



2015 BUSINESS PLAN

Key Result Area Achievements

EXECUTIVE SUMMARY

The following outlines EFO's Achievements for EFO's 2015 Key Result Areas (KRAs).
Achievements are highlighted in green for each KRA.

Key Result Area 1: DEALING WITH THE OPPORTUNITIES RELATED TO FAIR FARM PRICING

- Successfully negotiated a pullet growing fee for pullet growers in Ontario and Quebec.
- All Ontario Members of Parliament and Members of Provincial Parliament received a copy of EFO's 50th Anniversary Commemorative Book.

Key Result Area 2: MANAGING THE EGG AND PULLET SUPPLY

- Egg Farmers of Ontario (EFO) staff were involved with the Feather Board Command Centre response to the Avian Influenza outbreak in the areas of operations, logistics and communication.
- Egg Farmers of Ontario worked with processors to identify production that could be used on a short term basis to provide supply as a result of the Avian Influenza outbreak in the U.S.
- A *Market Growth Allowance*, for layers and pullets, was developed to allow our farmers to meet the demand for both the table and industrial product markets.

Key Result Area 3: PROMOTING THE FARM FAMILY

- The 2015 *Who Made Your Eggs Today?* campaign was an extension of the 2014 campaign that featured farmer messages on local food, animal care and the next generation of egg farmers.
- Increased community engagement was realized through activities within the zone sponsorship program, with zones being able to access \$150,000 in funding (\$20,000 of which came from the Egg Farmers of Canada's *Egg Farmers Give Back* funding program).

Key Result Area 4: PROMOTING THE PRODUCT

- Egg Farmers of Ontario redesigned and launched its three new websites: www.eggfarmersofontario.ca for farmers; www.getcracking.ca for consumers; and www.eggsanytime for recipes.
- EFO entered into a partnership with Toronto's first "breakfast" food truck. The Egg Man Inc. is a food truck that boasts a full line of delicious menu items, all featuring eggs. EFO's advertising is featured on one full side of the truck.

Key Result Area 5: PRACTICING SOCIAL RESPONSIBILITY

- EFO continued the *Egg Donation Program*, in partnership with the Ontario Association of Food Banks, which resulted in \$250,000 being donated to their efforts.
- EFO donated an additional 9,000 dozen eggs in total to two Ontario Public Service Food Bank events and egg farmers donated to Food Banks locally as individuals and collectively through their Zone funding across Ontario.

Key Result Area 6: ENSURING GOOD GOVERNANCE

- Various EFO staff participated in WHMIS, Confined Spaces, FIT testing, Accessibility and First Aid/CPR training courses.
- Governance policy was reviewed, amended and approved May 2015.

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.

Goals:

- 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.
- To seek continuous support for fair farm pricing from all levels of government.
- To change the perception and level of support from consumers and other stakeholders for fair farm pricing terminology in preference to supply management.
- To develop processes, dialogues and relationships that allow for winning solutions for all stakeholders that are directly or indirectly impacted by the system.
- To determine and act upon the respective limits of the national, provincial and territorial agencies for the greater benefit of Ontario farmers.
- To manage issues related to international trade negotiations with a view to minimizing the impact on the net income of the Ontario egg and pullet supply chain.
- To continue to work at ensuring that the current import regulations remain in force on blended products.
- To respond to increased market demand on an ongoing basis.
- To sustain effective global relationships (e.g., with the International Egg Commission and the United Egg Producers).
- To implement policies to ensure there is a critical mass of egg and pullet farmers to sustain fair farm pricing.
- To implement a Pullet Growing Fee, based on a cost of production, in conjunction with Québec and/or the National Pullet Agency.
- To build relationships with newly elected federal Members of Parliament.

Work Plan Prompts:

- Egg Farmers of Ontario will develop the means to educate the general public on fair farm pricing in preference to supply management terminology.
 - Public Affairs actions promoted fair farm pricing with communications, media and government relations.
- 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.
 - Continued to monitor discussions and developments regarding these agreements, being mindful of potential impacts to our farmers.
 - Egg Farmers of Ontario continued to keep farmers informed on developments via email updates.
 - Cultivated relationships with elected officials and staff through regular communication.
 - Egg farmers of Ontario Chair attended portions of the Trans-Pacific Partnership talks.
- Egg Farmers of Ontario will support the Federal-Provincial Agreement renewal process to ensure Ontario's concerns will be addressed.
 - Egg Farmers of Ontario continued to monitor the process on an ongoing basis.

