



2017 BUSINESS PLAN

KEY RESULT AREA ACHIEVEMENTS

EXECUTIVE SUMMARY

The following outlines achievements (highlighted in green) for EFO's 2017 Key Result Areas (KRAs).

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

- ✓ Egg Farmers of Ontario implemented hen placements to meet the shortfall in allocations that has seen unacceptably high levels of imports from the United States to meet Canadian market requirements.
- ✓ Egg Farmers of Ontario's Chair participated in a seven-day tour with the provincial Minister of Agriculture, Food and Rural Affairs to the American Great Lakes states to reinforce the importance of open borders between Ontario and the United States.

Key Result Area 2: MANAGING THE EGG AND PULLET SUPPLY

- ✓ Two increases issued during 2017 represented a total increase of 600,000 birds, to help alleviate the requirement for imports from the United States to fill the Canadian market.
- ✓ The *Home Week Policy* was launched in 2017, with 2017 being a farmers' Home Week Year. This policy provides farmers written confirmation of their next year's placement qualifying dates one year in advance. This policy also provides farmers who meet the program criteria a one per cent allotment at placement.

Key Result Area 3: PROMOTING THE FARM FAMILY

- ✓ The 2017 *Who Made Your Eggs Today?* campaign continued to feature the four families introduced in 2016. The campaign was featured in out-of-home executions, print ads and digital executions.
- ✓ Egg Farmers of Ontario continued to refine an extensive social media strategy, that featured profiles of Ontario egg and pullet farm families with engaging content on animal care, egg equality and new recipes.

Key Result Area 4: PROMOTING THE PRODUCT

- ✓ As part of the *Consumer Choice Engagement Strategy*, eight on-farm videos were produced, showing our farmers' commitment to hen care in enriched, free range, free run and aviary housing systems.
- ✓ A new section of the getcracking.ca website was developed and launched, featuring hen housing videos, information about our on-farm programs as well as the newly launched Code of Practice.

Key Result Area 5: PRACTICING SOCIAL RESPONSIBILITY

- ✓ Egg Farmers of Ontario continued its partnership with Student Nutrition Ontario. This partnership resulted in a 114% increase in egg consumption in participating schools' nutrition programs.
- ✓ Egg Farmers of Ontario continued its *Egg Donation Program*, in partnership with the Ontario Association of Food Banks, which resulted in \$250,000 being contributed to their efforts.

Key Result Area 6: ENSURING GOOD GOVERNANCE

- ✓ A meeting was held for affected layer farmers, pullet growers, hatcheries, veterinarians and feed companies regarding Egg Farmers of Ontario's *Emergency Bronchitis Relief Program*.
- ✓ A variety of staff training opportunities were conducted over the year, including Respirator Fit training and testing, Cardio Pulmonary Resuscitation, Automated External Defibrillator, Health and Safety, On-Farm Auditing, Incident Management System 100 and 200, Confined Space and Professional Animal Auditor Certification Organization training.

KEY RESULT AREA 1: DEALING WITH THE OPPORTUNITIES RELATED TO FAIR FARM PRICING

Strategic Objective:

- To ensure the viability of the egg and pullet industry at the provincial and national level.

Goals and Work Plan Prompts:

- To provide leadership to the development of a robust communications program to promote fair farm pricing terminology in contrast to supply management and to use the program to promote fair farm pricing for the benefit of Ontario consumers, egg and pullet farmers, related industries and agricultural communities as a successful domestic food system.
 - Egg Farmers of Ontario will continue to actively engage in programs that support fair farm pricing and its benefits to consumers and the agricultural industry.
 - ✓ Public Affairs' initiatives promoted fair farm pricing through consumer, media and government relations activities.
- To change the perception and level of support from consumers and other stakeholders for fair farm pricing terminology.
 - Egg Farmers of Ontario will continue to execute communication efforts in support of fair farm pricing.
 - ✓ Public Affairs' initiatives promoted fair farm pricing through consumer, media and government relations activities.
 - ✓ Members of Provincial Parliament were quoted as using fair farm pricing during the 2017 Omelette Breakfast.
- To develop processes, dialogues and relationships that allow for winning solutions for all stakeholders that are directly or indirectly impacted by the system.
 - Egg Farmers of Ontario will continue to look for opportunities to educate the general public on fair farm pricing in preference to supply management terminology.
 - ✓ Public Affairs' initiatives promoted fair farm pricing through consumer, media and government relations activities.
 - Egg Farmers of Ontario will align itself with other groups supportive of fair farm pricing.
 - ✓ Egg Farmers of Ontario continue to work with other supply-managed commodities through FarmGate5.
 - ✓ Egg Farmers of Ontario continues to work collaboratively with the Fédération des producteurs d'œufs du Québec and GO5 – Mouvement pour la gestion de l'offre.
- To seek continuous support for fair farm pricing from all levels of government.
 - ✓ Egg Farmers of Ontario Directors and staff, along with egg farmers, continue to dialogue with all levels of government about the importance of fair farm pricing achieved through a supply managed system.
- To continue to build relationships with elected officials at all levels of government.
 - Egg Farmers of Ontario will continue to be seen by municipal, provincial and national levels of government as a credible and authoritative source for egg and pullet farming policy (e.g., providing expert advice with respect to on-farm food safety and biosecurity).
 - ✓ Egg Farmers of Ontario continues to build relationships with all three political parties, by actively pursuing and capitalizing on opportunities for one-on-one discussions with federal and provincial representatives (i.e., Premier's Food Drives, Member of Provincial Parliament Omelette Breakfast, Member of Parliament Breakfast on the Hill, political events, meetings, etc.).
 - ✓ Members of Egg Farmers of Ontario participated in the debates leading up to the Federal Conservative Leadership Convention.

