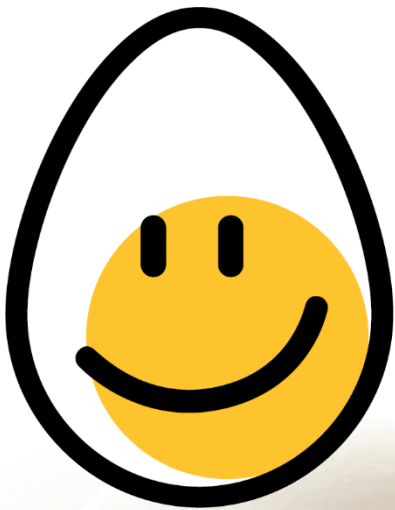


**Egg Farmers of Ontario**  
**2022 Business Plan**  
**Achievements Report**



**get cracking<sup>®</sup>**  
**Egg Farmers of Ontario**



# FOCUS AREAS

- 1. Promoting a Fair Farm Pricing System**
- 2. Managing Supply and Meeting Demand**
- 3. Improving On-Farm Operations and Productivity**
- 4. Maintaining Consumer Confidence and Trust**
- 5. Ensuring Good Governance and Effective Farmer Communications**

The following outlines achievements based on the 2022 Business Plan. Each objective, key strategy and tactic, as identified in the 2022 Business Plan, has been rated by management on the overall achievement and progress.

Departments have been identified using the following legend:

CA = Corporate Affairs

Exec = Board Executive

FIN = Finance

GM = General Manager

PSI = Policy and Strategic Initiatives

OPS = Operations

PA = Public Affairs

The following rating scale has been used to evaluate each strategy:

0 – Not Achieved

1 – To Do

2 – Ongoing

3 – Complete

## 1. Promoting a Fair Farm Pricing System

### OBJECTIVES:

**1.1** Advocate with all levels of government for fair farm pricing achieved through a stable national supply managed system and minimize the impacts of free trade agreements.

1.1.1 Promote fair farm pricing terminology and its benefits to farmers and consumers at the annual Member of Provincial Parliament Omelette Breakfast in fall 2022.

DEPT	Rating	Comments
PA	3	The 22 <sup>nd</sup> annual Omelette Breakfast was held November 1, with over 84 Members of Provincial Parliament (including 22 Ministers) and over 90 legislative staff attending.

1.1.2 Promote fair farm pricing terminology and its benefits to farmers and consumers with SM4 nationally at the Member of Parliament Breakfast on the Hill in spring 2022.

DEPT	Rating	Comments
PA	3	The benefits of fair farm pricing continued to be promoted during the Member of Parliament Downtown Diner on June 9.

1.1.3 Continue to advance the use of fair farm pricing terminology nationally, in collaboration with Egg Farmers of Canada and provincial/territorial egg boards.

DEPT	Rating	Comments
PA	2	The fair farm pricing terminology continues to be advanced in collaboration with Egg Farmers of Canada and our provincial/territorial counterparts.

1.1.4 Continue to advance the use of fair farm pricing terminology with other SM5 groups.

DEPT	Rating	Comments
PA	2	The fair farm pricing terminology remains an active strategy within other SM5 groups, through FarmGate 5.

1.1.5 Include fair farm pricing terminology, its benefits to farmers and consumers and proof points in government relations activities (appearances, briefing notes, etc.) with municipal, regional, provincial and federal staff and elected officials.

DEPT	Rating	Comments
PA	2	Fair farm pricing terminology and proof points continue to be integrated into all communications with elected officials and their staff, in writing and verbally.

**1.2** Increase consumer understanding of the benefits of the fair farm pricing for eggs, including food security.

1.2.1 Incorporate fair farm pricing terminology and proof points in social and consumer outreach initiatives and resources.

DEPT	Rating	Comments
PA	2	Messaging and proof points around fair farm pricing continue to be integrated into our social media content calendar and literature, where appropriate.

1.2.2 Continue to engage in opportunities to demonstrate how fair farm pricing supports the domestic food supply, food security and its economic impact provincially and federally.

DEPT	Rating	Comments
PA	2	The economic impact of fair farm pricing was incorporated into an infographic that has been used in communications with consumers and government officials and staff, as well as on social media.

- 1.2.3 Continue to amplify Egg Farmers of Canada’s “Better Together” campaign to engage with consumers and elected officials on the benefits of fair farm pricing and its impact in the areas of food security and sustainability.

<b>DEPT</b>	<b>Rating</b>	<b>Comments</b>
PA	2	The “Better Together” campaign from Egg Farmers of Canada was highlighted periodically throughout the year on our social channels.

- 1.3 Continue to take a leadership role in policy development and communications to support the national and provincial systems.

- 1.3.1 Continue to advance the use of fair farm pricing terminology, as it relates to Ontario egg and pullet farmers.

<b>DEPT</b>	<b>Rating</b>	<b>Comments</b>
PA	2	Fair farm pricing terminology continues to be included in communications to farmers as required (i.e., election briefings and key messages for meetings).

- 1.3.2 Engage with municipal, regional, provincial and federal government officials and their staff on the importance of fair farm pricing, as well as other industry issues, to continue to develop relationships with all levels of government.

<b>DEPT</b>	<b>Rating</b>	<b>Comments</b>
PA	2	<p>Monitored provincial election platforms for issues of interest to farmers/industry and developed provincial election key messages for farmers to engage with provincial candidates.</p> <p>Sent congratulatory letters to all Members of Provincial Parliament elected in June.</p> <p>Provided key messages and reports for Zone federal-provincial forums and Liberal platform development process.</p> <p>Continued to keep provincial government informed of emerging issues (TikTok video, avian influenza, HyperEye and Sanofi).</p> <p>Participated in a variety of meetings including the Food Summit (March 1), HPAI Preparedness Round Table (March 24), Kody Blois Round Table (August 18), Perth Federation of Agriculture Municipal Election Candidates Meeting (October 4), Minister of Agriculture Food and Rural Affairs’ Roundtable (November 7), PC Reception (November 9) and Grow Ontario Strategy briefing (November 24).</p> <p>Held the annual MPP Omelette Breakfast November 1.</p>

- 1.3.3 Continue to take a leadership role in developing and promoting the *Egg Quality Assurance* program in Ontario.

