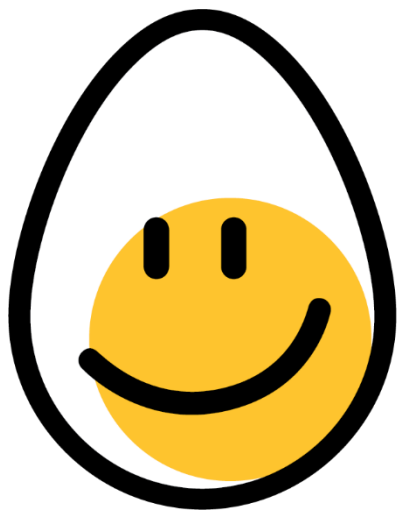




Egg Farmers of Ontario

2020 Business Plan

Achievements Report



get cracking[®]
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 2020 Business Plan. Each objective, key strategy and tactic, as identified in the 2020 Business Plan, has been rated by management on the overall achievement and progress.

Departments have been identified using the following legend:

CA = Corporate Affairs and Human Resources

Exec = Board Executive

FIN = Finance

GM = General Manager

OPS = Operations

PA = Public Affairs

QP = Quota & Policy

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 for fair farm pricing achieved through a stable national supply managed system with all levels of government.

1.1.1 Promote use of fair farm pricing terminology at the annual Member of Provincial Parliament Omelette Breakfast Fall 2020.

DEPT	Rating	Comments
PA	0	COVID-19 has led to the cancellation of the 2020 Omelette Breakfast.

1.1.2 Incorporate fair farm pricing terminology in work with SM4 nationally at the Member of Parliament Breakfast on the Hill Spring 2020.

DEPT	Rating	Comments
GM	0	This event was not held as a result of the COVID-19 State of Emergency.

1.1.3 Incorporate fair farm pricing proof points in communications used to develop relationships with new Ontario Members of Parliament.

DEPT	Rating	Comments
PA	2	Fair farm pricing terminology and proof points continue to be integrated into all communications with Members of Parliament, including the Annual Report mailing and COVID-19 Roundtable.

1.1.4 Continue to incorporate fair farm pricing terminology and proof points in ongoing government relations activities (briefing notes, appearances, etc.).

DEPT	Rating	Comments
PA	2	Fair farm pricing terminology and proof points continue to be integrated into briefing notes, key messaging, one-on-one meetings and in communications during the Conservative Leadership race.

1.2 Increase consumer understanding of the benefits of the fair farm pricing for eggs.

1.2.1 Provide key messaging incorporating fair farm pricing terminology and proof points in resources for farmers' outreach activities by March 1.

DEPT	Rating	Comments
PA	2	Fair farm pricing messaging continues to be integrated in communications to farmers, as appropriate (i.e., <i>Cackler</i> newsletter and e-blasts).

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

1.3.1 Advance the use of fair farm pricing terminology with Ontario farmers.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
PA	2	Fair farm pricing messaging continues to be integrated in communications to farmers, as appropriate (i.e., <i>Cackler</i> newsletter and e-blasts).

1.3.2 Advance the use of fair farm pricing terminology with government officials across all levels.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
PA	2	Fair farm pricing messaging continues to be integrated in all communications with elected officials and their staff through written and verbal opportunities. Minister Ernie Hardeman and Parliamentary Assistant Randy Pettapiece frequently incorporate fair farm pricing terminology, in writing and verbally.

1.3.3 Advance the use of fair farm pricing terminology nationally (Egg Farmers of Canada and other provinces).

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
GM	2	The terminology continues to be suggested and promoted in national and interprovincial opportunities as an enhancement to messaging supporting supply management.

1.3.4 Advance the use of fair farm pricing terminology with other SM5 groups.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
GM	2	The terminology continues to be advanced and used in FarmGate5 opportunities as an enhancement to messaging supporting supply management.

2. Managing Supply and Meeting Demand

OBJECTIVES:

2.1 To match supply with demand in meeting the need for quality pullets and eggs.

2.1.1 Work closely with the national allocation system to meet market demand, minus trade commitments, in a timely manner.

DEPT	Rating	Comments
QP	2	Egg Farmers of Ontario monitors monthly hen utilization with a goal of 100% utilization. Egg Farmers of Canada monitors supply and demand and works with provinces on required quota allocations and market supply.

2.1.2 Review and analyze new forecasting tools to monitor inventory levels by program and production systems with a goal to achieve 100% utilization by 2021.

DEPT	Rating	Comments
QP	2	Forecast provided to Board monthly. 2021 FMS 2.0 will deliver enhanced functionality and improved analytics.