- To monitor the ratification processes for the tentative *Trans-Pacific Partnership* and the *Comprehensive Economic and Trade Agreement* trade deals and manage related issues to minimize the impact on the markets and net income of the Ontario egg and pullet supply chain.
 - Egg Farmers of Ontario will monitor discussions and developments regarding the various trade agreements to determine the potential impact on our egg and pullet farmers.
 - ✓ Egg Farmers of Ontario continued to monitor discussions and developments throughout the year on these and other trade agreements, including the renegotiation of the *North American Free Trade Agreement*.
 - ✓ Egg Farmers of Ontario's Chair participated in a seven-day tour with the provincial Minister of Agriculture, Food and Rural Affairs to the American Great Lakes states to reinforce the importance of open borders between Ontario and the United States of America.
 - ✓ The *Trans-Pacific Partnership* wasn't implemented, based on reluctance from the United States of America. However, talk of a *Trans-Pacific Partnership-11* (without the United States) began and was monitored throughout the year.
- To continue to work at ensuring that the current import regulations remain in force on blended products.
 - Egg Farmers of Ontario will continue to monitor, through the Department of Foreign Affairs and International Trade data, the level and sources of imported shell, liquid and further processed products (i.e., Jimmy Dean Breakfast Sandwiches).
 - ✓ Data on egg imports (shell, liquid and further processed) are monitored regularly and reported on a monthly basis to Directors.
 - ✓ As of October 2017, 1.1 million boxes of shell eggs have been imported year to date – a decrease from 2.2 million boxes at the same time in 2016.
- To respond to increased market demand on an ongoing basis.
 - Egg Farmers of Ontario will implement increases in hen placements to meet the shortfall in allocations that has seen unacceptably high levels of imports from the United States to meet the Canadian market requirements.
 - ✓ Egg Farmers of Ontario continues to manage its hen inventory to ensure we meet all markets.
- To sustain effective global relationships (e.g., with the International Egg Commission and the United Egg Producers).
 - Egg Farmers of Ontario will continue to actively engage with and further develop global relationships with industry counterparts.
 - ✓ Egg Farmers of Ontario is viewed nationally and internationally as having expertise with carbon dioxide depopulation and have provided training and guidance to American state and international associations to assist in developing their own protocols/procedures.
 - ✓ Egg Farmers of Ontario continues to keep international counterparts up-to-date regarding our gender identification project.
 - ✓ Egg Farmers of Ontario Directors and staff continue to attend United Egg Producers, Urner Barry and International Egg Commission meetings in order to engage with others to help them understand the uniqueness of our system.
 - ✓ Egg Farmers of Ontario Directors and staff continue to attend United Egg Producers, Urner Barry and International Egg Commission meetings in order to stay apprised of global issues that could be early warning signs for changes that could affect egg production/market environments in Ontario.

- To implement policies to ensure a business environment that is sustainable, encourages new entrants and farm succession planning, and will maintain a fair farm pricing model to benefit consumers as well as egg and pullet farmers.
 - Egg Farmers of Ontario will continue to develop policies and programs which are of benefit to egg and pullet farmers, demonstrating accessibility, traceability and transparency.
 - ✓ Since implementing Egg Farmers of Ontario's Quota Transfer System, 41 new entrants (not counting intergenerational transfers) have entered the industry since 2014.
 - ✓ Egg Farmers of Ontario implemented a New Entrant Support Team – an online resource for people interested in entering the industry.
 - Egg Farmers of Ontario will continue demonstrating to farmers the benefit of enforcing rules and regulations in a transparent fashion.
 - ✓ Egg Farmers of Ontario continues to keep farmers abreast of program changes and updates through email blasts, mailings, *Cackler* newsletter, as well as via the website and Rich Site Summary (RSS) feeds.
- To work with Pullet Growers of Canada and other provincial pullet agencies regarding pullet production.
 - Egg Farmers of Ontario will continue to support the efforts of Pullet Growers of Canada.
 - ✓ Egg Farmers of Ontario continues to support the work of Pullet Growers of Canada.
 - ✓ Egg Farmers of Ontario continues to support the Pullet Growers of Quebec in their application to change their governance structure.
 - ✓ Egg Farmers of Ontario continues to work with Quebec in order to manage the pullet supply between the two provinces.

KEY RESULT AREA 2: MANAGING THE EGG AND PULLET SUPPLY

Strategic Objective

- To improve the management of Ontario's egg and pullet supply, in response to the changes taking place at the national level.

Goals and Work Plan Prompts:

- To match supply with demand in meeting the need for quality pullets and eggs.
 - Egg Farmers of Ontario will continue to monitor the supply of hen allotments to egg farmers and ensure pullet grower production quota remains relative to the demand for layer hens.
 - ✓ Egg Farmers of Ontario continues to manage its pullet and hen inventories to ensure we meet demand.
 - ✓ The *Pullet Growth Allowance* was dissolved and distributed as an increase (pro rata) to pullet growers, retroactive to January 1, 2017, resulting in 519,853 units being added.
 - ✓ The Pullet Committee has committed to reviewing pullet utilization in conjunction with the next fowl quota allocation increase.
 - Egg Farmers of Ontario will launch the *Home Week Policy* on a per flock basis.
 - ✓ The *Home Week Policy* for all egg farmers was launched in 2017, with 2017 being considered a farmers' Home Week Year. This policy provides farmers written confirmation of their next year's placement qualifying dates one year in advance. This policy also provides farmers who meet the program criteria a one per cent allotment at flock placement.

- To work with industry stakeholders to ensure the egg system meets demand in specialty markets.
 - Egg Farmers of Ontario Board will continue to review and define the terms of the interim cage-free proposal.
 - ✓ In response to the release of the revised Code and to encourage transition to fully enriched housing, Egg Farmers of Ontario introduced a 10 cent per dozen incentive for enriched housing.
- To monitor and minimize the need for supplemental imports.
 - Egg Farmers of Ontario will implement increases in hen placements to meet the shortfall in allocations that has seen unacceptably high levels of imports from the United States to meet the Canadian market demands.
 - ✓ Data on egg imports are monitored regularly through the Department of Foreign Affairs, Trade and Development and reported on a monthly basis to the Board of Directors.
 - ✓ As of October 2017, 1.1 million boxes of shell eggs have been imported year to date – a decrease from 2.2 million boxes at the same time in 2016.
- To initiate a national review of the forecasting/response to domestic increases in egg demand to minimize imports.
 - Egg Farmers of Ontario will implement increases in hen placements to meet the shortfall in allocations that has seen unacceptably high levels of imports from the United States to meet the Canadian market demands.
 - ✓ Egg Farmers of Ontario continues to manage its hen inventory to ensure we meet all markets.
 - ✓ In January 2017, the *Market Growth Allowance* was increased to four per cent, representing an increase of 112,000 birds.
 - ✓ The two increases issued during 2017 represented a total of 600,000 birds, to help alleviate the requirement for imports from the United States to fill the Canadian market.
 - ✓ Year over year statistics from weeks 1-40 2016 to 2017 indicate table egg requests from the grading stations have dropped from 70.99% in 2016 to 50.21% in 2017.
 - ✓ In 2017, Egg Farmers of Canada’s Quota Allocation Calculation formula was revised to now calculate allocations based on two years previous and one year forecast data.
- To ensure that existing Canadian egg marketing agencies are the first receivers of eggs under any new supplemental import permit access to the Canadian market. This is critical to effectively manage the overall egg supply.
 - Egg Farmers of Ontario will explore the opportunity/availability at the national level to achieve first receivership and continue to encourage Egg Farmers of Canada to collect marketing levies on all imports.
 - ✓ Egg Farmers of Ontario continues to participate in these discussions at the national level.
- To continue to review annually the criteria for the *Layer Leasing Pool*.
 - ✓ In May 2017 the *Layer Leasing Pool* was reviewed to improve flexibility of policy and better management.
 - ✓ As part of the review, Egg Farmers of Ontario now issues the *Layer Leasing Pool* invoice upon confirmation of the number of birds placed at 23 weeks. Post-dated cheques are no longer required prior to placement.
- To enforce compliance to animal care and other regulations and to educate farmers on the need for compliance in support of a viable and robust industry.
 - Egg Farmers of Ontario will continually review policies and programs to ensure they are supporting the requirements of the evolving industry.
 - ✓ Egg Farmers of Ontario launched its combined *On-Farm Food Safety and Animal Care Program* manuals and records for layers to assist farmers with inspections, in an effort to streamline requirements for more efficient implementation.

