



# 2016 BUSINESS PLAN

## Key Result Area Achievements

# EXECUTIVE SUMMARY

The following outlines EFO's Achievements (highlighted in green) for EFO's 2016 Key Result Areas (KRAs).

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

- Egg Farmers of Ontario (EFO) increased the number of birds to be placed in 2017, in keeping with its commitment to our mission and with encouragement from our provincial supervisory body.
- EFO staff worked with provincial and state associations in the area of depopulation procedures and training and are viewed nationally and internationally as having leading expertise in depopulation.

## Key Result Area 2: MANAGING THE EGG AND PULLET SUPPLY

- EFO announced two egg quota increases 2016. Effective July 1, a three per cent increase equaled 232,299 birds with a second increase announced to become effective January 1, 2017 that equaled 489,800 birds.
- Pullet Growers received two increases in 2016; Effective January 1 a five per cent Pullet Quota increase totaling 471,525 units with a second increase in July of 495,080 units.
- The *Layer Leasing Pool* structure was reviewed in 2016 and amended to meet the requests of farmers and their lending partners and offered a standardized number of birds. The 2017 Layer Leasing Pool was capped at 1,800 per farmer for those who could house the birds and met the 1:1 ratio criteria.
- EFO held five information sessions to gather input from farmers on the draft Code of Practice. Input from these sessions was included in EFO's submission to the Code Committee.

## Key Result Area 3: PROMOTING THE FARM FAMILY

- The 2016 *Who Made Your Eggs Today?* campaign featured three new egg farm families, along with a next generation farmer who tested very well in consumer research. The campaign also featured a refreshed look, with a new creative direction.
- The multi-year *Consumer Choice Campaign* was launched to proactively engage with stakeholders and consumers to preserve choice in the marketplace from various approved hen housing systems.

## Key Result Area 4: PROMOTING THE PRODUCT

- A redesigned recipe platform was launched as part of [www.getcracking.ca](http://www.getcracking.ca) that offers consumers unique features such as shopping list and menu planner building tools.
- EFO worked with grader staff on media relations issues, including developing messages and responses leading up to an episode of CBC Marketplace and an undercover video on an Ontario layer farm.

## 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 continued its three-year partnership with the Ontario Student Nutrition Program Network. This partnership resulted in a 125 per cent increase in egg consumption in participating school breakfast programs.

## Key Result Area 6: ENSURING GOOD GOVERNANCE

- Five regional meetings were held in July 2016 to update farmers on the draft Code of Practice.
- A variety of staff training opportunities were conducted over the year including Respirator Fit training and testing, Workplace Safety Insurance Board Awareness training, Cardio Pulmonary Resuscitation and Automated External Defibrillator training.

## 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 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.
- 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.
  - *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.*
  - ✓ **Public Affairs activities promoted fair farm pricing with communications, media and government relations.**
- To seek continuous support for fair farm pricing from all levels of government.
- To build relationships with elected and newly elected federal Members of Parliament.
  - *Egg Farmers of Ontario will continue to build upon relationships with all levels of government.*
  - *Egg Farmers of Ontario will develop/renew our contacts at the federal level as a result of the October 2015 election.*
  - *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 continues to build relationships with all three political parties, by actively pursuing and capitalizing on opportunities for one-on-one discussions with provincial and federal representatives (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 multi-partisan organization dedicated to electing more women to all levels of political office in Canada.**
- 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.*
  - ✓ **Egg Farmers of Ontario continued to monitor discussions and developments throughout the year regarding these two agreements.**
- To continue to work at ensuring that the current import regulations remain in force on blended products.
  - *Egg Farmers 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).*
  - ✓ **Data on egg imports (shell, liquid and further processed) are regularly monitored and reported on at monthly Director meetings.**