2.2 Conduct regular reviews of the operation of the *Quota Transfer System* (QTS) and ensure its viability with respect to fair access and transparency for all producers.

2.2.1 Review and assess input from the Egg and Pullet Farmers' Workshop "Simplifying Our Quota System: Farmer Consultation and Review of Policies and Programs" session.

DEPT	Rating	Comments
QP	3	Done

2.2.2 Implement Board decisions related to *Quota Transfer System* on changes to programs (i.e., *Layer Leasing Pool*) and decisions to support the sustainability of smaller farmers in terms of provincial quota allotted.

DEPT	Rating	Comments
QP	1	First stage of quota simplification completed with conversion of LLP to PQ (effective 01/01/2021) and home week allotments. Further work is required on supporting the sustainability of farmers with less than 1,800 units of production quota and access for new entrants (currently <i>Quota Transfer System</i> is open to existing egg quota holders only).

2.2.3 Ongoing policy development of Egg Farmers of Ontario’s quota policies related to the *Quota Transfer System* to ensure the quota systems evolves, transforms and is strengthened to meet current business needs and the needs of current and future egg and pullet farmers.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
QP	2	Policy development in 2020, effective 2021, including the new single flock allotment process and simplification of the “allowable” calculation, has strengthened controls and disciplines in the system. As noted, further work is required to support the growth of smaller farmers and create a framework for new farmers to be sustainable.

2.2.4 Continue monthly reporting and periodic analytics to provide business insights to management and Board that can support decision-making to meet ongoing fairness and accessibility objectives.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
QP	2	Focus has been on periodic analysis to support decisions on specific projects such as quota simplification; FMS 2.0 will drive further thought leadership on analysis and score carding of key performance indicators across functional areas.

2.2.5 Continue to provide monthly analytics on quota transactions to support ongoing monitoring of *Quota Transfer System* function and trends related to quota policy objectives.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
QP	1	Monthly quota transactions, <i>Quota Transfer System</i> and family transfers are presented to the Board for approval; however, further work is required to quantify and understand trends.

2.2.6 Investigate revisions to *Quota Transfer System* to ensure any quota offered for sale is fairly and equally accessible to all eligible farmers.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
QP	2	All farmers have equal access to quota for sale. Outstanding as noted in 2.2.2. and 2.2.3. is policy development to assist the small farmer in growing their business.

2.2.7 Review quota purchases and sales by production size to support ongoing evaluation of Egg Farmers of Ontario’s quota policy objectives.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
QP	3	Annual quota metrics are reviewed to support this and will continue.

2.2.8 Review and assess new entrant trends and objectives set by Egg Farmers of Ontario following the input received during the “Simplifying Our Quota System” policy review process.

DEPT	Rating	Comments
QP	1	Currently the <i>Quota Transfer System</i> is open to existing egg quota holders only; Board policy development outstanding.

2.2.9 Investigate impacts on farmers with less than 5,000 quota units to support ongoing evaluation of Egg Farmers of Ontario’s quota policy objectives.

DEPT	Rating	Comments
QP	1	Still in discussion, in connection with the Quota Simplification Project, to provide quota access solutions for small farms.

2.2.10 Analyze past five years of *Quota Transfer System* results by producer size to support ongoing evaluation of Egg Farmers of Ontario’s quota policy objectives.

DEPT	Rating	Comments
QP	1	Annual quota metrics are done for comparison to prior years; however, detailed analysis of trend lines has not been completed.

2.3 Resolve verification issues in alternative housing systems through the Flock Verification Committee.

2.3.1 Implementation of Board approved Production Management Committee recommendations for flock verification issues supported by a staff work plan by Summer 2020.

DEPT	Rating	Comments
OPS	2	Operations visited and completed flock verification inspections at three enriched housing facilities (white and brown birds with varying number of birds per unit).

2.3.2 Using available analytics, identify, develop and implement secondary verification measures, for each housing system, to strengthen flock count procedures.

DEPT	Rating	Comments
OPS	2	Operations and Quota team respond to red flags or questionable numbers or production levels, using supporting documents and flock verifications. This resulted in 3 enriched housing flock verifications and 11 random placement verifications completed during 2020 (others were scheduled but were cancelled due to COVID-19).

2.3.3 Implement identified system controls supporting flock verification (i.e., digitized replacement layer order, system notification for flock cycle milestones, digital portal for farmers to report data such as mortality, basic report capabilities for flock counts, quota and program birds) as part of the Information Technology Strategy.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
OPS	2	As part of the FMS 2.0 project, work continues to move forward to a more digital way of monitoring our numbers, production and bird placements.