- ✓ Pullet manual and records for the combined *On-Farm Food Safety* and *Animal Care Program* are in development.
- ✓ Egg Farmers of Ontario implemented third-party audits, in partnership with NSF International (previously known as the Guelph Food Technology Centre).
- ✓ In 2017 the Quota Transfer System equilibrium price stabilized and provided greater access to quota for all farmers. As of October 2017, there have been 93 successful layer quota buyers (20 of which were new farms) and 25 successful pullet quota buyers (1 of which is a new farm).
- ✓ Due to the success of the Quota Transfer System, the *New Entrant Quota Loan Pool* was discontinued, effective January 1, 2017.
- ✓ Effective January 1, 2017, the *Quota Credit Policy* was amended to no longer include credits for unutilized quota. Farmers will still qualify for quota credits for renovations (including new barns) and Quota Transfer System credits.
- ✓ Effective July 1, a \$3.85 fee/bird was collected on Market Growth Allowance birds to help offset Egg Farmers of Canada's service fee, including those already in production.
- ✓ Effective February 2017, *Transfer of Quota Without Registered Premises, Family Members Policy* was amended from 24 to 60 months, in order to be consistent with the *Special Relocations Policy*.
- ✓ In March 2017, the *Fowl Quota Placement Policy* was introduced in order to create a fair and equitable system for all farmers. Programs will be allocated to farmers in an established program order at placement. This type of system allows each farmer equal opportunity to utilize the programs which may be available to them.
- Egg Farmers of Ontario will continue to work with Legal Counsel and the Ontario Farm Products Marketing Commission to review the current fee and/or penalties associated with non-compliance.
- ✓ Egg Farmers of Ontario continues to review non-compliance fees and/or penalties.
- Egg Farmers of Ontario will continue to work with stakeholders to manage required outcomes related to the release of the updated *Code of Practice for the Care of Laying Hens*.
- ✓ Staff have completed a review of the outcomes included in the revised code and are developing a transition plan to assist egg and pullet farmers.
- Egg Farmers of Ontario will implement third-party auditing of the enhanced *Animal Care* and *On-Farm Food Safety* programs on both egg and pullet farms.
- ✓ Egg Farmers of Ontario implemented third-party audits, in partnership with NSF International.
- Egg Farmers of Ontario will continue with parts 1 and 2 of the euthanasia training and validation for all quota holders.
- ✓ Staff continued to communicate with farmers to ensure all farms were meeting their requirements for euthanasia training and validation.
- ✓ Egg Farmers of Ontario, in partnership with the Poultry Industry Council, continue to offer online euthanasia training and resources.
- ✓ In 2017, 39 farmers and employees completed the online training component with validations being completed as required.
- Egg Farmers of Ontario will work with staff and third-party auditors on training requirements.
- ✓ Egg Farmers of Ontario continues to offer training to staff and auditors, as required.
- To establish a more complete chick placement and movement tracking system.
 - Egg Farmers of Ontario will consult with industry during the development of a reporting system for the purpose of reaching a broader consensus on the value of traceability.
 - ✓ Egg Farmers of Ontario consulted with farmers and industry stakeholders in the development of reporting changes to the Replacement Layer Order Report and Pullet Grower Day Old Report in order to achieve greater traceability.

- ✓ The Replacement Layer Order Report (formerly the Pullet Order) became effective March 2017 and ensures that each chick hatched for an Ontario egg farmer has an order form filed at the Board office.
- Egg Farmers of Ontario will investigate ways to streamline required paperwork through ongoing development of the online reporting system.
- ✓ Online reporting is continually monitored and updated with program and policy changes to ensure farmers can access program applications and reports.
- ✓ New reports available online during 2017 include the Replacement Layer Order Report, amended Day Old Report and the Home Week Exemption Report.
- Egg Farmers of Ontario will develop a day-old placement report, in consultation with industry.
- ✓ Through consultations with industry stakeholders, Egg Farmers of Ontario developed the Replacement Layer Order Report, in order to facilitate bird traceability and decrease the amount of birds placed on speculation. This reporting function was introduced to better trace pullet placement and movement.
- Egg Farmers of Ontario will work towards the development of a policy for operating pullet hotels in an effort to increase monitoring of bird movements.
- ✓ Egg Farmers of Ontario staff continues to work with industry to develop temporary housing facility criteria for pullets. The *Temporary Holding Facility Guidelines* final draft is currently being reviewed by industry.
- Investigate ways to streamline current paperwork for efficiency and ease of use.
 - Egg Farmers of Ontario will develop a program for egg farmers to calculate the amount of birds allowed at a placement using our online system.
 - ✓ Egg Farmers of Ontario continues to ensure program and allocation information is transparent and readily accessible.
 - ✓ The Replacement Layer Order report was launched in March 2017 and included a worksheet feature, allowing farmers the ability to calculate upcoming placements using production quota and programs, resulting in the farmers' allowable placement information.
 - Egg Farmers of Ontario will continue to link available data from a variety of sources into a more robust and insightful communication tool through the Flock Management System database.
 - ✓ Egg Farmers of Ontario continues to develop the Flock Management System database so farmers can rely on it for timely and accurate information, or contact the Board office for clarification.
- To review current animal care practices in layers and pullets and deliver training to farmers in support of the industry.
 - Egg Farmers of Ontario will work to ensure all our egg and pullet farmers are in compliance with the *National Animal Care Program* and enhanced *On-Farm Food Safety Program*, using third-party auditors.
 - ✓ Egg Farmers of Ontario launched its combined *On-Farm Food Safety and Animal Care Program* manuals and records for layers to assist farmers with inspections, in an effort to streamline requirements for more efficient implementation.
 - ✓ Pullet manual and records for the combined *On-Farm Food Safety and Animal Care Program* are in development.
 - ✓ Egg Farmers of Ontario implemented third-party audits, in partnership with NSF International (previously known as the Guelph Food Technology Centre).
 - Egg Farmers of Ontario will develop and make available appropriate training resources for farmers (in both English and French) to support the enhanced *Animal Care* and *On-Farm Food Safety programs*.
 - ✓ Euthanasia training and resources (in English, French and Spanish) continue to be available to all egg and pullet farmers.