- To respond to increased market demand on an ongoing basis.
  - *To implement increases in hen placements to catch up with the shortfall in allocation that has seen unacceptably high levels of supplemental imports from the United States.*
  - ✓ In January 2016, the Board passed a motion to increase Ontario egg quota holders' national production allotment by 3%, effective July 1, 2016.
  - ✓ In keeping with its commitment to our mission and encouragement from our provincial supervisory body, Egg Farmers of Ontario increased the number of birds being placed in 2017. This allocation increase totaled 489,800 with 146,940 birds being evenly distributed to all farmers, with an additional 342,860 birds being distributed on a prorated basis to all quota holders.
- To sustain effective global relationships (e.g., with the International Egg Commission and the United Egg Producers).
  - *Egg Farmers of Ontario will host an egg and pullet industry information session.*
  - ✓ Two successful grader meetings were held, in conjunction with the *Consumer Choice Campaign*.
  - ✓ Egg Farmers of Ontario staff have worked with provincial and state associations in the area of depopulation procedures.
  - ✓ Industry information session held in 2015 and information posted on EFO website (not needed again in 2016).
  - ✓ Industry stakeholders were invited to various meetings held throughout the year (zone meetings, Annual General Meeting, Code of Practice information sessions).
  - ✓ Egg Farmers of Ontario is viewed nationally and internationally as having expertise with carbon dioxide depopulation and have provided training and guidance to other provinces and American states developing their own protocols.
- 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 demonstrate to farmers the benefit of enforcing rules and regulations in a transparent fashion.*
  - ✓ Egg Farmers of Ontario continues to advise farmers of program changes and updates through email blasts, mailings, *Cackler* newsletter and via the website.
  - ✓ In 2016 the Board reviewed the viability of allocating quota only on a pro rata basis. Both egg and pullet producers received quota increases in 2016, which allocated the hens on a pro rata basis in addition to an amount evenly distributed to all farmers. By introducing this method, the smaller operations would receive a much larger allocation on a total percentage basis.
  - ✓ The *Layer Leasing Pool* was amended to meet the needs of the farmers and new entrants on two levels. The number of leased birds was capped at 1,800, to satisfy the financial and business planning needs, and the application process was simplified. Farmers are no longer required to submit the applications on a yearly basis; applications are accepted when the pullets are ordered.
- To work with Pullet Growers of Canada and other provincial pullet agencies regarding pullet production.
  - *Egg Farmers of Ontario will cooperate in the conducting of a national pullet growing fee survey.*
  - *Egg Farmers of Ontario will continue to support the efforts of Pullet Growers of Canada.*
  - ✓ Egg Farmers of Ontario continued to support Pullet Growers of Canada's initiatives.
  - ✓ Egg Farmers of Ontario continues to work with the Quebec Pullet Growers to ensure a fair pullet growing fee is sustained and monitor the supply of pullets between the two provinces.

## 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 and Work Plan Prompts:

- To match supply with demand in meeting the need for quality pullets and eggs.
  - ✓ Procedures to execute the 2017 *Home Week Policy* were finalized. In 2017, farmers possessing fowl after the 12 month allotment period [358 days + seven days downtime], on a per flock basis, will be in contravention of *Egg Farmers of Ontario's Policies, Programs and Procedures* and subject to all of the sanctions outlined in those policies.
- To work with industry stakeholders to ensure the egg system meets demand in specialty markets.
  - ✓ The Board continues to review and consider the Interim Cage-Free proposal submitted by industry representatives.
- To monitor and minimize the need for supplemental imports.
- To initiate a national review of the forecasting/response to domestic increases in egg demand to minimize imports.
  - *To implement increases in hen placements to catch up with the shortfall in allocation that has seen unacceptably high levels of supplemental imports from the United States.*
  - ✓ Two allocation increases were announced in 2016 with an additional commitment of 722,000 birds being allocated to Ontario egg quota holders.
  - ✓ To help meet the demand, pullet growers received a total increase to their production quota of 966,000 units in 2016.
- To ensure that existing Canadian egg marketing agencies are the first receivers of eggs under any new supplement 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.*
  - ✓ Discussions are ongoing at the national level. This will continue to be a priority for 2017.
- To continue to review annually the criteria for the Layer Leasing Pool.
  - *Egg Farmers of Ontario will, on an annual basis, continue to review the Layer Leasing Pool.*
  - ✓ The *Layer Leasing Pool* structure was reviewed in 2016 and the policy was amended to meet the requests of farmers and their lending partners and offered a standardized number of birds. The 2017 *Layer Leasing Pool* was capped at 1,800 per farmer for those who could house the birds and met the 1:1 ratio criteria.
  - ✓ The *Layer Leasing Pool* application process was revised to further assist farmers with their yearly planning; the application is now submitted with the Pullet Order Report when ordering birds.
- 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 the policies and programs to ensure they are supporting the requirements of the evolving industry.*
  - ✓ Egg Farmers of Ontario reviewed its *On-Farm Food Safety* and *Animal Care* programs in an effort to streamline requirements for more efficient implementation.

