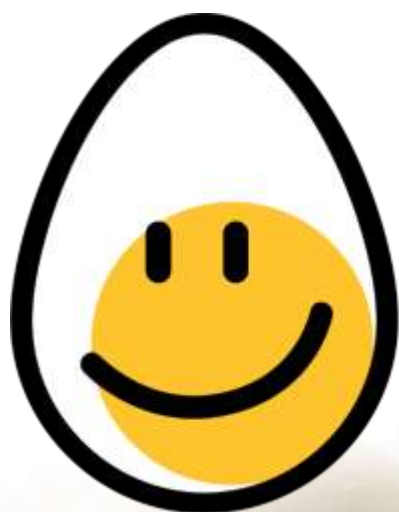


# Egg Farmers of Ontario 2022 Business Plan

*December 8, 2021*



**get cracking<sup>®</sup>**  
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 consumers can enjoy fresh, local, safe, high-quality protein produced under fair farm pricing.

## 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 through fair farm pricing.

### 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.

# 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

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## 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 fair farm pricing terminology and its benefits to farmers and consumers at the annual Member of Provincial Parliament Omelette Breakfast in fall 2022.
  - 1.1.2 Promote fair farm pricing terminology and its benefits to farmers and consumers with SM4 nationally at the Member of Parliament Breakfast on the Hill in spring 2022.
  - 1.1.3 Continue to advance the use of fair farm pricing terminology nationally, in collaboration with Egg Farmers of Canada and provincial/territorial egg boards.
  - 1.1.4 Continue to advance the use of fair farm pricing terminology with other SM5 groups.
  - 1.1.5 Include fair farm pricing terminology, its benefits to farmers and consumers and proof points in government relations activities (appearances, briefing notes, etc.) with municipal, regional, provincial and federal staff and elected officials.
- 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 and consumer outreach initiatives and resources.
  - 1.2.2 Continue to engage in opportunities to demonstrate how fair farm pricing supports the domestic food supply, food security and its economic impact provincially and federally.
  - 1.2.3 Continue to amplify Egg Farmers of Canada's "Better Together" campaign to engage with consumers and elected officials on the benefits of fair farm pricing and its impact in the areas of food security and sustainability.
- 1.3** Continue to take a leadership role in policy development and communications to support the national and provincial systems.
  - 1.3.1 Continue to advance the use of fair farm pricing terminology, as it relates to Ontario egg and pullet farmers.
  - 1.3.2 Engage with municipal, regional, provincial and federal government officials and their staff on the importance of fair farm pricing, as well as other industry issues, to continue to develop relationships with all levels of government.
  - 1.3.3 Continue to take a leadership role in developing and promoting the *Egg Quality Assurance* program in Ontario.

## 2. Managing Supply and Meeting Demand

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### 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%.
  - 2.1.2 Provide quarterly forecasts and sensitivity analysis for Board review and decision making on hen inventory.
  - 2.1.3 Implement/maintain programs and/or policy changes to meet national obligations for market requirements.
  - 2.1.4 Review storage requirements and implement the optimal strategy for surplus storage.
  - 2.1.5 Review process for farmers not reaching standard rate of lay. EFO field staff and/or investigation unit when prompted by EFO reports to follow up with the farmer and industry, and possible veterinarian reports.
- 2.2** Improve the function and operations of the *Quota Transfer System* (QTS) and ensure its viability with respect to fair access and transparency for all farmers.
  - 2.2.1 Review at Committee and Board farmer feedback.
  - 2.2.2 Minimum annual review of related policies.
  - 2.2.3 Drive efficiencies leveraging EFOOnline to process family transfers and bid submissions for the *Quota Transfer System*.
  - 2.2.4 Engage consultant to assist in a full review of the *Quota Transfer System*.
- 2.3** Review and formalize the strategy to improve quota access for small size farmers.
  - 2.3.1 Continue 30% QTS pool for small farmers.
- 2.4** Strengthen the flock verification process for alternative housing systems and investigate technology to support this process through the Production Management Committee.
  - 2.4.1 The Investigations Unit will continue to assist Operations to verify alternative 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 or as directed by the Quota department via EFOOnline information.
  - 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.
  - 2.4.3 EFOOnline 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.