- Egg Farmers of Ontario will continue to build upon relationships with all levels of government.
 - Egg Farmers of Ontario continues to build relationships with all three provincial political parties.
 - Opportunities for one-on-one discussions with provincial and federal representatives were actively pursued and capitalized on (i.e., political events, Premier's Food Drives, Member of Provincial Parliament Omelette Breakfast, Member of Parliament Breakfast on the Hill, etc.).
 - Egg Farmers of Ontario was once again a platinum sponsor for Equal Voice, a national, bilingual multi-partisan organization dedicated to electing more women to all levels of political office in Canada.
 - All Ontario Members of Parliament and Members of Provincial Parliament received a copy of EFO's 50th Anniversary Commemorative Book.
- 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).
 - Egg Farmers of Ontario worked with provincial counterparts in knowledge transfer exercises (i.e., Newfoundland and selected US states with on-farm disposal procedures).
- Egg Farmers of Ontario will demonstrate to farmers the benefit of enforcing rules and regulations in a transparent fashion.
 - Egg Farmers of Ontario's Investigation Unit works with small flock farmers to ensure that they are meeting regulation requirements.
 - Increased communication efforts to ensure farmers understand the merits of our HACCP and animal care programs.
 - Guelph Food Technology Centre began conducting third party audits.
- Egg Farmers of Ontario will develop/renew our contacts at the federal level as a result of an election in 2015.
 - Key messages and questions were prepared for egg farmers' meetings with federal candidates in advance of the federal election.
 - As a result of the October 2015 federal election, Egg Farmers of Ontario reached out to each provincial Member of Parliament with a letter of congratulations.
- Egg Farmers of Ontario will align itself with other groups supportive of fair farm pricing.
- Egg Farmers of Ontario continues to support the concept of a pullet growing fee based on a cost of production.
 - Continued to support Pullet Growers of Canada's initiatives.
 - Successfully negotiated a pullet growing fee for pullet growers in Ontario and Quebec.
 - Hosted a successful pullet information session for industry and OMAFRA to discuss implementation of phase two of the pullet pricing agreement.
- Egg Farmers of Ontario will host an Ontario egg and pullet industry information session.
 - A successful egg and pullet industry information session was held November 25.

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.

Goals:

- To match supply with demand in meeting the need for quality pullets and eggs.
- To monitor and minimize the need for supplemental imports.
- To initiate a national review of the forecasting/responding to domestic increases in egg demand to minimize imports.
- To complete a review of the Quota Transfer System, after its first year of operation.
- To continue to review annually the criteria for the Layer Leasing Pool.
- Investigate ways to streamline current paperwork for efficiency and ease of use.
- To work with industry stakeholders to ensure the egg system meets demand in specialty markets.
- To ensure that Egg Farmers of Ontario has in place and participates in, a comprehensive and visible response program in case of emergencies (i.e., a disease outbreak).
- To review current animal care practices in layers and pullets and deliver training to farmers in support of the industry.
- 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.
- To acquire the right to collect levies on pullets in Ontario.
- To support the implementation of a National Pullet Agency, including production management controls.
- To anchor correct emergency response procedures through practice and education to farmers.
- To establish a more complete chick placement and movement tracking system.
- To support the development of a national "stamp" or "seal" for farmers passing all quality and other compliance programs.
- To further develop and promote the Ontario Egg Quality Assurance Program.

Work Plan Prompts:

- Egg Farmers of Ontario will work towards a comprehensive review of our Emergency Preparedness Plan, making necessary connections to the Feather Board Command Centre.
 - Egg Farmers of Ontario staff were involved with the Feather Board Command Centre response to the Avian Influenza outbreak in the areas of operations, logistics and communication.
 - Work continues on updating Egg Farmers of Ontario's Emergency Preparedness Plan.
- Egg Farmers of Ontario will further develop our skill/ knowledge base and participate in response programs to be prepared in case of emergencies (i.e., a disease outbreak).
 - Egg Farmers of Ontario staff were involved with the Feather Board Command Centre response to the Avian Influenza outbreak in the areas of operations, logistics and communication.
 - ARMII was activated and managed by Egg Farmers of Ontario staff as part of the Avian Influenza outbreak response.
 - Information sharing agreements between poultry boards and government agencies are being actively pursued.

