



2018 BUSINESS PLAN

KEY RESULT AREA ACHIEVEMENTS

EXECUTIVE SUMMARY

The following outlines achievements (highlighted in green) for EFO's 2018 Key Result Areas (KRAs).

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

- ✓ Egg Farmers of Ontario requested an additional 65,000 birds from Egg Farmers of Canada to meet Egg for Processing (EFP) commitments in Ontario in 2019, as well as an additional 630,000 birds to meet breaker market requirements, to prevent importing processed product from the United States.
- ✓ Egg Farmers of Ontario staff prepared pre and post-election briefing documents for farmers to use during meetings with candidates and newly elected Members of Provincial Parliament.

Key Result Area 2: MANAGING THE EGG AND PULLET SUPPLY

- ✓ As of September 2018, 1.7 million boxes of shell eggs have been imported year to date – an increase from 1.1 million boxes at the same time in 2017.
- ✓ By the end of 2018, all Ontario egg farms will have had an internal audit completed, with one-third also having a third-party audit completed.

Key Result Area 3: PROMOTING THE FARM FAMILY

- ✓ The 2018 *Who Made Your Eggs Today?* campaign featured four new families being introduced to Ontario consumers via out-of-home executions (billboard and transit), print ads and digital initiatives.
- ✓ Egg Farmers of Ontario staff continue to develop the framework for various executional tactics as part of the *Consumer Choice Engagement Strategy* through the development of the *Egg Quality Assurance* program.

Key Result Area 4: PROMOTING THE PRODUCT

- ✓ Egg Farmers of Ontario continued to refine our social media strategy for 2018, featuring profiles of Ontario egg and pullet farmers, initiatives egg farmers were involved in/supported and created engaging content about animal care and egg quality, as well as recipes and the versatility of eggs.
- ✓ Five chain-wide partner promotions were executed in 2018 at Artisano's, Dana Hospitality, Great Canadian Bagel, Hero Burger and South St. Burger.
- ✓ Egg Farmers of Ontario worked with Tim Horton's head office to incorporate *Get Cracking* branding in the launch of their all-day breakfast menu.

Key Result Area 5: PRACTICING SOCIAL RESPONSIBILITY

- ✓ Egg Farmers of Ontario executed the final year of our original three-year partnership with Student Nutrition Ontario. Over the three years, over 1,414,996 eggs were served to approximately 71,000 students in the program - a 149 per cent increase in egg consumption.
- ✓ Inspections/visits are also being conducted, on an as-needed basis, to ensure farmers are camera-ready.

Key Result Area 6: ENSURING GOOD GOVERNANCE

- ✓ Information sessions were held, in conjunction with Zone Annual Meetings, to ensure farmers understood the *On-Farm Food Safety* and *Animal Care* program changes and record requirements.
- ✓ Two pullet quota holder information sessions were held in September in Cambridge and Brockville.

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, achieved through a system of supply management terminology in contrast to solely 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 and initiatives that support fair farm pricing and its benefits to consumers and industry stakeholders.
 - ✓ Public Affairs Department initiatives promoted fair farm pricing through consumer, media and government relations activities.
 - ✓ Terminology of fair farm pricing under a supply managed system is gaining traction with elected officials and has been used by politicians in statements publicly.
 - ✓ Key messages were developed for use at supply management roundtable events, held by provincial and federal officials.
 - ✓ Egg Farmers of Ontario staff provided assistance to farmers hosting tours for their federal and provincial government officials.
- 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 develop and execute communication programs in support of fair farm pricing.
 - ✓ Public Affairs Department initiatives promoted fair farm pricing through consumer, media and government relations activities.
 - ✓ Fair farm pricing terminology was reinforced in pre and post-election briefing documents for candidates and newly elected Members of Provincial Parliament.
 - ✓ Key messages were developed for use at supply management roundtable events, held by provincial and federal officials.
- 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 align itself with other groups supportive of fair farm pricing to amplify messaging and initiatives.
 - ✓ Egg Farmers of Ontario continued to support FarmGate5 initiatives, in collaboration with other Ontario supply-managed commodities.
 - ✓ 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.
 - ✓ Key messages were developed for use at Supply Management Roundtable events, held by provincial and federal officials.
 - Egg Farmers of Ontario will continue to look for opportunities to educate the general public on fair farm pricing.
 - ✓ Public Affairs Department initiatives promoted fair farm pricing through consumer, media and government relations activities.

