

**Egg Farmers of Ontario  
 2019 Business Plan – Strategic Insights Questionnaire  
 Responses Received - 10 Farmer (English), 0 Farmer (French), 11 Director, 0 Industry Stakeholder**

#	Question	Farmer Comments
1	KRA #1 deals with the opportunities related to fair farm pricing. Do you have any additional suggestions that would support our efforts to pursue opportunities related to fair farm pricing, to ensure the viability of the egg and pullet industry at the provincial and national level?	<ul style="list-style-type: none"> <li>• Complete a cost of production for all of the typical systems not just the enriched system. Not sure the theory on only including one type of system, but there are a few more types of eggs being marketed. Can we complete a cost of production on other systems? The price of eggs should be defensible similar to the other supply managed industries.</li> <li>• Allocate the growth to help us be more efficient in our operations. Over the past 10 years there has been 3-4% growth year over year. That is 30-40% growth. As far as I understand we have had one allocation of 3-4%. Where is the additional 26-36%? Being more efficient allows us to be more defensible from a fair farm pricing perspective. If we are not allocating this growth there should be a detailed explanation (i.e., numbers) showing as to why it is not being allocated.</li> <li>• I understand that enriched egg premiums are paid from our levies (I could be wrong). I think this should be paid across all systems that have replaced the conventional cage. When converting from a conventional cage there are more options than enriched. When we looked into building there was no mention of this premium for enriched so our decision was made based on this. Now there is a premium and we are all paying it I understand. This is making enriched systems subsidized and more feasible than other systems by subsidy. The customer should be paying the price or it is not "fair farm pricing".</li> <li>• Work as a national family, not Ontario against the other provinces.</li> <li>• Continue to educate the public and government about fair farm pricing.</li> <li>• Have the cost of production transparent for the producers.</li> <li>• Keep telling our story. (2 responses)</li> <li>• Pursue the issue that the egg boards (provincial or national) are first receivers of imports or at least any new imports. The profit from the reduction of our eggs allotted should be shared more evenly.</li> <li>• Cost of production should compare like-sized farms across the provinces.</li> <li>• Do some of our own pricing/comparisons from other countries. Break it down into sections (i.e., hydro cost, feed, labour cost, construction costs, social costs, taxes, payroll, etc.).</li> <li>• Can we get our egg products to be more visibly Canadian? If customers are saying they want to buy Canadian, we could focus on how to make it easy for the consumer to pick up a Canadian-made dozen versus an American-made dozen.</li> <li>• EFO's efforts to maintain relationships with MPPs and MPs have been very positive to date. Extend invitations to local politicians to attend the summer zone meetings to interact with local producers.</li> <li>• Pullet growers should be paid what the actual cost is and we are lagging behind in this area. Layer farmers are paid according to COP so no issues there.</li> <li>• Continue efforts to connect with politicians, speaking with them one to one to talk about more than benefits to farmers but what the contribution is to the economy of the area, province and nation. It seems that although agriculture is an economic driver, significant contribution is unknown to elected officials.</li> <li>• Continue to communicate with all levels of government.</li> <li>• We need to get the birds in the barns so we can fill the market in Ontario.</li> </ul>

		<ul style="list-style-type: none"> <li>• Keep up our relationships with our MPs and MPPs.</li> <li>• Central Canada COP.</li> <li>• EFC needs to allocate production faster and follow increased demand.</li> <li>• EFC needs to allocate with request to FPMC.</li> <li>• We have to work with Quebec to get pullet process up. We can't wait for the merger and we should meet with both boards.</li> <li>• Continue to work closely with Quebec on egg and pullet leases to ensure a fair price for Ontario eggs and pullets.</li> <li>• Work diligently with EFC to make sure we can fill our market. New allocations are necessary that accurately assesses the demand for eggs in Ontario and Canada.</li> <li>• Continue to communicate the benefits of fair farm pricing to the wider public rather than the effects at the producer level.</li> <li>• Play leadership role.</li> </ul>
2	<p>KRA #2 deals with managing the egg and pullet supply. What suggestions do you have to improve the management of Ontario's egg and pullet supply?</p>	<ul style="list-style-type: none"> <li>• Control eggs based on egg numbers not pullet numbers. We lost 10% of our pullets in the pullet barn our first year. The system does not safeguard for this.</li> <li>• Someone producing over 98% during peak is likely cheating by over housing. We know how many eggs a specific bird should lay in a year so it should be straight forward to put in production slots for over-marketing. Simply calculate the yearly eggs/hen housed.</li> <li>• Add penalties for over production to reduce levies and gather income from the people that should be helping to paying it. Again similar to dairy and CFO.</li> <li>• Controlling egg numbers by pullet numbers seems over complicated, and as mentioned above, can lead to issues for the layer farmer. Controlling by egg numbers would allow for more predictable production at the provincial and national level.</li> <li>• Continue to push for more egg quota increases, in order to fill our market with Ontario/Canadian eggs.</li> <li>• Reinstate New Entrant Program to stop 100-300 birds farms to get started, because it will drive COP thru the roof and put egg prices up - customers will stop buying, driving grader egg pick up and feed supplier delivery fees up.</li> <li>• Put a minimum purchase before producer can start in production.</li> <li>• Remove 1,800 lease as permanent so farms can't use it as equity to borrow money. When it will be permanent for a few years it will be hard to remove if needs come to.</li> <li>• Continue to have Ontario producers supply the market as it grows and react quicker to imports to absolute minimum as required.</li> <li>• Keep doing what you're doing.</li> <li>• Be a little more flexible on some of the policies. Everything is not cut and dry. Quite often we try to do the best we can but shit happens.</li> <li>• I try my best to work within the policies but mistakes happen, sometimes out of my control. For example, counting the number of chickens per cage; I had gone through last barn 3 times before the counter and he still found a few more with extra birds; then after counting, we found a couple more still with an extra bird per cage. We try our best - human error.</li> <li>• We always need more pullets than layers, simply because can't match everything up exactly. We always need a sleeve. Now with Home Week, it makes it even tighter because some went from 13 months to 12 month per pullet.</li> <li>• Imports - how do we keep track of the demand of specialties and the need for import of these specialties? Is there really a big demand for these specialties and are processors telling farmers about this need?</li> <li>• Is there a way to take in less American eggs - percentage wise - than we have in</li> </ul>

