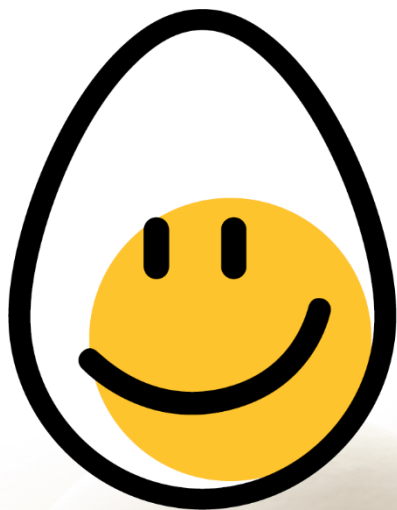


Egg Farmers of Ontario 2021 Business Plan



get cracking[®]
Egg Farmers of Ontario





Vision - We strive for...

A sustainable and progressive egg sector providing consumers their choice of high-quality, fresh eggs, produced by family farms committed to animal care and the environment.

Mission

Egg Farmers of Ontario is a farmer-run organization that manages the supply and orderly marketing of eggs so consumers can enjoy fresh, safe, high-quality protein at a fair price.

Means of Delivery

- Manage pullet and egg production within national supply management guidelines using a variety of approved housing systems.
- Manage the production and pricing of eggs through a cost of production system.
- Ensure strict food safety and animal care standards through the *Egg Quality Assurance* (EQA) program.
- Stimulate market demand for eggs through promotion, innovation and research.

VALUES

Egg Farmers of Ontario believes in:

1. Food Safety & Animal Care

- Providing safe and high-quality eggs using world-class food safety and animal care standards.

2. Fair Farm Pricing System

- The national supply management of eggs ensures the sustainability of our sector for future generations while providing a fair price to consumers.

3. Sustainability

- Ensuring programs, policies and procedures support environmental and financial sustainability.

4. Our People

- Supporting a dedicated and professional staff team who act with integrity to ensure efficient and effective operation of our organization.

5. Accountability

- Serving the egg and pullet farmers of Ontario effectively through policies that are equitable, transparent and meet domestic market requirements.

6. Relationships

- Maintaining professional working relationships with all stakeholders in our sector.

7. Leadership

- Providing supportive leadership to other agricultural organizations.

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

1. Promoting a Fair Farm Pricing System

OBJECTIVES:

- 1.1** Advocate with all levels of government for fair farm pricing achieved through a stable national supply managed system and minimize the impacts of free trade agreements.
 - 1.1.1 Promote the use of fair farm pricing terminology at the annual Member of Provincial Parliament Omelette Breakfast Fall 2021.
 - 1.1.2 Incorporate fair farm pricing terminology with SM4 nationally at the Member of Parliament Breakfast on the Hill Spring 2021.
 - 1.1.3 Continue to include fair farm pricing terminology and proof points in ongoing government relations activities (briefing notes, appearances, meetings, etc.) at municipal, provincial and federal levels.
- 1.2** Increase consumer understanding of the benefits of the fair farm pricing for eggs, including food security.
 - 1.2.1 Incorporate fair farm pricing terminology and proof points in social media and farmer outreach activities.
 - 1.2.2 Demonstrate how fair farm pricing supports domestic food supply, food security and its economic impact.
 - 1.2.3 Amplify the Egg Farmers of Canada “Better Together” campaign to engage with consumers on the benefits of fair farm pricing, including food security.
- 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 egg and pullet farmers.
 - 1.3.2 Advance the use of fair farm pricing terminology with municipal, provincial and federal government officials.
 - 1.3.3 Advance the use of fair farm pricing terminology nationally (Egg Farmers of Canada and other provinces).
 - 1.3.4 Advance the use of fair farm pricing terminology with other SM5 groups.
 - 1.3.5 Continue to take a leadership role in developing and promoting the *Egg Quality Assurance* program in Ontario.

2. Managing Supply and Meeting Demand

OBJECTIVES:

- 2.1** To fill the Ontario market with as many Ontario/Canadian eggs as possible, while working within directives from Egg Farmers of Canada.
 - 2.1.1 Report on monthly hen utilization, targeting 100%.
 - 2.1.2 Provide quarterly forecasts and sensitivity analysis for Board review and decision making on hen inventory.
 - 2.1.3 Implement programs and/or policy changes, including Early Fowl Removal and quota adjustments, to meet national obligations to meet market requirements.
- 2.2** Improve the function and operations of the *Quota Transfer System* (QTS) and ensure its viability with respect to fair access and transparency for all farmers.
 - 2.2.1 Formal policy review, at least twice a year, will be built into Production Management Committee 2021 work plan.
 - 2.2.2 Conduct a survey to obtain ongoing farmer input after QTS 2 2021.
 - 2.2.3 Re-examine maximum bid process for layer and pullet quota for alternatives given fixed quota pricing for QTS 1 2021, giving consideration to variable maximum amounts based on available quota.
 - 2.2.4 Drive farmer process efficiencies through FMS 2.0 (portal submissions) and work flow alignment to per barn quota.
 - 2.2.5 See 2.3 for access for small size farmers.
- 2.3** Review and formalize the strategy to improve quota access for small size farmers.
 - 2.3.1 Implement policy development resulting from Board parking lot session November 9, 2020, Production Management Committee November 20, 2020 and other ongoing meetings for farmers under 1,800 production quota units.
 - 2.3.2 Model out various scenarios had access to an agreed portion of the quota pool for sale been available.
- 2.4** Strengthen the flock verification process for alternative housing systems through the Production Management Committee.
 - 2.4.1 The Investigation Unit will continue to verify alternate housing systems by inspecting chick, pullet and hen placements as well as records. Emphasis will be focused on farmers showing over production and over placement that will be conducted in a timely manner after situations arise or as recommended by the Production Management Committee.

- 2.4.2 Operations, Quota and Investigations staff will work together to identify and plan specific flock verification inspections, which will involve visits to pullet growers, layer farms and hatcheries, and will involve different types of monitoring and staffing requirements.
 - 2.4.3 FMS 2.0 will provide data integrity for rate of lay analysis by production system and staff will review latest technology tools to assist in flock verification goals.
 - 2.4.4 Staff will investigate staffing options (internal and external) to complete random flock counts in alternate housing systems.
 - 2.4.5 Staff and the Production Management Committee will work with hatcheries to share data.
- 2.5** Maintain an up-to-date forecast database of planned future capacity for all layer and pullet farms by housing type.
- 2.5.1 Staff will continue to update and monitor barn information as farmers make changes to their housing systems.
 - 2.5.2 Egg Farmers of Ontario will work with Egg Farmers of Canada to reach an agreement on measuring housing systems for both pullet and layer farms together and have both parties sign off.
 - 2.5.3 Staff will work with farmers reminding them to inform Egg Farmers of Ontario a minimum of a year in advance of any planned housing and capacity changes.
 - 2.5.4 Staff will work with Egg Farmers of Canada to clarify Code requirements and interpretations, particularly with aviary and free run housing systems.
- 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*.
- 2.7** Work with Egg Farmers of Canada to take action on their ability to collect marketing levies on imported product.
- 2.7.1 Egg Farmers of Ontario will support Egg Farmers of Canada's efforts with government decision-makers at the provincial and national level to ensure promotion and research levies allowed under existing trade agreements are collected on imported eggs.

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

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 Field staff will continue to visit our farmers to administer the *On-Farm Food Safety and Animal Care* programs to ensure compliance. Staff will work with and communicate to Egg Farmers of Canada and graders when a farmer is not in compliance.
- 3.2** Continue to improve the inspector/auditor and farmer working relationships and foster a culture of consistency and continuous improvement.
 - 3.2.1 Field staff will regularly review program and auditing interpretations to aid in consistent audit processes.
 - 3.2.2 Staff will regularly work with NSF on third-party audits.
 - 3.2.3 Egg Farmers of Ontario will work to develop and implement an agreement to work jointly with Egg Farmers of Canada on the delivery of pullet audits in Ontario.
- 3.3** Ensure a robust approach to compliance and investigations to maintain the integrity of the supply management system.
 - 3.3.1 The Investigation Unit will continue to investigate any offence under EFO regulations with emphasis on public health concerns, animal welfare and serious offences that undermines EFO’s integrity. The Investigations Unit remains focused on accepting and following information from every resource available while being prepared to report evidence and findings to the EFO Board or Provincial Court in a timely manner.