2.3.4 Complete verification of Phase 2 of the Flock Management System 2.0 transition pilot project by June 2020.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
QP	1	Phase one complete April 2020 (database switched to SQL), Targeting Q1 2021 for Board sign off of Phase 2 scope of work for project formal commencement.

2.3.5 Evaluate changes in field staff roles and job descriptions related to changing inspection needs as a result of program and Board policy changes.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
OPS	1	Evaluation paused as the FMS 2.0 system is built to an appropriate level, as this will determine required farm visits and counts as well as staffing needs.

2.4 Formalize a plan to monitor pullet contracting by housing type to ensure the pullet growers' production quotas remain relative to the demand for layer hens.

2.4.1 Provide analytics on production quota held by production type, pullet and egg quotas and assess options available to align quotas by production type to minimize pullet lease requirements.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
QP	2	Reviewed annually at Pullet Committee and all pullet leases reviewed to determine capacity available prior to approving leases.

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 Ongoing collection of data metrics as part of the *Conventional to Enriched Transition Pricing Project* supported by housing surveys and on-farm discussions between farmers and inspectors.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
OPS	2	Communications between staff and farmers is ongoing in order to capture earliest information on planned changes so to better forecast transition requirements on pricing and quota utilization, as some farmers are currently under producing either on quota or programs.

2.5.2 By October 2020, implement improved system capabilities to record barn capacities by housing type and investigate new forecasting tools for 2021.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
QP	1	Operations are diligently measuring all layer barns (majority are completed) and have a target of February 2021 to measure pullet barns. FMS 2.0 will deliver the required functionality to check density at the time of allotments and best in class forecasting tools for Egg Farmers of Ontario.

2.5.3 Project Manager to work with Quota department on tracking future new builds and housing systems. This work relates to enriched housing identification requirements for *Conventional to Enriched Transition Pricing Project (CETPP)* in the first half of 2020 and longer-term for the evaluation of housing transition trends in response to market needs.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
QP	2	Operations, Finance and Quota work collaboratively on <i>Conventional to Enriched Transition Pricing Project</i> and system solutions for improved site lines on new barn construction.

2.5.4 Provide analytics quarterly to the Pullet and Production Management committees, by housing system and quota holding, for pullet versus layer operations.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
QP	3	This is completed at least annually in a review of pullet quota requirements to align with layer quota allotted by the national system.

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*.

<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.

2.7 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 marketing levies allowed under existing trade agreements are collected on imported eggs to support egg marketing activities.

<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 To continue to work at ensuring the current import regulations remain in force 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.

2.9.1 Work with Pullet Growers of Canada on the effective roll out of the *On-Farm Food Safety and Animal Care* programs for pullets.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
OPS	1	Egg Farmers of Ontario is working towards developing a framework that would see Egg Farmers of Canada auditors administer the program and roll out pullet audits in Ontario.

2.9.2 Provide support for cost of production development, as requested by Serecon.

DEPT	Rating	Comments
QP	0	No work was done in this area by Serecon in 2020.

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

DEPT	Rating	Comments
GM	2	Provided support developing, reviewing and providing advice for Pullet Growers of Canada staff and Chair on communications and lobbying objectives.

3. Improving On-Farm Operations and Productivity

OBJECTIVES:

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

3.1.1 Create an “EQA Everyday” culture among egg and pullet farmers.

DEPT	Rating	Comments
OPS	2	The <i>Egg Quality Assurance</i> program is up and running with Egg Farmers of Ontario field staff working with farmers to meet program requirements. <i>Egg Quality Assurance</i> is not really part of the pullet program, but may need to call it something else if pullet audit fails and birds cannot be shipped to an egg farmer.

3.1.2 Reinforce the importance of the need for compliance to support a viable sector within a regulated marketing system.

DEPT	Rating	Comments
OPS	2	Continued communication and audit support by Egg Farmers of Ontario staff. Penalties exist if program requirements are not met.

3.1.3 Continued implementation of the *On-Farm Food Safety and Animal Care* programs and *Egg Quality Assurance* penalties when farmers do not meet the program elements within the timelines required.

DEPT	Rating	Comments
OPS	2	Annual internal audits and third-party audits every 3 years continue.

3.1.4 *On-Farm Food Safety and Animal Care* program manual to be updated by March 2020.

DEPT	Rating	Comments
OPS	3	Updates completed and became effective in July.

3.1.5 Continue to finalize updates to the pullet program manual for Board approval of content and implementation timelines and details, in cooperation with Pullet Growers of Canada.