the past?

- Spent hen loads and pullet placements are being delayed or cancelled, often at the last minute, usually because of the volume of birds. Industry partners cannot absorb the peaks and valleys in weekly volume. The killing plant, trucking companies and catching crews reach maximum daily capacity often. In a tight labour market and the intermittent nature of the work, there are no extra people available when it gets busy. This is becoming a threat to the industry. The last thing we as an industry need is a truckload of birds stuck somewhere this winter because the crews refuse more work, the truck driver ran out of hours of service, or the egg producer refuses to accept an early load for fear of getting penalized on 7-day downtime.
- Please review the 7-day downtime requirement in light of more stringent barn cleaning and day-to-day HACCP requirements that have been developed in the last decade. Is there a quantifiable reason to penalize someone who moves birds 1 hour or even 1 day early because of equipment and personnel availability? All producers and industry partners give regard to 7-day downtime. It cannot be guaranteed. Allow animal welfare to trump downtime. If the crew and truck need to load one day, or one hour early that is always better for the pullet (i.e. time on truck, cage density in the pullet barn, etc.). Work with our service providers to fix this. Those who vaccinate, catch, move and place our pullets are being pushed to the max. They can tell you what reasonable limits are. Combine this with Home Week information at the board office to get an overview of the current challenges.
- The set price for the QTS is a good idea.
- We need to request allocations from EFC to reduce supplemental imports from the US and fill our market with Ontario/Canadian eggs. (3 responses)
- Managing the \egg supply starts with EFC allocating enough quota and Ontario getting its fair share based on sales. That isn't happening right now if you look where most of the imports come into the system. Pullets follow suit with what the egg market needs. We should be a little more proactive in that area.
- EFC and Farm Products need to work more effectively together to add or subtract producing hens to the system in a more timely manner. Fixing QAC might help, but maybe moving eggs more effectively between provinces might work
- As we increase our egg quota, we need to also increase our pullet quota. Pullet growers who are at capacity when an increase is handed out must decide within 5 years to expand or sell quota.
- Make sure the pullet numbers match the layer numbers. Come up with new and creative ways to accomplish this.
- Get birds in the barns to fill the market.
- Meet with all stakeholders and continue to identify the weak links so we can make the system more efficient and effective.
- Meet with catching crews and trucking to determine the areas of concern and work with them to improve the imperfections.
- Maybe give up the euthanizing of birds to an independent so our staff can focus on their day-to-day work.
- I like that we have a great relationship with graders and industry partners. This helps us with managing eggs and pullets.
- Pullet quota increase of 5-10%.
- Over/under quota sleeve.
- Work with existing pullet producers to retain pullet market in Ontario.
- Affordable pullet leases.
- We can cautiously give pullet quota out, keeping in mind that we do have leases if someone is a tad short.

