

Egg Farmers of Ontario

2017 BUSINESS PLAN

Egg Farmers of Ontario
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MISSION

We provide customers with a supply of safe, high-quality eggs at a fair price and a return to egg and pullet farmers achieved through fair farm pricing, within a stable national supply management system.

MEANS OF DELIVERY

Egg Farmers of Ontario:

- allocates pullet and laying hen quota within national guidelines;
- manages the production and pricing of eggs through a cost of production system; and
- stimulates the market's demand for eggs through research and promotion.

VALUES

Egg Farmers of Ontario believe in:

1. The national supply management of eggs as the best means to ensure the viability, sustainability and strength of our industry for future generations.
2. Serving the egg and pullet farmers of Ontario effectively.
3. Providing policies that are equitable and transparent that encourages more efficient and better quality production to meet domestic market requirements.
4. Sustaining high-quality personnel and professional relationships with all stakeholders in our industry.
5. Providing leadership to other supply-managed boards and all agricultural organizations.
6. Respecting the integrity and professionalism expected of our staff as they meet the needs of our members.
7. Supplying a safe and high-quality product at a fair price to consumers.
8. Ensuring informed consumer choice of eggs produced humanely in Ontario's variety of approved housing systems.

VISION TO 2020

1. We will promote fair farm pricing as an effective alternative to defending supply management, in support of the viability of the national and provincial systems.
2. We will enhance our leadership role in policy, communications, programs and practices.
3. We will continue to be known as a strong, effective and stable farm organization by being sensitive to market fluctuations and by listening and responding to changing consumer demands.
4. We will have participated effectively in mechanisms to respond earlier to market demands through a more proactive allocation process.
5. We will be recognized as a socially responsible, farmer-run organization through our mandatory on-farm food safety programs and through our concern for a sustainable environment.
6. We will be supplying our egg customers with the eggs they require (processing and table markets) by being sensitive to market fluctuations and by listening and responding to changing consumer demands.
7. We will have farmers see the benefit of enforcing rules and regulations in an open and transparent fashion.

8. We will be trusted by consumers as leaders in the care and protection of animals.
9. We will continue to be actively involved in our local communities.
10. We will be managing a successful transition to the next generation of egg and pullet farmers by creating and sustaining a business environment where generational transition support for new entrants/farmers will lead to viable, sustainable and profitable operations.
11. We will work with supply chain partners to maintain confidence in eggs from all approved housing systems to maintain consumer choices, affordability and sustainability for the benefit of all market participants.

ENVIRONMENTAL SCAN

TRENDS IN EGG FARMERS OF ONTARIO'S BUSINESS ENVIRONMENT

INTERNATIONAL TRENDS

- Egg farmers around the world will continue to struggle to obtain their cost of production from the market place.
- Price of feed inputs will continue to be volatile and impact consumers' choices.
- Countries will continue to struggle with animal welfare issues (e.g., conventional housing ban – Proposition 2 in California and Michigan, Humane Society of the United States, United Egg Producers Agreement and Egg Farmers of Canada's Housing Recommendation).
- Animal activists will continue to exert pressure at the retail and government levels.
- There will be a continuing need to dispel the myth that fair farm pricing stands in the way of achieving international trade agreements and to work with government to stop the use of the system as a bargaining chip.
- Eggs will be seen as a good source of high-quality protein in developed and developing countries.
- Water and air issues in the United States will continue to impact production.
- Conversations related to genetically modified products, primarily in relation to identification and labeling, will be ongoing.
- *Trans-Pacific Partnership* (TPP) ratification will be unlikely given the position of the American President-Elect.
- Monitoring the impact and implementation details of the *Comprehensive Economic and Trade Agreement* (CETA) ratification.
- World Trade Organization multi-lateral negotiations will continue to stagnate and smaller group or bilaterals will continue to be the focus of trade negotiations.
- American egg market over-supply issues for free run and aviary egg production will continue to have uncertain implications on the North American egg market.