DEPT	Rating	Comments
OPS	3	New manuals have been approved and have been printed and distributed.

3.2 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.

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

DEPT	Rating	Comments
QP	2	A new detailed production quota report by <i>Home Week</i> enabled informed analysis to “significantly” level out the distribution of birds across layer farmers.

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

3.3.1 Continue communication with Egg Farmers of Canada about issues identified by individual farmers or internal EFO processes to ensure appropriate interpretation decisions about standards and timelines for implementation.

DEPT	Rating	Comments
OPS	2	Egg Farmers of Ontario continues to communicate with Egg Farmers of Canada on interpretations to the code and share producer and industry concerns or questions. Waiting to hear back on some of those and what the effective dates will be.

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

3.4.1 Promote biosecurity and emergency response procedures to farmers.

DEPT	Rating	Comments
OPS	2	Communications are shared with farmers and industry on news or updates on disease concerns or outbreaks. COVID-19 procedures and protocols were also included in 2020.

- 3.4.2 Work to provide messaging through farmer communications and industry meetings to encourage continued vigilance.

DEPT	Rating	Comments
OPS	2	Work closely with the Feather Board Command Centre and share information on areas in the province that may be having a disease concern.

3.5 Streamline and simplify farm operations and “paperwork”.

- 3.5.1 Implement phase one of the *Information Technology Strategy*, the “lift and shift” from EFO’s existing Access database to an SQL database by March 1, 2020.

DEPT	Rating	Comments
QP	3	Completed April 2020.

- 3.5.2 Obtain Board approval of *Information Technology Strategy* and budget requirements by January 31, 2020.

DEPT	Rating	Comments
QP	3	Completed for phase 1 of the project; budget approval phase 2 planned for December 2020 Board meeting

- 3.5.3 Develop and execute farmer focus group consultations on Egg Farmers of Ontario’s *Information Technology Strategy* and digital transformation plans by Spring 2020.

DEPT	Rating	Comments
QP	1	Board socialization and support required.

- 3.5.4 Working with Egg Farmers of Ontario’s legal counsel, define our authority and policies for the digitization of business processes.

DEPT	Rating	Comments
QP	2	This will be completed during phase two project work.

- 3.5.5 Finalize phase two of the *Information Technology Strategy* and start implementation by Fall 2020, with a renovated farmer portal and material reduction in paper form submissions and manual entry by Egg Farmers of Ontario staff.

DEPT	Rating	Comments
QP	2	Design work for phase two completed; next steps are agreement of budget and scope of work (Board approved) and implementation 2021 (dates TBD).

- 3.5.6 Work to ensure the *Information Technology Strategy* includes developments that allow Egg Farmers of Ontario to link available data into an online portal for farmers and other partners to help manage their businesses.

DEPT	Rating	Comments
QP	2	This functionality will be designed into phase 2. An overall information technology strategy still needs to be developed and will require the thought leadership of third-party experts.

- 3.6 Ensure that the poultry sector has strong disease outbreak and emergency response plans and capacity.

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

DEPT	Rating	Comments
GM	2	Donna Lange, Albert Visser and Pam Kuipers continue participating and are available as resources to support efforts of the Feather Board Command Centre.

- 3.6.2 Continue to have staff actively involved in Agricultural Response Materials Management Incorporated.

DEPT	Rating	Comments
OPS	3	Agricultural Response Materials Management Incorporated is still in existence but financial support from EFO and the other feather boards has ended. Their board needs to make a decision to carry on independently for a period of time or consider folding.

- 3.6.3 Seek Feather Board Command Centre decisions about the sustainability of Agricultural Response Materials Management Incorporated.

DEPT	Rating	Comments
GM	3	A decision has been made to discontinue future funding of Agricultural Response Materials Management Incorporated.

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

- 3.7.1 Pursue Livestock Research Innovation Corporation evaluation of a possible research project for Bronchitis/false layers.

DEPT	Rating	Comments
OPS	3	The Livestock Research Innovation Corporation held an industry meeting to review what was learned during the 2016/2017 false layer problems that occurred. Currently there are no research projects to tap into or be involved with. There is research happening in different areas of the country and in the United States of America. Findings from those projects may be beneficial.

3.7.2 Continue to provide Egg Farmers of Ontario’s contribution of \$104,275 annually 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 for approval.

DEPT	Rating	Comments
OPS	2	Research committee went to the Board with the recommendations to request full proposals for two projects and working on getting an update of research projects currently being funded.

3.7.3 Continue to provide Donald Shaver scholarship contribution of \$58,000 annually to the University of Guelph to promote sustainable poultry production.

