

**Egg Farmers of Ontario  
 2018 Business Plan – Strategic Insights Questionnaire Input  
 Responses Received - 14 farmer (English), 0 farmer (French), 11 Director, 0 Industry Stakeholder**

#	Question	Comments
1	KRA #1 deals with the opportunities related to fair farm pricing. Do you have any additional suggestions that would support our efforts to pursue opportunities related to fair farm pricing, to ensure the viability of the egg and pullet industry at the provincial and national level?	<ul style="list-style-type: none"> <li>• Ontario is a large geographic area compared to other provinces. As such, there are large differences in the cost of feed across the province. Does the Board not understand these differences across our large province? That is the first part - there is lots of data to prove this point. So with the difference in feed pricing, would it not be fair to farmers to have different pricing for parts of the province?</li> <li>• When looking at Cost of Production as conventional housing is being phased out, consider two different Cost of Productions based on enriched and aviary production in the future for both layers and pullets in these systems. (Presently there is a Cost of Production on conventional layers and a second Cost of Production soon to be released on enriched layer housing).</li> <li>• Price cost of production appropriate for new housing systems we have to build.</li> <li>• Stress the positive aspect of individual owner/operator farms for food quality and safety as well as biosecurity. Our system is world class.</li> <li>• Good to call it fair farm pricing - allows all farmers in all areas to make a living at farming.</li> <li>• Keep up the focus on sustainability and celebrate the market system we have.</li> <li>• The value of supply management should be made clear to all Members of Parliament and Members of Provincial Parliament.</li> <li>• Never allow supply management to be on any negotiating table for any trade deal ever.</li> <li>• Emphasize that farmers in supply managed sectors support their marketing boards financially. There is no government subsidy and no cost to the consumer.</li> <li>• Take any opportunities we can to educate the public about what fair farm pricing is and how it benefits not only producers but consumers as well (i.e., college and university students, etc.).</li> <li>• Such a sad state of affairs when some media continues to allow only one side of the story regarding fair farm pricing. We must continue our efforts using social media to present our story to the millennial consumers, explaining how our farm families work hard to ensure high quality, fresh and local food is available all year round and year after year.</li> <li>• Make the Cost of Production study transparent and public so people and other farming sectors can see what the average egg farmer is making.</li> <li>• Educate and broadcast how much the egg industry is bringing to the economy by keeping it a supply-managed industry.</li> <li>• The pullets are still lagging behind - the time may be right to develop new policies with or without Quebec.</li> <li>• We must ensure that the Cost of Production is defensible and provides a fair return to all farmers.</li> </ul>

	<ul style="list-style-type: none"> <li>• We need to keep pursuing ways of getting more allocations. Maybe we should just put the birds in if we are not getting them and we are importing eggs.</li> <li>• I think we have done a good job in this area. At the national level we need to ensure that they have their eye on the ball and as the largest province, we need to keep everyone's eye on the ball. I know this answer will ruffle feathers, but right now our key focus has to be on ensuring we are promoting our industry and our diversity.</li> <li>• Continue to use the term fair farm pricing over supply management.</li> <li>• Develop some literature giving benefits of fair farm pricing to consumers and farmers.</li> <li>• Zones 8-10 have always had higher feed prices than the rest of Ontario. That is why we have the zone premium and it should be retained.</li> <li>• Ontario egg price needs to stay under Quebec prices for a natural floor price for eggs.</li> <li>• Continue communication with elected officials and build on the great support we presently have.</li> <li>• On-going trade talks offer an opportunity to tell the benefits of our system.</li> <li>• Ensure over time that five per cent year over year growth in shell egg consumption is covered with Ontario/Canadian production. Also consider options to deal with processed growth.</li> <li>• Continue telling our story.</li> <li>• To make sure we follow through with the consumer choice/quality assurance direction.</li> </ul>
<p>2</p> <p>KRA #2 deals with managing the egg and pullet supply. What suggestions do you have to improve the management of Ontario's egg and pullet supply?</p>	<ul style="list-style-type: none"> <li>• Every producer tries to utilize all their quota. This usually means that a lot of barns are full. So the Board continually wanting to shut the pullet hotels down doesn't solve the problem of when a pullet grower has had less than expected mortality what to do with extra birds. If a producer under utilizes his quota will the Board give credits? Of course, this won't work if barns are full.</li> <li>• I don't know of any producer that can say that their numbers on the books match what goes out. Show how producers can know exactly how many are there. Options without hotels for pullet producers are few. As a pullet/layer producer my options are to either ship any surplus pullets out to Maple Lodge with old birds, as we don't have any extra room in barns, plus the \$14 is rather high. Of course we will never be able to guess correctly.</li> <li>• Continue to make a strong case for a mandatory <i>Home Week Policy</i> – for egg quality for shell market, consistent stable supply from year to year, etc.</li> <li>• Ensure that placement incentives are only offered where there is need, so that distribution matches the marketing demands during any given year.</li> <li>• Keep fighting for Ontario's fair share of the market. Our growth share is disproportioned to the amount of imports Ontario takes in relation to other provinces.</li> <li>• Seems to be working good these days.</li> <li>• Let egg farmers lease more quota. If egg farmers do not have room in their present housing facility for their entire quota number, they should be able to lease it back to another farmer.</li> <li>• Focus on research to advance hen welfare and productivity to float the entire industry higher. Let's continue to be proud of what we do and be true to our mission.</li> <li>• A suggestion for pullet supply would be to ease up on pullet quota leasing for alternative housing. When there is a need for aviary or floor/free run pullets, we should make sure that there is extra lease available to fill those pullet barns. When there</li> </ul>

is a high demand for these pullets (even when there are caged barns struggling to get filled) we have to match pullet supply for housing with layer housing.