NATIONAL AND PROVINCIAL TRENDS

- Higher than desirable levels of American egg imports will continue as the sector works towards achieving allocations on a forward-forecasting basis rather than lagging actual market needs.
- Pullet Growers of Canada will continue to work towards developing a national plan for pullets within existing provincial and national systems.
- Need to respond to concerns identified by National Farm Products Council.
- Avian Influenza vigilance is the new normal for all poultry farmers.
- The revised *Code of Practice for the Care and Handling of Poultry – Layers* will likely be introduced mid-2017.
- Phasing out of conventional housing is underway across Canada.

- The Retail Council of Canada, whose members market about 50 per cent of shell egg production, voluntary commitment to source “cage-free” eggs by the end of 2025.
- Foodservice restaurant chains make independent commitments to source “cage-free” eggs on a variety of timelines.
- Egg Farmers of Ontario conducting a multi-year *Consumer Choice Campaign* to support the acceptance of humane egg production achieved in all production styles included in the new code.
- Increased transparency about egg farmers’ focus on excellent hen care will be featured in outreach to consumers at public events and with resources including online videos.
- Looking ahead to the 2018 Ontario election cycle, increased government relations efforts will be required.
- Attention will be needed regarding the process initiated to renew the *Federal Provincial Agreement*.
- Gender identification technology is being scaled up for commercial use with a prototype installation in an Ontario hatchery in 2017.
- Increased interest and demand for use of Egg Farmers of Ontario’s carbon dioxide depopulation expertise will continue.
- Egg Farmers of Ontario will continue to encourage our farmers to remain active politically by reinforcing the benefits of fair farm pricing.
- There will be continued interest in urban backyard flocks and farm gate sales based on the misperception and myths that these eggs are fresher and better than commercially produced eggs.
- Loss leader pricing will continue to have an impact on retail pricing and volume.
- Cross-border shopping for staples such as milk, cheese and eggs will continue.
- Multi-nationals residing in Canada will continue to have an impact on Canadian production.
- Pricing and egg production types for eggs sold into the processing sector will be challenging.
- Social media will continue to grow in importance and as a source of marketing influence and information, across a growing cross-section of consumers.
- Ontario’s approach to encouraging new entrants will be repositioned following the review conducted in 2016.
- On-farm food safety third-party audits will be rolled out across Ontario in 2017.
- Egg Farmers of Ontario must be prepared to deal with supplying significant volumes to egg retailers, wholesalers and foodservice that are not Retail Council of Canada members that will be in a position to sell significantly less expensive eggs during the remainder of the phase out of conventional housing beyond 2025.
- Egg Farmers of Ontario recognizes the different competitive market positioning of eggs by the full range of egg buyers in Ontario. Retail Council of Canada members’ current sales represent about 60 per cent of shell egg sales and the buyers of the other 40 per cent of shell egg sales – and the almost 30 per cent of total egg sales that go into non-shell markets – have a wide range of differing competitive positioning on this issue.

2017 KEY RESULT AREAS FOR EGG FARMERS OF ONTARIO

Key result areas are those areas where Egg Farmers of Ontario must be successful in order to be true to its mission and values. The following are the six key result areas for 2017 emerging from the overall priorities. They will become the focus of department work plans by Egg Farmers of Ontario staff. Kindly note that all of these key result areas constitute priorities for Egg Farmers of Ontario; therefore, they are not set in order of importance.

KEY RESULT AREA 1: DEALING WITH THE OPPORTUNITIES RELATED TO FAIR FARM PRICING

- Management of internal and external challenges and opportunities

KEY RESULT AREA 2: MANAGING THE EGG AND PULLET SUPPLY

- Emergency preparedness; flock placement; mortality allowance

KEY RESULT AREA 3: PROMOTING THE FARM FAMILY

- Telling the farm family's story; informing consumers of farmers' top priority of animal care

KEY RESULT AREA 4: PROMOTING THE PRODUCT

- Promoting the goodness of eggs; dispelling the myths about eggs and egg production

KEY RESULT AREA 5: PRACTICING SOCIAL RESPONSIBILITY

- A commitment to integrate social concerns related to eggs and egg and pullet farming into Egg Farmers of Ontario's values, culture, decision-making, strategy and operations

KEY RESULT AREA 6: ENSURING GOOD GOVERNANCE

- Flexibility; evolution; successful ability of Egg Farmers of Ontario to respond to changing business environments; communication with stakeholders

KEY RESULT AREA 1: DEALING WITH THE OPPORTUNITIES RELATED TO FAIR FARM PRICING

Strategic Objective:

- To ensure the viability of the egg and pullet industry at the provincial and national level.