		<ul style="list-style-type: none"> <li>• Be careful people don't expand thinking they are going to be able to lease all they need at a low price.</li> <li>• We also need to fill our egg demand instead of forcing graders to get American eggs.</li> <li>• We need enough flexibility in EFO pullet policies to ensure that pullet production is not increased in Quebec to provide pullets to Ontario egg farms.</li> <li>• We must keep in mind that Quebec continues to have no production control related to pullet production.</li> <li>• Increase pullet quotas.</li> <li>• Continue to resolve our pullet leasing programs with consultation with our producers.</li> <li>• Continue to review the QTS to ensure equity and transparency for all egg farmers.</li> <li>• Consult on a regular basis with our farmers.</li> </ul>
3	<p>KRA #3 provides strategic goals to help promote the family farm to illustrate the positive relationship between the farm family, the pullet, the hen, the egg and the consumer at every opportunity. Please provide any additional ideas you have for helping us to continue to help tell your story.</p>	<ul style="list-style-type: none"> <li>• Co-ordinate with processors to do a selective run of eggs with information on the farmer/farm family in or on the carton. A simple card with some photos and information like EFO has done in other areas. It will allow the purchaser to relate the actual egg purchased with that farmer and where it came from. Not sure of the feasibility, but think it would add a very personal touch.</li> <li>• I think having farms welcome school field trips may be the best advertisement for our young population. There was a number of years where the barn doors were closed and these children are now the age to be part of the animal activist/vegan movement. Education is key. I understand there are biosecurity concerns with this, but it would be good to find a way to do it. Also to somehow promote farms to participate. We would love to do it on our farm.</li> <li>• Continue on as I have in the past and keep educating on the different housing systems.</li> <li>• EFO does a fantastic job in this area. Keep the enthusiasm going and let's all celebrate and promote our family farms.</li> <li>• None.</li> <li>• Develop a small display to be placed near the egg case in grocery stores - consumers say they often find the egg case confusing with so many choices available.</li> <li>• We need to show more hen and farmer interaction with positive messaging.</li> <li>• Video messages are effective. Videos were running daily at Western Fair &amp; there were often people watching. The benefit was that they are short &amp; information was printed so you did not need to have volume up. Showed all housing pluses &amp; minuses with second video on grading. They are not perfect but good information. Very useful during Ag in Classroom. The EFO video propelled Meg Veldman to superstar when kids saw her while she was presenting. Laura got mileage from saying this is where she works. The connection was huge.</li> <li>• Continue to promote farmer image.</li> <li>• Showing multiple family generations stay on the same farm helps to portray a good image to the public and government.</li> <li>• Keep doing what we are doing. (2 responses)</li> <li>• Continue telling our story.</li> <li>• Continue with producers' photos on billboards, etc.</li> <li>• We have done a good job of this. Maybe we need to focus on how we treat our hens and pullets and that animal care is important to us.</li> <li>• There is an increasing number of egg and pullet farmers stepping up to "tell our story".</li> <li>• We need to continue our efforts to get more farmers involved in this important</li> </ul>

		<p>activity. (2 responses)</p> <ul style="list-style-type: none"> <li>• Continue all promotion connecting family farming to egg production.</li> <li>• We are doing an excellent job in this area in my opinion. (2 responses)</li> </ul>
4	<p>KRA #4 addresses the promotion of the product to ensure our farmers anticipate, understand and respond 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). Do you have any additional suggestions of how this could be accomplished?</p>	<ul style="list-style-type: none"> <li>• Do an advertisement comparing the cost of protein to other proteins that are not supply-managed (i.e., pork, beef, goat, etc.). I think it is important to note that eggs are typically the cheapest form of protein even though it is</li> <li>• supply-managed.</li> <li>• Somehow get some of Bruce Muirhead's research on supply management versus no supply management into the news or some other means of social media.</li> <li>• Explain better, in more detail, the examples safe, healthy, good value.</li> <li>• Why aren't doctors getting the message?</li> <li>• Some of this responsibility falls on me. I need to continue to educate myself and serve my community. I see the sacrifice that many egg farmers are making. Let's keep giving back until it hurts.</li> <li>• To educate farmers, what are the top 5 concerns consumers have? Are consumer "concerns" or expectations reasonable?</li> <li>• Craft a marketing scheme that can redirect consumer concerns back to food quality, safety and security; away from micromanaging each barn. Farm and Food Care is a great resource.</li> <li>• Tell people about a farm fresh inspected egg. Start with record keeping, refrigeration, cleaning and collection, all done daily. Does your farm gate unregulated egg come with a promise? Do they label their garbage cans?</li> <li>• Please simplify HACCP record keeping and requirements to reduce resistance and get buy-in. Feed, water, air. Less emphasis on measuring things like cracks in concrete.</li> <li>• Develop software solutions for record-keeping on farm. Solutions that flag or fill all the blank spaces on forms that cause so much aggravation at inspection time.</li> <li>• EFO can be the gatekeeper maintaining a list of HACCP-certified pullet growers. These can be verified against replacement layer reports and flagged at that point if there's a problem.</li> <li>• EFO office has all pullet barn audits, scores, and S.e. tests. EFO could create the pullet certificate when the S.e. test results are confirmed, to be kept on file, along with sending a copy to the pullet grower.</li> <li>• Circulate the "cheat sheets" that come with the egg trailer for all producers to utilize.</li> <li>• Develop packages for high school teachers to use as a tool in food/nutrition classes.</li> <li>• We need to continue to work with our farmers especially new farmers, to let them know expectations.</li> <li>• More Speak Up team training. I introduced the Public Affairs workbook to helpers at Western Fair &amp; the response was WOW!! That is a great tool. Told them that it's available but few will request it. Speak Up workshops at various locations during year is important so that farmers have the right language to use when talking eggs, housing, hens and fair farm pricing.</li> <li>• None.</li> <li>• Continue speak up courses.</li> <li>• Continue to provide speaking notes, numbers (the total dozens/birds no in our country because of trade deals) and any other information to all farmers. Maybe Bill can prepare something like this on a monthly or quarterly time frame.</li> <li>• We as farmers need to walk the talk; we have all the information, so make sure we do our part in our barns.</li> </ul>