<b>DEPT</b>	<b>Rating</b>	<b>Comments</b>
PA	2	<i>Egg Quality Assurance</i> messaging has been integrated into our monthly social media calendar and incorporated into digital content on our website and videos.

## 2. Managing Supply and Meeting Demand

### OBJECTIVES:

**2.1** To fill the Ontario market with as many Ontario/Canadian eggs as possible, while working within directives from Egg Farmers of Canada.

2.1.1 Report on monthly hen utilization, targeting 100%.

DEPT	Rating	Comments
PSI	3	A utilization report was provided to the board every month in 2022 to monitor the utilization rate, which was consistently close but below 100%.

2.1.2 Provide quarterly forecasts and sensitivity analysis for Board review and decision making on hen inventory.

DEPT	Rating	Comments
PSI	3	The monthly utilization report to the board also provided forecasts of hen inventory with sensitivity analysis.

2.1.3 Implement/maintain programs and/or policy changes to meet national obligations for market requirements.

DEPT	Rating	Comments
PSI	3	Egg Farmers of Ontario used several levers such as Early Fowl Removal/Early Egg Removal, Special Temporary Market Requirement Quota and allocation hold back in accordance to market needs and in coordination with Egg Farmers of Canada, where appropriate.

2.1.4 Review storage requirements and implement the optimal strategy for surplus storage.

DEPT	Rating	Comments
PSI	3	Regular review of storage situation was conducted throughout the year to accommodate and anticipate storage requirement as the market underwent several fluctuations.

2.1.5 Review process for farmers not reaching standard rate of lay. Egg Farmers of Ontario field staff and/or investigation unit when prompted by Egg Farmers of Ontario reports to follow up with the farmer and industry, and possible veterinarian reports.

DEPT	Rating	Comments
PSI	1	While important, other issues took precedent over this matter. It will be an ongoing issue to monitor in the near term.

**2.2** Improve the function and operations of the *Quota Transfer System* (QTS) and ensure its viability with respect to fair access and transparency for all farmers.

2.2.1 Review at Committee and Board farmer feedback.

DEPT	Rating	Comments
PSI	3	The Production Management Committee, with Board approval, has directed staff to engage a consultant to conduct a full review of the <i>Quota Transfer System</i> .

2.2.2 Minimum annual review of related policies.

DEPT	Rating	Comments
PSI	2	Staff is in the midst of a comprehensive policy review to improve clarity, relevance and simplicity. The work is to be completed in the first half of 2023.

2.2.3 Drive efficiencies leveraging EFOne to process family transfers and bid submissions for the *Quota Transfer System*.

<b>DEPT</b>	<b>Rating</b>	<b>Comments</b>
PSI	2	The layer quota portal of the EFOne system will be developed in 2023 to achieve this goal.

2.2.4 Engage consultant to assist in a full review of the *Quota Transfer System*.

<b>DEPT</b>	<b>Rating</b>	<b>Comments</b>
PSI	2	Board to review the Production Management Committee’s recommendation of a consultant at the December 2022 meeting.

2.3 Review and formalize the strategy to improve quota access for small size farmers.

2.3.1 Continue 30% QTS pool for small farmers.

<b>DEPT</b>	<b>Rating</b>	<b>Comments</b>
PSI	3	The 70%/30% quota pool mechanism to accelerate growth for small size farmers has concluded and was successful in reaching goals of the program.

2.4 Strengthen the flock verification process for alternative housing systems and investigate technology to support this process through the Production Management Committee.

2.4.1 The Investigations Unit will continue to assist Operations to verify alternative housing systems by inspecting chick, pullet and hen placements, as well as records. Emphasis will be focused on farmers showing over production and over placement that will be conducted in a timely manner after situations arise or as recommended by the Production Management Committee or as directed by the Quota department via EFOne information.

<b>DEPT</b>	<b>Rating</b>	<b>Comments</b>
OPS	1	We are establishing an internal process to identify key criteria for an inspection. Also reviewing the flock count policy to ensure the policy reflects what is taking place in the field.

2.4.2 Operations, Quota and Investigations Unit staff will work together to identify and plan specific flock verification inspections, which will involve visits to pullet growers, layer farms and hatcheries, and will involve different types of monitoring and staffing requirements.

<b>DEPT</b>	<b>Rating</b>	<b>Comments</b>
OPS	2	Group and enriched counts are currently being scheduled throughout 2023 across Ontario.

2.4.3 EFOne will provide data integrity for rate-of-lay analysis by production system and staff will review latest technology tools to assist in flock verification goals.

<b>DEPT</b>	<b>Rating</b>	<b>Comments</b>
OPS	0	Currently focusing on a robust approach to daily activities to be included in EFOne. The data that is currently available is not useable at this point in the project. We are still dependant on Flock Management System for at least one to two years.

2.4.4 Staff will investigate staffing options (internal and external) to complete random flock counts in alternative housing systems.

<b>DEPT</b>	<b>Rating</b>	<b>Comments</b>
OPS	2	We are critically short on staff to complete extra tasks that could require days or overnight work. We have a plan in place for group work that will be scheduled throughout the year.

2.4.5 Hatch data will be reviewed by staff and the Production Management Committee for the two main hatcheries, as well as the smaller two.

<b>DEPT</b>	<b>Rating</b>	<b>Comments</b>
OPS	1	Reviewing data is set to commence winter 2023. The licensing of the flocks and other regulatory pieces need to be addressed first. Working to develop a more robust egg reporting system on the cull egg side is a priority.

2.5 Maintain an up-to-date forecast database of planned future capacity for all layer and pullet farms by housing type.

2.5.1 Staff will continue to update and monitor barn information as farmers make changes to their housing systems.

<b>DEPT</b>	<b>Rating</b>	<b>Comments</b>
OPS	2	Ongoing with no end.

2.5.2 Egg Farmers of Ontario will work with Egg Farmers of Canada to reach an agreement on measuring housing systems for both pullet and layer farms together and have all parties sign off.

<b>DEPT</b>	<b>Rating</b>	<b>Comments</b>
OPS	3	Egg Farmers of Canada will take alternative housing and Egg Farmers of Ontario will continue with conventional and enriched. Informal agreement in place.