- ✓ Third-party audit procedures were developed with the Guelph Food Technology Centre for implementation in 2017.
- ✓ Staff are currently working with legal counsel and the Farm Products Marketing Commission to implement additional authorities to help regulate and manage the system.
- *Egg Farmers of Ontario will conduct a review of all current programs/policies and the fees/penalties associated with non-compliance.*
- ✓ During 2016, the Quota Credit and Home Week policies, along with the *Layer Leasing Pool, Pullet Leasing Pool* and *New Entrant* programs were all reviewed by the Production Management and Pullet Committees to ensure they are meeting the requirements of our farmers.
- *Egg Farmers of Ontario will conduct an operational review of Egg & Pullet Policies implemented January 1, 2014.*
- ✓ Egg Farmers of Ontario staff continually review all policies as authorities are reviewed and market changes dictate.
- *Egg Farmers of Ontario will continue to provide input into the development of the revised Code of Practice for the Care of Laying Hens and work with stakeholders to manage required outcomes.*
- ✓ Egg Farmers of Ontario held five information sessions to gather input from farmers on the draft Code of Practice. Input from these sessions was included, as appropriate, in Egg Farmers of Ontario's submission to the Code Committee.
- To establish a more complete chick placement and movement tracking system.
  - *Egg Farmers of Ontario will look at ways to track all bird movement from day-old placements to 19 week quota placements, non-quota placements and broker-dealers to end of fowl destinations.*
  - ✓ Egg Farmers of Ontario staff reviewed current legislative authorities for pullets and work is continuing with legal counsel.
  - ✓ The Pre-Hen Placement Order concept was introduced and is currently being developed by staff for further review by the Board and respective committees.
  - ✓ The 19-Week Old Report was updated to include additional information to assist staff in the linking of flocks.
  - ✓ Egg Farmers of Ontario continue to work with Pullets Plus and other industry representatives to provide placement data to enable a better tracking system.
  - *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.*
  - ✓ The Reporting Committee continues to review all reporting requirements.
- Investigate ways to streamline current paperwork for efficiency and ease of use.
  - *Egg Farmers of Ontario will investigate ways to streamline required paperwork through ongoing development of the online reporting system.*
  - ✓ The online reporting system, which is continually being updated, allows both egg and pullet farmers to submit program applications and required reporting online. Egg and pullet farmers can review their forms, histories and allocations and pullet growers can view their year-to-date utilizations online.
  - *Egg Farmers of Ontario will link available data from a variety of sources into a more robust and insightful communication tool through the Flock Management System database.*
  - ✓ Updating of the Flock Management System (FMS) is an ongoing project. New notifications were implemented during 2016, as well as auto-fill options for pullet growers. Staff continue to regularly meet to implement changes that will result in a more fluid 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 reviewed its *On-Farm Food Safety* and *Animal Care* programs in an effort to streamline requirements for more efficient implementation.
- ✓ Third-party audit procedures were developed with the Guelph Food Technology Centre for implementation in 2017.
- ✓ Through collaboration with the Poultry Industry Council, euthanasia training and resources (in person and online) were developed and made available to farmers.
- Continue to explore opportunities to build upon our investment in research projects.
  - *Egg Farmers of Ontario will continue to seek out additional opportunities to enhance research investment for the benefit of the industry.*
  - ✓ *The Gender Identification project is progressing well – a vendor is currently being sought to develop a machine for commercialization of the technology.*
- 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 staff were involved with the Feather Board Command Centre response to the Avian Influenza outbreak (Niagara Region) in the operations, logistics and information sections.*
- To anchor correct emergency response procedures through practice and education to farmers.
  - *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.*
  - ✓ *Work continues on updating Egg Farmers of Ontario’s Emergency Preparedness Plan.*
  - *Egg Farmers of Ontario will continue to provide information and resources that help farmers enhance biosecurity on egg and pullet farms minimize the risk of foreign animal disease disrupting the egg and pullet supply.*
  - ✓ *In cooperation with Be Seen. Be Safe, a geofencing and virtual log book project was launched.*
  - *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).*
  - ✓ *Information sharing agreements between poultry boards and government agencies are being actively pursued.*
  - ✓ *Egg Farmers of Ontario continued refining our carbon dioxide depopulation protocols and purchased additional equipment required.*
- 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.*
  - ✓ *Egg Farmers of Ontario continued to support Pullet Growers of Canada’s initiatives.*
- To further develop and promote an Ontario Egg Quality Assurance Program.
  - *Egg Farmers of Ontario will continue to investigate the concept of an Egg Quality Assurance Program which could include a national stamp or seal for farmers passing all quality and compliance programs.*
  - ✓ *In conjunction with the Consumer Choice Campaign, Egg Farmers of Ontario began to pursue opportunities to reposition this concept in relation to the campaign, the new Code of Practice and the phasing out of conventional housing.*