- Continue to explore opportunities to build upon our investment in research projects.
 - Egg Farmers of Ontario will continue to seek out additional opportunities to collaborate with other groups to enhance research investment for the benefit of the industry.
 - ✓ Egg Farmers of Ontario continues to invest in research that will benefit egg and pullet farmers, through the Livestock Research Innovation Corporation.
 - ✓ Egg Farmers of Ontario received funding through the Agricultural Adaptation Council and Agriculture and Agri-Food Canada to develop commercial technology for the gender identification project.
 - ✓ Egg Farmers of Ontario funded data collection in order to better understand the bronchitis virus and its impacts on pullets and layers.
- To ensure that Egg Farmers of Ontario has in place and participates in, a comprehensive and viable response program in case of emergencies (i.e., a disease outbreak).
 - Egg Farmers of Ontario will continue to work towards a comprehensive review of our Emergency Preparedness Plan, making necessary connections to the Feather Board Command Centre plan.
 - ✓ Work continues on updating Egg Farmers of Ontario's Emergency Preparedness Plan, in conjunction with updates to the Feather Board Command Centre plan.
 - Egg Farmers of Ontario will continue to work closely with the Feather Board Command Centre and Agriculture Response Materials Management Incorporated to ensure our response programs are coordinated and operate effectively.
 - ✓ Egg Farmers of Ontario Directors and staff participated in an Avian Influenza Movement and Permitting workshop (September 26) and table top simulation (October 19).
 - Egg Farmers of Ontario will further develop staff skill sets/knowledge base and participate in response programs to be prepared in case of emergencies (i.e., disease outbreaks, emergency depopulations).
 - ✓ Information Sharing Agreements were signed with both the Ontario Ministry of Agriculture, Food and Rural Affairs and the Canadian Food Inspection Agency.
 - ✓ Egg Farmers of Ontario continued to refine our carbon dioxide depopulation protocols.
 - ✓ Egg Farmers of Ontario launched an *Emergency Bronchitis Relief Program* in June 2017.
 - ✓ As part of the *Emergency Bronchitis Relief Program*, a working group was struck, consisting of Board of Directors, staff and veterinarians.
 - ✓ Egg Farmers of Ontario continued to participate in carbon dioxide depopulation for layer farms and assisted Chicken Farmers of Ontario processors during their Reovirus response.
- To anchor correct emergency response procedures through practice and education to farmers.
 - Egg Farmers of Ontario will continue to provide information and resources that help farmers enhance their biosecurity measures to minimize the risk of a foreign animal disease disrupting the egg and pullet supply.
 - ✓ *A Be Seen Be Safe* app, for iPhone and Android, was launched and work continues to roll out the program across the province in order to provide a digital log book for farm visitors.
 - ✓ Farmer advisories and biosecurity notices continued to be distributed through digital and print communication channels throughout the year, as required.
 - ✓ Farmer communications regarding power disruption back up systems and emergency plans were distributed electronically and via print to egg farmers and pullet growers.
- To support the implementation of a National Pullet Agency, including production management controls.
 - Egg Farmers of Ontario will continue to support the efforts of the Pullet Growers of Canada.
 - ✓ Egg Farmers of Ontario continues to support Pullet Growers of Canada's initiatives.

- To further develop marketing and communications supporting consumer choice, including a certification for eggs from all housing systems included in the revised Code of Practice.
 - Egg Farmers of Ontario will continue to develop marketing and communication programs to support consumer choice, as part of the *Consumer Choice Engagement Strategy*.
 - ✓ Work continued on developing the framework for various executional tactics as part of the *Consumer Choice Engagement Strategy*.
 - Egg Farmers of Ontario will explore a certification program for eggs from all housing systems included in the revised Code of Practice.
 - ✓ Egg Farmers of Ontario worked with Egg Farmers of Canada to develop and test a national certification program concept with consumers.
 - ✓ Egg Farmers of Canada endorsed the concept of an Egg Quality Assurance program and developed the necessary internal processes and protocols to support it.

KEY RESULT AREA 3: PROMOTING THE FARM FAMILY

Strategic Objective:

- To illustrate the positive relationship between the farm family, the pullet, the hen, the egg and the consumer at every opportunity.

Goals and Work Plan Prompts:

- To promote the positive image of egg and pullet farm families showcasing their commitment to excellence, shared values in animal care and passion for their hens and the quality of their product.
 - Through a shared values approach, Egg Farmers of Ontario will continue to develop and execute marketing and communication programs that showcase egg and pullet farm families' commitment to hen care.
 - ✓ As part of the *Consumer Choice Engagement Strategy*, eight on-farm videos were produced, showing our farmers' commitment to hen care in enriched, free range, free run and aviary housing systems.
 - ✓ A new section of the getcracking.ca website was developed and launched, featuring hen housing videos, information about on-farm programs as well as the newly launched Code of Practice.
 - Egg Farmers of Ontario will continue to demonstrate our farmers' dedication to providing consumer choice in the egg case through feed and housing alternatives.
 - ✓ Work continued on developing the framework for various executional tactics as part of the *Consumer Choice Engagement Strategy*.
- To introduce Ontario egg and pullet farm families into consumer social networks (online, community events, etc.).
 - Egg Farmers of Ontario will continue to execute a well-defined social media strategy which profiles Ontario egg and pullet farm families.
 - ✓ Egg Farmers of Ontario continued to refine an extensive social media strategy for 2017, that featured profiles of Ontario egg and pullet farm families, initiatives Egg Farmers of Ontario/local egg farmers were involved in/support, engaging content on animal care and egg equality, as well as the versatility of eggs and new recipe ideas.
 - ✓ Egg Farmers of Ontario launched a digital platform that encourages consumers to ask their questions about egg farmers, egg farming and eggs to have them answered by industry experts.