- Loosen the restrictions on hatcheries so that there will be some birds available for disease outbreaks, barn fires and other unforeseen disasters.
- Continue with innovative programs such as leasing, eggs for processing and mortality allowance to fill the domestic market.
- Our system is still not quite responsive enough for eggs. Unlike Chicken Farmers of Ontario, who can add additional animals into their system as the need arises within one or two production cycles (months), our system takes two or three production cycles (years) to get the provincial allocations set (plus one year for it to get to all producers). We are still short a significant number of cases which come in from the United States duty-free and it should be our priority to get this number close to zero by increasing our egg supply.
- For pullets we need to get a system in place so pullet growers own and sell a pullet directly to the egg producer versus growing pullets for third parties who in turn sell them to the egg producer.
- Ontario needs to keep up and fill the demand for Ontario eggs. Continue to request quota increases until we have filled our market and drastically reduced the amount of American eggs coming in.
- For each type of egg produced, there should be a corresponding pullet produced that matches it versus some specialized egg producers being unable to source a quality pullet grown for its conditions and not throwing it back onto the farmer to make sure they have a pullet otherwise we may end up shorting a market.
- On the layer side, we have been aggressive on trying to meet market demands. Somehow we need to figure a way to produce more eggs to stop supplemental imports.
- On the pullet side, we may have been too aggressive on handing out quota and may need to cut some.
- Maintaining a good relationship with Quebec, and coordinating fair pricing, processes and programs for both eggs and pullets in both provinces.
- Same as above, and also keep working with Quebec and industry to keep pullet production in Ontario whenever possible.
- We need more eggs for sure and need to talk about ways to make this happen (eggs for processing, etc.).
- For the pullet industry, we need to continue to have open dialogue with industry and our pullet farmers to ensure that we can keep our pullet industry strong, providing a good enough return that they can re-invest.
- We may need to change *Market Growth Allowance* to three per cent from four per cent. This is to ensure that total birds don't surpass 100 per cent.
- Eggs should be produced in Canada and should flow from province to province without delays or impediments.
- Egg Farmers of Canada should have authority to ensure shell eggs and processor eggs are in supply in Canada to reduce amount of eggs imported for either market.
- Encourage orderly supply of pullets grown in each province.
- Have more flexibility in our quota programs.
- A sleeve of one per cent up and down on quota usage would help in the future.
- We continue to fall short of filling our market. We must continue to work with Egg Farmers of Canada to make sure calculations related to allocations are accurately filling the market.
- Deal effectively with shortfalls.

		<ul style="list-style-type: none"> <li>• Look at all options to be long on production – then when needed, be innovative in pulling back.</li> <li>• Nothing.</li> <li>• Continue with the direction we are committed to.</li> <li>• Be very inclusive with everyone involved.</li> <li>• Make sure everyone understands their roles and responsibilities.</li> </ul>
3	<p>KRA #3 provides strategic goals to help promote the family farm to illustrate the positive relationship between the farm family, the pullet, the hen, the egg and the consumer at every opportunity. Please provide any additional ideas you have for helping us to continue to help tell your story.</p>	<ul style="list-style-type: none"> <li>• Continue the present good work of grabbing every platform opportunity there is to put farmers out in the media - radio, TV, social media, public forums, classrooms.</li> <li>• Partner farmers with the local chefs?</li> <li>• Partner farmers with nutritionists/dietitians?</li> <li>• Farm kids' perspectives/stories.</li> <li>• Multi-age, multi-ethnic, multi-gender...</li> <li>• Egg Farmers of Ontario is already doing an excellent job featuring farm families to the consumers. Keep this tactic going strong.</li> <li>• We need a Steve (Andrew) Campbell in the egg business to harness live from the farm material on social media.</li> <li>• Use the egg trailer at more events, more marketing promotions, in cities and for the new Canadians.</li> <li>• Continue showing the farm families of Ontario. Be realistic in showing what they do and how for most of us, it takes the whole family to make things work. Also, show how the family egg farm is transitioning to the next generation and how much they are involved.</li> <li>• Supply management as a whole is under threat from the general consumer as they are not well informed of its benefits. We should be considering partnering with the Chicken Farmers of Canada, Dairy Farmers of Canada and Turkey Farmers of Canada (and/or their Ontario counterparts) to help tell the story of what supply management is doing for the average consumer on food quality, food safety, economic contribution and stable and competitive consumer pricing. If we pool our resources we can help tell our story better with more reach to change consumer perceptions that have been negatively skewed by the likes of Maxime Bernier and the general media.</li> <li>• Continue to promote the servanthood attitude towards our customers.</li> <li>• Keep telling the story! The Egg Farmers of Ontario Public Relations Department should be able to find innovative ways to do this.</li> <li>• Keep on with the radio ads, radio talk shows, billboards, <i>Fields to Forks</i>, etc. Try to target the larger urban centres as much as possible through radio shows.</li> <li>• The <i>Who Made Your Eggs Today?</i> campaign needs to get to the millennial consumer. It is hard to tell if we are accomplishing this. We need a strategy that puts us above the animal activists in terms of animal welfare with this group of consumers.</li> <li>• There is a need for us to tell our story. The Egg Farmers of Ontario and Egg Farmers of Canada Instagram accounts need to have a place where we as individuals can send photo updates or videos that can then be shared amongst our followers. Our current shares on social media are very professional and consumers may see these are too "fake". We need the grainy, poor quality that tells the consumer this is real, this is what we really do and what we are like. Somewhere that we could send clips of our local boards doing its thing, making the community better. For example, I just had some chicks make the rounds at a nursing home and received a huge thank-you for it - our followers need to see the good things we do. They need to see</li> </ul>

us in the fair parades, teaching classes of students, donating to snack programs, the Gran Fondo (boiled eggs for cyclists), etc.