## 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 and *Work Plan Prompts*:

- 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.
  - *Egg Farmers of Ontario will continue with egg and pullet farm family-focused advertising that will be utilized across various platforms.*
  - ✓ The 2016 *Who Made Your Eggs Today?* campaign featured three new egg farm families, along with a next generation farmer who tested very well in consumer research. The campaign also featured a refreshed look, with a new creative direction. This year's campaign was produced for out-of-home executions (transit and in-store), print ads and digital executions.
  - ✓ Two new resources were developed and distributed that focused on egg farming and our farmers' commitment to doing what's best for their birds and supplying high-quality eggs.
  - *Egg Farmers of Ontario will execute a social media campaign which profiles Ontario egg and pullet farm families.*
  - ✓ Egg Farmers of Ontario implemented an extensive social media calendar in 2016, that featured profiles of Ontario egg farm families, community initiatives Egg Farmers of Ontario and local egg farmers are involved in/support, information on animal care and egg quality, as well as the versatility of eggs and new recipe ideas.
  - ✓ Instagram and Snapchat channels were launched mid-2016.
  - ✓ Egg Farmers of Ontario launched the Twitter handle @GetCracking as our new consumer twitter account, resulting in @EggFarmersOnt being dedicated to farmers.
  - *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.*
  - ✓ A new Local Initiatives Policy was launched in 2016 to recognize and remunerate the time local farmers spend "telling their story" at local events.
  - ✓ Zone farmers participated in a number of local events, using their zone displays.
  - ✓ Egg Farmers of Ontario's two educational trailers were completely refurbished with new creative, enriched housing, feed displays and overhauled graders.
  - ✓ Egg Farmers of Ontario continued our sponsorship and participation in the two Breakfast on the Farm events, hosted by Farm and Food Care Ontario.
  - ✓ Community engagement was realized through activities within the zone sponsorship program, with each zone being able to access \$15,000 in funding.
  - ✓ Egg Farmers of Ontario partnered with Curling Canada and was the title sponsor for the *Canadian Junior Men's and Women's Curling Championships*, held in Stratford, Ontario early 2016.