		<ul style="list-style-type: none"> <li>• Canadian eggs with supply management.</li> <li>• Tell our story.</li> <li>• Benefits of enriched housing.</li> <li>• By the growth in consumption, I think consumers are getting the message. I think now we need to focus on buy Canadian and that we are leaders in treating our hens and pullets humanely.</li> <li>• EFO should consider implementing an egg quality program on farms, similar to what is being done in Quebec.</li> <li>• Rollout of EQA is very important – we need to make sure we qualify so completing third-party audits by year-end is essential.</li> <li>• Prioritize the importance of consumer choice.</li> <li>• Continue to inform people of the different housing systems and their pros and cons.</li> <li>• Workshop topics.</li> </ul>
5	<p>Practicing social responsibility is the focus of KRA #5. Do you feel EFO is effectively pursuing opportunities to demonstrate our comprehensive, integrated commitment to social responsibility that helps ensure the long-term social license of egg and pullet farms continues to grow and prosper in Ontario?</p>	<ul style="list-style-type: none"> <li>• Yes, however why is the promotion only of enriched cage systems? Understand they are the primary market, but I think there should be some advertising of other options as well. We have a free run barn and our birds look great (no feather pecking) and are healthy, with low mortality. I think we need to counter some of the theories out there on alternative systems.</li> <li>• Could the board list exactly what is done today?</li> <li>• Yes.</li> <li>• Tell the story.</li> <li>• Big complicated question - not sure I understand it correctly. Let's use simple words we can understand.</li> <li>• So you are asking about our rules and regulations? Rules and regulations are needed, but some aren't very practical and others have gone way overboard on some. We have to understand yes we have to produce quality and high standards, but sometimes the paper work is redundant, repetitive and not needed.</li> <li>• Sometimes go too far on these audit programs.</li> <li>• Have different rules for caged, aviary and organic. Why do we have to have everything so tight when organic doesn't? Why can organic be open to outside and we are worried about openings in normal barns? Same for wild birds. Bio-security - how does organic do it if hens allowed outside?</li> <li>• Definitely yes. Great job here. I appreciate the focus on getting housing to enriched. In being involved in a couple fairs this summer, I see the public seems to accept enriched housing as the new standard.</li> <li>• Continue with supporting school nutrition and food banks. Maybe add senior's locations in the future.</li> <li>• No additional comment.</li> <li>• Yes, we are doing a good job. We must continue these efforts. (3 responses)</li> <li>• EFO has a good social license approach.</li> <li>• Yes, we do a lot here with egg donations and team sponsorships.</li> <li>• We need to increase pullet growing fee 10-20 cents/year to get to the \$2.83 COP. Something we need to go on on our own and not wait for Quebec.</li> <li>• I believe we are. I do wonder, outside our producers, how many people know about us giving to foodbanks, breakfast programs, etc.</li> <li>• Doing an excellent job in this area. I feel we have good exposure in areas such as egg donations and affiliations with groups such as Equal Voice, etc.</li> <li>• Most of the time.</li> </ul>