- 2.4.4 Staff will investigate staffing options (internal and external) to complete random flock counts in alternative housing systems.
- 2.4.5 Hatch data will be reviewed by staff and the Production Management Committee for the two main hatcheries, as well as the smaller two.
- 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.
  - 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 all parties sign off.
  - 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.
  - 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.
- 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.
- 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.
- 2.8** Work with Egg Farmers of Canada to enforce and strengthen current import regulations 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.
- 2.9** To collaboratively work with Pullet Growers of Canada and other provincial pullet agencies representing the interests of Ontario pullet growers and work towards promoting Ontario grown pullets.
  - 2.9.1 Work collaboratively with Pullet Growers of Canada and provincial stakeholders to deliver objectives contained within their strategic plan.

- 2.10** Work with key stakeholders in the egg and pullet industries to sufficiently and sustainably meet the new demand for vaccine egg production resulting from the partnership between Sanofi and the government to increase Ontario's vaccine production capacity.
  - 2.10.1 Staff will work closely with Sanofi and Egg Farmers of Canada to develop the strategy to meet this new demand for high-quality, fertilized eggs.
- 2.11** Work with Egg Farmers of Canada to review and update the Federal Provincial Territorial Agreement.
  - 2.11.1 Staff will support Egg Farmers of Ontario's Egg Farmers of Canada representative with briefings, analysis and recommendations that ensure Egg Farmers of Ontario's interests are expressed at the national level.

### 3. Improving On-Farm Operations and Productivity

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#### OBJECTIVES:

- 3.1** Ensure year-round compliance with the *Egg Quality Assurance* program and other regulations.
  - 3.1.1 Working through Egg Farmers of Canada, Egg Farmers of Ontario Field Staff will continue to visit our farmers and follow up on Corrective Action Requests to administer the *On-Farm Food Safety* and *Animal Care Programs* to ensure compliance. Staff from Egg Farmers of Ontario and Egg Farmers of Canada will work and communicate with graders when a farm is not in compliance.
- 3.2** Continue to support collaborative 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 with Egg Farmers of Canada to aid in consistent audit process and Corrective Action Request follow ups.
- 3.3** Work with Egg Farmers of Canada, graders and the Canadian Food Inspection Agency to ensure robust processes are in place to facilitate testing for Salmonella Enteritidis.
  - 3.3.1 EFO field staff will continue to work with our graders and our farmers to coordinate SE testing scheduling and report results back to the graders as soon as they are received.
  - 3.3.2 When approved EFO and EFC field staff will follow direction and recommendations from the SE working group made up from EFC and CFIA on any possible changes in the future to SE testing protocols.

- 3.4** Ensure a robust approach to compliance and investigations to maintain the integrity of the supply management system.
  - 3.4.1 The Investigation Unit will continue to investigate any offence under Egg Farmers of Ontario's regulations with emphasis on public health concerns, animal welfare and serious offences that undermine 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 Egg Farmers of Ontario's board or Provincial Court in a timely manner.
- 3.5** 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.
  - 3.5.1 Provide regular analytics on bird placements and quota distribution, by Home Week, to industry stakeholders.
  - 3.5.2 Leverage EFOOnline to provide improved transparency and analytics on bird movement.
- 3.6** Streamline and simplify farm operations and improve internal operational efficiency and productivity through the implementation of EFOOnline.
  - 3.6.1 Implement phase three of EFOOnline and plan phase four.
  - 3.6.2 Implement farmer focus groups quarterly for farmer and industry feedback.
- 3.7** Work with Egg Farmers of Canada to ensure clear interpretation of standards and timelines for implementation of the Code of Practice.
  - 3.7.1 EFO staff will work with Egg Farmers of Canada to ensure clear understanding of interpretations and effective dates (12 months after Egg Farmers of Canada's decisions have been made) and integrate this information into our programs.
- 3.8** Maintain strong, consistent biosecurity practices on farm at all times.
  - 3.8.1 Promote biosecurity and emergency response procedures to farmers as required.
  - 3.8.2 Staff will operate under heightened biosecurity on a regular basis.
  - 3.8.3 Field staff will follow COVID-19 protocols while visiting farms. Staff will not visit a farm that has a COVID-19 positive case until 14 days after they have been cleared.
  - 3.8.4 Egg Farmers of Ontario will work with the Feather Board Command Centre on communications when a disease or emergency is reported to farmers and industry, as appropriate.
- 3.9** Ensure the poultry sector has strong disease outbreak and emergency response plans, capacity and mitigation processes.
  - 3.9.1 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.
  - 3.9.2 Develop and execute a cross-department review and simulation of our *Emergency Management Plan*.