The focus of this key result area is:

- Changing the optics and vocabulary surrounding supply management to that of fair farm pricing;
- Continuing to find solutions in the face of evolving political agendas nationally and internationally (e.g., *Comprehensive Economic and Trade Agreement*);
- Working with all levels of government;
- Monitoring international trade outcomes;
- Working towards the establishment of a national plan for pullet production within existing structures; and
- Managing other internal and external challenges.

Goals and Work Plan Prompts:

- To provide leadership to the development of a robust communications program to promote fair farm pricing terminology in contrast to supply management and to use the program to promote fair farm pricing for the benefit of Ontario consumers, egg and pullet farmers, related industries and agricultural communities as a successful domestic food system.
 - ✓ Egg Farmers of Ontario will continue to actively engage in programs that support of fair farm pricing and its benefits to consumers and the agricultural industry.
- To change the perception and level of support from consumers and other stakeholders for fair farm pricing terminology.
 - ✓ Egg Farmers of Ontario will continue to execute communication efforts in support of fair farm pricing.
- To develop processes, dialogues and relationships that allow for winning solutions for all stakeholders that are directly or indirectly impacted by the system.
 - ✓ Egg Farmers of Ontario will continue to look for opportunities to educate the general public on fair farm pricing in preference to supply management terminology.
 - ✓ Egg Farmers of Ontario will align itself with other groups supportive of fair farm pricing.
- To seek continuous support for fair farm pricing from all levels of government.
- To continue to build relationships with elected officials at all levels of government.
 - ✓ Egg Farmers of Ontario will continue to be seen by municipal, provincial and national levels of government as a credible and authoritative source for egg and pullet farming policy (e.g., providing expert advice with respect to on-farm food safety and biosecurity).
- To monitor the ratification processes for the tentative *Trans-Pacific Partnership* and the *Comprehensive Economic and Trade Agreement* trade deals and manage related issues to minimize the impact on the markets and net income of the Ontario egg and pullet supply chain.
 - ✓ Egg Farmers of Ontario will monitor discussions and developments regarding the various trade agreements to determine the potential impact on our egg and pullet farmers.
- To continue to work at ensuring that the current import regulations remain in force on blended products.
 - ✓ Egg Farmer of Ontario will continue to monitor, through the Department of Foreign Affairs and International Trade data, the level and sources of imported shell, liquid and further processed products (i.e., Jimmy Dean Breakfast Sandwiches).

- To respond to increased market demand on an ongoing basis.
 - ✓ Egg Farmers of Ontario will implement increases in hen placements to meet the shortfall in allocations that has seen unacceptably high levels of imports from the United States to meet the Canadian market requirements.
- To sustain effective global relationships (e.g., with the International Egg Commission and the United Egg Producers).
 - ✓ Egg Farmers of Ontario will continue to actively engage with and further develop global relationships with industry counterparts.
- To implement policies to ensure a business environment that is sustainable, encourages new entrants and farm succession planning, and will maintain a fair farm pricing model to benefit consumers as well as egg and pullet farmers.
 - ✓ Egg Farmers of Ontario will continue to develop policies and programs which are of benefit to egg and pullet farmers, demonstrating accessibility, traceability and transparency.
 - ✓ Egg Farmers of Ontario will continue demonstrating to farmers the benefit of enforcing rules and regulations in a transparent fashion.
- To work with Pullet Growers of Canada and other provincial pullet agencies regarding pullet production.
 - ✓ Egg Farmers of Ontario will continue to support the efforts of Pullet Growers of Canada.