- Egg Farmers of Ontario will continue to support the efforts of the Pullet Growers of Canada.
 - Egg Farmers of Ontario successfully implemented a pullet growing fee.
- Egg Farmers of Ontario will develop processes which will effectively match supply with demand in meeting the need for quality pullets and eggs.
 - Egg Farmers of Ontario worked with processors to identify production that could be used on a short term basis to provide supply as a result of the Avian Influenza outbreak in the U.S.
 - A *Market Growth Allowance*, for layers and pullets, was developed to allow our farmers to meet the demand for both the table and industrial product markets.
 - The *Home Week Policy* is an ongoing project that will be implemented in January 2017.
 - In May 2015 Layer Leasing Allotment was introduced which gives producers the number of birds each quota holder would be entitled to lease from EFO's Layer Leasing Pool. This gives farmers more stability for future planning purposes.
- Egg Farmers of Ontario will continue to explore opportunities to build upon our investment in research projects.
 - Egg Farmers of Ontario has been working with researchers from McGill on an embryo sexing protocol to be used in trial.
 - In collaboration with the Poultry Industry Council, a geofencing project has begun.
- Egg Farmers of Ontario will work to ensure all our egg and pullet farmers are in compliance with the National Animal Care Program.
 - Egg Farmers of Ontario worked with farmers with the implementation of the enhanced animal care program components.
 - Through collaboration with the Poultry Industry Council, euthanasia training and resources were developed and made available to farmers.
 - Guelph Food Technology Center was contracted as third-party auditing purposes for the HACCP and Animal Care Programs.
- Egg Farmers of Ontario will continue to investigate the concept of an Egg Quality Assurance Program.
- Egg Farmers of Ontario will link available data from a variety of sources into a more robust and insightful communication tool through the FMS database system.
 - The online reporting system is now available on the EFO website.
 - Upgrades are continually being made to facilitate information sharing between farmers and EFO.
- Egg Farmers of Ontario will review the first year of operating the Quota Transfer System.
 - This is an ongoing process.
- Egg Farmers of Ontario will conduct an operational review of Egg & Pullet Policies implemented January 1, 2014.
 - The New Entrant Program was put on a one-year hiatus in order to conduct a full program review.
- Egg Farmers of Ontario will, on an annual basis, continue to review the Layer Leasing Pool.
 - This is an ongoing process.
- Egg Farmers of Ontario will review all quota credit policies.
 - In May 2015 the Board updated the Quota Credit Policy to include Unutilized Production Quota; allowing producers the opportunity of earning Quota Credits while aligning barns.
- Egg Farmers of Ontario will investigate ways to streamline required paperwork through ongoing development of the online reporting system.
 - In August 2015 Family Transfers and Same Ownership transfers will be considered once complete and may be approved if all of its requirements have been satisfied as outlined in the Policy.
 - Pullet Leasing and Quota Credits are now operational and do not require Committee approval.

- Egg Farmers of Ontario will review the current reporting requirements from all industry stakeholders and the impact on Egg Farmers of Ontario's current pullet/layer tracking system.
- Egg Farmers of Ontario will conduct a review of all current programs/policies and the fees/penalties associated with non-compliance.
- Egg Farmers of Ontario will implement a more complete chick placement and tracking system.
 - A Reporting Committee was developed to investigate current reporting practices and introduce changes to better track the placement of pullets and layers.

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.

Goals:

- To promote the positive image of egg and pullet farm families showcasing their commitment to excellence and passion for their hens and the quality of their product.
- To introduce Ontario egg and pullet farm families into consumer social networks (online, community events, etc.).
- To educate consumers about the reality that commercial egg production is from family farms and that the next generation is actively involved in farming.
- To engage in effective and constructive relationships with small, non-quota farmers.