2.5.3 Staff will work with farmers, reminding them to inform Egg Farmers of Ontario a minimum of a year in advance of any planned housing and capacity changes.

<b>DEPT</b>	<b>Rating</b>	<b>Comments</b>
OPS	2	Ongoing with no end.

2.5.4 Staff will work with Egg Farmers of Canada to clarify Code requirements and interpretations, particularly with aviary and free run housing systems.

<b>DEPT</b>	<b>Rating</b>	<b>Comments</b>
OPS	2	Ongoing with no end.

2.6 Work with the federal government and industry stakeholders to ensure new Tariff Rate Quota allocations allow the sector to manage the increased access smoothly and ensure market disruptions are minimized.

2.6.1 Egg Farmers of Ontario will support Egg Farmers of Canada's efforts with government decision-makers at the provincial and national level to ensure optimal allocation and administration changes result from increases mandated by the Canada-United States-Mexico Agreement.

<b>DEPT</b>	<b>Rating</b>	<b>Comments</b>
GM	2	Messaging developed by Egg Farmers of Canada for use by provincial partners is used in briefing notes and discussions with Ontario elected officials and their staff.

**2.7** Work with Egg Farmers of Canada to take action on their ability to collect marketing levies on imported product.

2.7.1 Egg Farmers of Ontario will support Egg Farmers of Canada’s efforts with government decision-makers at the provincial and national level to ensure promotion and research levies allowed under existing trade agreements are collected on imported eggs.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
GM	2	Messaging developed by Egg Farmers of Canada for use by provincial partners is used in briefing notes and discussions with Ontario elected officials and their staff.

**2.8** Work with Egg Farmers of Canada to enforce and strengthen current import regulations on blended products (e.g. breakfast sandwiches).

2.8.1 Egg Farmers of Ontario will support Egg Farmers of Canada’s efforts with government decision-makers at the provincial and national level to ensure current regulations on blended egg products protect the sector from tariff circumvention efforts and increased access problems.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
GM	2	Messaging developed by Egg Farmers of Canada for use by provincial partners is used in briefing notes and discussions with Ontario elected officials and their staff.

**2.9** To collaboratively work with Pullet Growers of Canada and other provincial pullet agencies representing the interests of Ontario pullet growers and work towards promoting Ontario grown pullets.

2.9.1 Work collaboratively with Pullet Growers of Canada and provincial stakeholders to deliver objectives contained within their strategic plan.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
PSI	2	Egg Farmers of Ontario regularly meets with Pullet Growers of Canada and other provincial pullet agencies to discuss sector growth, identify issues and work collaboratively to resolve those issues. Egg Farmers of Ontario is currently supporting Pullet Growers of Canada to conduct the cost of production survey for pullets.

**2.10** Work with key stakeholders in the egg and pullet industries to sufficiently and sustainably meet the new demand for vaccine egg production resulting from the partnership between Sanofi and the government to increase Ontario’s vaccine production capacity.

2.10.1 Staff will work closely with Sanofi and Egg Farmers of Canada to develop the strategy to meet this new demand for high-quality, fertilized eggs.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
PSI	2	Egg Farmers of Ontario has ongoing dialogue with Sanofi, relevant government agencies, Egg Farmers of Canada and industry stakeholders to ensure the vaccine production project by Sanofi is successfully deployed without compromising any elements of supply management. Egg Farmers of Ontario has engaged Enterprise Canada to develop and execute an effective political strategy.



**2.11** Work with Egg Farmers of Canada to review and update the Federal Provincial Territorial Agreement.

**2.11.1** Staff will support Egg Farmers of Ontario’s Egg Farmers of Canada representative with briefings, analysis and recommendations that ensure Egg Farmers of Ontario’s interests are expressed at the national level.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
PSI	2	Egg Farmers of Ontario made a submission in May 2022 to Egg Farmers of Canada to support the renewal and modernization of the Federal Provincial Territorial Act. Egg Farmers of Ontario worked with the Commission and the Ontario Ministry of Agriculture, Food and Rural Affairs to develop the submission.

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

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**OBJECTIVES:**

**3.1** Ensure year-round compliance with the *Egg Quality Assurance* program and other regulations.

**3.1.1** Working through Egg Farmers of Canada, Egg Farmers of Ontario Field Staff will continue to visit our farmers and follow up on Corrective Action Requests to administer the *On-Farm Food Safety and Animal Care Programs* to ensure compliance. Staff from Egg Farmers of Ontario and Egg Farmers of Canada will work and communicate with graders when a farm is not in compliance.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
OPS	2	Two non-compliance farms resolved. We are at risk with work load distribution into 2023. As Egg Farmers of Canada takes on the new program Egg Farmers of Ontario will need to review the Corrective Action Requirements workload and ensure we are prepared internally to keep pace with the audits.

**3.2** Continue to support collaborative inspector/auditor and farmer working relationships and foster a culture of consistency and continuous improvement.

**3.2.1** Field staff will regularly review program and auditing interpretations with Egg Farmers of Canada to aid in consistent audit process and Corrective Action Request follow ups.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
OPS	2	People Management Group customer service training completed.  Barriers removed from staff in office and the field to work collaboratively as needed.  Direction has been given to staff to identify anything and everything that is redundant and could use review and updating – Salmonella Enteriditis testing, count sheets, reporting, etc.

**3.3** Work with Egg Farmers of Canada, graders and the Canadian Food Inspection Agency to ensure robust processes are in place to facilitate testing for Salmonella Enteritidis.

3.3.1 Egg Farmers of Ontario field staff will continue to work with our graders and our farmers to co-ordinate SE testing scheduling and report results back to the graders as soon as they are received.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
OPS	2	Working with BDO Canada/University of Guelph on a plan to go digital with our Salmonella Enteritidis testing by end of 2023. Meetings and planning are ongoing and scheduled.

3.3.2 When approved Egg Farmers of Ontario and Egg Farmers of Canada field staff will follow direction and recommendations from the SE working group made up from Egg Farmers of Canada and CFIA on any possible changes in the future to SE testing protocols.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
OPS	1	Top priority in 2023 to review our Salmonella Enteritidis testing process and identify any room for improvement and align with other provinces where possible.