KEY RESULT AREA 2: MANAGING THE EGG AND PULLET SUPPLY

Strategic Objective

- To improve the management of Ontario's egg and pullet supply, in response to the changes taking place at the national level.

The focus of this key result area is:

- Ensuring a reliable supply of eggs to consumers (i.e., table and processing markets);
- Further development of business through the leveraging of research dollars;
- Ensuring emergency preparedness in response to disease outbreak; and
- Supporting pullet growers as they explore the opportunities as outlined in the *Agricultural Products Marketing Act* legislation.

Goals and Work Plan Prompts:

- To match supply with demand in meeting the need for quality pullets and eggs.
 - ✓ Egg Farmers of Ontario will continue to monitor the supply of hen allotments to egg farmers and ensure pullet grower production quota remains relative to the demand for layer hens.
 - ✓ Egg Farmers of Ontario will launch the *Home Week Policy* on a per flock basis.
- To work with industry stakeholders to ensure the egg system meets demand in specialty markets.
 - ✓ Egg Farmers of Ontario Board will continue to review and define the terms of the interim Cage-Free proposal.
- To monitor and minimize the need for supplemental imports.
 - ✓ Egg Farmers of Ontario will implement increases in hen placements to meet the shortfall in allocations that has seen unacceptably high levels of imports from the United States to meet the Canadian market demands.

- To initiate a national review of the forecasting/response to domestic increases in egg demand to minimize imports.
 - ✓ Egg Farmers of Ontario will implement increases in hen placements to meet the shortfall in allocations that has seen unacceptably high levels of imports from the United States to meet the Canadian market demands.
- To ensure that existing Canadian egg marketing agencies are the first receivers of eggs under any new supplemental import permit access to the Canadian market. This is critical to effectively manage the overall egg supply.
 - ✓ Egg Farmers of Ontario will explore the opportunity/availability at the national level to achieve first receivership and continue to encourage Egg Farmers of Canada to collect marketing levies on all imports.
- To continue to review annually the criteria for the *Layer Leasing Pool*.
- To enforce compliance to animal care and other regulations and to educate farmers on the need for compliance in support of a viable and robust industry.
 - ✓ Egg Farmers of Ontario will continually review policies and programs to ensure they are supporting the requirements of the evolving industry.
 - ✓ Egg Farmers of Ontario will continue to work with Legal Counsel and the Ontario Farm Products Marketing Commission to review the current fee and/or penalties associated with non-compliance.
 - ✓ Egg Farmers of Ontario will continue to work with stakeholders to manage required outcomes related to the release of the updated *Code of Practice for the Care of Laying Hens*.
 - ✓ Egg Farmers of Ontario will implement third-party auditing of the enhanced *Animal Care* and *On-Farm Food Safety* programs on both egg and pullet farms.
 - ✓ Egg Farmers of Ontario will continue with parts 1 and 2 of the euthanasia training and validation for all quota holders.
 - ✓ Egg Farmers of Ontario will work with staff and third-party auditors on training requirements.
- To establish a more complete chick placement and movement tracking system.
 - ✓ Egg Farmers of Ontario will consult with industry during the development of a reporting system for the purpose of reaching a broader consensus on the value of traceability.
 - ✓ Egg Farmers of Ontario will investigate ways to streamline required paperwork through ongoing development of the online reporting system.
 - ✓ Egg Farmers of Ontario will develop a day-old placement report, in consultation with industry.
 - ✓ Egg Farmers of Ontario will work towards the development of a policy for operating pullet hotels in an effort to increase monitoring of bird movements.
- Investigate ways to streamline current paperwork for efficiency and ease of use.
 - ✓ Egg Farmers of Ontario will develop a program for egg farmers to calculate the amount of birds allowed at a placement using our online system.
 - ✓ Egg Farmers of Ontario will continue to link available data from a variety of sources into a more robust and insightful communication tool through the Flock Management System database.
- To review current animal care practices in layers and pullets and deliver training to farmers in support of the industry.
 - ✓ Egg Farmers of Ontario will work to ensure all our egg and pullet farmers are in compliance with the *National Animal Care Program* and enhanced *On-Farm Food Safety Program*, using third-party auditors.
 - ✓ Egg Farmers of Ontario will develop and make available appropriate training resources for farmers (in both English and French) to support the enhanced *Animal Care* and *On-Farm Food Safety* programs.