- 3.9.3 Continue to have staff actively involved in the Feather Board Command Centre.
  - 3.9.4 Ensure Egg Farmers of Ontario staff is training in Incident Management System 100, 200 and 300 levels to support our emergency response capacity, with new staff being trained as appropriate.
  - 3.9.5 Conduct a comprehensive debrief of Egg Farmers of Ontario’s response to COVID-19.
- 3.10** Stimulate innovation and continuous improvement of animal care, on-farm management and egg quality by supporting/investing in research.
- 3.10.1 Continue to provide Egg Farmers of Ontario’s annual contributions 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.
- 3.11** Support research and innovation through the redevelopment of the Arkeil Research facility.
- 3.11.1 Work with Livestock Research Innovation Corporation and other feather boards to support the redevelopment of the Arkeil Research facility.
- 3.12** Investigate options that could provide access to and awareness of wellness and mental health resources for the egg community.
- 3.12.1 Continue to provide awareness of accurate and up-to-date mental health and wellness resources for egg and pullet farmers.
  - 3.12.2 Collaborate with The Grove Youth Wellness Hubs to execute our 5-year partnership, beginning in 2022.

## 4. Maintaining Consumer Confidence and Trust

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### OBJECTIVES:

- 4.1** More consumers choosing Ontario eggs daily.
- 4.1.1 Stimulate demand for eggs by promoting the versatility, nutritional and functional value of eggs with consumers, health professionals and foodservice/institutional partners.
  - 4.1.2 Develop and execute outreach strategies that support incremental egg usage at all meal occasions, and align as appropriate, with Egg Farmers of Canada’s “Eggs Anytime” strategy.
  - 4.1.3 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.
  - 4.1.4 Continue to develop and execute a robust and engaging social media strategy across all social media channels focusing on the versatility of the egg.
  - 4.1.5 Develop partnerships with culinary influencers to leverage the versatility of eggs.

- 4.1.6 Leverage athlete partnerships and influencers to position eggs as a natural fuel for fitness.
- 4.2 Continue to meet world-class food safety and animal welfare standards.**
  - 4.2.1 Continue to engage with consumers to showcase food safety and animal care programs followed by Ontario egg and pullet farmers through outreach and social media activity.
  - 4.2.2 Continue to work with retail, foodservice and institutional partners to promote the usage of the *Egg Quality Assurance* program, in coordination with graders, processors and Egg Farmers of Canada.
  - 4.2.3 Increase consumer confidence in eggs and awareness of the *Egg Quality Assurance* program with strategic marketing efforts and messaging across a variety of outreach and media channels.
- 4.3 Increase public trust by promoting a positive image of egg and pullet farm families.**
  - 4.3.1 Develop and execute outreach strategies that maintain and increase trust in our farmers and eggs.
  - 4.3.2 Further refine and execute the *Real Farmers. Real Eggs.* campaign platform.
  - 4.3.3 Continue to develop and execute an engaging social media strategy across all channels, focusing on Ontario egg and pullet farmers.
  - 4.3.4 Continue to seek new opportunities to engage with consumers that create strong connections between egg and pullet farm families and their communities.
  - 4.3.5 Continue to offer the “In the Zone” section of the *Cackler* newsletter to share and leverage the success of local initiatives.
  - 4.3.6 Continue to develop and execute an in-class education program that would connect students with egg farmers and how eggs get from farm to table.
- 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 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, Local Food Week, Ontario Agriculture Week, etc.).
  - 4.4.2 Continue to seek opportunities to align with initiatives that promote public trust with consumers.
- 4.5 Demonstrate Egg Farmers of Ontario’s commitment to social responsibility and sustainability.**
  - 4.5.1 Execute Year 3 of the three-year partnership with Student Nutrition Ontario, through the provision of \$75,000 in grants annually.
  - 4.5.2 Continue to support the *Egg Donation Program* with Feed Ontario, by donating \$250,000 worth of eggs annually.
  - 4.5.3 Continue to demonstrate our commitment to social responsibility by supporting Zone activities through the Zone Sponsorship Fund.