**3.4** Ensure a robust approach to compliance and investigations to maintain the integrity of the supply management system.

3.4.1 The Investigation Unit will continue to investigate any offence under Egg Farmers of Ontario’s regulations with emphasis on public health concerns, animal welfare and serious offences that undermine Egg Farmers of Ontario’s integrity. The Investigations Unit remains focused on accepting and following information from every resource available, while being prepared to report evidence and findings to Egg Farmers of Ontario’s board or Provincial Court in a timely manner.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
OPS	2	Comprehensive plan has been submitted and under review for 2023. Staffing is a critical shortfall and will be addressed in the 2023 plan.

**3.5** Work with farmers and industry stakeholders to identify and address challenges with coordinating a more even distribution of hen placement volumes and dates while meeting grader and consumer demands.

3.5.1 Provide regular analytics on bird placements and quota distribution, by Home Week, to industry stakeholders.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
PSI	1	Once the EFOne system has been completed, reporting of this type of data and related insights will be readily available and can be shared with relevant industry stakeholders.

3.5.2 Leverage EFOne to provide improved transparency and analytics on bird movement.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
PSI	2	This goal is part of the objective of the EFOne system.

**3.6** Streamline and simplify farm operations and improve internal operational efficiency and productivity through the implementation of EFOOnline.

**3.6.1** Implement phase three of EFOOnline and plan phase four.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
PSI	2	The EFOOnline system continues to be developed. Much of 2022 has been spent conducting a forensic review of the project to reflect on the original vision to ensure it continues to be relevant and conducive to Egg Farmers of Ontario’s long term vision. Several adjustments have been implemented and will be implemented with results of the review including the Request Management feature that streamlines the effective and timely response mechanism to inquiries and questions from users. The team also started to hold focus group meetings to seek feedback and comments from users with the goal of improving the system.

**3.6.2** Implement farmer focus groups quarterly for farmer and industry feedback.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
PSI	2	Planning is underway to leverage focus groups with farmers and industry to build and improve the system.

**3.7** Work with Egg Farmers of Canada to ensure clear interpretation of standards and timelines for implementation of the Code of Practice.

**3.7.1** Egg Farmers of Ontario staff will work with Egg Farmers of Canada to ensure clear understanding of interpretations and effective dates (12 months after Egg Farmers of Canada’s decisions have been made) and integrate this information into our programs.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
OPS	2	On target for the new Animal Care Program rollout including updated binders, training, and communication.  Worked with Egg Farmers of Canada operations staff and transition team throughout 2022 to ensure we are on track.

**3.8** Maintain strong, consistent biosecurity practices on farm at all times.

**3.8.1** Promote biosecurity and emergency response procedures to farmers as required.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
OPS	2	OPS maintain a consistent approach to biosecurity year-round and considers there is no relaxed approach.  Full review is planned for 2023 to ensure we are keeping up with industry trends and standards. Will adjust as necessary.

**3.8.2** Staff will operate under heightened biosecurity on a regular basis.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
OPS	2	OPS maintain a consistent approach to biosecurity year-round and considers there is no relaxed approach.  Full review is planned for 2023 to ensure we are keeping up with industry trends and standards. Will adjust as necessary.

3.8.3 Field staff will follow COVID-19 protocols while visiting farms. Staff will not visit a farm that has a COVID-19 positive case until 14 days after they have been cleared.

<b>DEPT</b>	<b>Rating</b>	<b>Comments</b>
OPS	3	Completed.

3.8.4 Egg Farmers of Ontario will work with the Feather Board Command Centre on communications when a disease or emergency is reported to farmers and industry, as appropriate.

<b>DEPT</b>	<b>Rating</b>	<b>Comments</b>
PA	2	Throughout the year, Egg Farmers of Ontario has supported the work of the Feather Board Command Centre in communication efforts to farmers and industry in their response to outbreaks of Avian Influenza and Infectious Laryngotracheitis.

3.9 Ensure the poultry sector has strong disease outbreak and emergency response plans, capacity and mitigation processes.

3.9.1 Maintain Egg Farmers of Ontario’s *Emergency Management Plan* to ensure it is up-to-date and aligned with the Feather Board Command Centre plan.

<b>DEPT</b>	<b>Rating</b>	<b>Comments</b>
PA	2	Egg Farmers of Ontario’s <i>Emergency Management Plan</i> has been updated twice during 2022 to align with changes within the organization and at the Feather Board Command Centre.

3.9.2 Develop and execute a cross-department review and simulation of our *Emergency Management Plan*.

<b>DEPT</b>	<b>Rating</b>	<b>Comments</b>
PA	1	Due to resource limitations, this activity has been deferred to 2023.

3.9.3 Continue to have staff actively involved in the Feather Board Command Centre.

<b>DEPT</b>	<b>Rating</b>	<b>Comments</b>
OPS / PA	2	Throughout the year, Egg Farmers of Ontario has supported the work of the Feather Board Command Centre in their response to outbreaks of Avian Influenza and Infectious Laryngotracheitis in the areas of operational and planning support and communication activities.

3.9.4 Ensure Egg Farmers of Ontario staff is training in Incident Management System 100, 200 and 300 levels to support our emergency response capacity, with new staff being trained as appropriate.

<b>DEPT</b>	<b>Rating</b>	<b>Comments</b>
OPS	3	Completed.

3.9.5 Conduct a comprehensive debrief of Egg Farmers of Ontario’s response to COVID-19.

<b>DEPT</b>	<b>Rating</b>	<b>Comments</b>
GM	1	This is planned for 2023.

**3.10** Stimulate innovation and continuous improvement of animal care, on-farm management and egg quality by supporting/investing in research.

3.10.1 Continue to provide Egg Farmers of Ontario’s annual contributions to the Livestock Research Innovation Corporation to promote poultry research. The Livestock Research Innovation Corporation will continue to provide research proposals to Egg Farmers of Ontario’s Research Committee.

<b>DEPT</b>	<b>Rating</b>	<b>Comments</b>
OPS	2	Working with the University of Guelph and their research/ag/P.Eng. programs will be mutually beneficial although the relationship is currently in its infancy stage.  Working with Egg Farmers of Ontario’s Research and Innovation Committee to improve application process and overall committee effectiveness.