- Continue to explore opportunities to build upon our investment in research projects.
 - ✓ Egg Farmers of Ontario will continue to seek out additional opportunities to collaborate with other groups to enhance research investment for the benefit of the industry.
- To ensure that Egg Farmers of Ontario has in place and participates in, a comprehensive and viable response program in case of emergencies (i.e., a disease outbreak).
 - ✓ Egg Farmers of Ontario will continue to work towards a comprehensive review of our Emergency Preparedness Plan, making necessary connections to the Feather Board Command Centre plan.
 - ✓ Egg Farmers of Ontario will continue to work closely with the Feather Board Command Centre and Agriculture Response Materials Management Incorporated to ensure our response programs are coordinated and operate effectively.
 - ✓ Egg Farmers of Ontario will further develop staff skill sets/knowledge base and participate in response programs to be prepared in case of emergencies (i.e., disease outbreaks, emergency depopulations).
- To anchor correct emergency response procedures through practice and education to farmers.
 - ✓ Egg Farmers of Ontario will continue to provide information and resources that help farmers enhance their biosecurity measures to minimize the risk of a foreign animal disease disrupting the egg and pullet supply.
 - ✓ Egg Farmers of Ontario will further develop staff skill sets/knowledge base and participate in response programs to be prepared in case of emergencies (i.e., disease outbreaks, emergency depopulations).
- To support the implementation of a National Pullet Agency, including production management controls.
 - ✓ Egg Farmers of Ontario will continue to support the efforts of the Pullet Growers of Canada.
- To further develop marketing and communications supporting consumer choice, including a certification for eggs from all housing systems included in the revised Code of Practice.
 - ✓ Egg Farmers of Ontario will continue to develop marketing and communication programs to support consumer choice, as part of the Consumer Choice Engagement Strategy.
 - ✓ Egg Farmers of Ontario will explore a certification program for eggs from all housing systems included in the revised Code of Practice.

KEY RESULT AREA 3: PROMOTING THE FARM FAMILY

Strategic Objective:

- To illustrate the positive relationship between the farm family, the pullet, the hen, the egg and the consumer at every opportunity.

The focus of this key result area is:

- Continue to build on the understanding that every egg and pullet farm in Ontario has a farm family.

Goals and Work Plan Prompts:

- To promote the positive image of egg and pullet farm families showcasing their commitment to excellence, shared values in animal care and passion for their hens and the quality of their product.
 - ✓ Through a shared values approach, Egg Farmers of Ontario will continue to develop and execute marketing and communication programs that showcase egg and pullet farm families' commitment to hen care.
 - ✓ Egg Farmers of Ontario will continue to demonstrate our farmers' dedication to providing consumer choice in the egg case through feed and housing alternatives.
- To introduce Ontario egg and pullet farm families into consumer social networks (online, community events, etc.).
 - ✓ Egg Farmers of Ontario will continue to execute a well-defined social media strategy which profiles Ontario egg and pullet farm families.
- To educate consumers about the reality that egg production is from family farms and that the next generation is actively involved in farming.
 - ✓ Egg Farmers of Ontario will continue with egg and pullet farm family-focused advertising that will be utilized across all platforms of our marketing and communication efforts.
 - ✓ Egg Farmers of Ontario will continue to seek new promotion opportunities that create a stronger connection between egg and pullet farm families and their communities.
 - ✓ Egg Farmers of Ontario will investigate parallel strategies with other farmer and/or commodity organizations to broaden the impact of 'telling our story'.
 - ✓ Egg Farmers of Ontario will implement various education/outreach programs about the egg and pullet industry.
- To engage in effective and constructive relationships with small, non-quota farmers.
 - ✓ Egg Farmers of Ontario will continue to communicate with and respond to the needs of small, non-quota farmers on an as-needed basis in order to include them in the Ontario family of egg farmers.
- To implement policies that create a positive environment for farm families, new entrants and succession planning.
 - ✓ Egg Farmers of Ontario will continually review the policies and programs to ensure they are supporting the requirements of the evolving industry.
 - ✓ Egg Farmers of Ontario will develop the New Entrant Support Team program, to provide support and guidance to those entering the industry.