DEPT	Rating	Comments
FIN	3	Completed Q3 2020.

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

3.8.1 Conduct an inventory of existing wellness and mental health programs and resources available to farmers through Ontario’s agricultural groups and commercial providers by June 2020 and develop possible recommendations for actions in the 2021 business plan.

DEPT	Rating	Comments
GM	2	An inventory of existing services and programs was completed Q1 2020. A landing page was created to offer access to these services and posted on www.getcracking.ca and the farmer portal June 2020. Quotes for expanded services from commercial providers have been developed and will be considered in the 2021 Business Plan.

3.9 Maintain an up-to-date *Emergency Protocols Plan* for Egg Farmers of Ontario, including connections to the Feather Board Command Centre *Emergency Management Plan* (as appropriate).

3.9.1 Complete a comprehensive review of our *Emergency Management Plan* by December 2020.

DEPT	Rating	Comments
PA	3	The <i>Emergency Management Plan</i> was completely reviewed and updated by August 2020. This plan (and its Appendices) have been distributed to staff and are available on the shared server.

4. Maintaining Consumer Confidence and Trust

OBJECTIVES:

4.1 More consumers choosing Ontario eggs daily.

4.1.1 Drive demand by promoting the nutritional and functional value of eggs with consumers, health professionals and foodservice partners.

DEPT	Rating	Comments
PA	2	<p>Specific outreach tactics were utilized to support this objective including promotion of nutrition content on the redesigned <i>Your Egg Questions</i> portal, in social media and as part of our blog.</p> <p>In conjunction with Registered Dietitians Shannon Crocker and Carol Harrison, Egg Farmers of Ontario hosted a webinar for over 187 in-store dietitians, home economists and nutritionists on the nutritional value and versatility of eggs in June 2020.</p> <p>Through a partnership with the Food Network, eggs were featured in digital ads, video and recipes during October, with over 1,730,000 impressions delivered.</p> <p>Specific outreach tactics designed to drive demand for eggs based on functional value included development of foodservice collateral, individual meetings with foodservice operators, collaboration with Restaurants Canada, Chef Tom (Egg Man Foodtruck), #CanadaTakeOutDay and Taste Canada.</p> <p>Foodservice staff held a webinar for foodservice operators and distributors in June that focused on sharing research on consumer demand for nutritional meal offerings and positioned eggs as an economical and versatile menu addition.</p> <p>Third-party endorsers for eggs, including Dietetic Directions, Shannon Crocker, Carol Harrison, Fareen Samji, Lois Betteridge and Rachel Naud, were used in social media and TV outreach to promote the nutritional and functional value of eggs.</p> <p>In partnership with Brescia College's Food Resources Education for Student Health Program, Egg Farmers of Ontario sponsored on-campus programming for new students, focusing on the nutritional benefits and versatility of eggs in March 2020.</p> <p>In conjunction with Egg Farmers of Canada, Egg Farmers of Ontario participated in the September 15 Terroir Symposium, Canada's leading forum for the food, tourism & hospitality industries, to position eggs at the forefront for the event.</p> <p>A new nutrition resource (<i>Good For the Body Inside and Out</i>) was developed, in both English and French, with over 30,000 copies printed for distribution.</p>

		<p>For Year 2 of our partnership with Algonquin College, digital content was created and shared by student chefs, material was provided for inclusion in class curriculum, eggs were featured in menu offerings in their student-run restaurant and a new plaque was unveiled at the Pastry Lab.</p> <p>The <i>Egg Chef</i> portal was completely redesigned Q1 2020 and launched at the Restaurants Canada show in March.</p> <p>Eggs were featured at two foodservice tradeshow in 2020: Restaurants Canada (March) and the Gordon Food Service virtual tradeshow (September).</p>
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4.1.2 Pursue strategies that support incremental egg purchases and all meal time occasions (with messaging aligned to consuming “One more egg a week” and “eggs anytime”).