- To educate consumers about the reality that egg production is from family farms and that the next generation is actively involved in farming.
 - Egg Farmers of Ontario will continue with egg and pullet farm family-focused advertising that will be utilized across all platforms of our marketing and communication efforts.
 - ✓ The 2017 *Who Made Your Eggs Today?* campaign continued to feature the four families introduced in 2016. This year's campaign was featured in out-of-home executions (transit and in-store), print ads and digital executions.
 - ✓ Four new families participated in photo shoots, in preparation for the 2018 *Who Made Your Eggs Today?* campaign.
 - Egg Farmers of Ontario will continue to seek new promotion opportunities that create a stronger connection between egg and pullet farm families and their communities.
 - ✓ The *Local Initiatives Policy*, launched in 2016, continued throughout the year to encourage egg and pullet farm families to attend local events to tell their story.
 - ✓ Zone farmers participated in a number of local events, using zone displays/signage.
 - ✓ Egg Farmers of Ontario continued to spearhead the initiative with other provinces to become the presenting sponsor of the *Rocks and Rings Program* – a program that brings curling to schools and communities across the country.
 - ✓ Egg Farmers of Ontario continued its partnership with long drive golf champion Fareen Samji.
 - ✓ Egg Farmers of Ontario, in partnership with the Fédération des producteurs d'œufs du Québec, continued to be a prominent sponsor of medal-winning Alpine Canada Ski Team member Valérie Grenier.
 - ✓ Egg Farmers of Ontario continued its partnership with the Ottawa Senators hockey team, as their "official breakfast protein." This partnership gave local egg farmers the opportunity to participate in the *Sens' Home Town Tours* and *Fan Fest* events, as well as the ability to have digital programming, in-arena closed circuit television advertising and the launch of eight new hockey/recipe cards. Sponsorship of the Ice Crew was also a part of this partnership.
 - ✓ Egg Farmers of Ontario entered into a multi-year partnership with Team Homan, Canadian and World Champion Women's Curling Team, as their official breakfast.
 - ✓ Egg Farmers of Ontario sponsored Hela Comat, Canadian Aerobatics Champion.
 - ✓ As part of the *Fields to Forks* series with Bell Media, Egg Farmers of Ontario sponsored the September flight of the campaign, airing on CTV London. This sponsorship included TV advertising, on-air radio segments, digital advertising and pre-roll video.
 - Egg Farmers of Ontario will investigate parallel strategies with other farmer and/or commodity organizations to broaden the impact of 'telling our story'.
 - ✓ Egg Farmers of Ontario continued our sponsorship and participation in the two *Breakfast on the Farm* events, hosted by Farm and Food Care Ontario.
 - ✓ Egg Farmers of Ontario staff continue to work with other farmer and commodity organizations on various opportunities to 'tell our story'.
 - Egg Farmers of Ontario will implement various education/outreach programs about the egg and pullet industry.
 - ✓ The two educational trailers went into circulation at over 30 fairs and events during the year.
 - ✓ The *Grade A Goodness* brochure and the *Eggs Eggs-perience* resource were both updated and reprinted in 2017.
 - ✓ A new educational brochure, *Where Do Your Eggs Come From?* was developed.

- To engage in effective and constructive relationships with small, non-quota farmers.
 - Egg Farmers of Ontario will continue to communicate with and respond to the needs of small, non-quota farmers on an as-needed basis in order to include them in the Ontario family of egg farmers.
 - ✓ Egg Farmers of Ontario's Investigative Unit continued to work with small flock farmers to assist in regulation compliance.
 - ✓ Egg Farmers of Ontario continually communicates with small flock farmers through the Eggboard email.
 - ✓ Egg Farmers of Ontario staff continues to provide information to those who contact the Board office inquiring about becoming egg farmers.
- To implement policies that create a positive environment for farm families, new entrants and succession planning.
 - Egg Farmers of Ontario will continually review the policies and programs to ensure they are supporting the requirements of the evolving industry.
 - ✓ In 2017 the Quota Transfer System equilibrium price stabilized and provided greater access to quota for all farmers. As of October 2017, there have been 93 successful layer quota buyers (20 of which were new farms) and 25 successful pullet quota buyers (1 of which is a new farm).
 - ✓ Egg Farmers of Ontario launched its combined *On-Farm Food Safety and Animal Care Program* manuals and records for layers to assist farmers with inspections, in an effort to streamline requirements for more efficient implementation.
 - ✓ Pullet manual and records for the combined *On-Farm Food Safety and Animal Care Program* are in development.
 - ✓ Egg Farmers of Ontario implemented third-party audits, in partnership with NSF International.
 - ✓ During 2017, a number of policies and programs were reviewed and revised to meet the changing needs of the industry, including the *Layer Leasing Pool, Pullet Growth Allowance, Enriched Housing Incentive, Market Growth Allowance, Quota Credit Policy, Fowl Quota Placement Policy, Replacement Layer Order Report, Day Old Report, Home Week Policy* and the *Transfer of Quota Without Registered Premised, Family Members Policy*.
 - Egg Farmers of Ontario will develop the *New Entrant Support Team* program, to provide support and guidance to those entering the industry.
 - ✓ Egg Farmers of Ontario launched a new section of the website – the *New Entrant Support Team* – a resource designed to help mentor those who express interest in becoming egg farmers.

KEY RESULT AREA 4: PROMOTING THE PRODUCT

Strategic Objective:

- To ensure Egg Farmers of Ontario anticipates, understands and responds to consumer concerns about egg quality and food safety through the promotion of the goodness of eggs (i.e., protein, safe, healthy and good value).

Goals and Work Plan Prompts:

- To ensure consumers buying our eggs have the confidence that our products satisfy the highest standards of quality and meet their ethical expectations for egg production.
 - Through a shared values approach, Egg Farmers of Ontario will continue to develop and execute marketing and communication programs that showcase egg and pullet farm families' commitment to hen care.
 - ✓ As part of the *Consumer Choice Engagement Strategy*, eight on-farm videos were produced, showing our farmers' commitment to hen care in enriched, free range, free run and aviary housing systems.