KEY RESULT AREA 4: PROMOTING THE PRODUCT

Strategic Objective:

- To ensure Egg Farmers of Ontario anticipates, understands and responds to consumer concerns about egg quality and food safety through the promotion of the goodness of eggs (i.e., protein, safe, healthy and good value).

The focus of this key result area is:

- Promoting the goodness of eggs (protein, safe, healthy and good value); and
- Dispelling the myths about eggs and egg production.

Goals and Work Plan Prompts:

- To ensure consumers buying our eggs have the confidence that our products satisfy the highest standards of quality and meet their ethical expectations for egg production.
 - ✓ Through a shared values approach, Egg Farmers of Ontario will continue to develop and execute marketing and communication programs that showcase egg and pullet farm families' commitment to hen care.
- Inform consumers through transparency about egg production and farm practices.
 - ✓ Through a shared values approach, Egg Farmers of Ontario will continue to develop and execute marketing and communication programs that transparently engage with consumers about egg farming practices.
- To support the development of a national traceability system.
- To promote nutritional and environmental standards.
 - ✓ Egg Farmers of Ontario will collaborate with Egg Farmers of Canada's partnership with the World Wildlife Fund to communicate the industry's environmental sustainability.
 - ✓ Egg Farmers of Ontario will continue with the development and execution of a multi-year nutrition strategy, targeting consumers and health professionals.
- To continue to monitor and respond to public perception.
 - ✓ Egg Farmers of Ontario will develop and execute marketing and communication tactics to target the farmer, consumer, teacher and health professional audiences.
 - ✓ Egg Farmers of Ontario will continue to work collaboratively with Foodland Ontario.
 - ✓ Egg Farmers of Ontario will continue to work collaboratively with independent, professional third-party endorsers for eggs.
 - ✓ Egg Farmers of Ontario will continue to enhance its foodservice programming directed towards foodservice operators, hotel, restaurant and institutional opportunities.
 - ✓ Egg Farmers of Ontario will continue to execute promotion programs with Ontario graders and improve industry relations.
 - ✓ Egg Farmers of Ontario will continue to execute targeted marketing opportunities to reach Ontario's ethnic communities.
- To further develop marketing and communications supporting consumer choice, including a certification for eggs from all housing systems included in the revised Code of Practice.
 - ✓ Through a shared values approach, Egg Farmers of Ontario will continue to develop and execute marketing and communication programs that showcase egg and pullet farm families' commitment to hen care.
 - ✓ Egg Farmers of Ontario will continue to demonstrate our farmers' dedication to providing consumer choice in the egg case through feed and housing alternatives.
 - ✓ Egg Farmers of Ontario will explore a certification program for eggs from all housing systems included in the revised Code of Practice.

KEY RESULT AREA 5: PRACTICING SOCIAL RESPONSIBILITY

Strategic Objective:

- To ensure a comprehensive, integrated commitment to social responsibility that helps assure the long term social license of egg and pullet farms to grow and prosper in Ontario through the consistent demonstration of Egg Farmers of Ontario's commitment to do "what is right" in all aspects of its operations.

The focus of this key result area is:

- Committing to integrate social concerns related to eggs and egg and pullet farming into Egg Farmers of Ontario's values, culture, decision-making, strategy and operations as a way of doing business that builds long-term stakeholder trust in Ontario's egg industry.