- Our campaign is a good one - we just need to think of new ways to share it.
- Increase egg and pullet farmer participation at all fairs.
- Focus on informing young people about where their food comes from.
- I think we do good job at this; we need to keep training and mentoring producers that don't feel comfortable telling our story at fairs or other events.
- I believe this Board has done a very good job in this area and we need to continue on our path. We need to promote all styles of housing while focusing on ensuring that the consumer understands the benefits of enriched housing. The benefits are both for the bird and the farmer as well as the environment and we need to focus on getting the information out.
- We need to tell consumers that we are advancing to new housing systems and phasing out conventional housing.
- Some good work has been done and the new videos do provide information that consumers are relating to. Try to get them shown in places not now available, like hotels or apartment video news.
- More farmers need training to speak. Too many are out there at fairs without knowing the correct way to speak to consumers. They are not aware of the messages to share.
- Consumers are smart and will request what is best for bird welfare long term.
- Continue telling our story. (2 responses)
- Any program that ties a family to our product is effective.
- Postcards with family picture and story are effective.
- Videos of different housing systems are extremely effective.
- Look to next generation egg and pullet farmers to lead with new ideas in this area – special focus group?
- Continue telling how rural Canada also benefits from our system.
- Make sure we are represented with a balanced cross section of egg farmers when we are in the public eye.

4

KRA #4 addresses the promotion of the product to ensure our farmers anticipate, understand and respond to consumer concerns about egg quality and food safety through the promotion of the goodness of eggs (i.e., protein, safe, healthy and good value). Do you have any additional suggestions of how this could be accomplished?

- Food safety - we may not promote some of what we do to protect food safety, like our barn inspections, record keeping, animal welfare, etc. I know this doesn't go well on commercials but public should know about our efforts.
- Continue to communicate to consumers in a language they understand....maybe this means added labelling using terms like 'no hormones or antibiotics' which are 'buzz' words that appeal to the present millennial generation and affirms the safety and health of the product. (We can't assume this is a known fact through osmosis.)
- As farmers we are great at telling our story for how we manage our operations, but I don't feel we know enough about the facts surrounding why eggs are so good for you nutritionally. We could use a nutrition seminar.
- Keep up the promotions - with our athletes that we have been sponsoring (they leave a good impression on everyone), breakfast programs at schools, donations, etc.
- More recipes. The spice card is a success and this should keep going.
- The egg trailer could have a picture of eggs, setting out the nutrient values.
- Promoting eggs as the right choice any time of the day.
- What about the convenience of the egg? Would there be value in working with other Ontario organizations to package the "Ontario Omelette"? For example work with other boards such as Ontario Pork, veggie board, etc., to create a joint effort product packaged conveniently. I love a good omelette, but am lazy and would love to be able to pour and cook an entire 'made in Ontario' omelette encompassed in a new packaging idea.
- How much promotion is done at the grocery store level? Is this even possible? What about offering samples?
- We need more sessions like the one at the Western Fair where classrooms of children are able to come and see a number of different livestock classes. By having some agriculture in the classroom we can start the dialogue with the consumer at an early age.
- I think every farmer should know this cold and I'll admit I don't or I did but I've forgotten - perhaps a reminder package that is emailed in BOLD to every farmer so we can answer any question any time.
- Some catchy commercials that are hilarious and educational would be great and would catch the younger consumers, aiming at say university students who can only afford a half dozen at a time.
- The egg quality campaign is a step in the right direction - we need to let everyone know our eggs are safe and grown in humane practices.
- I think the National Certification Program (*Egg Quality Assurance* program) will provide a big step forward to accomplishing this goal.
- 12 month lay cycle helps, but could still do more to improve egg quality! Still think farmers should be accountable for their own egg quality.
- We need to continue to work with our farmers to understand the importance of food safety and we need to ensure through all avenues to let consumers know we take food safety and animal welfare very seriously.
- Keep up the campaign regarding the protein and general health benefits of eating eggs.
- Develop easier to understand messaging. The key issues that Donna provided for Western Fair were shared with other fairs and proved very helpful.
- Also an outline to be used when doing agriculture in the classroom should be developed again, to ensure consistency.
- We are doing more than our share as a province through our marketing programs.