**3.11** Support research and innovation through the redevelopment of the Arkell Research facility.

3.11.1 Work with Livestock Research Innovation Corporation and other feather boards to support the redevelopment of the Arkell Research facility.

<b>DEPT</b>	<b>Rating</b>	<b>Comments</b>
OPS	2	Current project is still in funding stage as of Q3.

**3.12** Investigate options that could provide access to and awareness of wellness and mental health resources for the egg community.

3.12.1 Continue to provide awareness of accurate and up-to-date mental health and wellness resources for egg and pullet farmers.

<b>DEPT</b>	<b>Rating</b>	<b>Comments</b>
PA	2	Continued to promote Ontario Federation of Agriculture’s mental health resources via articles in <i>The Cackler</i> and on our website.

3.12.2 Collaborate with The Grove Youth Wellness Hubs to execute our 5-year partnership, beginning in 2022.

<b>DEPT</b>	<b>Rating</b>	<b>Comments</b>
PA	2	The partnership with The Grove Youth Wellness Hubs began in January 2022 and has included attendance at site openings, farmer involvement during in-house cooking classes, provision of kitchen items and resources and advocacy through social media.

## 4. Maintaining Consumer Confidence and Trust

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### OBJECTIVES:

**4.1** More consumers choosing Ontario eggs daily.

4.1.1 Stimulate demand for eggs by promoting the versatility, nutritional and functional value of eggs with consumers, health professionals and foodservice/institutional partners.

<b>DEPT</b>	<b>Rating</b>	<b>Comments</b>
PA	2	Leveraged micro-moments page to engage with consumers, featuring new content (recipes, FAQs, activities, etc.) each month.

		<p>Launched 2 new families (Arthur and Leroux) for the 2022 RFRE campaign, using a mix of digital and out-of-home media opportunities. Out-of-home media opportunities were executed in two flights in June and October, and included digital billboards, mobile route runners and radio tags, totalling over 214,041,992 impressions. Campaign paid social media and streaming video impressions estimated for 74,435,790 during 2022.</p> <p>Utilized Registered Dietitians Michelle Jaelin, Andrea D’Ambrosio and Nicole Osinga for nutrition outreach activities, including TV and social media activations.</p> <p>Sponsored the Ontario Home Economics Association Virtual Speaker Series (October 26, November 10, December 3) to ensure eggs were visible to this group of professionals.</p> <p>Promoted the <i>Meal Plan Like a Pro</i> resource to health professionals and consumers.</p> <p>Continued to place eggs front and center in our social media strategy three times a week.</p> <p>Sponsored three cooking classes for low-income seniors in co-operation with the Yee Hong Centre in March.</p> <p>Participated in Fortinos’ <i>Pick Ontario First</i> campaign, including advertorial and digital ad placements.</p> <p>To celebrate World Egg Day, Egg Farmers of Ontario launched two microsites (one for consumers and one for educators) to feature recipes, egg facts and farmer profiles. Outreach was supported by TV segments, print advertorials, online influencers and social media content, including the launch of content on TikTok.</p> <p>Egg Farmers of Ontario engaged with nutrition professionals through our sponsorship of the Royal Agricultural Winter Fair Food and Nutrition Forum.</p> <p>Continued to promote foodservice collateral through our <i>Egg Chef</i> portal.</p> <p>Executed the <i>Egg Masters</i> promotion for foodservice operators, resulting in 25 restaurants participating, garnering 963,611 impressions over the promotion.</p> <p>Continued discussions within the healthcare sector for increased presence of eggs on menus in institutional/long-term care settings.</p> <p>As part of our multi-year partnership with Algonquin College, digital content was developed and shared by student chefs and microwave egg cookers were distributed to all first-year students.</p> <p>Leveraged our partnerships with Olympic and Paralympic athletes Team Homan, Lois Betteridge, Valerie Grenier and Tyler McGregor to showcase how eggs fuel their athletic success.</p>
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4.1.2 Develop and execute outreach strategies that support incremental egg usage at all meal occasions, and align as appropriate, with Egg Farmers of Canada’s “Eggs Anytime” strategy.

DEPT	Rating	Comments
PA	3	Developed 12 new recipes during 2022, focusing on different day parts, themes and flavours. These were featured in over 55 advertorials and in 10 TV segments throughout the year.

		<p>Participated in Fortinos' <i>Pick Ontario First</i> campaign, including advertorial and digital ad placements.</p> <p>Utilized Registered Dietitians Michelle Jaelin, Andrea D'Ambrosio and Nicole Osinga for nutrition outreach activities, where they showcased ways to incorporate eggs into any meal to enhance its nutritional impact.</p> <p>Sponsored three cooking classes for low-income seniors in co-operation with the Yee Hong Centre in March.</p> <p>Worked with online culinary influencers on five occasions (Easter, Local Food Week, back-to-school, World Egg Day and Christmas) to leverage content on the versatility of eggs across all meal occasions.</p> <p>As part of our World Egg Day outreach, recipes across all day parts supporting a variety of international cuisines were showcased on our microsite.</p>
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4.1.3 [Develop 12 new egg recipes to be included in our recipe bank program that promotes the versatility of eggs and supports incremental usage at multiple meal occasions.](#)

<b>DEPT</b>	<b>Rating</b>	<b>Comments</b>
PA	3	<p>Featured 12 new recipes during 2022, focusing on different day parts, themes and flavours. These were featured in over 55 advertorials (in magazines such as <i>House &amp; Home</i>, <i>City Parent</i>, <i>Chatelaine</i>, <i>Canada's Food and Drink</i>, <i>Foodism</i>, <i>Global Heroes</i>, <i>edible</i>, <i>Elle Gourmet</i> and <i>Food &amp; Drink</i>) and in 10 TV segments on CHCH Morning Live, CTV Kitchener, Global Kingston, CTV Ottawa, Global Morning Kingston and Breakfast Television stations throughout the year. These were also included on our recipe platform and in social media.</p>

4.1.4 [Continue to develop and execute a robust and engaging social media strategy across all social media channels focusing on the versatility of the egg.](#)