- To seek continuous support for fair farm pricing from all levels of government.
 - Egg Farmers of Ontario will continue to have ongoing dialogue with all levels of government to ensure support for fair farm pricing is maintained.
 - ✓ Egg Farmers of Ontario staff prepared pre and post-election briefing documents for farmers to use during meetings with candidates and newly elected Members of Provincial Parliament.
 - ✓ Egg Farmers of Ontario Directors and staff, along with egg farmers, continue to engage with all levels of government about the importance of fair farm pricing achieved through a supply managed system.
 - ✓ Egg Farmers of Ontario staff provided assistance to farmers hosting tours for their federal and provincial government officials.
 - ✓ Key messages were developed for use at supply management roundtable events, held by provincial and federal officials.
- 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 (i.e., providing expert advice with respect to on-farm food safety).
 - ✓ Egg Farmers of Ontario staff prepared pre and post-election briefing documents for farmers to use during meetings with candidates and newly elected Members of Provincial Parliament.
 - ✓ Directors and egg farmers participated in debates/roundtable meetings leading up to the June 2018 provincial election.
 - ✓ Egg Farmers of Ontario continues to build relationships with all four political parties, by actively pursuing and capitalizing on opportunities for one-on-one discussions with federal and provincial elected officials and staff (i.e., Member of Provincial Parliament Omelette Breakfast, Member of Parliament Breakfast on the Hill, political events, Premier's Food Drive, meetings, etc.).
 - ✓ Egg Farmers of Ontario staff provided assistance to farmers hosting tours for their federal and provincial government officials.
 - Egg Farmers of Ontario will reach out to newly elected/re-elected Members of Provincial Parliament after the June 2018 provincial election.
 - ✓ Congratulatory letters and packages were sent to all Members of Provincial Parliament, following the June 2018 provincial election.
 - ✓ Egg Farmers of Ontario continues to build relationships with all four political parties, by actively pursuing and capitalizing on opportunities for one-on-one discussions with provincial elected officials and staff (i.e., Member of Provincial Parliament Omelette Breakfast, political events, Premier's Food Drive, meetings, etc.).
- To monitor the ratification processes for the tentative *Trans-Pacific Partnership 11* 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 continue to monitor discussions and developments regarding the various trade agreements taking place to keep abreast of potential impacts to our egg and pullet farmers.
 - ✓ Egg Farmers of Ontario continued to monitor discussions and developments regarding the *Comprehensive Economic and Trade Agreement* and the *Comprehensive and Progressive Agreement for Trans-Pacific Partnership* (formerly known as the *Trans-Pacific Partnership 11*) throughout the year.

- To monitor the developments with the renegotiation of the *North American Free Trade Agreement*.
 - Egg Farmers of Ontario will continue to monitor discussions and developments regarding the renegotiation taking place to keep abreast of potential impacts to our egg and pullet farmers.
 - ✓ Egg Farmers of Ontario continued to monitor discussions and developments throughout the negotiations and the impacts of the preliminary agreement in principle.
 - ✓ Egg Farmers of Ontario staff provided guidance to farmers writing their federal Members of Parliament, showing their appreciation for the federal government's support for fair farm pricing.
 - ✓ Fair farm pricing farm leaders met with Premier Doug Ford and Ministers Hardeman and Wilson regarding the impacts of the *United States Mexico Canada Agreement*.
 - ✓ Key messages were developed for use at supply management roundtable events, held by provincial and federal officials.
- 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 the level and sources of imported shell, liquid and further processed products through information available from Department of Foreign Affairs and Trade Development data.
 - ✓ As of September 2018, 1.7 million boxes of shell eggs have been imported year to date – an increase from 1.1 million boxes at the same time in 2017.
 - ✓ Data on egg imports (shell, liquid and further processed) are monitored regularly and reported on a monthly basis to Egg Farmers of Ontario Directors.
- To respond to increased market demand on an ongoing basis.
 - Egg Farmers of Ontario will continue to monitor programs already in place to ensure that seasonal demands are met and the maximum number of hens are utilized within the province.
 - ✓ Egg Farmers of Ontario requested an additional 65,000 birds from Egg Farmers of Canada to meet Egg for Processing (EFP) commitments in Ontario in 2019, as well as an additional 630,000 birds to meet breaker market requirements, to prevent importing processed product from the United States.
 - ✓ Egg Farmers of Ontario continues to monitor and manage its hen inventory to help ensure we are meeting all market requirements.
 - ✓ Egg Farmers of Ontario staff are currently working with hatcheries to coordinate an even distribution of hens during peak seasons.
 - ✓ Farmers who currently place in the flock incentive program in the beginning and end of the summer and winter incentive program will have the opportunity to receive the incentive within their exemption week, extending the program to 10 and 6 weeks respectively.
- To sustain effective global relationships (e.g., with the International Egg Commission and the United Egg Producers).
 - Egg Farmers of Ontario will actively engage with and further develop global relationships with industry counterparts and stakeholders.
 - ✓ Egg Farmers of Ontario Directors and staff continue to attend meetings/conferences held by the United Egg Producers, Urner Barry and the International Egg Commission in order to engage and help them understand the unique advantages of our fair farm pricing system.
 - ✓ Egg Farmers of Ontario Directors and staff continue to attend meetings/conferences held by the United Egg Producers, Urner Barry and the International Egg Commission in order to stay current on global issues that could be early indicators of changes that could affect egg production and market environments in Ontario.
 - ✓ Egg Farmers of Ontario continues to keep global counterparts up-to-date regarding our Hyper Eye project.