		<ul style="list-style-type: none"> <li>• Programs presently in place working effectively in this regard (i.e., <i>Home Week, Start Clean-Stay Clean, Animal Care Program</i>, etc.).</li> <li>• Egg Farmers of Canada investing in “goodness of eggs”.</li> <li>• Quality stamp?</li> <li>• No.</li> <li>• Continue to update any new speaking areas and make sure all egg farmers are aware as soon as possible.</li> </ul>
5	<p>Practicing social responsibility is the focus of KRA #5. Do you feel EFO is effectively pursuing opportunities to demonstrate our comprehensive, integrated commitment to social responsibility that helps ensure the long-term social license of egg and pullet farms continues to grow and prosper in Ontario?</p>	<ul style="list-style-type: none"> <li>• YES! (9 responses)</li> <li>• The lack of quota increases in the past and creation/increase of the leasing pool are evidence of this.</li> <li>• Please continue to promote our gains in sustainability and efficiency over history.</li> <li>• This question is grammatically incorrect and completely obscure. Who edited this survey?</li> <li>• I like to hear about the environmental/long term sustainability of enriched cages and how it balances out our environmental footprint/cost/animal welfare. It appears to be the best balance we have to date.</li> <li>• Like last year, it is hard to tell. Do we have anything that can help us evaluate how we are doing?</li> <li>• No I don't think we are effective enough at this. We are always one step behind until we are helping those who get help from no one else, being the leaders in environmental stewardship and helping animals or pets who are maltreated. You cannot get rid of something that helps so many of the things activists are fighting for, as in we are helping all these groups too. We are on the same side as you (almost align with them in a sense) until their purpose has been met by us, negating their sole reason for existing within our communities.</li> <li>• I believe we need to do more than just blanket donations. We need to look at unique and creative programs that are coming out and get on board, measure the outcomes and make lasting changes around us. For example, instead of money to the food bank, we donate to job skills education/retraining program so people can help themselves.</li> <li>• Yes, but we need to talk more about it - the growth of new producers and our work with food banks are two examples. We are doing the right things but are we communicating it to our producers?</li> <li>• Yes we do, through food bank donations, school nutrition program donations and the zone sponsorship money that goes to local communities, sports teams, firefighter breakfasts, etc.</li> <li>• I think we do a good job through food banks and fairs, donations in our zones and through promotional material.</li> <li>• Not much else I can think of for this Key Result Area.</li> <li>• We need to focus on recruiting new young ambassadors to help tell our story across the province (i.e., at fairs and the Canadian National Exhibition).</li> <li>• The community funds have been a useful outreach into each zone's community activities and helps with community programs.</li> <li>• Participation in the Premier's food drive and Niagara Nutritional Partners are good outreach programs.</li> <li>• Provide programs to remove the industry from the pullet business.</li> <li>• A sleeve up or down or lease under quota to other farms.</li> <li>• Doing a good job both collectively and individually in this area.</li> <li>• Egg contributions to Ontario Association of Food Banks and Student Nutrition Ontario are genuine ways to demonstrate</li> </ul>

	<p>social responsibility.</p> <ul style="list-style-type: none"> <li>• Uncertain.</li> <li>• I think the tools are being provided and it is important to share ideas so there are always improvements.</li> </ul>
<p>6</p> <p>Ensuring good governance is the focus of KRA #6. How do you view EFO's efforts to continue improving its governance in managing issues, making decisions, communicating and managing information?</p>	<ul style="list-style-type: none"> <li>• Still too many rules.</li> <li>• Excellent!</li> <li>• Egg Farmers of Ontario has always been a leader in communication to its farmers. Important information is always highlighted; deadlines are well communicated and fair warnings given. They are effective decision makers and step up when needed.</li> <li>• More than adequate and very efficient.</li> <li>• Sometimes I think the efforts are not always strong in supporting those new to the industry or for smaller producers. I think Egg Farmers of Ontario could make more effort to ensure that the decisions they're making are helping new and smaller producers prosper as well.</li> <li>• Seek advice.</li> <li>• Continue to invest in knowledge.</li> <li>• Celebrate the multi-generational farms and continue to show the young faces of the new producers starting out.</li> <li>• I think Egg Farmers of Ontario is doing an excellent job</li> <li>• Put a time limit on time served by Directors. For example, Directors may serve three years then must step down for at least one year. This would keep new people and fresh ideas flowing into Egg Farmers of Ontario.</li> <li>• Provide job descriptions for all elected officials including: Chairman, Zone Directors, Councilors, and Delegates. Provide job descriptions for all paid employees including: General Manager, Field Officers, Directors of Departments and their respective staff. All such descriptions are to appear on the website in the name of transparency.</li> <li>• Really happy with the new website and how information is accessible.</li> <li>• Enjoy the fall workshop with its interactive member participation.</li> <li>• Once again things appear to be working well. In this digital age I was wondering if board meetings could be available to interested quota holders either in real time or downloadable?</li> <li>• Streamline emails or space them out! Instead of receiving five in one day, maybe just send one with those five topics and links in it.</li> <li>• As an egg farmer I want more say. We are a collective, working together in a supply-managed field. We all need to feel like our opinions matter!</li> <li>• Make it a conducive working environment when we gather together and encourage people to share their questions and opinions. At times at workshops and annual meetings, the environment can feel strained and the responses to some of the questions/comments are negative, convoluted and over-reactive which causes the rest of us to become unwilling to put ourselves out there and to become mistrustful of the system.</li> <li>• We have a good governance model and a strong board; the issues coming need to be worked on with all and then have a strong united voice going out.</li> <li>• I think our governance is quite acceptable; however, continuous improvement is always the objective.</li> </ul>