- ✓ Egg Farmers of Ontario's partnership with the Ottawa Senators hockey team continued in its second year, with eggs being positioned as their "official breakfast protein". This partnership afforded local egg farmers the opportunity to participate in their *Home Town Tours* and *Fan Fest* event, as well as the ability to have digital programming, in-arena closed circuit television spots and the development of eight new hockey/recipe cards. Sponsorship of the Ice Crew was also a part of this partnership for the 2016-2017 season.
- ✓ Egg Farmers of Ontario continued its sponsorship agreement with long drive golfer Fareen Samji, Canadian Women's Long Distance Drive Champion.
- ✓ In conjunction with the Fédération des producteurs d'œufs du Québec, Egg Farmers of Ontario co-sponsored Valerie Grenier, a medal winning member of the Alpine Canada ski team.
- ✓ In partnership with egg farmers from across Canada, Egg Farmers of Ontario spearheaded a national initiative that positioned eggs to be the title sponsor of Curling Canada's *Rocks and Rings Program* for the 2016-2017 season.
- *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 on various opportunities and events to continue to tell our story.
- ✓ In partnership with the Ontario Federation of Agriculture, the Ontario Sheep Marketing Agency and Farm and Food Care Ontario, Egg Farmers of Ontario co-sponsored the October flight of the *Fields to Forks* campaign, airing on CTV London. This partnership included TV advertising, a farmer vignette showing the passion and care our farmers provide their animals 365 days a year, as well as on-air radio segments on CJBK London radio.
- *Egg Farmers of Ontario will continue to promote egg farmers' dedication to providing consumer choice in the egg case through feed and housing alternatives.*
- ✓ The multi-year *Consumer Choice Campaign* was launched in 2016 to proactively engage with stakeholders and consumers to preserve choice in the marketplace from various approved hen housing systems. The framework and research was completed and various executional tactics are being developed and launched in 2017.
- *Egg Farmers of Ontario will implement education programs about the egg and pullet industry.*
- ✓ The *Guide to Choosing* brochure was redeveloped during 2016, with the focus on educating consumers about the variety of hen housing options available to farmers.
- ✓ A new animal care brochure was developed in late 2016.
- ✓ Egg Farmers of Ontario continues to provide a variety of resource options to complement in-class and experiential educational opportunities at over 75 events throughout 2016.
- 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.*
  - ✓ Egg Farmers of Ontario continually communicates with small flock farmers through the Eggboard email. Staff also provided information to those people who contact the Board office inquiring about becoming egg farmers.
  - ✓ Communications during Feather Board Command Centre activities surrounding the Avian Influenza outbreak included written documentation and conference calls with non-quota farmers to help them protect their birds and to help prevent the spread of the outbreak.
  - ✓ Egg Farmers of Ontario's Investigative Unit continued to work with small flock farmers to assist in regulation compliance.

- To implement policies that create a positive environment for farm families and their succession planning.
  - *Egg Farmers of Ontario will continually review the policies and programs to ensure they are supporting the requirements of the evolving industry.*
  - ✓ During 2016, the Quota Credit and Home Week policies, along with the *Layer Leasing Pool, Pullet Leasing Pool* and *New Entrant* programs were all reviewed by the Production Management and Pullet Committees to ensure they are meeting the requirements of our farmers.
  - ✓ The *New Entrant Program* was fully reviewed in 2016, as statistics revealed that with the evolution of the industry, new farmers were entering the industry without assistance, using current board programs that encourage the growth and success of entrepreneurs.

## 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 and Work Plan Prompts:

- 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.
  - *Egg Farmers of Ontario will develop and execute marketing/communication tactics to target the farmer, consumer, teacher and health professional audiences.*
  - ✓ The 2016 *Who Made Your Eggs Today?* campaign was launched featuring three new egg farming families and a new creative theme.
  - ✓ Egg Farmers of Ontario celebrated World Egg Month (October) through media appearances, a digital/social media strategy and working with in-store Registered Dietitians within the Loblaws banner.
  - ✓ The *Egg Chef* foodservice portal was completely redesigned to better service chain and independent operators across the province.
  - ✓ Egg Farmers of Ontario increased its presence on social media with the hiring of a dedicated staff member to engage in a variety of digital platforms in an ongoing and strategic fashion.
  - ✓ Egg Farmers of Ontario was the 2016 presenting sponsor of the *Road to the Royal Chefs Competition*, in conjunction with the Royal Agricultural Winter Fair.
  - ✓ Egg Farmers of Ontario continued in the second year of its partnership with Toronto's first breakfast food truck, featuring *Who Made Your Eggs Today?* creative on one entire side of the truck. The *Egg Man Inc.* boasts a full line of delicious menu items, all featuring eggs.
  - ✓ Due to the refurbishment of our two educational trailers during 2016, they were not available for use at events. To help compensate, Egg Farmers of Ontario offered a mobile cooking demonstration stage to fairs across the province, with six applications successfully hosting the exhibit.
  - ✓ A redesigned recipe platform was launched as part of [www.getcracking.ca](http://www.getcracking.ca) that offers consumers unique features such as shopping list and menu planner building tools. This platform integrates recipes from multiple sources (i.e., Egg Farmers of Ontario, Egg Farmers of Canada, provincial egg boards and Foodland Ontario) to provide a more robust recipe database for users.