Work Plan Prompts:

- Egg Farmers of Ontario will continue with egg and pullet farm family-focused advertising that will be utilized across various platforms.
 - The 2015 *Who Made Your Eggs Today?* campaign was an extension of the 2014 campaign that featured farmer messages on local food, animal care and the next generation of Ontario egg farmers. These messages were produced for out-of-home executions (i.e., billboards, transit, in-store), print ads and digital executions
 - Two new resources were produced and distributed that focused on egg farming and our farmers' commitment to supplying high-quality eggs.
- Egg Farmers of Ontario will execute a social media campaign which profiles Ontario egg and pullet farm families.
 - 50th anniversary profiles were created for some of the farm families and shared on Facebook and Twitter.
 - Ontario egg farmers were featured in a variety of social media activities (via Twitter and Facebook).
- 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.
 - Zone farmers participated in a number of local events, using their newly create zone displays.
 - Egg Farmers of Ontario continued our sponsorship of the *Breakfast on the Farm* event.
 - Increased community engagement was realized through activities within the zone sponsorship program, with zones being able to access \$150,000 in funding (\$20,000 of which came from the Egg Farmers of Canada's *Egg Farmers Give Back* funding program).

- Through a partnership with the Ottawa Senators hockey team, eggs became their “official breakfast protein”. This partnership afforded local egg farmers to participate in their Home Town Tours, FanFest event, digital programming and in-arena LCD screens. Egg Farmers of Ontario also sponsored the Ice Crew for the 2015-2016 season.
- Egg Farmers of Ontario continued its sponsorship agreement with golfer Fareen Samji, Canadian Women’s Long Distance Drive Champion.
- Egg Farmers of Ontario will investigate parallel strategies with other farmer and/or commodity organizations regarding ‘Telling our Story’.
 - Egg Farmers of Ontario staff work with other farmer and commodity organizations for various events to continue to tell our story.
- Egg Farmers of Ontario will 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.
 - Egg Farmers of Ontario staff regularly engages with non-quota farmers interested in entering the industry by providing guidance and resource material.
 - The Investigative Unit worked with small flock farmers to assist in regulation compliance.
- Egg Farmers of Ontario will implement education programs about the egg and pullet industry.
 - Egg Farmers of Ontario participated in over 50 fairs and events to educate students and consumers about the egg and pullet industry, either with displays or resource materials.

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).

Goals:

- To ensure consumers buying our eggs have the confidence that such products satisfy the highest standards of quality and meet their ethical expectations for egg production.
- To support the development of a national traceability system.
- To promote nutritional and environmental standards.
- To continue to monitor public perception.
- To work with other Feather Boards to regulate poultry production.
- To demand the same quality standards for imported eggs.
- To promote the Ontario Egg Quality Assurance program.

Work Plan Prompts:

- Egg Farmers of Ontario will prepare marketing/communication tools to target the farmer, consumer, teacher and health professional audiences.
 - The *Who Made Your Egg Today?* campaign platform was evaluated and is in the process of being repositioned to ensure its effectiveness for 2016-2020.
 - Egg Farmers of Ontario celebrated World Egg Month (October) through media appearances, a digital media strategy and working with in-store Dietitians within the Loblaws banner.
 - The *Egg Chef* restaurant portal was refined and offered to chain and independent foodservice operators across the province.
 - Two new resources were produced and distributed that focused on egg farming and our farmers’ commitment to supplying quality eggs.