- 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 2014 there have been 51 new non-family farmers enter the industry. New farmers to the industry are able to purchase quota and qualify for Layer Leasing and programs allowing them to start a small family farm business.
 - ✓ Egg Farmers of Ontario continues to promote the *New Entrant Support Team* – an online resource for people interested in entering the industry.
 - ✓ Egg Farmers of Ontario continues to keep farmers abreast of program changes and updates through email blasts, mailings, *Cackler* newsletter, 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’s Pullet Committee has resolved to continually monitor pullet utilization to ensure the pullet growers’ production quotas remain relative to the demand of layer hens.
 - ✓ The Pullet Committee has made a commitment that in the event of a layer quota increase, pullet quota allocation will be reviewed.
- To work with industry stakeholders to ensure the egg system meets demand in specialty markets.
 - Egg Farmers of Ontario will monitor specialty egg sales and production trends to facilitate the smooth functioning of the specialty egg market.
 - ✓ EFO continued communications with Ontario egg graders to monitor market needs and trends and provide appropriate assistance in filling specialty markets.
 - ✓ Flock verification committee worked to explore issues arising out of the changing verification and inventory monitoring needs connected with the increases in alternative housing systems.

- To monitor and minimize the need for supplemental imports.
 - Egg Farmers of Ontario will continue to monitor programs already in place to ensure that seasonal demands are met and the maximum number of hens are utilized within the province.
 - ✓ As of September 2018, 1.7 million boxes of shell eggs have been imported year to date – an increase from 1.1 million boxes at the same time in 2017.
 - ✓ Data on egg imports (shell, liquid and further processed) are monitored regularly and reported on a monthly basis to Egg Farmers of Ontario Directors.
- To initiate a national review of the forecasting/response to domestic increases in egg demand to minimize imports.
 - Egg Farmers of Ontario will work with stakeholders in support of a national review of forecasting and response to egg demand in order to minimize egg imports.
 - ✓ Work to forecast industrial product demand indicates Ontario needs an additional 811,000 hens to fill the guaranteed supply volume identified in co-ordination with EFC. Additionally, for the table egg market, we continue to encourage EFC to pursue allocations needed to minimize the need for supplemental egg imports for all markets.
- 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 of eggs and continue to encourage Egg Farmers of Canada to collect marketing levies on all imports.
 - ✓ While the receivership issue continues to be pursued, EFO believes the highest priority in this area is to work with all stakeholders to ensure all markets are filled with domestically produced eggs. We continue to encourage EFC to explore with the appropriate federal ministries, the collection of marketing levies on all imported eggs, as permitted under Canada’s existing international trade agreements.
- To continue to review annually the criteria for the *Layer Leasing Pool*.
 - The *Layer Leasing Pool* is a successful program, allowing farmers access to a maximum of 1,800 birds. This program will continue to be monitored, with discussions involving additional access for new entrants to the industry.
 - Egg Farmers of Ontario will issue *Layer Leasing Pool* invoices after 23-week counts have been completed, with farmers issuing one cheque based on this invoice.
 - ✓ Egg Farmers of Ontario Inspectors continue to conduct 23-week counts so that accurate *Layer Leasing Pool* invoices can be distributed.
 - ✓ Market Growth Allowance birds distributed to farmers were charged a fee per bird to cover the Egg Farmers of Canada service fee owing.
- 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 needs of the evolving industry and its stakeholders.
 - ✓ Egg Farmers of Ontario staff continue to review policies and programs as required.
 - ✓ Egg Farmers of Ontario successfully facilitated three Quota Transfer System auctions in 2018.
 - ✓ QT-3-2018 was cancelled to ensure the fair and equitable operation of the exchange remained intact for all egg and pullet farmers; QT-4-2018 was operated with layer and pullet quota prices set by EFO, based on historical equilibrium prices.
 - ✓ Effective QT-4-2018, all whole farm sales (i.e., sale of quota with land) will be required to place ten per cent of the quota as a sell bid on the Quota Transfer System.
 - ✓ A one per cent Market Growth Allowance was implemented, effective January 2019.