<b>DEPT</b>	<b>Rating</b>	<b>Comments</b>
PA	2	<p>Egg Farmers of Ontario continued to refine our social media strategy in response to consumer preferences, engagement levels and social media trends. Continued to place eggs front and center in our social media strategy three times a week, using content related to versatility, affordability and nutritional quality of the egg.</p> <p>Paid social media and streaming video impressions estimated for 74,435,790 during 2022.</p> <p>Leveraged our partnerships with Team Homan, the Ontario Minor Hockey Association and <i>Rocks &amp; Rings</i> to use their audiences to help promote our #Eastertree contest and World Egg day activations.</p>

4.1.5 [Develop partnerships with culinary influencers to leverage the versatility of eggs.](#)

<b>DEPT</b>	<b>Rating</b>	<b>Comments</b>
PA	3	<p>Online culinary influencers were utilized on five occasions (Easter, Local Food Week, back-to-school, World Egg Day and Christmas) to leverage their audience profiles to amplify content on the versatility of eggs across all meal occasions.</p>

4.1.6 [Leverage athlete partnerships and influencers to position eggs as a natural fuel for fitness.](#)

<b>DEPT</b>	<b>Rating</b>	<b>Comments</b>
PA	2	<p>Leveraged our partnerships with Olympic and Paralympic athletes Team Homan, Lois Betteridge, Valerie Grenier and Tyler McGregor to showcase how eggs fuel their athletic success.</p>

**4.2** Continue to meet world-class food safety and animal welfare standards.

4.2.1 Continue to engage with consumers to showcase food safety and animal care programs followed by Ontario egg and pullet farmers through outreach and social media activity.

<b>DEPT</b>	<b>Rating</b>	<b>Comments</b>
PA	2	Featured dedicated content in our social media strategy, focusing specifically on animal care and food safety, four times per month.  Leveraged the Your Egg Questions website to engage with consumers about our programs through paid and organic content.

4.2.2 Continue to work with retail, foodservice and institutional partners to promote the usage of the *Egg Quality Assurance* program, in coordination with graders, processors and Egg Farmers of Canada.

<b>DEPT</b>	<b>Rating</b>	<b>Comments</b>
PA	2	Engaged with foodservice operators and distributors at the Restaurants Canada show on the <i>Egg Quality Assurance</i> logo and what it means.  Partnered with Tim Hortons for the launch of their “Breakfast Anytime” campaign, featuring the EQA logo. This included the creation of a “Rise and Shine” segment with Chef Tallis, featuring Tonya Haverkamp.

4.2.3 Increase consumer confidence in eggs and awareness of the *Egg Quality Assurance* program with strategic marketing efforts and messaging across a variety of outreach and media channels.

<b>DEPT</b>	<b>Rating</b>	<b>Comments</b>
PA	2	Included <i>Egg Quality Assurance</i> content in our social media strategy and literature as appropriate.  Created new banner stands that support the <i>Egg Quality Assurance</i> program for use at events.

**4.3** Increase public trust by promoting a positive image of egg and pullet farm families.

4.3.1 Develop and execute outreach strategies that maintain and increase trust in our farmers and eggs.

<b>DEPT</b>	<b>Rating</b>	<b>Comments</b>
PA	2	Featured social media posts on Egg Farmers of Ontario community initiatives four times a month.  Egg Farmers of Ontario sponsored three flights of <i>Fields to Forks</i> – August/September in London and Toronto markets and October/November in the Ottawa market. Both flights had TV, radio and digital advertising components.  To celebrate World Egg Day, Egg Farmers of Ontario launched two microsites (one for consumers and one for educators) to feature recipes, egg facts and farmer profiles. Outreach was supported by TV segments, print advertorials, online influencers and social media content, including the launch of content on TikTok.  Participated in Fortinos’ <i>Pick Ontario First</i> campaign, including advertorial and digital ad placements.  Using the egg education trailers, Egg Farmers of Ontario participated in the Canadian National Exhibition, Western Fair, International Plowing Match and



		<p>Royal Agricultural Winter Fair. Zone farmers also participated in four additional local fairs.</p> <p>Participated in Farm and Food Care’s three Breakfast From the Farm events June 4 at the Paris fairgrounds, August 27 at the Elora Grand Raceway and finally on October 8 at the Milton fairgrounds as a Guardian Level sponsor.</p> <p>Collaborated with the Ontario Produce Marketing Association, Ontario Bean Growers, Turkey Farmers of Ontario and Veal Farmers of Ontario to share messages and promote #LoveOntFood for Local Food Week (June 6-10).</p>
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4.3.2 Further refine and execute the *Real Farmers. Real Eggs.* campaign platform.

DEPT	Rating	Comments
PA	2	<p>Two new families were introduced to Ontario consumers in 2022 (the Arthur and Leroux), using a mix of digital and out-of-home media opportunities. Out-of-home media opportunities were executed in two flights in June and October, and included digital billboards, mobile route runners and radio tags, totalling over 214,041,992 impressions.</p> <p>Increased usage of video content was also included, resulting in 74,435,790 impressions with campaign paid social media and streaming video.</p>

4.3.3 Continue to develop and execute an engaging social media strategy across all channels, focusing on Ontario egg and pullet farmers.

DEPT	Rating	Comments
PA	2	<p>Egg Farmers of Ontario continued to refine our social media strategy in response to consumer preferences, engagement levels and social media trends.</p> <p>The following engagement metrics have been achieved during 2022:            Facebook: 11.1% increase in followers; 36.5% increase in engagement            Instagram: 7% increase in followers; 62.1% increase in engagement            Twitter: 2% increase in followers; 11.5% increase in engagement</p>

4.3.4 Continue to seek new opportunities to engage with consumers that create strong connections between egg and pullet farm families and their communities.