DEPT	Rating	Comments
PA	2	<p>Recipe content was featured in over 20 print advertorials and six television segments throughout 2020, along with weekly posts on all social media channels.</p> <p>Egg Farmers of Ontario sponsored the October flight of the <i>Food Network Baking Guide</i> to keep eggs and egg recipes top of mind for consumers, with over 1,730,000 impressions.</p> <p>Holiday outreach (Easter, World Egg Day, Thanksgiving and Christmas) featured new and inspiring egg recipes for consumers to incorporate into their holiday entertaining.</p> <p>Egg Farmers of Ontario’s recipe platform was promoted as a tool for consumers to easily access recipe content and meal planning resources, featuring eggs.</p> <p>The <i>Eggs & Bakin’</i> newsletter continues to be an active platform to inspire consumers to eat more eggs. The monthly eblast has seen an increase of 67% in subscribers over 2019.</p> <p>Foodservice staff held a webinar for foodservice operators and distributors in June that focused on sharing research on consumer demand for nutritional meal offering and positioned eggs as an economical and versatile menu addition.</p> <p>Working with Turkey Farmers of Ontario, Thanksgiving recipes were shared on three TV segments.</p> <p>To celebrate World Egg Day, Egg Farmers of Ontario worked with Canada’s Best 100 and five other food influencers to share recipe ideas and inspiration.</p>

- 4.1.3 Launch a new advertising platform during the first quarter of 2020 featuring *Real Farmers. Real Eggs.* messaging developed to position marketing to effectively respond to issues facing the sector in the next three to five years.

DEPT	Rating	Comments
PA	3	<i>Real Farmers. Real Eggs.</i> was successfully launched during the first quarter of 2020, including print, TV, digital and out-of-home market placements, resulting in well over 330,200,000 initial campaign impressions.

- 4.1.4 Continue to deliver against an ongoing social media content calendar supporting an engaging strategy across multiple social media channels, focusing on Ontario egg and pullet farm families.

DEPT	Rating	Comments
PA	2	Egg Farmers of Ontario continues to refine and improve our social media strategy across multiple channels with engaging content on farm families, animal care, egg quality, nutritional benefits of eggs, recipes and the versatility of eggs. The following engagement metrics have been achieved in 2020: Instagram – 44% increase in followers; 69% increase in engagement Facebook – 24% increase in followers; 854% increase in engagement Twitter – 6% increase in followers; 21% decrease in engagement Pinterest – 131% increase in engagement

- 4.1.5 Continue to offer a robust recipe program that includes the development of 12 new egg recipes (including two spice cards) during 2020 that promote the versatility of eggs and supports the incremental volume goals by promoting multiple meal time consumption of eggs.

DEPT	Rating	Comments
PA	3	12 new recipes were developed for 2020 and added to our extensive recipe library that focused on a variety of skill levels and culinary tastes. These recipes were featured in over 20 print advertorials throughout the year, featured in social media posts and included in our partnership with Taste Canada. 2 spice cards were developed for 2020, but were not printed due to COVID-19.

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

4.2.1 Increase consumer confidence by promoting the *Egg Quality Assurance* program with strategic marketing supports and messaging across print, web and social media channels.

DEPT	Rating	Comments
PA	2	Staff continue to develop the framework for various executional tactics to promote the <i>Egg Quality Assurance</i> program; however, COVID-19, market supply issues and carton inventory has slowed progress in the area of on-pack logo usage. Messaging on the <i>Egg Quality Assurance</i> program has been posted on our website and included throughout our social media content calendar.

4.2.2 Secure endorsement of *Egg Quality Assurance* by grocery retail, foodservice and institutional customers in co-ordination with Ontario graders.

DEPT	Rating	Comments
PA	2	Conversations regarding endorsement for the <i>Egg Quality Assurance</i> program have stalled in light of the effects of COVID-19 on the foodservice sector.

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

4.3.1 Implement outreach strategies that maintain and increase trust in our product.

DEPT	Rating	Comments
PA	2	<p>The <i>Real Farmers. Real Eggs.</i> marketing campaign launched in early 2020, with integrated marketing executions in print, digital, social and out-of-home.</p> <p>Egg Farmers of Ontario participated in two <i>Fields to Forks</i> campaigns (August/September in London and October/November in Ottawa).</p> <p>An extensive social media content calendar was implemented for 2020, with an increase of 25% more content relating to public trust.</p> <p>Work continues to support the President’s Council initiative to explore a multi-commodity approach for a social license advocacy project.</p> <p>For World Egg Day, a video was released, along with accompanying print articles, showing gratitude for the humble egg - from farm to table (and food bank) and all the people involved in the process.</p> <p>Egg Farmers of Ontario participated in <i>It’s Good Canada</i> (summer/fall), <i>Food Day Canada</i> (August) and <i>Local Food Week</i> (June) cross-commodity initiatives in an effort to maintain and increase public trust. These initiatives included social content, videos and live farm tours.</p>