- ✓ Effective January 2018, the Egg Quota Sell Bid Effective Date (date which seller will have removed birds from registered premises) must be a minimum of six months following the Quota Transfer System session date as determined on the Quota Transfer System schedule, and the Buy Bid Effective Date (date which the buyer will place the birds at the registered premises) must be a minimum of six months following the Quota Transfer session date as determined on the Quota Transfer schedule. The implementation of the six month rule on Egg Quota eliminated the placement of speculation birds within the pullet system with the anticipation of success on the Quota Transfer System.
- Egg Farmers of Ontario will continue to work with Legal Counsel and the Ontario Farm Products Marketing Commission to review the current fee schedule 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 launch the combined *On-Farm Food Safety* and *Animal Care Program* manuals and records for pullets to assist farmers with inspections, in an effort to streamline requirements for more efficient implementation.
 - ✓ The combined *On-Farm Food Safety* and *Animal Care Program* French manuals and records for layers were launched and distributed in January 2018, and continue to be sent out as required.
 - ✓ The combined *On-Farm Food Safety* and *Animal Care Program* records for pullets were launched and distributed in January 2018, in English and French, and continue to be sent out as required.
- Egg Farmers of Ontario staff will continue to work with egg and pullet farmers in preparation for their inspections and third-party audits.
 - ✓ Operations staff continue to work with egg and pullet farmers in preparation for their inspections and third-party audits.
- Egg Farmers of Ontario will conduct *On-Farm Food Safety* and *Animal Care Program* Manual Information Sessions to assist farmers with the revised programs.
 - ✓ Information sessions were held, in conjunction with Zone Annual Meetings, to ensure farmers understood the program changes and record requirements.
- Egg Farmers of Ontario will work with staff and third-party auditors to ensure training requirements are met.
 - ✓ Egg Farmers of Ontario staff continue to work with NSF Canada to complete third party audits on one-third of Ontario farms during 2018.
- Continue to investigate ways to streamline current paperwork for efficiency and ease of use.
 - 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.
 - ✓ 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.
 - ✓ In 2018 EFO engaged HLB System Solutions to integrate an improved Structure Query Language database system to replace the Flock Management System. With the implementation of this system, farmers will have greater access to information and easier access to online reporting and their individual farm information.

- Current programs and applications are continually being added and/or amended within the online reporting system, to ensure better accessibility and ease of use.
 - ✓ 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 maintain the Flock Management System database so farmers can rely on it for timely and accurate information, or contact the Board office for clarification.
 - ✓ Discussion began with HLB System Solutions to develop an online report to submit Quota Transfer System sell and buy bids.
- A working group has been established to review the viability of contracts, in conjunction with Egg Farmers of Ontario's policies, to establish egg and pullet farmer ownership and responsibilities with respect to pullets.
 - With the assistance of EFO's legal team, the Replacement Layer Order Report was amended to include: The undersigned quota holder certifies that the information on this form is true and accurate in all respects and hereby consents to EFO, or its representatives, to verify any information submitted. The undersigned acknowledges and agrees that any compensation received by either the egg producer or the pullet grower as the owner of birds for bird losses due to Avian Influenza or Salmonella Enteritidis shall be shared on an equitable basis between the pullet grower and the egg producer.
- 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 with all egg and pullet farmers to ensure they are in compliance with the national *Animal Care Program* and enhanced *On-Farm Food Safety Program*, using third-party auditors.
 - ✓ Egg Farmers of Ontario Inspectors continue to work with farmers to prepare for third-party audits.
 - ✓ Egg Farmers of Ontario staff continue to work with NSF Canada to complete third-party audits on one-third of Ontario farms during 2018.
 - ✓ By the end of 2018, all Ontario egg farms will have had an internal audit completed, with one-third also having a third-party audit completed.
 - Egg Farmers of Ontario will conduct *On-Farm Food Safety* and *Animal Care Program* Manual Information Sessions to assist farmers with the revised programs.
 - ✓ Information sessions were held, in conjunction with Zone Annual Meetings, to ensure farmers understood the program changes and record requirements.
 - Egg Farmers of Ontario will continue to make available appropriate training and resources, and work with farmers to ensure that they are trained and validated for euthanasia practices.
 - ✓ 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 2018, 31 farmers and employees completed the online training component with validations being completed as required.
 - ✓ Egg Farmers of Ontario staff continue to monitor Egg Farmers of Canada's proposed changes to Part 2 of the euthanasia validation process.

