5.1.1 Review, update and implement changes to the Code of Conduct for Board and staff.

DEPT	Rating	Comments
CA	3	The Board Code of Conduct was reviewed and finalized in Egg Farmers of Ontario's Governance Policy. The staff Code of Conduct was updated and included in the revised Egg Team Handbook.

5.2 Formalize and communicate the farmer feedback process for both policy and administrative matters.

5.2.1 Continue to provide various opportunities for farmers to provide feedback and communicate the process to farmers.

DEPT	Rating	Comments
CA	2	Farmer and industry comments and questions were encouraged via open sessions, Q&A and chat at various virtual meetings held throughout the year including: annual Zone elections (January/February), AGM (March), EFO online webinars (June, July, September, November), summer meetings (July/August), and the Egg and Pullet Farmers' Workshop (November).

5.3 Continually improve Board effectiveness.

5.3.1 Execute an annual Director performance review and Board assessment process.

DEPT	Rating	Comments
GM	3	The annual Board assessment was conducted the December Board meeting.

- 5.3.2 Develop a multi-year governance training program for Board Directors and investigate opportunities to include Councillor/Delegate training opportunities.

DEPT	Rating	Comments
PA	2	Modules 1 and 2 of the Leadership in Governance Training were executed in 2021. Development of Modules 3 and 4 (Financial Governance) and the Industry Session are in the planning phases.

- 5.3.3 Complete Modules 1 and 2 of the Leadership in Governance program.

DEPT	Rating	Comments
PA	3	Module 1 (Roles and Responsibilities) was held in March 2021. Module 2 (Strategic Planning) was held in June 2021.

- 5.3.4 Conduct an annual General Manager review session, led by a third-party, with check in sessions in April and August by the Executive/Board.

DEPT	Rating	Comments
Exec	2	A new General Manager joined Egg Farmers of Ontario in March 2021 and reviews were conducted at three months and six months.

- 5.3.5 Set a schedule to review and update Egg Farmers of Ontario Governance Policies over the course of the strategic plan.

DEPT	Rating	Comments
Exec	3	Egg Farmers of Ontario's Governance Policy was reviewed in detail throughout the year, updated and approved at the December Board meeting.

- 5.3.6 Continue to pursue improvements to Egg Farmers of Ontario's policy development process.

DEPT	Rating	Comments
GM	2	The Director of Regulatory Affairs, Quota and Information Technology continues to work on policy development at the committee and Board level in consultation with Egg Farmers of Ontario's legal counsel. EFOOnline is a direct result of this process. The policy development process is currently under review as a new Director of Economics and Policy has been hired as of October 4.

- 5.3.7 Update the conflict of interest declaration process by March 1, 2021.

DEPT	Rating	Comments
GM	3	Past practice has been to note any conflicts of interest during Board and Committee meetings as they arise. This process was formalized and 'conflict of interest disclosure' is now included on all Board and Committee meeting agendas.

5.4 Increase farmer communication effectiveness.

- 5.4.1 Develop and implement a communications strategy, message protocols and annual communications plan for use across all departments.

DEPT	Rating	Comments
CA	0	Due to COVID-19, changes in senior leadership and other competing priorities, this has not been completed at this point.

- 5.4.2 Measure communications effectiveness with farmers annually through survey and/or feedback sessions.

DEPT	Rating	Comments
CA	2	Ongoing feedback was received at various virtual meetings held throughout the year including: annual Zone elections (January/February), AGM (March), EFOOnline webinars (June, July, September, November), summer meetings (July/August), and the Egg and Pullet Farmers' workshop (November). Feedback from farmers is encouraged on an ongoing basis at regular meetings; we will continue to look for ways to measure and improve communications.

5.4.3 Continue to offer Egg Ambassador and media training, as required.

DEPT	Rating	Comments
PA	3	Training was not held due to continuing public health restrictions. One-on-one virtual training was held, as required.

5.5 To review, on an annual basis, Terms of Reference, governance policies and work plans for each Board Committee.

5.5.1 To be reviewed by each Board Committee at their first meeting with recommendations presented to the next regular Board of Directors' meeting for formal approval.