	<ul style="list-style-type: none"> <li>• Good, we could always improve though. Thinking we could still do a little better job communicating to our producers.</li> <li>• I believe this Board has good governance and I truly appreciate that decisions are made in the board room and not at the executive level.</li> <li>• The Board is engaged and can have very tough discussions and everyone feels safe to talk from what I have seen so far.</li> <li>• Working with industry as much as we are right now really assists with this Key Result Area.</li> <li>• Governance has been used but could be referred to the guidelines more frequently. Sometimes it is not followed. Examples do not come to mind – more of feeling.</li> <li>• Good governance means filling our markets with Canadian eggs and not relying on imports.</li> <li>• If we need to be in a <i>Liquidated Damages Award</i> situation, maybe we need to fight it.</li> <li>• Need to continue to remind the Board that we are responsible for policy development and budget.</li> <li>• Good governance model, but everyone needs to feel comfortable when relating their thoughts.</li> <li>• Need to consider support from a ‘new’ outside firm – we need to attempt every day to do better.</li> <li>• Our current governance works well.</li> <li>• It might be important to spend a little more time discussing this Key Result Area. Maybe there are some areas we need to spend more time with?</li> </ul>
<p>7</p> <p>How can we ensure that our policies and programs (i.e., Hazard Analysis and Critical Control Points [HACCP], Animal Care, nutrient management, Salmonella Enteritidis [S.E.] insurance, etc.) are firm enough to ensure integrity but flexible enough to respond to a changing industry and consumers' perception of "farm fresh eggs"?</p>	<ul style="list-style-type: none"> <li>• Firm???? Haha... too extreme already on penalties.</li> <li>• Annual reviews with possible revisions along the way that respond to feedback from farmers.</li> <li>• Current programs are effective.</li> <li>• Keep policies practical and effective.</li> <li>• Keep farmers on all regulatory and policy committees to ensure common sense, science-based approaches are implemented.</li> <li>• Continuing to review them and keep them up-to-date.</li> <li>• There are enough programs in place - record keeping, testing, farm visits from program inspectors take up enough time and create red tape for we, the egg farmers, doing the job 24/7.</li> <li>• Perhaps create a mainstream ad that shows an egg farmer actually doing farm food safety.</li> <li>• This question is too vague and too broad to be meaningful.</li> <li>• I think the best way is to keep these programs on a national level to ensure consistency across the country when it comes to safe food production.</li> <li>• It would be interesting to see how well some of these programs would stand up to some form of stress testing. By this I mean, has there ever been an instance where even implementing the corrective action the situation has not corrected itself? It would be good to know as an industry if there are any known weaknesses within these different programs.</li> <li>• Keep doing what we are doing - in this area we are doing well, good education with key words and slogans.</li> <li>• Our newer audit system is positive and it shows we are hearing what the buyers are saying and holding ourselves to a high enough standard that all of our consumers are satisfied.</li> <li>• This last year's false layer crisis showed strong leadership from Egg Farmers of Ontario - we need to keep improving but feel good on how we were able to handle a crisis.</li> </ul>

	<ul style="list-style-type: none"> <li>• These programs must be living documents, “farmer friendly” and practical so that they can become part of each farmer’s day-to-day activities on their farms.</li> <li>• They should be outcome-based.</li> <li>• Well, I think you need to continue to have these programs but feel we could somehow make them a little more user-friendly.</li> <li>• At this point I believe we are on top of it. The Bronchitis project really proves this as we adjusted on the fly and did great work for our farmers.</li> <li>• We need to continue to push food safety and animal husbandry education to all our farmers, especially with all the new farmers that are coming into the industry.</li> <li>• We need to figure out ways for these farmers to understand our policies.</li> <li>• We may need to add false layer insurance before Avian Influenza insurance (delay Avian Influenza insurance by one year).</li> <li>• Policies and programs are responding to the need to get hens in the barn with the requirements clearly maintained by the staff. It could be easier to find the changes to the policies than it is now, if it was highlighted in the guide online.</li> <li>• The <i>Animal Care Program</i> audit has too many silly details that don’t affect hen care or the egg quality. Total nonsense like label waste egg pails.</li> <li>• Keep it simple. Our programs are getting too complicated for the average producer.</li> <li>• Present programs are essential to demonstrate accountability and responsibility.</li> <li>• Common sense and balance are also essential in getting buy-in from producers.</li> <li>• Do all things well at the farm level, then on through the chain to consumer consumption.</li> <li>• We must continue to give the buyers of our eggs the assurance they require.</li> <li>• Make sure we are fulfilling the responsibility we are obligated to – no cutting corners, but use common sense.</li> </ul>
8	<p>Given the new code of practice, how do you plan on approaching investment plans as they relate to hen housing?</p> <ul style="list-style-type: none"> <li>• Investment plans - we don't know because we don't know which housing system will be needed by 2025 or 2030. This is the problem with the system right now. I don't like aviary; enriched is the preferred system right now, but building a new barn is a several decades decision. So how can I invest now in one system (enriched) when there is a chance in 10-15 years that they may be banned! There is so much talk from animal rights and the changes they are promoting - they are winning and we may have to all go like Europe to aviary. This is what is holding the construction, modernization back. Also with the value of the farm, taxes, uncertainty on keeping quotas, many have considered leaving the business.</li> <li>• I'm already there.</li> <li>• I plan to ship every last egg out of my conventional system because I know it works and my birds are happy. When I am forced to change or my equipment wears out, I will make my decision closer to that point.</li> <li>• Building a new barn to hold the new hen housing.</li> <li>• We are in the process of building an enriched housing barn and feel we have been forced into this decision by animal rights people. Again, the farmer works in the barn and egg industry every day and we feel strong-armed into this route for our business.</li> <li>• I have already invested in an enriched colony system and will seek to keep pace with any pertinent updates.</li> <li>• Embrace it and always put your best foot forward.</li> <li>• I plan on implementing the additional code requirements before the new code takes effect.</li> </ul>