DEPT	Rating	Comments
PA	2	<p>Executed the 2022 Zone Sponsorship program, providing \$150,000 to Zones to support a variety of local, grassroots initiatives throughout the province, with activities featured in <i>The Cackler</i> each month.</p> <p>Featured social media posts on Egg Farmers of Ontario sponsorships four times a month.</p> <p>Sponsored the Ontario Association of Agricultural Societies Convention.</p> <p>Sponsored the Canadian U21 Men’s and Women’s Curling Championships in Stratford (March) and Canada Summer Games (August).</p> <p>Executed the inaugural OMHA’s #RedHats Championships (March-April).</p> <p>Egg Farmers of Ontario expanded our #EasterTreeContest to encourage Ontario to decorate egg trees in our for a chance to win, including the launch of a Learning Tree category of the contest for schools and classrooms.</p> <p>Provided literature for 55 events during the year.</p>

		<p>Egg Farmers of Ontario sponsored three flights of <i>Fields to Forks</i> – August/September in London and Toronto markets and October/November in the Ottawa market. Both flights had TV, radio and digital advertising components.</p> <p>Egg Farmers of Ontario continued to lead the presenting sponsorship program for <i>Rocks &amp; Rings</i> in collaboration with a number of provincial Egg Boards.</p> <p>Partnered with Diabetes Canada to sponsor their <i>Flame of Hope</i> golf tournaments across the province and their virtual <i>Lace Up</i> event in September.</p>
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4.3.5 Continue to offer the “In the Zone” section of the *Cackler* newsletter to share and leverage the success of local initiatives.

DEPT	Rating	Comments
PA	2	Continued to showcase Zone initiatives in <i>The Cackler</i> .

4.3.6 Continue to develop and execute an in-class education program that would connect students with egg farmers and how eggs get from farm to table.

DEPT	Rating	Comments
PA	2	With the hiring of a dedicated Education Programs Coordinator at the end of June 2022, work has been completed on an educational gap analysis, environmental scan and curriculum review. Program elements have been developed and we are in the process of finalizing how the program will be executed and the content and resources to support it.

4.4 Investigate opportunities to work with other agriculture commodity organizations on “whole plate” food advocacy communications to increase public trust with consumers.

4.4.1 Continue to partner with other commodities, Farm and Food Care and the Canadian Centre for Food Integrity on cross-commodity initiatives (i.e., Breakfast on the Farm, Local Food Week, Ontario Agriculture Week, etc.).

DEPT	Rating	Comments
PA	2	<p>Collaborated with Ginseng Ontario on recipe development and Ontario Beans on a cross-promotion opportunity.</p> <p>Sponsored the Ontario Association of Agricultural Societies Convention and participated in the event with an exhibit.</p> <p>Supported the <i>Faces Behind Food</i> social media campaign, featuring Sara Laver (Zone 8) and Gary West (Zone 6).</p> <p>Participated in the Breakfast From the Farm events as a Guardian Sponsor June 4 (Paris), August 27 (Elora) and October 8 (Milton). The Elora and Milton events also featured the Egg Education trailer as part of the event.</p> <p>Participated in the <i>Pick Ontario First</i> campaign with other Ontario commodities.</p> <p>Egg Farmers of Ontario partnered with Canada Beef, Grain Farmers of Ontario and Mushrooms Canada to present the Royal Agricultural Winter Fair Food and Nutrition Forum for nutrition professionals.</p> <p>Collaborated with the Ontario Produce Marketing Association, Ontario Bean Growers, Turkey Farmers of Ontario and Veal Farmers of Ontario to share messages and promote #LoveOntFood for Local Food Week (June 6-10).</p>

4.4.2 Continue to seek opportunities to align with initiatives that promote public trust with consumers.

<b>DEPT</b>	<b>Rating</b>	<b>Comments</b>
PA	2	Participated in the Breakfast From the Farm events as a Guardian Sponsor June 4 (Paris), August 27 (Elora) and October 8 (Milton). The Elora and Milton events also featured the Egg Education trailer as part of the event.  Supported the <i>Faces Behind Food</i> social media campaign, featuring Sara Laver (Zone 8) and Gary West (Zone 6).  Egg Farmers of Ontario expanded our #EasterTreeContest to encourage Ontario to decorate egg trees for a chance to win, including the launch of a Learning Tree category of the contest for schools and classrooms.

4.5 Demonstrate Egg Farmers of Ontario’s commitment to social responsibility and sustainability.

4.5.1 Execute Year 3 of the three-year partnership with Student Nutrition Ontario, through the provision of \$75,000 in grants annually.

<b>DEPT</b>	<b>Rating</b>	<b>Comments</b>
PA	3	\$75,000 worth of eggs and equipment needed to serve eggs was distributed through Ontario’s 14 lead agencies overseeing nutrition programs in schools. This partnership also included the distribution of educational materials to all participating schools.

4.5.2 Continue to support the *Egg Donation Program* with Feed Ontario, by donating \$250,000 worth of eggs annually.

<b>DEPT</b>	<b>Rating</b>	<b>Comments</b>
PA	3	\$250,000 worth of eggs was donated to Feed Ontario during 2022.

4.5.3 Continue to demonstrate our commitment to social responsibility by supporting Zone activities through the Zone Sponsorship Fund.

<b>DEPT</b>	<b>Rating</b>	<b>Comments</b>
PA	2	Executed the 2022 Zone Sponsorship program, providing \$150,000 to Zones to support a variety of local, grassroots initiatives throughout the province, with activities featured in <i>The Cackler</i> each month.

4.5.4 Engage in research activities that support on-farm sustainability.

<b>DEPT</b>	<b>Rating</b>	<b>Comments</b>
OPS	2	The Research Committee has resumed and will be accepting new applications for licensing in 2023. Several new projects have arisen and will be channeled through the committee for consideration.

4.5.5 Continue to showcase social responsibility and sustainability initiatives through our social media channels.

<b>DEPT</b>	<b>Rating</b>	<b>Comments</b>
PA	2	Social responsibility messaging was included monthly in our content calendar, with sustainability messaging being added late in 2022.

**4.6** Enhance knowledge of sustainable farming practices and housing systems to support informed consumer choices.

4.6.1 Continue to develop outreach material (print and digital) highlighting sustainability and how Ontario egg and pullet farmers support consumer choice through various housing systems.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
PA	2	Featured social media posts on Egg Farmers of Ontario sustainability and animal care four times per month.

4.6.2 Continue to integrate sustainability, innovation, hen care and housing system information into our annual social media content calendar.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
PA	2	Sustainability, animal care and consumer choice messaging is included in a featured pillar within our content calendar, with appropriate messaging being posted each week.

4.6.3 Incorporate sustainability messaging into educational resources for use in in-class presentations and our outreach programs.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
PA	2	Sustainability messaging has been identified as a component to be included in the in-class program curriculum.