DEPT	Rating	Comments
CA	2	The following committee terms of reference have been reviewed and approved: Executive, Pullet, Production Management Committee, Public Affairs, Research and Finance. The Audit committee will review their terms of reference in Q1 2022.

5.6 Continue to gather farmer feedback regularly through Zone, regional and general farmer meetings.

5.6.1 Actively engage farmers in the strategic planning process.

DEPT	Rating	Comments
CA	2	Input was gathered from the November Workshop breakout session. As we enter into the final year of Egg Farmers of Ontario's 3-year strategic plan in 2022, farmers will be engaged in the planning process for the next strategic plan.

5.6.2 Continue to offer open sessions and opportunities for questions at the Annual General Meeting and Egg and Pullet Farmers' Workshop for farmers to express their ideas, comments and suggestions.

DEPT	Rating	Comments
CA	2	Farmer and industry comments and questions were encouraged via open sessions, Q&A and chat at various virtual meetings held throughout the year including: annual Zone elections (January/February), AGM (March), EFO online webinars (June, July, September, November), summer meetings (July/August), and the Egg and Pullet Farmers' workshop (November).

5.6.3 Continue to schedule meeting and Zone reports at the monthly Board meetings for Directors to bring forth ideas, questions and suggestions from their respective Zones.

DEPT	Rating	Comments
CA	2	This continues to remain an ongoing Board meeting agenda item.

5.7 Continue to offer and make available French language services and materials, where appropriate.

5.7.1 French language services are offered at Egg and Pullet Farmers' Workshop, Annual Meeting, as well as Zone 10's Election and Summer Meetings.

DEPT	Rating	Comments
CA	3	French language services were provided.

5.7.2 Continue to provide policies, meeting documentation and monthly newsletters in French.

DEPT	Rating	Comments
CA	3	Completed.

5.7.3 Ensure that French language skills are a key consideration in hiring for any staff position.

DEPT	Rating	Comments
CA	2	Egg Farmers of Ontario continues to look for ways to improve in this area to provide better service to farmers.

5.8 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.

5.8.1 Work with the Farm Products Marketing Commission to hold annual meetings of the *Egg Industry Advisory Committee*. Continue to convene additional ad hoc meetings with issue-specific sub-committees of industry stakeholders and partners on an as-needed basis for any developing issues.

DEPT	Rating	Comments
GM	2	The Commission did not schedule an Egg Industry Advisory Committee meeting in 2021. Other meetings facilitated by the Commission included a Board review meeting in February to discuss the state of the industry and current initiatives; and a pullet industry meeting in June to discuss the pullet growing fee for 2022 and other pullet related matters. Egg Farmers of Ontario's new Pullet Industry subcommittee met regularly and reported to the Pullet Committee. A further subcommittee was created for Eastern Ontario Pullets.

5.9 To evaluate, on an annual basis, the role and service of Egg Farmers of Ontario Board Members representing Ontario egg farmers' interests on the boards of Egg Farmers of Canada, Pullet Growers of Canada and other stakeholders (i.e., Poultry Industry Council, Ontario Federation of Agriculture, Farm & Food Care, etc.).

5.9.1 Egg Farmers of Ontario's representatives to respective Boards (Egg Farmers of Canada, Farm and Food Care Ontario, Ontario Federation of Agriculture, Poultry Industry Council and Pullet Growers of Canada) will be elected annually at the April Board of Directors' meeting.

DEPT	Rating	Comments
CA	3	Completed April 2021.

5.9.2 Egg Farmers of Ontario elected representatives will attend meetings as required with the respective Boards (Egg Farmers of Canada, Farm and Food Care Ontario, Ontario Federation of Agriculture, Poultry Industry Council and Pullet Growers of Canada) and provide ongoing reports to monthly Board of Directors' Meetings.

DEPT	Rating	Comments
GM	2	Egg Farmers of Ontario Director representatives attend regular meetings with respective Boards and ongoing reports are provided to the monthly Board meetings. In addition, representatives from Egg Farmers of Canada and Farm & Food Care Ontario attended the April and February Board meetings respectively to provide further updates.