Goals and Work Plan Prompts:

- To ensure Egg Farmers of Ontario's farmers, Board Members and staff understand and abide by Egg Farmers of Ontario's caring and committed social vision (i.e., egg farmers in Ontario care about the welfare of our hens, the environment and are committed to providing choice by producing a safe, high-quality, nutritious, local food).
 - ✓ Egg Farmers of Ontario will ensure all policy, regulation and implementation decisions are reflective of the organization's caring and committed Vision to 2020.
 - ✓ Egg Farmers of Ontario's enhanced *Animal Care* and *On-Farm Food Safety* programs will demonstrate that our farmers will be able to say what they do, do what they say and prove it.
- Egg Farmers of Ontario will align itself with other groups supportive of fair farm pricing.
 - ✓ Egg Farmers of Ontario will continue to actively engage in programs that demonstrate support of fair farm pricing and its benefits to consumers and the agricultural industry.
- To implement the national *Animal Care Program*.
 - ✓ Egg Farmers of Ontario will work to ensure all our egg and pullet farmers are in compliance with the National Animal Care Program and ensure that appropriate training opportunities and resources are made available as required.
- Develop and implement an outreach strategy for maintaining our social license and trust in our product.
 - ✓ Egg Farmers of Ontario will continue to develop our partnership with the Ontario Student Nutrition Program Network.
 - ✓ Egg Farmers of Ontario will continue to explore a certification program for eggs from all housing systems included in the revised Code of Practice.
 - ✓ Egg Farmers of Ontario will continue to seek new promotion opportunities that create a stronger connection between egg and pullet farm families and their communities.
 - ✓ Egg Farmers of Ontario will continue to develop and execute marketing and communication programs that showcase egg and pullet farm families' commitment to hen care.
 - ✓ Egg Farmers of Ontario will continue to demonstrate our farmers' dedication to providing consumer choice in the egg case through feed and housing alternatives.
 - ✓ Egg Farmers of Ontario will actively engage with the Ontario Association of Food Banks through the continuation and promotion of the Egg Donation Program.

KEY RESULT AREA 6: ENSURING GOOD GOVERNANCE

Strategic Objectives:

- To continue improving Egg Farmers of Ontario's governance in managing issues, making decisions, communicating and managing information.
- To ensure Egg Farmers of Ontario is supported by human resources with the most appropriate profile of knowledge and skills.

The focus of this key result area is:

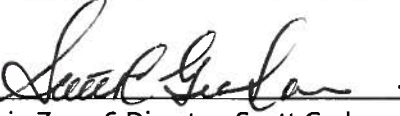
- Ensuring the successful ability of Egg Farmers of Ontario to respond to changing environments;
- Ensuring the appropriate infrastructure is in place to support the mission and priorities of Egg Farmers of Ontario; and
- Continuing the improvement of Egg Farmers of Ontario's business planning cycle.

Goals and Work Plan Prompts:

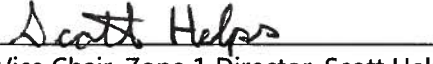
- To examine on a continuous basis the role and service of Board Members, relative to its stakeholders (e.g. Egg Farmers of Canada, Ontario Farm Products Marketing Commission, farmers).
 - ✓ Egg Farmers of Ontario will determine the best means to involve other stakeholders in the planning process.
- To examine the frequency of zone and councillor meetings and review the need for more frequent general farmer meetings.
 - ✓ Egg Farmers of Ontario will continually review meeting frequency and adapt schedules to respond to the needs to farmers.
- To ensure zone meetings continue to meet the needs of our farmers.
 - ✓ Where possible, Egg Farmers of Ontario will continue to send pertinent information in advance of meetings to allow more time for discussion during the meetings.
- To provide the opportunity for farmers to participate in focus groups related to Egg Farmers of Ontario activities and initiatives.
 - ✓ Egg Farmers of Ontario will provide opportunities for farmers to provide input into their activities through electronic questionnaires, surveys, focus groups, etc., as required.
- To find the means to ask farmers how they would like to be involved in Egg Farmers of Ontario activities (i.e., through a questionnaire).
 - ✓ Egg Farmers of Ontario will provide opportunities for farmers to provide input into their activities through electronic questionnaires, surveys, focus groups, etc., as required.
- To continue to ensure key ideas from farmers reach the Board Members in writing so that they can be considered at Board meetings.
 - ✓ Egg Farmers of Ontario will provide opportunities for farmers to provide input into their activities through zone/regular meetings, electronic questionnaires, surveys, etc.
- To ensure Egg Farmers of Ontario maintains its ability to respond to the ever-changing opportunities and challenges within the egg industry.
 - ✓ Egg Farmers of Ontario will continue to evaluate and assess its internal resources and capacities to ensure that we are positioned to effectively meet the needs of our farmers and the industry.
- To improve Egg Farmers of Ontario's internal working processes and accountabilities.
 - ✓ Egg Farmers of Ontario will continue to update and review job descriptions for all team members and share across departments to help improve internal workings within the organization.
 - ✓ Egg Farmers of Ontario will continue to encourage staff to participate in on-going education programs to help improve internal working processes.