6	<p>Ensuring good governance is the focus of KRA #6. How do you view EFO's efforts to continue improving its governance in managing issues, making decisions, communicating and managing information?</p>	<ul style="list-style-type: none"> <li>• We are always surprised by decisions and the communication of such. There is no involvement in decision making (pullet lease is a good example). We bought pullet quota on the first exchange this year. A few days later a new policy came out making it not feasible to continue in the business. Now stuck with quota. We made a business decision based on the policy and it changed without notice or input. This seems to be the case for all policy. Why not make a decision a few months earlier and give notice. It is nearly impossible to plan our business with all of the changes coming out instantly and to our surprise. Even better, include us in the decision making process similar to the CFO.</li> <li>• QTS cancellation without explanation, is like not being happy with elections results and cancelling the elections! Transparency!!</li> <li>• Continue with job being done and look for ways to improve.</li> <li>• Board trying to control too much. They asked about controlling what producers are to build as pullet grower or layers, matching pullets to layers. Soon they'll want to match growers to certain layers. Going too far. Can't get straight answers on certain issues from some of the employees; afraid to be wrong. I think the board is trying to control things too far.</li> <li>• Thank you for thinking about every egg farmer in your considerations.</li> <li>• Over the last 5 years we have seen a great improvement in the openness and communication from EFO. All information is accessible to producers. The challenge is getting people to review it.</li> <li>• I believe we do a good job but we need to ensure we take care of regional issues and then look at what we can do to assist national issues as we are the largest province and at times it doesn't feel we are seen that way.</li> <li>• Team building with board members so that communication flows between all members could be built on. Different personalities mean that some connections need to be more intentionally developed.</li> <li>• Good communication between board &amp; staff is also key with some work to do in that area as well. More than a flow chart of roles &amp; responsibilities, but also opportunity to hear staff thoughts more frequently.</li> <li>• Good communication as director to producer.</li> <li>• We do communicate with our producers and allow them the opportunity to provide feedback.</li> <li>• EFO is doing a good job improving good governance. (2 responses)</li> <li>• Sharing and communicating as much governance and information to all farmers as we can. Keep them up to speed.</li> <li>• We need to keep very open dialogue with our farmers and need to get more of them involved in Zone activities.</li> <li>• More producer inputs at our AGM and fall workshop.</li> <li>• We are doing this well, letting all producers know our decisions at the same time.</li> <li>• We need to ensure that we are listening to producer concerns and make changes in policies and programs, as appropriate.</li> <li>• Continue to review both Board and GM governance, with third-party assistance.</li> <li>• Continue task list to track progress with on-going policy development and issues.</li> <li>• Work in progress.</li> </ul>
7	<p>How can we ensure that our policies and programs (i.e., Hazard Analysis and Critical Control Points [HACCP], Animal Care, nutrient management, Salmonella</p>	<ul style="list-style-type: none"> <li>• I think the system is working well. Not sure what can be changed here.</li> <li>• Quit changing them so that farmer and consumer knows where they're at.</li> <li>• Keep policies practical and update as needed.</li> <li>• Firm enough. It's always the big stick approach, beat the shit out of non-conformers/disobedience. Let more farmers/people have more input into these policies/programs. A lot of farmers don't understand or are afraid to question</li> </ul>

<p>Enteritidis [S.E.] insurance, etc.) are firm enough to ensure integrity but flexible enough to respond to a changing industry and consumers' perception of "farm fresh eggs"?</p>	<p>anything out of fear, shy, have trouble communicating, or fear being talked down to.</p> <ul style="list-style-type: none"> <li>• This new audit program wasn't developed by farmers - it was developed by office people for the farmers. Scoring system sucks. High priority items worth as much as other items that don't mean shit.</li> <li>• The audit process really helps keep that camera ready barn. Keep up the great work here. The animal care and food safety binders are very helpful.</li> <li>• Harsher penalties when there is lack of compliance and/or lack of respect shown to field staff.</li> <li>• Producers need to realize that these programs are ongoing and that they will change as we move forward.</li> <li>• We have improved greatly in this area and I think the message is getting to farmers that they have to follow all Animal Care and HACCP programs.</li> <li>• Simplicity to these programs. Just because Walmart or other retail has a binder doesn't mean it is better. In the end there should be a one page evaluation to hang on the wall or present to retail/ seller. Something like a report card. Farm XXX received 98 out of 100.</li> <li>• We need firm actions for those that fail.</li> <li>• Address the barns that are on the low end of the scale of cleanliness with a more serious tone and do way less babysitting.</li> <li>• Make sure we have the proper coverage for a possible false layer outbreak.</li> <li>• We need to set lines in the sand for farmers that don't comply and have harsh penalties.</li> <li>• Simpler programs for our producers.</li> <li>• Training programs for producers.</li> <li>• We need to find out what consumers want, not what the stores or activists want and respond quickly.</li> <li>• We need to provide enough flexibility for producers to manage their farms, with a common sense approach to the increasing amount of paperwork which is required.</li> <li>• These programs are all important to maintain consumer trust.</li> <li>• Keep it simple, but effective.</li> <li>• Consider using the EFC audits for both SC/SC and ACP.</li> <li>• Ultimately on HACCP and ACP, egg farmers will have to be held accountable for their farms and their conduct in regard to animal care.</li> <li>• It is necessary for everyone to live up to predetermined expectations that are spelled out in the audit process. These expectations need to be clear and make sense.</li> <li>• Be fair. Be realistic.</li> </ul>
<p>8 Given the new code of practice, how do you plan on approaching investment plans as they relate to hen housing?</p>	<ul style="list-style-type: none"> <li>• We built with the Code of Practice on hand and have accommodated the rules.</li> <li>• As equipment needs to be replaced looking at enriched systems.</li> <li>• Started some enriched housing; shut down free run barn because code was not practical for that facility.</li> <li>• One day at a time. Will put off reinvesting as long as possible.</li> <li>• Uncertainty on where the markets are going and what to build. I don't want to build an enriched barn with life expectancy of 2 equipment changes and in 15 years the animal rights win out and it's no longer any good. That's why we chose aviary - costs more to build and manage, but in 15 years, hopefully the barn is still good for next equipment change. Have a barn due for replacement in possibly 5-6 years; has to be a new barn, as old one can't accommodate new cages.</li> <li>• Possibly considering downsizing or selling out.</li> </ul>