## 5. Ensuring Good Governance and Effective Farmer Communications

### OBJECTIVES:

**5.1** Maintain effective farmer communications through continuous improvement.

5.1.1 Continue to offer Egg Ambassador and media training, as required.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
PA	1	Due to limited staff resources, this was not accomplished in 2022, but is being planned for early 2023.

5.1.2 Continue to provide various opportunities for farmers to provide feedback and communicate the process to farmers.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
CA	2	Ongoing feedback was received at various virtual and in-person meetings held throughout the year including: annual zone elections (January/February), Annual General Meeting (June), Egg and Pullet Farmer Information Session (June), summer meetings (July/August), and the farmer workshop (November).  Feedback from farmers is encouraged on an ongoing basis at regular meetings; we will continue to look for ways to measure and improve communications.

**5.2** Continually improve Board effectiveness.

5.2.1 Continue to develop and execute a multi-year governance training program for Board Directors, as well as opportunities to include Councillor/Delegate training opportunities.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
PA	2	Module 3 (industry Insights) was held in conjunction with the Annual General Meeting for farmers.

		<p>Modules 4 &amp; 5 on Financial Governance were held in August and October for Board Directors.</p> <p>Year 3 content for additional modules is under development.</p>
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5.2.2 Complete Modules 3 and 4 of the Leadership in Governance program, as well as the Industry Insights module for Councillors/Delegates.

DEPT	Rating	Comments
PA	3	<p>Developed and launched Module 3 (Industry Insights) for farmers.</p> <p>Developed and executed Modules 4 &amp; 5 (Financial Governance I and II) for Board Directors.</p>

5.2.3 Execute an annual Director performance review and Board assessment process.

DEPT	Rating	Comments
CA	3	The annual Board assessment was conducted by People Management Group in November/December.

5.2.4 Conduct an annual review of Egg Farmers of Ontario's Governance Policy.

DEPT	Rating	Comments
CA	3	Reviewed in November and completed at the December Board meeting.

5.3 To review, on an annual basis, Terms of Reference, governance policies and work plans for each Board Committee.

5.3.1 To be reviewed by each Board Committee at their first meeting with recommendations presented to the next regular Board of Directors' meeting for formal approval.

DEPT	Rating	Comments
CA	2	The following committee terms of reference have been reviewed and approved to date: Executive, Finance, Pullet, Production Management Committee, Public Affairs, and Research and Innovation. The Audit Committee is scheduled to review their terms of reference in Q1-2023.

5.4 Continue to gather farmer feedback regularly through Zone, regional and general farmer meetings.

5.4.1 Actively engage farmers in the strategic planning process.

DEPT	Rating	Comments
CA	2	<p>Input was gathered from the November Workshop roundtable discussions.</p> <p>Farmers will be engaged in regional meetings in Q1-2023 to gather their input into the future direction of Egg Farmers of Ontario.</p>

5.4.2 Continue to offer open sessions and opportunities for questions at the Annual General Meeting and Egg and Pullet Farmers' Workshop for farmers to express their ideas, comments and suggestions.

DEPT	Rating	Comments
CA	2	Farmer and industry comments and questions were encouraged via open sessions, Q&A and chat at various virtual and in-person meetings held throughout the year including: annual zone elections (January/February), Annual General Meeting (June), Egg and Pullet Farmer Information Session (June), summer meetings (July/August), and the farmer workshop (November).

- 5.4.3 Continue to schedule meeting and Zone reports at the monthly Board meetings for Directors to bring forth ideas, questions and suggestions from their respective Zones.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
CA	2	Meeting and zone reports continue to remain an ongoing Board meeting agenda item.

- 5.5 Continue to offer and make available French language services and materials, where appropriate.

- 5.5.1 Continue to offer French language services at the Annual General Meeting, Egg and Pullet Farmers' Workshop, as well as Zone 10's election and summer meetings.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
CA	3	French language services were provided.

- 5.5.2 Continue to provide policies, meeting documentation and monthly newsletters in French.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
CA	3	Completed.

- 5.5.3 Ensure that French language skills are a key consideration in hiring for any staff position.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
CA	2	French language skills are a key consideration during the hiring process; one new bilingual staff member was hired in the Public Affairs department.

- 5.6 Continue to schedule regular consultations as needed with the *Egg Industry Advisory Committee*, Farm Products Marketing Commission and industry stakeholders/partners to maintain and improve opportunities for input and working relationships.

- 5.6.1 Work with the Farm Products Marketing Commission to hold annual meetings of the Egg Industry Advisory Committee. Continue to convene additional ad hoc meetings with issue-specific sub-committees of industry stakeholders and partners on an as-needed basis for any developing issues.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
GM	2	The Commission did not schedule an Egg Industry Advisory Committee meeting in 2022. The Commission attended a pullet industry meeting in June to discuss the pullet growing fee for 2023 and other pullet related matters.

- 5.7 To evaluate, on an annual basis, the role and service of Egg Farmers of Ontario Board Members representing Ontario egg farmers' interests on the boards of Egg Farmers of Canada, Pullet Growers of Canada and other stakeholders (i.e., Poultry Industry Council, Ontario Federation of Agriculture, Farm & Food Care, etc.).

- 5.7.1 Egg Farmers of Ontario's representatives to respective Boards (Egg Farmers of Canada, Farm and Food Care Ontario, Ontario Federation of Agriculture, Poultry Industry Council and Pullet Growers of Canada) will be elected annually at the April Board of Directors' meeting.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
CA	3	Completed April 2022.

5.7.2 Egg Farmers of Ontario elected representatives will attend meetings as required with the respective Boards (Egg Farmers of Canada, Farm and Food Care Ontario, Ontario Federation of Agriculture, Poultry Industry Council and Pullet Growers of Canada) and provide ongoing reports to monthly Board of Directors' meetings.

<b>DEPT</b>	<b>Rating</b>	<b>Comments</b>
GM	2	Egg Farmers of Ontario Director representatives attend regular meetings with respective Boards and ongoing reports are provided to the monthly Board meetings. In addition, representatives from Egg Farmers of Canada, Livestock Research Innovation Corporation, and Farm and Food Care Ontario attended the February, May and September Board meetings respectively to provide further updates.