- Inform consumers through transparency about egg production and farm practices.
 - Through a shared values approach, Egg Farmers of Ontario will continue to develop and execute marketing and communication programs that transparently engage with consumers about egg farming practices.
 - ✓ A new section of the getcracking.ca website was developed and launched, featuring hen housing videos, information about our on-farm programs as well as the newly launched Code of Practice.
 - ✓ Egg Farmers of Ontario continued to enhance our social media presence by developing sharable content about egg farmers, egg farming and eggs.
- To support the development of a national traceability system.
 - ✓ Development of a national traceability system is ongoing, in conjunction with the national certification program.
- To promote nutritional and environmental standards.
 - Egg Farmers of Ontario will collaborate with Egg Farmers of Canada's partnership with the World Wildlife Fund to communicate the industry's environmental sustainability.
 - ✓ Egg Farmers of Canada initiated a project with the World Wildlife Fund, with a report due by the end of the year.
 - Egg Farmers of Ontario will continue with the development and execution of a multi-year nutrition strategy, targeting consumers and health professionals.
 - ✓ Egg Farmers of Ontario worked with two Registered Dietitians to complete an environmental scan, and research audit to assist in the development of a multi-year nutrition strategy.
- To continue to monitor and respond to public perception.
 - Egg Farmers of Ontario will develop and execute marketing and communication tactics to target the farmer, consumer, teacher and health professional audiences.
 - ✓ The 2017 *Who Made Your Eggs Today?* campaign featured the four families introduced in 2016.
 - ✓ Egg Farmers of Ontario celebrated World Egg Month (October) through media appearances, digital/social media activity and working with Mairlyn Smith on digital content.
 - ✓ Two resources were redesigned and distributed during 2017, along with two new spice cards.
 - ✓ A new educational resource, *Where Do Your Eggs Come From?*, was developed for elementary students.
 - ✓ Egg Farmers of Ontario executed an Ethnic Marketing Campaign, introducing frittatas to the Chinese community. This campaign featured online video, print advertising, in-store demonstrations and giveaways.
 - Egg Farmers of Ontario will continue to work collaboratively with Foodland Ontario.
 - ✓ Staff continue to work collaboratively with Foodland Ontario by providing support to their online marketing efforts and other initiatives throughout the year.
 - ✓ Egg Farmers of Ontario staff continue to be active members of the Foodland Ontario Marketing Committee.
 - Egg Farmers of Ontario will continue to work collaboratively with independent, professional third-party endorsers for eggs.
 - ✓ In conjunction with Food and Farm Care Ontario, Egg Farmers of Ontario sponsored two farm tours for media influencers and registered dietitians.
 - ✓ Egg Farmers of Ontario continues to work with third-party endorsers including: Carol Harrison (Registered Dietitian), Fareen Samji (Canadian Women's Long Distance Drive Champion), Judy Scott Welden (Home Economist), as well as other food bloggers to support our digital initiatives.

- Egg Farmers of Ontario will continue to enhance its foodservice programming directed towards foodservice operators, hotel, restaurant and institutional opportunities.
- ✓ The *Egg Chef* foodservice portal continued to be utilized by independent and chain foodservice operators across the province, resulting in over over 80 individual promotions throughout 2017.
- ✓ Egg Farmers of Ontario was the presenting sponsor of the *Road to the Royal Chef Competition*.
- ✓ The Egg Man Inc., Toronto's first and only breakfast food truck, was rebranded in 2017 as part of our ongoing partnership.
- ✓ Egg Farmers of Ontario continued its support of Gordon Food Service's *Ontario Ingredients for Success* project.
- ✓ Egg Farmers of Ontario continues to proactively communicate and engage with independent and chain foodservice operators to assist in developing egg-centred promotions and discuss long-term sourcing commitments.
- ✓ Egg Farmers of Ontario participates on the advisory committee for the "Putting Quality Food on the Tray" research study, being conducted in Ontario hospitals. Funding for this project is provided through the Ontario Ministry of Agriculture, Food and Rural Affairs - University of Guelph partnership funding program.
- Egg Farmers of Ontario will continue to execute promotion programs with Ontario graders and improve industry relations.
- ✓ In conjunction with the *Consumer Choice Engagement Strategy*, meetings were held with egg graders and processors.
- ✓ Egg Farmers of Ontario staff worked with individual graders to develop messaging and provide media relations support throughout the year.
- Egg Farmers of Ontario will continue to execute targeted marketing opportunities to reach Ontario's ethnic communities.
- ✓ Egg Farmers of Ontario executed an ethnic marketing campaign, targeted to Chinese communities throughout Ontario with print, digital and in-store activations showcasing frittatas recipes using traditional Chinese ingredient pairings.
- To further develop marketing and communications supporting consumer choice, including a certification for eggs from all housing systems included in the revised Code of Practice.
 - Through a shared values approach, Egg Farmers of Ontario will continue to develop and execute marketing and communication programs that showcase egg and pullet farm families' commitment to hen care.
 - ✓ Stakeholder engagement plans and message maps were developed, in preparation for executing the *Consumer Choice Engagement Strategy*.
 - Egg Farmers of Ontario will continue to demonstrate our farmers' dedication to providing consumer choice in the egg case through feed and housing alternatives.
 - ✓ In addition to the production of eight new on-farm videos, work also began on the development of a national certification program, in conjunction with Egg Farmers of Canada.
 - Egg Farmers of Ontario will explore a certification program for eggs from all housing systems included in the revised Code of Practice.
 - ✓ Work began on the development of a national certification program, in conjunction with Egg Farmers of Canada.

KEY RESULT AREA 5: PRACTICING SOCIAL RESPONSIBILITY

Strategic Objective:

- To ensure a comprehensive, integrated commitment to social responsibility that helps assure the long term social license of egg and pullet farms to grow and prosper in Ontario through the consistent demonstration of Egg Farmers of Ontario's commitment to do "what is right" in all aspects of its operations.

Goals and Work Plan Prompts:

- To ensure Egg Farmers of Ontario's farmers, Board Members and staff understand and abide by Egg Farmers of Ontario's caring and committed social vision (i.e., egg farmers in Ontario care about the welfare of our hens, the environment and are committed to providing choice by producing a safe, high-quality, nutritious, local food).
 - Egg Farmers of Ontario will ensure all policy, regulation and implementation decisions are reflective of the organization's caring and committed *Vision to 2020*.
 - ✓ Egg Farmers of Ontario staff continue to ensure policy and operational decisions are reflective of our *Vision to 2020*.
 - Egg Farmers of Ontario's enhanced *Animal Care* and *On-Farm Food Safety* programs will demonstrate that our farmers will be able to say what they do, do what they say and prove it.
 - ✓ Egg Farmers of Ontario launched its combined *On-Farm Food Safety and Animal Care Program* manuals and records for layers to assist farmers "prove what they do".
 - ✓ Pullet manual and records for the combined *On-Farm Food Safety and Animal Care Program* are in development.
 - ✓ Egg Farmers of Ontario implemented third-party audits, in partnership with NSF International.
- Egg Farmers of Ontario will align itself with other groups supportive of fair farm pricing.
 - Egg Farmers of Ontario will continue to actively engage in programs that demonstrate support of fair farm pricing and its benefits to consumers and the agricultural industry.
 - ✓ Egg Farmers of Ontario continued to actively engage in opportunities to promote the benefits of fair farm pricing, achieved through a supply managed system.
 - ✓ Fair farm pricing terminology is being integrated into all document references and in discussions with Bruce Muirhead (Egg Farmers of Canada's Research Chair in Public Policy) and Members of Provincial Parliament.
 - ✓ Egg Farmers of Ontario continue to work with other supply-managed commodities through FarmGate5.
 - ✓ Egg Farmers of Ontario continues to work collaboratively with the Fédération des producteurs d'œufs du Québec and GO5 – Mouvement pour la gestion de l'offre.
- To implement the national *Animal Care Program*.
 - Egg Farmers of Ontario will work to ensure all our egg and pullet farmers are in compliance with the *National Animal Care Program* and ensure that appropriate training opportunities and resources are made available as required.
 - ✓ Egg Farmers of Ontario launched its combined *On-Farm Food Safety and Animal Care Program* manuals and records for layers to assist farmers with inspections, in an effort to streamline requirements for more efficient implementation.
 - ✓ Pullet manual and records for the combined *On-Farm Food Safety and Animal Care Program* are in development.
 - ✓ Egg Farmers of Ontario implemented third-party audits, in partnership with NSF International.