- Egg quality messaging was included in the 2015 *Who Made Your Egg Today?* campaign, as well as throughout educational, health care and foodservice programming via print and online delivery vehicles.
- Egg Farmers of Ontario successfully redesigned and launched its three new websites: www.eggfarmersofontario.ca for farmers; www.getcracking.ca for consumers; and www.eggsanytime for recipes.
- Egg Farmers of Ontario was the 2015 presenting sponsor for the *Road to the Royal Chef's Competition*, in conjunction with the Royal Agricultural Winter Fair.
- EFO entered into a partnership with Toronto's first "breakfast" food truck. *The Egg Man Inc.* is a food truck that boasts a full line of delicious menu items, all featuring eggs. EFO's advertising is featured on one full side of the truck.
- Due to the decision not to use our education trailers at events during 2015, Egg Farmers of Ontario offered a mobile cooking demonstration stage to six fairs in various parts of the province.
- Egg Farmers of Ontario will continue to work with Foodland Ontario.
 - Egg Farmers of Ontario continues to develop our relationship with Foodland Ontario by providing support to their online marketing efforts and other activities throughout the year.
- Egg Farmers of Ontario will continue working with food writers, nutritionists, doctors and health professionals as third-party endorsers for eggs.
 - Staff continues to work with third party endorsers like Carol Harrison (registered dietitian), Rita Demontis (food writer and radio show host), Mike Petrik (poultry veterinarian), Fareen Samji (Canadian Women's Long Distance Drive Champion), Judy Scott Welden (food nutritionist) as well as other independent food bloggers to support our digital efforts.
- Egg Farmers of Ontario will develop a consumer communications/marketing plan to promote our Ontario Egg Quality Assurance Program.
- Egg Farmers of Ontario will enhance its foodservice programming, by increasing the usage of the online *Egg Chef* portal.
 - Since its launch in March 2015, over 47 promotions have been activated with EFO foodservice materials, over 99 operators have registered to use the site and 69 operators and their staff have signed up to receive the *Egg Chef* e-newsletter.
- Egg Farmers of Ontario will develop opportunities to execute promotion programs with Ontario graders and improve industry relations.

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 the 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.

Goals:

- 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).

Work Plan Prompts:

- 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 will develop a long-term partnership with the Ontario Student Nutrition Program Network.
 - Egg Farmers of Ontario staff continue to work with the provincial network to develop a program that will benefit all fourteen regional programs within Ontario.
 - EFO continued the Egg Donation Program, in partnership with the Ontario Association of Food Banks, which resulted in \$250,000 being donated to their efforts.
 - EFO donated an additional 9,000 dozen eggs in total to two Ontario Public Service Food Bank events and egg farmers donated to Food Banks locally as individuals and collectively through their Zone funding across Ontario.

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.

Goals:

- 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).
- To examine the frequency of zone and councillor meetings and review the need for more frequent general farmer meetings.
 - In addition to the Annual Meeting and Zone Summer Barbecue, zone and councillor meetings were held throughout the year, on an as needed basis.
- To provide the opportunity for farmers to participate in focus groups related to Egg Farmers of Ontario activities and initiatives.
 - Egg farmers that participated in the Canadian National Exhibition were asked to provide input into our outreach program plans for 2016.
- To find the means to ask farmers how they would like to be involved in Egg Farmers of Ontario activity (i.e., through a questionnaire).
- To continue to ensure that key ideas from farmers reach the Board Members in writing so that they can be considered at Board meetings.
- Investigate the potential of opening The Ontario Farm Products Marketing Act to review governance implications with respect to pullet directors.
- To ensure Egg Farmers of Ontario maintains its ability to respond to the ever-changing opportunities and challenges within the egg industry.
- To continue staff training, based on a needs and competency analysis, to satisfy present and future requirements of each position.
 - Various Egg Farmers of Ontario staff participated in WHMIS, Confined Spaces, FIT testing, Accessibility and First Aid/CPR training courses.
- To develop an annual training plan for Board Members based on an analysis of their needs.

- To maintain a robust performance evaluation and review system for both Board Members and staff.
- To improve Egg Farmers of Ontario's internal working processes and accountabilities.
- To ensure Egg Farmers of Ontario has and can use the most 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.
- To ensure zone meetings continue to meet the needs of our farmers.
- To ensure that Egg Farmers of Ontario has in place the necessary means to improve industry relationships on a continuing basis.

Work Plan Prompts:

- Egg Farmers of Ontario will determine the best means to involve other stakeholders in the planning process.
 - Egg Farmers of Ontario continued to meet with stakeholders throughout the year to ensure their needs are addressed within internal planning processes.
 - A pullet meeting with industry stakeholders and OMAFRA was held regarding the implementation of phase two of the pullet growing fee.
- Egg Farmers of Ontario will provide opportunities for farmers to provide input into their activities through electronic questionnaires/surveys.
 - Electronic surveys were provided to farmers regarding volunteering at the CNE and strategic insights (for business planning purposes).
- Egg Farmers of Ontario will continue with Board Member and staff training related to governance and operational matters.
- 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 review the Egg Farmers of Ontario Governance Policy.
 - Governance policy was reviewed, amended and approved May 2015.
- Egg Farmers of Ontario will review job descriptions and the Egg Team Member evaluation process.