- 4.5.4 Engage in research activities that support on-farm sustainability.
- 4.5.5 Continue to showcase social responsibility and sustainability initiatives through our social media channels.
- 4.6 Enhance knowledge of sustainable farming practices and housing systems to support informed consumer choices.**
  - 4.6.1 Continue to develop outreach material (print and digital) highlighting sustainability and how Ontario egg and pullet farmers support consumer choice through various housing systems.
  - 4.6.2 Continue to integrate sustainability, innovation, hen care and housing system information into our annual social media content calendar.
  - 4.6.3 Incorporate sustainability messaging into educational resources for use in in-class presentations and our outreach programs.

## 5. Ensuring Good Governance and Effective Farmer Communications

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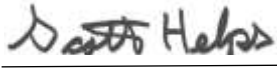
### **OBJECTIVES:**

- 5.1 Maintain effective farmer communications through continuous improvement.**
  - 5.1.1 Continue to offer Egg Ambassador and media training, as required.
  - 5.1.2 Continue to provide various opportunities for farmers to provide feedback and communicate the process to farmers.
- 5.2 Continually improve Board effectiveness.**
  - 5.2.1 Continue to develop and execute a multi-year governance training program for Board Directors, as well as opportunities to include Councillor/Delegate training opportunities.
  - 5.2.2 Complete Modules 3 and 4 of the Leadership in Governance program, as well as the Industry Insights module for Councillors/Delegates.
  - 5.2.3 Execute an annual Director performance review and Board assessment process.
  - 5.2.4 Conduct an annual review of Egg Farmers of Ontario's Governance Policy.
- 5.3 To review, on an annual basis, Terms of Reference, governance policies and work plans for each Board Committee.**
  - 5.3.1 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.

- 5.4** Continue to gather farmer feedback regularly through Zone, regional and general farmer meetings.
- 5.4.1 Actively engage farmers in the strategic planning process.
  - 5.4.2 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.
  - 5.4.3 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.
- 5.5** Continue to offer and make available French language services and materials, where appropriate.
- 5.5.1 Continue to offer French language services at the Annual General Meeting, Egg and Pullet Farmers' Workshop, as well as Zone 10's election and summer meetings.
  - 5.5.2 Continue to provide policies, meeting documentation and monthly newsletters in French.
  - 5.5.3 Ensure that French language skills are a key consideration in hiring for any staff position.
- 5.6** 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.
- 5.6.1 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.
- 5.7** 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.).
- 5.7.1 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.
  - 5.7.2 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.

## EFO BOARD SIGNATORIES TO THE 2022 BUSINESS PLAN

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Chair, Zone 1 Director, Scott Helps

December 8, 2021


Date



Vice Chair, Zone 3 Director, Dan Veldman

December 8, 2021

Date



Zone 2 Director, Lorne Benedict

December 8, 2021

Date



Zone 4 Director, Roger Pelissero

December 8, 2021

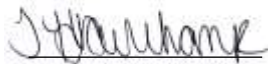
Date



Zone 5 Director, Brian Miller

December 8, 2021

Date



Zone 6 Director, Tonya Haverkamp

December 8, 2021

Date



Zone 7 Director, Scott Brookshaw

December 8, 2021

Date



Zone 8 Director, George Pilgrim

December 8, 2021

Date



Zone 9 Director, Ian McFall

December 8, 2021

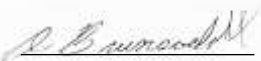
Date



Zone 10 Director, Marcel Laviolette

December 8, 2021

Date



Pullet Director, Alvin Brunsveld

December 8, 2021

Date



Ryan Brown, General Manager

December 8, 2021

Date