		<ul style="list-style-type: none"> <li>• Talk about mental health for farmers - this is the killer. All this uncertainty with these large investments.</li> <li>• Already have PTSD and this just compounds everything.</li> <li>• We've been enriched for two flocks now.</li> <li>• To help producers adjust, please provide each producer with their updated allowable placements for 2020 by March 1, 2019. Floor pullet barns, for the first time will have requirements other than simple square footage which many farmers may not be aware of. Egg producers need to be assured their pullet orders are allowed to be grown where planned.</li> <li>• Maintain conventional housing until the market dictates moving to enriched housing.</li> <li>• Continue to gather information and make informed market choices based on discussions with my grading company.</li> <li>• No, I'm already enriched.</li> <li>• We have recently built an enrichable barn, an enriched barn (below future square inches) and plan to build a third enriched barn in the near future. We will be fully enriched by 2022.</li> <li>• Enriched housing.</li> <li>• Retool when the conventional equipment wears out.</li> <li>• Wait and see.</li> <li>• Code of Practice is too complex, too many variables. EFO will need to be flexible with producers as it cannot be enforced 100%.</li> <li>• As a pullet producer, this concerns me when the returns, though better than they were, are still not keeping up. How do you plan to renovate or rebuild?</li> <li>• Anyone planning new housing needs to read the new Code thoroughly before making new housing decisions.</li> <li>• We have recently finished a conventional pullet house which will satisfy conventional layer requirements for ourselves and our customers.</li> <li>• We are considering an enriched housing system as quota becomes available.</li> <li>• Carefully.</li> </ul>		
9	In what time frame do you plan on making changes to your current pullet and/or hen housing (select one):		HEN HOUSING	PULLET HOUSING
		1-3 years	6 responses	5 responses
		3-5 years	3 responses	0 responses
		5-10 years	1 response	2 responses
		10-15 years	3 responses	2 responses
		15-20 years	3 responses	2 responses
10	What relationships should EFO improve upon in order to help meet our strategic goals as an organization (i.e., Ontario Farm Products Marketing Commission [OFPMC], elected officials, egg grading stations, egg processors, Farm Product Council of Canada [FPCC], Egg Farmers of Canada [EFC], provincial egg boards, International Egg Commission [IEC], United	<ul style="list-style-type: none"> <li>• Ontario Farm Products Marketing Commission - again with regards to the allocation of quota. Why can't the Egg Farmers of Ontario follow the Chicken Farmers of Ontario on this? The precedent has been set with the CFO.</li> <li>• We need to show we are willing to improve efficiency to show industry sustainability.</li> <li>• We need COP on all systems to make pricing defensible at the customer level.</li> <li>• Must maintain a good relationship with all. Is there conflict with any?</li> <li>• What is the question????? What are you trying to prove with all these big words? People don't understand what the hell you are talking about. Are you just trying to prove your superior intelligence over us farmers with these big complicated questions?????</li> <li>• Why does EFO need to work with the IEC and UEP? Isn't this what EFC is supposed to do - represent us to this other country organizations?</li> <li>• Improve our relationship with EFC. Yes we have to work with them for the whole</li> </ul>		