- We are carrying on business as usual until 2036.
- Moving forward, we plan to keep our existing conventional housing as long as market demand allows. We are receptive to changing to enriched housing in the future.
- Just because we have a new code does not mean it is completely based on science. We should continue to fund research that can definitively give us density requirements for living space, nesting and perching. It would be beneficial to identify strains that no longer need these amenities. If we want to continue reducing carbon footprints and increasing our efficiencies, we will have to return to conventional cages. This Code of Practice takes us one big step backwards.
- Given the option to diversify or invest more into egg farming, we plan to continue to invest in egg farming. This is a sector that is growing and dynamic and we want to continue to farm in this sector.
- On the pullet side there is not the need to change much; if demand for other systems develop, we should make sure the growers are compensated accordingly.
- Plans must be approached carefully, with full knowledge of the details in the new Code of Practice.
- We also must keep in mind that the revised audit for the *Animal Care Program* could be one to two years away.
- Well now that you asked, keep my conventional as long as possible, because it seems consumers still only want to pay for conventional, so may as well give consumer what they want - no one ever went wrong doing that.
- We are re-tooling an old cage barn this coming year to enriched and we are working very closely with three different equipment companies to ensure that the equipment meets all the new standards.
- We hope to have three barns fully enriched at 116 square inches by 2022.
- Our current pullet barn was fully refurbished summer of 2017.
- If I were in a position to decide, I would go with enriched colony housing but my decision has been made to exit the business. I feel blessed to have been a part of this business and am grateful to my father and mother for the work they did to create this farm business.
- As needed investment – built a new barn in 2016.
- We are ‘staying the course’ on our farm.
- We are comfortable with the transition decision we made as an industry and maintain our belief that our customers will support sustainable production.
- In a progressive way, but as required by consumer choice.
- Follow the code or exceed when we plan to build.
- By using common sense.

9	In what time frame do you plan on making changes to your current pullet and/or hen housing (select one):		<p style="text-align: center;">HEN HOUSING</p> <p>1-3 years            10</p> <p>3-5 years            1</p> <p>5-10 years           3</p> <p>10-15 years           1</p> <p>15-20 years           7</p>	<p style="text-align: center;">PULLET HOUSING</p> <p>4</p> <p>0</p> <p>4</p> <p>0</p> <p>5</p>
10	What relationships should EFO improve upon in order to facilitate meeting our strategic goals as an organization (i.e., Ontario Farm Products Marketing Commission [OFPMC], elected officials, egg grading stations, egg processors, Farm Product Council of Canada [FPCC], Egg Farmers of Canada [EFC], provincial egg boards, International Egg Commission [IEC], United Egg Producers [UEP], staff, etc.)?	<ul style="list-style-type: none"> <li>• Egg Farmers of Ontario has to work with Egg Farmers of Canada and not argue about allotment of quota. Something is better than nothing. So what if another province gets some more than you think. There is a formula - follow it. Because the longer we argue and don't get the increase, the more the importers import and the profits go to them.</li> <li>• Continue improving all of these relationships.</li> <li>• Egg Farmers of Canada in order to get Ontario's fair share.</li> <li>• Continue on with talking to all parties, keep the government informed and keep the awareness of supply management in the forefront.</li> <li>• Always be aware of what is actually going on in other countries. Be aware of any regression in the hen housing issue. Be aware of what the consumer is actually buying.</li> <li>• Ontario Farm Products Marketing Commission and Farm Product Council of Canada are very important ones as there have been many production increases in a lot of supply managed sectors, but less with the egg farmers.</li> <li>• Keep a good working relationship with Egg Farmers of Canada and remember we can all learn from the other provinces.</li> <li>• International Egg Commission, United Egg Producers and definitely local Members of Parliament.</li> <li>• Continue to work with Egg Farmers of Canada to balance national quota allocations to provinces with rapid growth.</li> <li>• Hard to tell from where I sit. Be interesting to have some form of report card or player report. I think working together helped to bring down Bernier in the last Conservative leadership race and is a clear example of what we can do. Still pretty scary as to how close it really was.</li> <li>• I'm not certain I can speak to this. I would need to know more about our current status of relationships with these various groups.</li> <li>• I would say keeping the Ontario Farm Products Marketing Commission happy would be key.</li> <li>• We should work on our relationship with Egg Farmers of Canada first. It is a two-way street but someone has to show leadership in the coming months.</li> <li>• Our relationship with the Ontario Farm Products Marketing Commission is going to be important.</li> <li>• I believe that current relationships are in good shape and need to be maintained.</li> <li>• We do a good job with Farm Products and government.</li> <li>• I think we could have more meetings with our graders and processors to make sure we are working with each other.</li> <li>• As far as Farm Products Council and Egg Farmers of Canada, maybe we need to demand more and give ultimatums!!!</li> </ul>		