- Develop and implement an outreach strategy for maintaining our social license and trust in our product.
 - Egg Farmers of Ontario will continue to develop our partnership with the Ontario Student Nutrition Program Network.
 - ✓ Egg Farmers of Ontario continued its partnership with Student Nutrition Ontario (formerly the Ontario Student Nutrition Program Network). This partnership resulted in a 114% increase in egg consumption in participating schools' nutrition programs. Educational materials were developed and distributed to participating schools.
 - Egg Farmers of Ontario will continue to explore a certification program for eggs from all housing systems included in the revised Code of Practice.
 - ✓ In conjunction with Egg Farmers of Canada, a national certification program is in development, and will be launched in early 2018.
 - Egg Farmers of Ontario will continue to seek new promotion opportunities that create a stronger connection between egg and pullet farm families and their communities.
 - ✓ Through the Zone Sponsorship fund, \$150,000 was used across the ten Zones in the province to fund local, grassroots initiatives.
 - Egg Farmers of Ontario will continue to develop and execute marketing and communication programs that showcase egg and pullet farm families' commitment to hen care.
 - ✓ Stakeholder engagement plans and message maps were developed, in preparation for executing the *Consumer Choice Engagement Strategy*.
 - ✓ In addition to the production of eight new on-farm videos, work also began on the development of a national certification program, in conjunction with Egg Farmers of Canada.
 - Egg Farmers of Ontario will continue to demonstrate our farmers' dedication to providing consumer choice in the egg case through feed and housing alternatives.
 - ✓ Egg Farmers of Ontario produced and launched eight new on-farm videos, focusing on enriched, free run, free range and aviary housing.
 - Egg Farmers of Ontario will actively engage with the Ontario Association of Food Banks through the continuation and promotion of the *Egg Donation Program*.
 - ✓ Egg Farmers of Ontario continued its *Egg Donation Program*, in partnership with the Ontario Association of Food Banks, which resulted in \$250,000 being donated to their efforts.
 - ✓ An additional 9,000 dozen eggs were donated as part of two Ontario Public Service food bank events.
 - ✓ A social media contest was held during World Egg Month, in support of the Ontario Association of Food Banks, which resulted in an extra 1,250 dozen eggs being donated to the winning locations.
 - ✓ The Egg Team volunteered during Hunger Awareness Week (September) at the Kerr Street Mission in Oakville.
 - ✓ During the National Summer Conference, EFO held a live auction at the banquet and raised more than \$15,000 for food banks.

KEY RESULT AREA 6: ENSURING GOOD GOVERNANCE

Strategic Objectives:

- To continue improving Egg Farmers of Ontario's governance in managing issues, making decisions, communicating and managing information.
- To ensure Egg Farmers of Ontario is supported by human resources with the most appropriate profile of knowledge and skills.

Goals and Work Plan Prompts:

- To examine on a continuous basis the role and service of Board Members, relative to its stakeholders (e.g. Egg Farmers of Canada, Ontario Farm Products Marketing Commission, farmers).
 - Egg Farmers of Ontario will determine the best means to involve other stakeholders in the planning process.
 - ✓ Strategic Insights questionnaires were sent to all farmers and industry stakeholders to gather their input into Egg Farmers of Ontario's strategic business planning process.
 - ✓ A representative from the Ontario Farm Products Marketing Commission spoke at Egg Farmers of Ontario's Annual General Meeting and the new Chair spoke at the November Egg and Pullet Farmers' Workshop.
 - ✓ Egg Farmers of Ontario staff continues to ensure they are in regular communication with staff at the Ontario Farm Products Marketing Commission.
 - ✓ Egg Farmers of Ontario's Board Directors attended a board governance training session, led by the Ontario Farm Products Marketing Commission.
- To examine the frequency of zone and councillor meetings and review the need for more frequent general farmer meetings.
 - Egg Farmers of Ontario will continually review meeting frequency and adapt schedules to respond to the needs of farmers.
 - ✓ Each Board of Director worked closely with their farmers to determine the appropriate frequency of zone and councillor meetings.
 - ✓ A meeting was held for affected layer farmers, pullet growers, hatcheries, veterinarians and feed companies regarding Egg Farmers of Ontario's *Emergency Bronchitis Relief Program*.
- To ensure zone meetings continue to meet the needs of our farmers.
 - Where possible, Egg Farmers of Ontario will continue to send pertinent information in advance of meetings to allow more time for discussion during the meetings.
 - ✓ Pertinent information was sent to farmers in advance of annual zone election and summer meetings, as well as the November Egg and Pullet Farmers' Workshop to allow more time for farmers to review the documentation prior to the meetings.
- To provide the opportunity for farmers to participate in focus groups related to Egg Farmers of Ontario activities and initiatives.
 - Egg Farmers of Ontario will provide opportunities for farmers to provide input into their activities through electronic questionnaires, surveys, focus groups, etc., as required.
 - ✓ Questionnaires were distributed to Egg Ambassadors to gather input to help inform changes to Egg Farmers of Ontario's future outreach programs.
 - ✓ Farmers were invited to participate in Egg Farmers of Ontario's strategic business planning process through questionnaires and during a round table session at the November Egg and Pullet Farmers' Workshop.