<p>Egg Producers [UEP], staff, etc.,)?</p>	<p>system not just our own needs. I have talked to EFC staff and they say if we stopped fighting, we (provinces) could get more quota increases sooner. I think we need more independence from the egg graders and egg processors; they have good input but sometimes they are making decisions based on what's good for them and not the farmers.</p> <ul style="list-style-type: none"> <li>• Working with organizations that develop policy is important but don't forget the people on the ground doing the grunt work. Vaccination crews, catching crews and trucking companies have people involved on a daily basis. Every strategic goal should be realistic and achievable. The people on the ground can tell you if it is.</li> <li>• EFO seems to have a positive relationship with all of the organizations mentioned. We need to encourage EFC to take a stand with Alberta and settle the market growth issue.</li> <li>• We need to keep our Farm Products Marketing Commission up-to-date on what we need in Ontario due to egg shortages and work with them and other agencies to fill the gap before Mr. Trump continues to fill it.</li> <li>• Continue strengthening all of these relationships, including hatcheries and feed companies.</li> <li>• Encourage membership in local chambers of commerce &amp; food policy organizations.</li> <li>• All these relations are important to maintain and foster growth. (4 responses)</li> <li>• Elected officials.</li> <li>• Egg Farmers of Canada.</li> <li>• Provincial egg boards.</li> <li>• All egg stakeholder partners.</li> <li>• Keep everyone in the loop as to what we are doing and if and when we have major policy changes!</li> <li>• EFC – too slow to ask for new allocation increases.</li> <li>• EFC needs to work with EFO to fix LDA on allocation. Do as other provinces do and put a percentage mortality allowance in to escape the LDA. (Replace MGA with mortality allowance.)</li> <li>• I feel we have good to great relationships with all of these, but we can always strive to improve.</li> <li>• All these examples are important, with special emphasis on our relationship with Quebec, EFC, egg graders and the pullet industry.</li> </ul>
<p>11 How can we encourage experienced as well as new farmers to participate in EFO activities and ensure succession in Board leadership from year to year?</p>	<ul style="list-style-type: none"> <li>• Start by including the farmers in decisions that are critical to our business. I would be more encouraged to be involved if we knew that we could make a help/make a difference.</li> <li>• I think from my perspective, a lot of farmers think that their input wouldn't affect anything anyway and are reluctant to get involved as a result. I understand where people are coming from on this.</li> <li>• I know for myself, I am busy running the farm and quite often I don't have time for these activities.</li> <li>• Invest in young and capable people.</li> <li>• Continue to promote strong Zone meetings.</li> <li>• Zone directors continue to reach out to local producers and encourage producers to attend functions (summer meetings, annual Zone meetings, workshops).</li> <li>• Effective communications explaining the need for participation and the benefits, especially to new farmers.</li> <li>• Encouraging new or more farmer participation is best done through mentoring. Travel outside of Zone to get farmers moving &amp; meeting one another. Continue to have funds available through Public Affairs to attend events in &amp; outside of Zone.</li> </ul>

		<p>Have a holiday package for families to go to CNE or Royal.</p> <ul style="list-style-type: none"> <li>• Board leadership is more challenging, but allowing farmers who may have an interest to attend meetings might encourage more interest.</li> <li>• Families who attended Annual Meetings/EFC Producer Meeting said it gave them more insight to working of board. Offer chance to go to other provinces Annual Meetings with director.</li> <li>• We have to make them feel heard.</li> <li>• Continue to provide workshops.</li> <li>• Speak up courses.</li> <li>• Provide opportunities for farmers to take part.</li> <li>• It starts at Zone level. We as Directors need to get more people involved.</li> <li>• More producers' input as we are doing this year for QTS and pullet leases.</li> <li>• Pullet Director needs to get input from his pullet councilors.</li> <li>• Expand the Young Farmer program by adding more participants to the EFC Young Farmer Program. (2 responses)</li> <li>• EFO Directors should make personal contact with young farmers to encourage them to participate.</li> <li>• I feel we are encouraging producers relatively well now. Any type of program (i.e., Young Farmers, AALP, FFC programs, etc.) are beneficial.</li> <li>• Provide training opportunities for as many as possible.</li> </ul>
12	<p>What are the top three obstacles or barriers that might prevent EFO from achieving its goals over the next year? Of these, what are the obstacles or barriers that EFO can control or influence and what do you think we should do?</p>	<ul style="list-style-type: none"> <li>• Animal activists/vegan movement. Continue to promote positive animal welfare on the farm to counter the negative videos. EFO has done a good job of this so far and I think it is beneficial to continue.</li> <li>• I think having farms welcome school field trips may be the best advertisement for our young population. There was a number of years where the barn doors were closed and these children are now the age to be part of the animal activist/vegan movement. Education is key. I understand there are biosecurity concerns with this, but would be good to find a way to do it. We would need to promote farms to participate. We would love to do it on our farm. Anyone that has seen the barn has nothing but great things to say.</li> <li>• Possibly have some farmers join some of the activist groups? Would be good to have some inside ears on the issues they are concerned with and also to have some predictability on their campaigns.</li> <li>• Trade - supply management is a luxury that we are grateful for. Continue the education of politicians through direct relationships. Somehow get some of Bruce Muirhead's literature on supply management versus no supply management into the news or some other means of social media.</li> <li>• Disease.</li> <li>• Animal welfare.</li> <li>• NAFTA (2 responses)</li> <li>• What are its goals??????</li> <li>• Working for the farmer - obstacle - the boards.</li> <li>• Audit program under control and getting inspectors marking the same across the province. Leave the guess work out. Some inspectors taking the wording to extremes, inspectors marking a question differently, etc.</li> <li>• Foreign trade policies. With Canadian population growth, we will need to continue to grow the industry with genetics, management and more hens.</li> <li>• EQA roll out delays.</li> <li>• QTS collusion. There needs to be penalties for the producers involved in the collusion to keep it from happening again. EFO should strongly consider keeping the fixed price for the QTS. It is fair and equitable.</li> </ul>