	<ul style="list-style-type: none"> <li>• I think the number one relationship is Egg Farmers of Canada, as we need to move the agenda ahead and keep them focused on what their mandate is. This will help with Ontario Farm Products Marketing Commission, as their push is for us to fill our market.</li> <li>• All of these relationships are important to maintain. (2 responses)</li> <li>• The most important relationships, aside from those listed, are with the graders' customers, the retailers, and with consumers whenever we can. If they believe and understand what we do and who we are, there will be strong support to continue egg farming. The activists will be on to another cause in ten years' time.</li> <li>• We maintain good relationships and are active to these events.</li> <li>• Improvement and continued relationships with industry stakeholders – many meetings have helped in this regard.</li> <li>• Continue to work on our relationship with Egg Farmers of Canada to develop trust and mutual respect.</li> <li>• Egg Farmers of Canada (2 responses)</li> <li>• Farm Products Council of Canada</li> <li>• Provincial egg boards</li> <li>• Ontario Farm Products Marketing Commission (2 responses)</li> <li>• We have strong relationships – keep them up.</li> <li>• Have conversations with egg graders and egg processors to get a better understanding of the future of specialty product and processed products and pricing. Any other areas concerning egg quality, egg flow and eggs in general.</li> </ul>
<p>11</p> <p>How can we encourage experienced as well as new farmers to participate in EFO activities and ensure succession in Board leadership from year to year?</p>	<ul style="list-style-type: none"> <li>• Continue empowering the farmer with a genuine interest for the individual and family in the good work they do. You're doing this so well already.</li> <li>• Continue regular communications at the provincial and local level (i.e., <i>Cackler</i>, Zone breakfasts, etc.,) where it can be reiterated the important work the Board does on all levels.</li> <li>• Our Zone has great participation.</li> <li>• Get more farmers on working groups and committees.</li> <li>• Allow one or two members-at-large Directors (still must be farmers).</li> <li>• Young farmers program (through Egg Farmers of Canada) is a great place to start.</li> <li>• Maybe a workshop for people that are interested in getting into the egg business, so they know what they are getting into and what is involved with our industry.</li> <li>• There should be turnover in the directorate and should be a limitation on the number of years they serve as a director.</li> <li>• With respect to Egg Farmers of Ontario's activities, we feel it's being done in this area already.</li> <li>• Can there be some sort of mentorship within the Director group or have as associate director?</li> <li>• What's the average age of the Board? Perhaps create an advisory panel to the Board in which the average age is less than a certain age. No offense meant, but there can be value created with having an age-diverse and committed board.</li> <li>• It would be very helpful if Egg Farmers of Ontario would send out a list of responsibilities and requirements involved with Board member positions (i.e., Board of Directors, etc.). This would help farmers such as myself understand the level of time commitment that would be required to participate.</li> <li>• As for activities, it would be helpful if Egg Farmers of Ontario could send out a monthly updated calendar of events and</li> </ul>

activities across all zones that would have a spot showing how many more volunteers would be needed for activities and events and what those volunteers would be required to do.

- Please see the answer to Key Result Area #6.
- Keep on hosting a variety of events throughout the year (i.e., fall workshop, etc.) to allow producers to network and discuss issues and ideas. It was nice to have a guest speaker at our summer meeting - not only was it a social event but it had an educational component to it as well. It stimulated very good conversation within the group.
- Difficult to sort this one out. The time commitment makes it impossible for even us to contemplate running as a Director on the Board.
- Give EVERYONE the opportunity to join in the unique opportunities (meeting government people, going on trips, Toronto breakfasts, etc.) and not just those at the top and their children/families.
- Define succession - new people need to be on the Board each year to keep things fresh, blended with those who have experience. There should maybe be a young egg farmer (<40 years) to give a different perspective. The assumption is that because they have children that they may not be interested but this is false. They need to be there to ensure the future of egg farming.
- Not all farmers enjoy doing this sort of thing and we need to identify and encourage those that do. It normally involves “one on one” discussions with interested farmers.
- Promote speaker training.
- I think we are doing good job here. Most Zones have some sort of Zone structure and meetings - this helps get producers ready to do more.
- I know for me coming on the Board, I felt it was important to involve other farmers so that they could learn the ropes. We need to have good Councillors and ensure we are meeting and giving them information.
- At Annual and Zone meetings, less abbreviations should be used so that farmers that are learning about the dialogue of the Board can keep up and stay informed.
- I am not sure. I think that meeting outside of Mississauga in Stratford or other locations and asking folks from that Zone in might help understand what goes on at a Board meeting.
- We are doing ok.
- Involve other producers in some of our committees.
- Have a next generation farmer at Omelette breakfast.
- A program at the Zone level may be a way to ensure succession.
- Consider options to develop a young leaders program for Ontario.
- Keep them engaged.
- Always be inclusive and provide opportunities to interact in our Zones.

12

What are the top three obstacles or barriers that might prevent EFO from achieving its goals over the next year? Of these, what are the obstacles or barriers that EFO can control or influence and what do you think we should do?