- Continue to explore opportunities to build upon our investment in research projects.
 - Egg Farmers of Ontario will set up a meeting to gather the Research Facilities currently licensed by Egg Farmers of Ontario to present a summary of their projects and findings to date.
 - ✓ Research Facilities presented to the Board a summary of their projects and findings to date, as well as future initiatives. Presentations were received from Hybrid, ISA, Lohmann & Trouw, University of Guelph and Hy-Line International.
 - Egg Farmers of Ontario will continue to seek additional opportunities to collaborate with other groups to enhance our research investment for the benefit of the industry.
 - ✓ Federal funding was received from Agriculture and Agri-Food Canada to develop commercially viable equipment for Hyper Eye Imaging Technology to continue to develop and implement commercial equipment at hatcheries.
 - ✓ 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 funded data collection in order to better understand the bronchitis virus and its impacts on pullets and layers. Data collected is being analyzed.
 - ✓ Egg Farmers of Ontario partnered with Algonquin College in the areas of applied research, product promotion and ongoing marketing activities.
 - ✓ Egg Farmers of Ontario partnered with La Cite and Fleming to further the water quality research project.
 - ✓ Egg Farmers of Ontario continues to work through the Livestock Research Innovation Corporation to redirect funding to University of Guelph and other institutions.
 - ✓ Egg Farmers of Ontario entered into a multi-year project, in connection with the Livestock Research Innovation Corporation, to study layer and pullet nutrition.
- 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 pursue the purchase and set up of a new emergency trailer for use in depopulations.
 - ✓ Egg Farmers of Ontario purchased a new trailer and equipment for depopulations.
 - ✓ Egg Farmers of Ontario purchased two mobile carts for smaller depopulation situations.
 - Egg Farmers of Ontario will continue to refine its on-farm depopulation protocols in response to training, simulations and new/improved scientific evidence.
 - ✓ Egg Farmers of Ontario continues to review and refine our on-farm depopulation protocols as new research and experience dictate.
 - ✓ Egg Farmers of Ontario has signed Memorandums of Understanding with Turkey Farmers of Ontario and the Ontario Broiler Hatching Egg and Chick Commission to assist in the development of on-farm depopulation protocols and staff training for their individual boards.
 - ✓ Egg Farmers of Ontario provided additional on-farm depopulations as a result of the Maple Lodge shut down to install modular loading capabilities.
 - Egg Farmers of Ontario will continue to have various staff as active members of 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 staff continue to play key roles in the Incident Command Structure for the Feather Board Command Centre in the Logistics, Operations and Information units throughout the year.
 - 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 develop staff skill sets/knowledge base and participate in simulated responses to be prepared in case of emergencies.
 - ✓ Egg Farmers of Ontario continued to refine our carbon dioxide depopulation protocols.
 - ✓ Egg Farmers of Ontario staff participated in a Disease Mitigation session for a group of industry personnel from South Korea.
 - ✓ Recently hired Egg Farmers of Ontario Inspectors took Incident Management System 100 and 200 training.
- To anchor correct emergency response procedures through practice and education to farmers.
 - Egg Farmers of Ontario will continue to provide information and resources that assist farmers to enhance their biosecurity and minimize the risk of a foreign animal disease impacting the egg and pullet supply.
 - ✓ Egg Farmers of Ontario continues to provide advisories, biosecurity notices and disease information to farmers in the *Cackler* through articles and inserts, as well as sharing updates provided by the Ontario Ministry of Agriculture, Food and Rural Affairs and the Ontario Animal Health Network.
 - ✓ Avian Influenza coverage began July 1, through the Poultry Insurance Exchange.
- To support the implementation of a National Pullet Agency, including production management controls.
 - Egg Farmers of Ontario will continue to support the efforts of 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 develop marketing and communication programs that support consumer choice and the launch of the *Egg Quality Assurance* program.
 - ✓ Egg Farmers of Ontario staff continue to develop the framework for various executional tactics as part of the *Consumer Choice Engagement Strategy* through the development of the *Egg Quality Assurance* program.

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.
 - Egg Farmers of Ontario will continue to develop and execute marketing and communication programs that demonstrate egg and pullet farm families' commitment to hen care, using a shared values approach.
 - ✓ The 2018 *Who Made Your Eggs Today?* campaign featured four new families being introduced to Ontario consumers via out-of-home executions (billboard and transit), print ads and digital initiatives.
 - ✓ Egg Farmers of Ontario launched the Farm Family Information cards program. Postcards were created and distributed for eight different farm families.