- Lack of control to fill our own market.
- Continue to educate our farmers on the fact that they need to be camera ready as this is the most effective tool we have to thwart the efforts of PETA.
- Personal interests.
- NAFTA is the “cat in the bag” over which we have little control. I certainly appreciate Roger being at talks in Washington to speak for eggs.
- QTS - get it working properly so there is no more cancellations
- Hens in the barn to meet consumer demand for Canadian eggs. Sooner rather than delayed.
- Let’s get EQA out to retailers to see some uptake and promotion.
- Just ourselves.
- Getting all the eggs we need to fill the diversifying market.
- Council not approving allocations.
- Not getting the allocation where it is needed.
- Getting the COP implemented.
- USMCA (2 responses)
- Lack of eggs in province.
- LDA not fixed by EFC. (2 responses)
- EFO needs to be firm with EFC is extra allocations are not coming.
- Free trade agreements.
- Animal rights activity. (2 responses)
- More pullets coming from Quebec to Ontario.
- Relationships.
- Allocations to fill demand. (2 responses)
- Public communication.
- We can control all of these obstacles.

13 Please rank the following areas in order of importance, with 1 being the most important and 6 being the least important.

**Order of Importance**

	1	2	3	4	5	6
Building Public Trust	8	6	3	2		
Consumer Choice in the Retail Market	8	5	3	3	1	
Egg Quality Assurance Program Roll-out	4	7	6			2
Hen Housing Transition		2	3	5	3	6
Promoting the Farmer	2	4	4	5	3	1
Protecting Social License	4	3	3	1	5	3

14 Other than those listed in Question 13, are there other marketing areas/opportunities that EFO should consider/focus on?

- Develop more curriculum stream material for up to high school.
- None.
- Text.
- Get EQA rolled out ASAP.
- Canadian eggs campaign.
- Filling our market.
- Work with farmers new to industry.

15 Are there any specific concerns that you believe EFO needs to address in the next planning cycle?

- Inclusion of farmers in decisions and make decisions transparent (i.e. pullet policy changes, QTS cancellation, etc.). Not sure why, as members/farmers, we are not allowed to know the critical information that affects our business. Again planning our business is very difficult.
- QTS. We should make the price static - \$295.00 even. This will alleviate any questions of the Quota Transfer System integrity. Due to lack of transparency, most egg farmers I talk to think that the system lacks integrity. It may be just fine,

but there is no way to know. This would save money as well, as we would not need to send the bids to the external company that determines the equilibrium number, etc. It would be FAIR and TRANSPARENT. Easier to predict our business.

- I understand that enriched egg premiums are paid from our levies (I could be wrong). I think this should be paid across all systems that have replaced the conventional cage. When converting from a conventional cage there are more options than enriched. When we looked into building there was no mention of this premium for enriched so our decision was made based on the policy at the time. Now there is a premium and we are all paying it I understand (not the customer). This is making enriched systems subsidized and more feasible than other systems. The customer should be paying the price or it is not "fair farm pricing".
- Make it possible for new farmers to enter the industry (example a new entrant program).
- Writing questions in a form I can easily understand.
- When I ask questions, getting answers back to farmers in a timely fashion.
- Maintain strong growth that we've recently experienced.
- Work to slow the flow of supplemental imports into our market.
- EFO needs to continue to reassure farmers that this system will stay strong if they will reach for the highest standard in their barns, with their hens & eggs.
- Our brand is strong. Be prepared to speak up for "shop Canadian" We are great!
- None.
- Promote SM5.
- Build relationships amongst the supply management groups.
- Discuss what is working and what is not working and come up with ideas and approaches for going forward.
- Discuss the government position of their complete support for supply management and yet every trade deal they trade part of it away. What can we do before it is dismantled?
- Yes – we need to cut our supplemental egg imports. Ontario needs to put birds in the barns.
- Pullet Director needs to ask input from his pullet councilors.
- Pullet Director position needs to be open to all pullet producers, not just independents.
- Less programs, simpler programs – too many programs.
- We need clear policies so Directors don't need to vote on producer requests. Staff can approve with clear policies.
- Over/under quota sleeve.
- Eliminate Program 358/Home Week. Instead, give a 1% credit.
- Eliminate mortality allowance and replace with a 2% over production sleeve.
- Quota credits program for anytime quota is not used and working with under quota sleeve.
- Pullet Director needs regular meetings with his councillors throughout the year to ask for input from the field and to train potential future Director.
- Effective communications.



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<b>STOP</b>	Identify one or two things that Egg Farmers of Ontario is currently doing that are not working and should be discontinued.
<b>CONTINUE</b>	Identify one or two things that Egg Farmers of Ontario is currently doing well and should continue to do.
<b>START</b>	Identify one or two things that would be beneficial for Egg Farmers of Ontario to start doing.