- The board is run by the manager not the directors.
- Choice vs Grocery Legislation/Retail Council of Canada (on egg choices / housing-related). Continue to message importance in all choices of hen care, food safety, affordability, environmental sustainability, worker safety.
- Trade (*North American Free Trade Agreement, Trans-Pacific Partnership*) – need to educate decision-makers. (7 responses)
- Greed - always a tendency that needs to be kept in check in order for our industry to expand our farm family base and thrive as a whole and flourish in the years ahead.
- Consumers not willing to pay the extra price for eggs in current housing systems and those extra costs coming back on us as an industry.
- American markets.
- Keeping our story in the fore front.
- Animal welfare extremists.
- Disease outbreaks.
- Policy change is the major one I see.
- Disagreements from the inside. Let's promote a healthy vibrant front, in which we promote all hen housing and consumer choice.
- Consumer confidence in our industry.
- Consumer awareness of what supply management is and what benefit it is to end consumers.
- Egg Farmers of Canada needs to toughen up, especially on animal rights activists. The past few years have shown Egg Farmers of Canada to be too weak on this matter.
- Egg Farmers of Ontario needs to show the pros and cons of all types of hen housing used by its producers in order to promote choice for the consumer.
- Some of our goals appear as the warm and fuzzy type. How do we know we have reached them? Have we made progress in fair farm pricing? Are the millennials in agreement with our production model and if so by how much? What are the barriers? Are the reports from the neo-Liberal institutions and their henchmen's editorials having any influence with this group of consumers? How can we control or better yet counter the constant background noise from these editorials? Goals should be a little more concrete like getting a million more hens into the system in the next two years or reducing non-tariff eggs coming into Ontario by 80% in the next two years. Is there a list of goals somewhere for us to review?
- Social media campaign needs to be revamped and improved upon. This is all of our responsibilities. Egg Farmers of Ontario needs to develop the system we use to share and egg farmers need to share what they do.
- Expanding our social license quickly. This lies with Egg Farmers of Ontario and our local egg boards. Share what we invest our money into. Create our own programs.
- Challenges to our supply management system.
- On-farm videos by undercover investigators.
- Unusual disease problems in our flocks.
- Keep “telling our story” by running farm tours, taking layers in enriched colony housing displays to fairs and increasing our presence in social media.

- Keep in touch with our politicians regularly.
- Improve biosecurity.
- Lack of allocations while imports are moving up and getting allocations to the provinces that need them.
- One of the obstacles is that other provinces might not share our views as they have different agendas. But our role is to work for our farmers and as much as possible work as a team.
- The biggest concern right now in my opinion is to ensure all the hard work that this Board put in place for the *Consumer Choice Campaign* keeps moving forward as this is probably, next to the shortage of eggs, the single, largest project and it needs attention. It affects so many areas like food safety, etc., as we can use this platform to build trust with our consumers and retailers.
- Getting false layer insurance.
- The top obstacle might be the dropping of the *North American Free Trade Agreement* and the confusion that it might cause. Wait and see.
- Next is the improper handling of eggs within Canada. Any Canadian egg is shared where it is needed and change policy to allow that to happen.
- If the “Choice” program is not successful in providing the direction for retail or is defeated by the activists, where do we go from there?
- Egg Farmers of Canada needs to fix the Federal Provincial Agreement and allocate eggs in the provinces that are needed. Ontario needs to show leadership on this front.
- Goal – filling our market. Obstacle – Quota Allocation Committee/Federal Provincial Agreement.
- Goal – National certification program. Obstacle – trust and control.
- Goal – Audits for Start Clean-Stay Clean and *Animal Care* programs. Obstacle – common sense and balance.
- Meeting growth in demand.
- Working well with neighbours.
- New Cost of Production and pricing – relationship with Quebec and Manitoba.
- Work as a team in meeting opportunities.
- No answer.
- Retail commitment/activism.
- Unified position based on common sense and common ground.
- Keep doing a lot of what we have been doing and keep the channels of communication open.



13

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

- The Board doesn't want to recognize or help farmers who have decided to move to aviary. They only want to concentrate on enriched. There are customers who want free run, so we need to supply this need. Free run has its challenges and the Board doesn't want to help with these issues (i.e., having to place free run earlier than 19 weeks and stay on the 358 cycle). Aviary housing loses an extra 1-2 weeks' egg production. Why can't they get credit for this lost production?
- Not that I can think of just now. Keep up the great work. And thank you!
- Get all sectors aligned for growth.
- Major diseases that go around and to be diligent in letting farmers know and what their plan of action should be.
- Make quota more available.
- Find another way to get rid of spent hens....we are at the mercy of Maple Lodge.
- Yes, I think all forms, not just some, should be made available on the [getcracking.ca](http://getcracking.ca) egg farmers' website.
- I strongly believe that the \$0.10/dozen interim premium on enriched housing eggs should be dropped as soon as possible - I don't agree with this at all.
- Keep applying pressure to the Canadian Food Inspection Agency to test and approve vaccines for poultry viruses.
- Show egg farmers where you have used the information provided to you by this questionnaire by publishing the 2018 goals on the website.
- We need to start crafting our messages to resonate with the millennials and gain their trust.
- Also the Board needs to make sure we lose nothing in the *North American Free Trade Agreement* negotiations.
- Take responsibility for matching the pullets to type of egg produced with a stratified compensation system to match.
- Get ahead of American eggs.
- Improve your social platforms to share with the world.
- Yes - we need to watch our budgets, make sure we are not overspending. We need to be good stewards of our farmers' and consumers' money.
- We need to investigate the pricing model for enriched housing systems. Subsidizing levies is not a long term solution.
- Some effort is needed to be more inclusive to all directors and egg farmers.
- Long-term pullet leases for out-of-province pullets.
- Work with Egg Farmers of Canada on the HACCP and animal care programs.
- Regulations regarding *Liquidated Damages Award*.
- National certification process – how do we keep it moving and make it the priority it should be?
- Board development.
- Working as a team.
- Nothing. (3 responses)