		<p>Due to COVID-19 forcing the cancellation of in-person events, our education trailers were taken off the road. This time was used to renovate and update the trailers, procedures and presentations in preparation for the 2021 season.</p> <p>With the cancellation of in-person events for 2020, Egg Farmers of Ontario participated virtually in Western Fair’s FARM F.A.N program, Lindsay Exhibition, Western Fair and the Royal Agricultural Winter Fair. Each event provided the opportunity to virtually engage with participants and share our farmers’ stories, along with the farm to table process.</p> <p>Egg Farmers of Ontario contributed financially and provided content for the redesign of Farm and Food Care’s <i>Real Dirt on Farming</i> resource.</p> <p>The <i>Your Egg Questions</i> portal was relaunched in March 2020 and continues to be an active platform for consumers to engage and learn about eggs, egg farmers and egg farming. We have seen a 1,286% increase in user-submitted questions in 2020.</p>
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4.3.2 Continue to seek new opportunities that create strong connections between egg and pullet farm families and their communities.

DEPT	Rating	Comments
PA	2	<p>Through the Zone Sponsorship Program, \$120,000 was used to support a variety of local, grassroots initiatives through Ontario.</p> <p>Due to COVID-19, community events were cancelled, which resulted in our inability to support farmers at local events. When possible, Egg Farmers of Ontario participated in virtual programming to support community efforts (sharing of videos, resources, Facebook Live farm tours, electronic distribution of resources and content).</p> <p>Egg Farmers of Ontario continued to lead the presenting sponsorship program for <i>Rocks & Rings</i>, in conjunction with Egg Farmers of Canada and other provincial Egg Boards.</p> <p>Egg Farmers of Ontario continues to be the presenting sponsor of the Ontario Minor Hockey Association’s Playdowns in local communities throughout the province.</p> <p>Sponsorship of Sport and Social Group, the organization that represents over 120,000 players in local recreational sports leagues, continued in 2020.</p> <p>Through our COVID-19 response efforts, over 43,000 additional dozen eggs were distributed to community foodbanks and organizations helping to feed food insecure community members.</p>

		Egg Farmers of Ontario continued its multi-year sponsorships of Team Homan (Canadian and World Champion Women’s Curling Team) and in partnership with the Fédération des producteurs d’œufs du Québec, continued to be prominent sponsors of medal-winning Alpine Canada Ski Team member Valérie Grenier.
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4.3.3 Include a Zone ‘corner’ in each edition of the *Cackler* newsletter to share and leverage the success of local activities.

DEPT	Rating	Comments
PA	2	COVID-19 impacted the ability of Zones to participate in local events. As such, the “Zone Corner” of the redesigned newsletter focused on Zone foodbank donations in the second half of 2020.

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 support the Presidents Council initiative to engage a marketing firm to develop a cross-commodity advocacy program for the Council to review in 2020.

DEPT	Rating	Comments
GM	2	Participated in President’s Council discussions and its working group for this effort which oversaw the work of the Edelman Group for a long-term program under consideration late 2020.

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

4.5.1 Continue support of the *Egg Donation Program* with Feed Ontario (formerly, the Ontario Association of Food Banks), by donating \$250,000 worth of eggs annually.

DEPT	Rating	Comments
PA	3	\$250,000 worth of eggs was donated to Feed Ontario in 2020, as per our annual partnership. An additional 47,000 dozen eggs was also donated to their COVID-19 response program in Q2 2020.

4.5.2 Complete the current one-year contract renewal for the 2019-2020 school year with Student Nutrition Ontario and pursue a new multi-year partnership.

DEPT	Rating	Comments
PA	3	The 2019-2020 partnership with Student Nutrition Ontario shifted focus early 2020 with the closing of schools. Remaining funds within the program were used to provide students with access to nutritious food at home. A three-year partnership renewal (\$75,000 per year) was approved at the May Board of Directors meeting and was launched September 2020.

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

4.6.1 Develop informational resources explaining egg farming sustainability for use across Egg Farmers of Ontario communications channels.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
PA	2	<p>Sustainability messaging was included in the 2020 social media content calendar on a monthly basis.</p> <p>Egg Farmers of Ontario was a supporting sponsor of the Sustainability Pavilion at the Royal Agricultural Winter Fair.</p> <p>In consultation with Egg Farmers of Canada, sustainability messaging was tested among consumers for inclusion in future communication channels.</p>

5. Ensuring Good Governance and Effective Farmer Communications

OBJECTIVES:

5.1 Develop and implement Code of Conduct agreements for Board, staff and farmers, including resolution processes and consequences.