- 3.4** 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.
 - 3.4.1 Provide regular analytics on bird placements and quota distribution, by *Home Week* to industry stakeholders.
 - 3.4.2 Plan for improved functionality in FMS 2.0 to include analytics on when birds are moving to layer barns in addition to turning 19 weeks of age.
 - 3.4.3 Include in analytics information on production system.
- 3.5** Work with Egg Farmers of Canada to ensure clear interpretation of standards and timelines for implementation of the Code of Practice.
 - 3.5.1 Staff will work with Egg Farmers of Canada to ensure clear understanding of interpretations and effective dates (18 months after decisions are made) and integrate this information into our programs.
- 3.6** Maintain strong, consistent biosecurity practices on farm at all times.
 - 3.6.1 Promote biosecurity and emergency response procedures to farmers.
 - 3.6.2 Staff will operate under heightened biosecurity on a regular basis.
 - 3.6.3 Field staff will follow COVID-19 protocols while visiting farms and setting up appointments. Staff will not visit a farmer that has a COVID-positive case until 14-days after they have been cleared.
 - 3.6.4 Egg Farmers of Ontario will work with the Feather Board Command Centre on communications when a disease or emergency is reported for farmers and industry, as appropriate.
- 3.7** Streamline and simplify farm operations and improve internal operational efficiency and productivity through the implementation of Flock Management System (FMS) 2.0.
 - 3.7.1 Target Q1 2021 for Board-approved scope of work with Egg Farmers of Ontario's technology partner, BDO, and start formal project implementation and approved communications strategy.
 - 3.7.2 January 1, 2021 hire consultant to lead Egg Farmers of Ontario's digital transformation and change management requirements.
 - 3.7.3 Staff will continue to conduct farmer focus groups and industry stakeholder outreach for input on the digital transformation project.
 - 3.7.4 Finalize policy development for working digitally with farmers, including solutions for non-digital farmers due to religious reasons by Q2 2021.
- 3.8** Ensure the poultry sector has strong disease outbreak and emergency response plans and capacity.
 - 3.8.1 Maintain EFO's *Emergency Management Plan* to ensure it is up-to-date and aligned with the Feather Board Command Centre plan.

- 3.8.2 Continue to have staff actively involved in the Feather Board Command Centre.
- 3.8.3 Egg Farmers of Ontario will ensure appropriate staff has training in Incident Management System 100 and 200 levels in order to support our emergency response capacity, with new staff being trained as appropriate.

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

- 3.9.1 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 review and recommendation for approval.

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

- 3.10.1 Continue to provide awareness of accurate and up-to-date mental health and wellness resources.

4. Maintaining Consumer Confidence and Trust

OBJECTIVES:

4.1 More consumers choosing Ontario eggs daily.

- 4.1.1 Stimulate demand for eggs by promoting the nutritional and functional value of eggs with consumers, health professionals and foodservice/institutional stakeholders.
- 4.1.2 Develop and execute strategies that support incremental egg usage at all meal occasions that also align with Egg Farmers of Canada's "eggs anytime" campaign.
- 4.1.3 Further refine and execute the *Real Farmers. Real Eggs.* campaign platform.
- 4.1.4 Continue to develop and execute a robust and engaging social media strategy across all social media channels, focusing on Ontario egg and pullet farmers and the versatility of the egg.
- 4.1.5 Develop 12 new egg recipes to be included in our recipe bank program that promotes the versatility of eggs and supports incremental usage at multiple meal occasions.
- 4.1.6 Develop partnerships with culinary influencers to leverage the versatility of eggs.

- 4.2** Continue to meet world-class food safety and animal welfare standards.
 - 4.2.1 Continue to work with grocery, foodservice and institutional partners to promote the usage of the *Egg Quality Assurance* program, in co-ordination with Ontario graders.
 - 4.2.2 Increase consumer confidence in eggs and awareness of the *Egg Quality Assurance* program with strategic marketing efforts and messaging across all media channels.
 - 4.2.3 Continue to engage with consumers to showcase food safety and animal welfare programs followed by Ontario egg and pullet farmers.
- 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 farmers and eggs.
 - 4.3.2 Continue to seek new opportunities that create strong connections between egg and pullet farm families and their communities.
 - 4.3.3 Further develop the “In the Zone” section of the *Cackler* newsletter to share and leverage the success of local initiatives.
- 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 develop a cross-commodity advocacy/outreach program to build public trust.
 - 4.4.2 Continue to partner with other commodities, Farm and Food Care and the Canadian Centre for Food Integrity on cross-commodity initiatives (i.e., Breakfast on the Farm, Ontario Agriculture Week, Local Food Week, etc.).
- 4.5** Demonstrate Egg Farmers of Ontario’s commitment to social responsibility and sustainability.
 - 4.5.1 Execute the three-year partnership renewal with Student Nutrition Ontario, by donating \$75,000 in grants annually.
 - 4.5.2 Continue to support the Egg Donation Program with Feed Ontario, by donating \$250,000 worth of eggs annually.
 - 4.5.3 Continue to demonstrate our commitment to social responsibility by supporting Zone activities through the Zone Sponsorship Fund.
 - 4.5.4 Engage in research activities that support on-farm sustainability.
- 4.6** Enhance knowledge of sustainable farming practices and housing systems to support informed consumer choices.
 - 4.6.1 Develop outreach material (print and digital) highlighting the sustainability of egg farming for use across all channels.