- *Egg Farmers of Ontario will continue to work with Foodland Ontario.*
- ✓ Staff continue 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 staff are also active members of Foodland Ontario's Marketing Committee.
- *Egg Farmers of Ontario will continue working with food writers, nutritionists, doctors and health professionals as third-party endorsers for eggs.*
- ✓ Egg Farmers of Ontario continues to work with third-party endorsers including: Carol Harrison (Registered Dietitian), Rita Demontis (food writer and radio show host); Dr. 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.
- ✓ As part of the *Consumer Choice Campaign*, Egg Farmers of Ontario sponsored two media influencer farm tours, coordinated by Farm and Food Care, in the Niagara and Ottawa areas.
- *Egg Farmers of Ontario will enhance its foodservice programming, by relaunching our online portal Egg Chef, along with a refresh of foodservice marketing materials.*
- ✓ The *Egg Chef* foodservice portal was completely redesigned and launched in March with enhanced functionality and refreshed creative to better service chain and independent operators across the province.
- ✓ Egg Farmers of Ontario was a founding partner of Gordon Food Service's *Ontario Ingredients for Success* project, funded in part by the Greenbelt Fund.
- ✓ Egg Farmers of Ontario continues to proactively communicate and meet with independent and chain foodservice operators to assist in developing egg-centered promotions and discuss long-term sourcing commitments. Staff have seen a 63 per cent increase in subscribers to our foodservice e-blast communications.
- *Egg Farmers of Ontario will develop opportunities to execute promotion programs with Ontario graders and improve industry relations.*
- ✓ Three meetings with Ontario graders were held to share developments in our *Consumer Choice Campaign*.
- ✓ Egg Farmers of Ontario worked with grader staff on media relations issues, including developing messages and responses leading up to an episode of CBC Marketplace and an undercover video on an Ontario layer farm.
- ✓ A truck wrap was developed for Ferme Avicole Laviolette, using the 2016 *Who Made Your Eggs Today?* campaign theme.
- *Egg Farmers of Ontario will continue to promote egg farmers' dedication to providing consumer choice in the egg case through feed and housing alternatives.*
- ✓ The multi-year *Consumer Choice Campaign* was launched in 2016 to proactively engage with stakeholders and consumers to preserve choice in the marketplace from various approved hen housing systems. The framework and research was completed and various executional tactics are being developed and launched in 2017.
- *Egg Farmers of Ontario will continue to investigate opportunities to reach Ontario's ethnic communities with targeted marketing tactics.*
- ✓ With the resources required for the *Consumer Choice Campaign*, this activity was postponed and will launch in early 2017.
- To promote an Ontario Egg Quality Assurance program.
  - *Egg Farmers of Ontario will develop a consumer communications/marketing plan to promote our Ontario Egg Quality Assurance program.*
  - ✓ In conjunction with the *Consumer Choice Campaign*, Egg Farmers of Ontario began to pursue opportunities to reposition this concept in relation to the campaign, the new Code of Practice and the phasing out of conventional housing.

## 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.

### 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 staff continue to ensure all policy and operational decisions are reflective of our Vision to 2020. In the shorter term, decisions will also be reflective of ensuring consumer choice in the market place and doing what is best for the birds.
- 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 are made available as required.*
  - ✓ Egg Farmers of Ontario reviewed its *On-Farm Food Safety and Animal Care* programs in an effort to streamline requirements for more efficient implementation.
  - ✓ Third-party audit procedures were developed with the Guelph Food Technology Centre for implementation in 2017.
  - ✓ Through collaboration with the Poultry Industry Council, euthanasia training and resources (in person and online) were developed and made available to farmers.
- 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 continued its three-year partnership with the Ontario Student Nutrition Program Network. This partnership resulted in a 125 per cent increase in egg consumption in participating schools' breakfast programs. Educational materials on nutrition and egg farming were also developed specifically for these programs and distributed to schools as part of the partnership.
  - ✓ Egg Farmers of Ontario continued its *Egg Donation Program*, in partnership with the Ontario Association of Food Banks, which resulted in \$250,000 being donated to their efforts.
  - ✓ Egg Farmers of Ontario donated an additional 9,000 dozen eggs (total) to two Ontario Public Service Food Bank events and egg farmers donated to local food banks individually and collectively as zones throughout Ontario.