5.1.1 Conduct consultations with staff, farmers and Board of Directors.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
CA	3	<p>Consultations with staff and farmers were completed Fall 2019; consultations with Board completed in early 2020.</p>

5.1.2 Code of Conduct for Board, staff and farmers to be presented to the Board of Directors and farmers and finalized by the first quarter of 2020.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
CA	2	<p>Final drafts presented to the Board; currently under review by legal counsel and Human Resources.</p>

5.2 Continually improve Board effectiveness.

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

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
GM	1	<p>Discussions have taken place with the Executive Committee regarding options for execution in Q4 of 2020.</p>

5.2.2 Provide governance training and on-boarding process for new Directors.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
GM	2	New Directors were provided with a Board of Directors procedural binder outlining roles and responsibilities, Egg Farmers of Ontario policies, regulations and bylaws. An orientation session was led by Egg Farmers of Ontario legal counsel at the April 2020 Board meeting. The Ontario Farm Products Marketing Commission governance training program was cancelled due to COVID-19. A tailored governance training program is being developed for Egg Farmers of Ontario.

5.2.3 Conduct an annual General Manager review session, led by a third-party, with check in sessions in April and August by the Executive/Board.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
Exec.	2	This process was adjusted in response to the change in senior management that occurred in July. Egg Farmers of Ontario’s Human Resources consultant is conducting a 90-day review of the Interim General Manager during Q4.

5.2.4 Set a schedule to review and update Egg Farmers of Ontario Governance Policies over the course of the strategic plan.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
CA	2	Feedback from Board members has been received; Egg Farmers of Ontario’s Executive Committee is conducting a comprehensive review of its Governance Policy.

5.2.5 Continue to pursue improvements to Egg Farmers of Ontario’s policy development process.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
GM	2	Working with department Directors to improve policy development “white paper” process, establish timelines and protocols to support improved Board policy decision processes.

5.3 Increase farmer communication effectiveness.

5.3.1 Develop and implement a communications strategy, message protocols and annual communications plan for use across all departments.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
CA	2	Guidelines were drafted and distributed fall 2019; this is a work in progress and staff continue to look for ways to streamline communications.

5.3.2 Measure communications effectiveness with farmers annually through survey and/or feedback sessions.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
CA	2	The August 2020 business plan survey asked farmers to measure the performance of “ensuring good governance and effective farmer communications.” Feedback from farmers is encouraged on an ongoing basis at regular meetings; we will continue to look for ways to measure and improve communications.

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

5.4.1 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.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
CA	3	Terms of Reference for each Egg Farmers of Ontario Committee have been reviewed and approved by the Board.

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

5.5.1 Actively engage farmers in the strategic planning process.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
PA	3	A survey to help shape Egg Farmers of Ontario’s 2021 business plan was sent to farmers in August. At the virtual summer zone meetings farmers were encouraged to provide their feedback to help guide the strategic plan update and set priorities.

5.5.2 Continue to offer open sessions and question boxes at the Annual General Meeting and Egg and Pullet Farmers’ Workshop for farmers to express their ideas, comments and suggestions.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
CA	3	In-person meetings were cancelled due to the COVID-19 pandemic. Virtual open sessions were offered in place of our traditional Annual General Meeting, summer zone meetings and November Workshop.

5.5.3 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	This continues to remain an ongoing Board meeting agenda item.

5.6 Continue to make available French language services and materials, where appropriate.

5.6.1 French language services are provided at Egg and Pullet Farmers' Workshop, Annual Meeting, as well as Zone 10's Election and Summer Meetings. Policies, regulations and monthly newsletters are also provided in French.

DEPT	Rating	Comments
CA	2	As a result of the COVID-19 pandemic Egg Farmers of Ontario's Annual General Meeting, summer meetings and November workshop were held virtually. The meetings were held in English however meeting materials were provided in both English and French. Simultaneous French translation was offered for the October Pullet Grower meeting and November Update webinar. Zone 10's election meeting as well as policies, regulations, monthly newsletters and Board updates continue to be provided in both English and French.

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

DEPT	Rating	Comments
CA	3	See 5.6.1

5.6.3 Continue to provide policies and meeting materials in French, where appropriate, such as Egg Farmers of Ontario farmer communications and Zone 10 meeting handouts.

DEPT	Rating	Comments
CA	3	See 5.6.1

5.7 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.

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

DEPT	Rating	Comments
GM	0	COVID-19 delayed action on this issue. Staff are working with Ontario Farm Products Marketing Commission staff about a potential virtual advisory committee meeting in November.

5.8 To evaluate, on an annual basis, the role and service of EFO 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.).

5.8.1 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>
GM	3	Completed April 2020.

5.8.2 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.

<i>DEPT</i>	<i>Rating</i>	<i>Comments</i>
GM	2	EFO Director representatives attend regular meetings with respective Boards and ongoing reports are provided to the monthly Board meetings.