- Through the *Consumer Choice Engagement Strategy*, Egg Farmers of Ontario will continue to demonstrate our farmers' commitment to ensuring consumer choice in the egg case.
 - ✓ Egg Farmers of Ontario staff continue to develop the framework for various executional tactics as part of the *Consumer Choice Engagement Strategy* through the development of the *Egg Quality Assurance* program.
 - ✓ Egg Farmers of Ontario sponsored a Food Influencers Tour, in conjunction with Farm and Food Care Ontario, with a stop at an egg farm, to reach influential food writers.
- To introduce Ontario egg and pullet farm families into consumer social networks (online, community events, etc.).
 - Egg Farmers of Ontario will continue to develop and refine a social media strategy across multiple social media channels, focusing on Ontario egg and pullet farm families.
 - ✓ Egg Farmers of Ontario continued to refine our social media strategy for 2018, featuring profiles of Ontario egg and pullet farmers, initiatives egg farmers were involved in/supported, engaging content about animal care and egg quality, as well as recipes and the versatility of eggs.
 - ✓ Egg Farmers of Ontario continued to promote our online question portal as an opportunity for consumers to ask their questions about egg farmers, egg farming and eggs and have them answered by industry experts.
 - ✓ Paid ads on various social media platforms were also utilized to extend the reach of the 2018 *Who Made Your Eggs Today?* campaign and social media content calendars.
- 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 to utilize egg and pullet farm family-focused marketing and communication platforms.
 - ✓ The 2018 *Who Made Your Eggs Today?* campaign featured four new families being introduced to Ontario consumers via out-of-home executions (billboard and transit), print ads and digital initiatives.
 - ✓ Egg Farmers of Ontario launched the Farm Family Information cards program. Postcards were created for eight different farm families.
 - Egg Farmers of Ontario will continue to seek out new opportunities that create strong connections between egg and pullet farm families and their communities.
 - ✓ The *Local Initiatives Policy* 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 Egg Farmers of Canada and other provinces as the presenting sponsor of the *Rocks and Rings Program*.
 - ✓ 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 concluded its partnership with the Ottawa Senators hockey team as their "official breakfast protein" at the end of the 2017/2018 season.
 - ✓ Egg Farmers of Ontario continued its multi-year partnership with Team Homan, Canadian and World Champion Women's Curling Team, as their official breakfast.
 - ✓ Egg Farmers of Ontario continued to sponsor Hela Comat, Canadian Aerobatics Champion and the Gryphons Curling Teams from the University of Guelph.
 - ✓ As part of the *Fields to Forks* series with Bell Media, Egg Farmers of Ontario sponsored the August 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 continue to implement various outreach initiatives to support egg and pullet farm families to “tell their story”.
 - ✓ Two Egg Ambassador training sessions were held in Ingersoll and Brockville in early 2018.
 - ✓ Egg Farmers of Ontario coordinated farmer-manned exhibits at the Canadian National Exhibition, Western Fair, International Plowing Match and the Royal Agricultural Winter Fair.
 - ✓ Egg Ambassador Alisha Van Humbeck attended 25 fairs and agricultural education events throughout the year.
 - ✓ The *Zone Request Program* was developed to help facilitate Zone-initiated exhibits at local fairs and events, using the small education trailer. In 2018, the program was used for 8 Zone fairs and events.
 - ✓ As part of the *Fields to Forks* series with Bell Media, Egg Farmers of Ontario sponsored the August flight of the campaign, airing on CTV London. This sponsorship included TV advertising, on-air radio segments, digital advertising and pre-roll video.
 - ✓ 5 new brochures were added to Egg Farmers of Ontario’s outreach program in English and French including a Microwave Egg Cooker brochure, two nutrition infographics, an adult nutrition brochure and a youth nutrition brochure. Two other brochures were revised and reprinted – *Guide to Choosing Eggs* and *Where Do Your Eggs Come From?*
- 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, as required, in order to include them in the Ontario family of egg farmers.
 - ✓ Egg Farmers of Ontario staff continue to work with grandfathered and small flock owners to assist in regulatory compliance.
 - ✓ Egg Farmers of Ontario staff continue to provide information to those who contact the Board office inquiring about becoming egg farmers.
 - ✓ Egg Farmers of Ontario continually communicates with small flock farmers through the Eggboard email.
- To implement policies that create a positive environment for farm families, new entrants and succession planning.
 - Egg Farmers of Ontario will continue to review policies to ensure they are supporting the requirements of an evolving industry.
 - ✓ Egg Farmers of Ontario staff continue to review policies and programs as required.
 - ✓ Egg Farmers of Ontario successfully facilitated three Quota Transfer System auctions in 2018.
 - ✓ QT-3-2018 was cancelled to ensure the fair and equitable operation of the exchange remained intact for all egg and pullet farmers; QT-4-2018 was operated with layer and pullet quota prices set by EFO, based on historical equilibrium prices.
 - ✓ Effective QT-4-2018, all whole farm sales (i.e., sale of quota with land) will be required to place ten per cent of the quota as a sell bid on the Quota Transfer System.
 - ✓ A one per cent Market Growth Allowance was implemented, effective January 2019.
 - ✓ Effective January 2018, the Egg Quota Sell Bid Effective Date (date which seller will have removed birds from registered premises) must be a minimum of six months following the Quota Transfer System session date as determined on the Quota Transfer System schedule, and the Buy Bid Effective Date (date which the buyer will place the birds at the registered premises) must be a minimum of six months following the Quota Transfer session date as determined on the Quota Transfer schedule. The implementation of the six month rule on Egg Quota eliminated the placement of speculation birds within the pullet system with the anticipation of success on the Quota Transfer System.