- *Egg Farmers of Ontario will continue to investigate the concept of an Egg Quality Assurance Program which could include a national stamp or seal for farmers passing all quality and compliance programs.*
- ✓ *In conjunction with the Consumer Choice Campaign, Egg Farmers of Ontario began to pursue opportunities to reposition this concept in relation to the campaign, the new Code of Practice and the phasing out of conventional housing.*
- *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.*
- ✓ *Community engagement was realized through activities within the zone sponsorship program, with each zone being able to access \$15,000 in funding.*
- ✓ *Egg farmers donated to local food banks individually and collectively as zones throughout Ontario.*
- *Egg Farmers of Ontario will continue to promote egg farmers' dedication to providing consumer choice in the egg case through feed and housing alternatives.*
- ✓ *The multi-year Consumer Choice Campaign was launched in 2016 to proactively engage with stakeholders and consumers to preserve choice in the marketplace from various approved hen housing systems. The framework and research was completed and various executional tactics are being developed and launched in 2017.*

## 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 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.*
  - ✓ *Strategic Insights questionnaires were sent to Industry stakeholders and all farmers to gather their input for Egg Farmers of Ontario's strategic business planning process.*
- To examine the frequency of zone and councillor meetings and review the need for more frequent general farmer meetings.
  - ✓ *Each Board of Director worked closely with his/her farmers to determine the frequency of zone and councillor meetings, with some zones having as many as eight meetings during the year in addition to their zone annual and summer meetings.*
  - ✓ *Five additional regional meetings were held in July 2016 to update farmers on the draft Code of Practice and gather their input.*
- To ensure zone meetings continue to meet the needs of our farmers.
  - ✓ *Farmers were mailed 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.
  - ✓ Farmers were invited to participate in Egg Farmers of Ontario's business planning process.
  - ✓ Strategic Insights questionnaires were sent to Industry stakeholders to gather their input for Egg Farmers of Ontario's business planning process.
  - ✓ A *New Entrant Program* Consultation Survey was sent to all farmers seeking input on the development of a potential amended *New Entrant Program* for egg farmers in Ontario.
- 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.
  - *Egg Farmers of Ontario will provide opportunities for farmers to provide input into their activities through zone/regular meetings, electronic questionnaires/surveys, etc.*
  - ✓ "Meeting and Zone Reports" continued to be included on the monthly Board Meeting agendas for Directors to bring forth ideas/questions/suggestions from their respective zones.
- To ensure Egg Farmers of Ontario maintains its ability to respond to the ever-changing opportunities and challenges within the egg industry.
- To improve Egg Farmers of Ontario's internal working processes and accountabilities.
- 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 update/review job descriptions for each team member. Updated job descriptions will be shared between departments to help improve internal working processes within the organization.*
  - ✓ Job descriptions for all staff have been prepared. The next step in this process is to share them between departments to help improve internal working processes within the organization.
  - ✓ An independent consultant was engaged to review the salaries and job descriptions of all employees.
  - ✓ A variety of staff training opportunities were conducted over the year including Respirator Fit training and testing, Workplace Safety Insurance Board Awareness training, Cardio Pulmonary Resuscitation and Automated External Defibrillator training, as well as individual training courses through the Lynda.com training service.
- To maintain a robust performance evaluation and review system for both Board Members and staff.
  - *A new Egg Team Member evaluation process will be developed and annual performance reviews will be implemented for all team members.*
  - *Egg Farmers of Ontario will develop a salary rating scale, based on job responsibilities and education, and will be applied to each position to ensure salary equity.*
  - ✓ An independent consultant was engaged to review the salaries and job descriptions of all employees.
  - ✓ Egg Farmers of Ontario is finalizing the compensation review project, which will also include a staff performance review process that will launch in 2017.
- To ensure Egg Farmers of Ontario has and can use the most timely and accurate information.
  - *Egg Farmers of Ontario will link available data from a variety of sources into a more robust and insightful communication tool through the Flock Management System database.*
  - ✓ Updating of the Flock Management System (FMS) is an ongoing project. New notifications were implemented during 2016, as well as auto-fill options for pullet growers. Staff continue to regularly meet to implement changes that will result in a more fluid database.

- 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 continue with Board Member and staff training related to governance and operational matters.*
  - *Egg Farmers of Ontario will continue to use Board Member self-assessments, conducted as part of our business planning process, to assist with the development of individual training plans.*
  - *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.*
  - ✓ *Egg Farmers of Ontario Directors had sessions with RANA to identify core processes and support processes relating to our internal functions as part of the development of the *Process Integration Model* project.*