- To continue staff training, based on a needs and competency analysis, to satisfy present and future requirements of each position.
 - ✓ Egg Farmers of Ontario will continue to update and review job descriptions for all team members and share across departments to help improve internal workings within the organization.
 - ✓ Egg Farmers of Ontario will continue to encourage staff to participate in on-going education programs to help improve internal working processes.
 - ✓ Egg Farmers of Ontario field staff will launch training, in conjunction with the third-party auditing process.
 - ✓ Egg Farmers of Ontario will make available animal welfare training, conducted by a veterinarian.
 - ✓ Egg Farmers of Ontario staff will be provided the opportunity to attend zone election meetings, annual meetings, grading stations and farmers to enhance their industry knowledge.
- To maintain a robust performance evaluation and review system for both Board Members and staff.
 - ✓ An annual Board assessment and review session, led by a third-party consultant will continue.
 - ✓ A new Egg Team Member evaluation process will be developed and implemented for all team members.
 - ✓ A salary rating scale will be developed and implemented to ensure salary equity across the organization.
- To ensure Egg Farmers of Ontario has and can use the most timely and accurate information.
 - ✓ The Flock Management System will be updated to link data from various sources, providing more timely and accurate information.
- To ensure the implementation of the Egg Farmers of Ontario Governance Policy and seek additional training in Board governance, as required.
 - ✓ Egg Farmers of Ontario will ensure new Board Members and staff are given the opportunity to attend orientation sessions and training related to governance issues.
 - ✓ Egg Farmers of Ontario will continue using Board Member self-assessments, conducted as part of our strategic planning process, to assist with the development of individual training plans.
- To prioritize communication and relationships with all industry stakeholders and members of the egg industry supply chain.
 - ✓ Egg Farmers of Ontario will continually keep industry stakeholders informed and engaged with our Consumer Choice Engagement Strategy.
 - ✓ Egg Farmers of Ontario will continue to engage in open and transparent dialogue with industry stakeholders
 - ✓ Egg Farmers of Ontario will continue to execute promotion programs with Ontario graders and improve industry relations.

EFO BOARD SIGNATORIES TO THE 2017 BUSINESS PLAN


Chair, Zone 6 Director, Scott Graham

JAN. 4, 2017
Date


Vice Chair, Zone 1 Director, Scott Helps

Jan 4/2017
Date


Zone 2 Director, Dianne McComb

Jan 4/2017
Date


Zone 3 Director, Dan Veldman

Jan 4/2017
Date


Zone 4 Director, Roger Pelissero

Jan 4/2017
Date


Zone 5 Director, Brian Miller

01-04-2017
Date


Zone 7 Director, Bryan Hostrawser

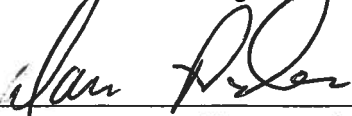
JAN 4/2017
Date


Zone 8 Director, Hubert Schillings


Jan 4 2017
Date


Zone 9 Director, Craig Hunter


Jan 4/17
Date


Zone 10 Director, Marc Bourdon

JAN 04-2017
Date


Pulley Director, Andrew DeWeerd

Jan 4/2017
Date


General Manager, Harry Pelissero

JAN 4/17
Date