- Egg Farmers of Ontario will promote the *New Entrant Support Team* program, as a way to provide support and guidance to those entering the industry.
 - ✓ Egg Farmers of Ontario continues to promote the *New Entrant Support Team* – an online resource for people interested in entering the industry.

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.
 - Egg Farmers of Ontario will continue to develop and execute marketing and communication programs that demonstrate egg and pullet farm families' commitment to hen care, using a shared values approach.
 - ✓ The 2018 *Who Made Your Eggs Today?* campaign featured a pullet grower and showcased our farm families' commitment to hen care.
 - ✓ Egg Farmers of Ontario continued to expand our social media strategy to include engaging content about animal care.
 - ✓ 5 new brochures were added to Egg Farmers of Ontario's outreach program in English and French including a Microwave Egg Cooker brochure, two nutrition infographics, an adult nutrition brochure and a youth nutrition brochure. Two other brochures were revised and reprinted – *Guide to Choosing Eggs* and *Where Do Your Eggs Come From?*
- Inform consumers through transparency about egg production and farm practices.
 - Egg Farmers of Ontario will continue to develop and execute marketing and communication programs that demonstrate egg and pullet farm families' commitment to hen care, using a shared values approach.
 - ✓ The 2018 *Who Made Your Eggs Today?* campaign featured four new families being introduced to Ontario consumers via out-of-home executions (billboard and transit), print ads and digital initiatives.
 - ✓ Egg Farmers of Ontario staff continue to develop the framework for various executional tactics as part of the *Consumer Choice Engagement Strategy* through the development of the *Egg Quality Assurance* program.
 - ✓ Egg Farmers of Ontario continued to refine our social media strategy for 2018, featuring profiles of Ontario egg and pullet farmers, initiatives egg farmers were involved in/supported, engaging content about animal care and egg quality, as well as recipes and the versatility of eggs.
 - ✓ Egg Farmers of Ontario continued to promote our online question portal as an opportunity for consumers to ask their questions about egg farmers, egg farming and eggs and have them answered by industry experts.
 - ✓ Two Egg Ambassador training sessions were held in Ingersoll and Brockville in early 2018, focusing on using shared values to engage with consumers.

- To support the development of a national traceability system.
 - Egg Farmers of Ontario will work with stakeholders nationally to support the development of a national traceability system for eggs.
 - ✓ Development of a national traceability system is ongoing, with the potential to be complementary to the *Egg Quality Assurance* program.
- To promote nutritional and environmental standards.
 - Egg Farmers of Ontario will continue with the execution of a multi-year nutrition strategy, targeting consumers and health professionals.
 - ✓ Throughout 2018, Egg Farmers of Ontario worked with two registered dietitians to develop and execute the first year of our nutrition strategy.
 - ✓ Digital content was developed and shared, including monthly social media posts, six articles/blogs and ten videos.
 - ✓ Four new nutrition-based resources (two infographics, one adult brochure and one youth brochure) were developed and distributed.
 - ✓ Two media tours were conducted – one in the spring and one in the fall – to highlight protein-packed meals and the versatility of eggs.
 - Egg Farmers of Ontario will continue to enhance its foodservice programming, directed towards foodservice operators, hotel, restaurant and institutional buyers, to encourage the use of eggs in their menu offerings in response to consumers’ desire for more wholesome, protein-rich meals.
 - ✓ Egg Farmers of Ontario continued to enhance *Egg Chef*, an online portal foodservice operators can use to create customized templates for use in their restaurants.
 - ✓ Over 100 promotions, featuring eggs, were run in various independent foodservice locations throughout 2018.
 - ✓ Five chain-wide partner promotions were executed in 2018 at Artisan’s, Dana Hospitality, Great Canadian Bagel, Hero Burger and South St. Burger.
 - ✓ Egg Farmers of Ontario worked with Tim Horton’s head office to incorporate *Get Cracking* branding in the launch of their all-day breakfast menu.
 - ✓ Egg Farmers of Ontario participated in Restaurants Canada, Sysco and the Canadian College and University Foodservice Association tradeshow to engage with distributors, operators and institutional buyers.
 - ✓ Three partnerships with institutional settings were executed in 2018 – *Food For You Locally Grown*, Halton Healthcare and *Ontario Ingredients for Success*.
- To continue to monitor and respond to public perception.
 - Egg Farmers of Ontario will continue daily media monitoring to ensure we are kept abreast of positive and negative media activity and public perceptions.
 - ✓ Daily media monitoring (traditional and social) continued, with summary emails provided on a regular basis.
 - Egg Farmers of Ontario will continue to develop and execute marketing and communication programs for a variety of audiences based on consumer research.
 - ✓ Qualitative research was conducted before, during and after the 2018 *Who Made Your Eggs Today?* campaign to gauge consumer reaction.
 - ✓ Consumer Segmentation research was conducted in 2018, with qualitative, quantitative and ethnographical phases to segment the consumer population.