- To find the means to ask farmers how they would like to be involved in Egg Farmers of Ontario activities (i.e., through a questionnaire).
 - Egg Farmers of Ontario will provide opportunities for farmers to provide input into their activities through electronic questionnaires, surveys, focus groups, etc., as required.
 - ✓ Meeting and zone reports continued to be included on the monthly Board Meeting agendas for Directors to bring forth ideas/questions/suggestions from their respective zones.
 - ✓ Egg Farmers of Ontario sponsored farmers from each zone to attend the national summer meeting, held in Toronto.
- To continue to ensure key ideas from farmers reach the Board Members in writing so that they can be considered at Board meetings.
 - Egg Farmers of Ontario will provide opportunities for farmers to provide input into their activities through zone/regular meetings, electronic questionnaires, surveys, etc.
 - ✓ Meeting and zone reports continued to be included on the monthly Board Meeting agendas for Directors to bring forth ideas/questions/suggestions from their respective zones.
 - ✓ Input gathered from farmer questionnaires was provided to the Board of Directors to help inform Egg Farmers of Ontario's strategic business planning process.
 - ✓ Data gathered from the Canadian National Exhibition Egg Ambassador questionnaires were distributed to the Board of Directors to help inform changes to Egg Farmers of Ontario's future outreach programs.
- To ensure Egg Farmers of Ontario maintains its ability to respond to the ever-changing opportunities and challenges within the egg industry.
 - Egg Farmers of Ontario will continue to evaluate and assess its internal resources and capacities to ensure that we are positioned to effectively meet the needs of our farmers and the industry.
 - ✓ Two new *On-Farm Food Safety/Animal Care Program* Inspectors were hired to assist with on-farm programs and audits.
 - ✓ A Wellness and Mental Health session, facilitated by Andria Jones-Bitton, was held during the November Egg and Pullet Farmers' Workshop for farmers.
- To improve Egg Farmers of Ontario's internal working processes and accountabilities.
 - Egg Farmers of Ontario will continue to update and review job descriptions for all team members and share across departments to help improve internal workings within the organization.
 - ✓ Egg Team job descriptions have been updated and are on on-file.
 - ✓ All Board of Directors began receiving full committee meeting information packages, in advance of all meetings, to improve transparency and knowledge sharing between Board committees.
 - Egg Farmers of Ontario will continue to encourage staff to participate in on-going education programs to help improve internal working processes.
 - ✓ Online professional development courses continued to be used by various staff throughout the year.
 - ✓ Staff training continued to be made available, through a variety of sources, as required.
- To continue staff training, based on a needs and competency analysis, to satisfy present and future requirements of each position.
 - Egg Farmers of Ontario will continue to update and review job descriptions for all team members and share across departments to help improve internal workings within the organization.
 - ✓ Egg Team job descriptions have been updated and are on on-file.

- Egg Farmers of Ontario will continue to encourage staff to participate in on-going education programs to help improve internal working processes.
- ✓ Online professional development courses continued to be used by various staff throughout the year.
- ✓ A variety of staff training opportunities were conducted over the year, including Respirator Fit training and testing, Cardio Pulmonary Resuscitation, Automated External Defibrillator, Health and Safety, On-Farm Auditing, Incident Management System 100 and 200, Confined Space and Professional Animal Auditor Certification Organization training.
- ✓ As per provincial regulation, Egg Farmers of Ontario maintains and operates a comprehensive Joint Health and Safety Committee, comprised of internal, external and management staff representatives.
- ✓ Egg Farmers of Ontario developed and launched a *Heat Awareness Policy* for field staff.
- Egg Farmers of Ontario field staff will launch training, in conjunction with the third-party auditing process.
- ✓ Egg Farmers of Ontario continues to offer training to field staff and auditors as required.
- Egg Farmers of Ontario will make available animal welfare training, conducted by a veterinarian.
- ✓ Egg Farmers of Ontario, in partnership with the Poultry Industry Council, continue to offer online euthanasia training and resources.
- Egg Farmers of Ontario staff will be provided the opportunity to attend zone election meetings, annual meetings, grading stations and farms to enhance their industry knowledge.
- ✓ Egg Farmers of Ontario staff attended a variety of zone election meetings, Annual Meetings, industry stakeholder meetings and the national summer meeting for increased exposure to industry issues.
- To maintain a robust performance evaluation and review system for both Board Members and staff.
 - An annual Board assessment and review session, led by a third-party consultant will continue.
 - ✓ Two review sessions were held, one with Egg Farmers of Ontario Legal Counsel and the other with the Ontario Farm Products Marketing Commission.
 - A new Egg Team Member evaluation process will be developed and implemented for all team members.
 - ✓ An evaluation process for all Egg Team members is in progress.
 - A salary rating scale will be developed and implemented to ensure salary equity across the organization.
 - ✓ Williams HR Consulting completed a thorough review of Egg Farmers of Ontario's salary grid and deemed our salary equity to be in the 90th percentile of external market wages and considered a lead organization in this area.
- To ensure Egg Farmers of Ontario has and can use the most timely and accurate information.
 - The Flock Management System will be updated to link data from various sources, providing more timely and accurate information.
 - ✓ Online reporting is continually monitored and updated with program and policy changes to ensure farmers can access program applications and reports.
 - ✓ Egg Farmers of Ontario continues to develop the Flock Management System database so farmers can rely on it for timely and accurate information, or contact the Board office for clarification.
- To ensure the implementation of the Egg Farmers of Ontario Governance Policy and seek additional training in Board governance, as required.
 - Egg Farmers of Ontario will ensure new Board Members and staff are given the opportunity to attend orientation sessions and training related to governance issues.
 - ✓ Egg Farmers of Ontario's solicitor Rob Wilson provided a detailed review of egg-related regulations, our role and policies, as outlined in the Farm Products Marketing Act.

- ✓ Egg Farmers of Ontario's Board Directors attended a board governance training session, led by the Ontario Farm Products Marketing Commission.
- Egg Farmers of Ontario will continue using Board Member self-assessments, conducted as part of our strategic planning process, to assist with the development of individual training plans.
- ✓ Board Member self-assessment process is on-going.
- To prioritize communication and relationships with all industry stakeholders and members of the egg industry supply chain.
 - Egg Farmers of Ontario will continually keep industry stakeholders informed and engaged with our *Consumer Choice Engagement Strategy*.
 - ✓ Two successful meetings were held with industry stakeholders in an effort to keep everyone informed about the *Consumer Choice Engagement Strategy*.
 - Egg Farmers of Ontario will continue to engage in open and transparent dialogue with industry stakeholders.
 - ✓ Industry stakeholders were invited to various meetings held throughout the year, including zone meetings, Annual Meetings, Infectious Bronchitis Stakeholder meeting and others.
 - Egg Farmers of Ontario will continue to execute promotion programs with Ontario graders and improve industry relations.
 - ✓ Two successful meetings were held with industry stakeholders in an effort to keep everyone informed about the *Consumer Choice Engagement Strategy*.
 - ✓ Egg Farmers of Ontario continues to keep graders and processors up-to-date on the progress of the national certification program and will work closely with all stakeholders to roll out the Egg Quality Assurance program in early 2018.