- 4.6.2 Integrate sustainability messaging into annual social media content calendar.
- 4.6.3 Incorporate sustainability messaging into educational resources for use in school and within outreach programs.
- 4.6.4 Develop a social media plan to highlight sustainability and innovation within the egg industry.

5. Ensuring Good Governance and Effective Farmer Communications

OBJECTIVES:

- 5.1** Review and update Code of Conduct agreements for Board and staff including resolution processes and consequences.
 - 5.1.1 Review, update and implement changes to the Code of Conduct for Board and staff.
- 5.2** Formalize and communicate the farmer feedback process for both policy and administrative matters.
 - 5.2.1 Continue to provide various opportunities for farmers to provide feedback and communicate the process to farmers.
- 5.3** Continually improve Board effectiveness.
 - 5.3.1 Execute an annual Director performance review and Board assessment process.
 - 5.3.2 Develop a multi-year governance training program for Board Directors and investigate opportunities to include Councillor/Delegate training opportunities.
 - 5.3.3 Complete Modules 1 and 2 of the Leadership in Governance program.
 - 5.3.4 Conduct an annual General Manager review session, led by a third-party, with check in sessions in April and August by the Executive/Board.
 - 5.3.5 Set a schedule to review and update Egg Farmers of Ontario Governance Policies over the course of the strategic plan.
 - 5.3.6 Continue to pursue improvements to Egg Farmers of Ontario's policy development process.
 - 5.3.7 Update the conflict of interest declaration process by March 1, 2021.
- 5.4** Increase farmer communication effectiveness.
 - 5.4.1 Develop and implement a communications strategy, message protocols and annual communications plan for use across all departments.

- 5.4.2 Measure communications effectiveness with farmers annually through survey and/or feedback sessions.
- 5.4.3 Continue to offer Egg Ambassador and media training, as required.
- 5.5** To review, on an annual basis, Terms of Reference, governance policies and work plans for each Board Committee.
 - 5.5.1 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.
- 5.6** Continue to gather farmer feedback regularly through Zone, regional and general farmer meetings.
 - 5.6.1 Actively engage farmers in the strategic planning process.
 - 5.6.2 Continue to offer open sessions and opportunities for questions at the Annual General Meeting and Egg and Pullet Farmers' Workshop for farmers to express their ideas, comments and suggestions.
 - 5.6.3 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.
- 5.7** Continue to offer and make available French language services and materials, where appropriate.
 - 5.7.1 French language services are offered at Egg and Pullet Farmers' Workshop, Annual Meeting, as well as Zone 10's Election and Summer Meetings.
 - 5.7.2 Continue to provide policies, meeting documentation and monthly newsletters in French.
 - 5.7.3 Ensure that French language skills are a key consideration in hiring for any staff position.
- 5.8** 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.
 - 5.8.1 Work with the Farm Products Marketing Commission to hold annual meetings of the *Egg Industry Advisory Committee*. Continue to convene additional ad hoc meetings with issue-specific sub-committees of industry stakeholders and partners on an as-needed basis for any developing issues.

5.9 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.).

5.9.1 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.

5.9.2 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.

EFO BOARD SIGNATORIES TO THE 2021 BUSINESS PLAN



Chair, Zone 1 Director, Scott Helps

01-Dec-2020

Date



Vice Chair, Zone 3 Director, Dan Veldman

01-Dec-2020

Date



Zone 2 Director, Lorne Benedict

01-Dec-2020

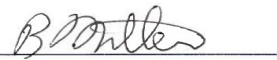
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Zone 4 Director, Roger Pelissero

01-Dec-2020

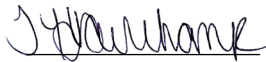
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Zone 5 Director, Bran Miller

01-Dec-2020

Date



Zone 6 Director, Tonya Haverkamp

01-Dec-2020

Date



Zone 7 Director, Scott Brookshaw

01-Dec-2020

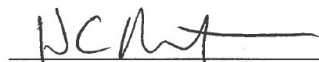
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Zone 8 Director, George Pilgrim

01-Dec-2020

Date



Zone 9 Director, Craig Hunter

01-Dec-2020

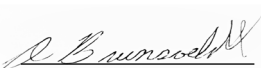
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Zone 10 Director, Marc Bourdon

01-Dec-2020

Date



Pullet Director, Alvin Brunsveld

01-Dec-2020

Date



Interim General Manager, Bill Mitchell

01-Dec-2020

Date