- Egg Farmers of Ontario will continue to work collaboratively with independent, professional, third-party endorsers for eggs.
 - ✓ Egg Farmers of Ontario sponsored a Food Influencers Tour, in conjunction with Farm and Food Care Ontario, with a stop at an egg farm, to reach influential food writers.
 - ✓ Egg Farmers of Ontario continues to work with third-party endorsers including: Shannon Crocker (Registered Dietitian), Carol Harrison (Registered Dietitian), Fareen Samji (Canadian Women's Long Distance Drive Champion), Judy Scott Welden (Home Economist), Korey Kealey (Food Media Spokesperson) as well as other food bloggers to support our digital initiatives.
- Youreggquestions.getcracking.ca, an online question portal, will be actively promoted to continue to respond to public perceptions/questions and enhance consumer trust in our industry.
 - ✓ Egg Farmers of Ontario continued to promote our online question portal as an opportunity for consumers to ask their questions about egg farmers, egg farming and eggs and have them answered by industry experts via social media.
 - ✓ Postcards were developed to distribute at fairs to promote the online portal.
- 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 develop marketing and communication programs that support consumer choice and the launch of the *Egg Quality Assurance* program.
 - ✓ Egg Farmers of Ontario staff continue to develop the framework for various executional tactics as part of the *Consumer Choice Engagement Strategy* through the development of the *Egg Quality Assurance* program.
 - ✓ Egg Farmers of Ontario sponsored a Food Influencers Tour, in conjunction with Farm and Food Care Ontario, with a stop at an egg farm, to reach influential food writers.
 - Egg Farmers of Ontario will continue to develop and execute marketing and communication programs that demonstrate egg and pullet farm families' commitment to hen care, using a shared values approach.
 - ✓ The 2018 *Who Made Your Eggs Today?* campaign featured a pullet grower and showcased our farm families' commitment to hen care.
 - ✓ Egg Farmers of Ontario continued to expand our social media strategy to include engaging content about animal care.
 - ✓ 5 new brochures were added to Egg Farmers of Ontario's outreach program in English and French including a Microwave Egg Cooker brochure, two nutrition infographics, an adult nutrition brochure and a youth nutrition brochure. Two other brochures were revised and reprinted – *Guide to Choosing Eggs* and *Where Do Your Eggs Come From?*
 - Through the *Consumer Choice Engagement Strategy*, Egg Farmers of Ontario will continue to demonstrate our farmers' commitment to ensuring consumer choice in the egg case.
 - ✓ Egg Farmers of Ontario staff continue to develop the framework for various executional tactics as part of the *Consumer Choice Engagement Strategy* through the development of the *Egg Quality Assurance* program.
 - ✓ Egg Farmers of Ontario sponsored a Food Influencers Tour, in conjunction with Farm and Food Care Ontario, with a stop at an egg farm, to reach influential food writers.
- To work with industry stakeholders to launch the *Egg Quality Assurance* program.
 - In consultation with national and provincial industry stakeholders, Egg Farmers of Ontario will launch the *Egg Quality Assurance* program in Ontario.
 - ✓ Egg Farmers of Ontario staff continue to participate in the national *Egg Quality Assurance* program project team and communications working group.
 - ✓ Egg Farmers of Ontario staff continue to develop the framework for various executional tactics as part of the *Consumer Choice Engagement Strategy* through the development of the *Egg Quality Assurance* program.

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 our 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 *On-Farm Food Safety* and *Animal Care* programs will demonstrate that our farmers say what they do, do what they say and can prove it.
 - ✓ By the end of 2018, all Ontario egg farms will have had an internal audit completed, with one-third also having a third-party audit completed.
 - ✓ Inspections/visits are also being conducted, on an as-needed basis, to ensure farmers are camera-ready.
- 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 for fair farm pricing and its benefits to consumers and agricultural industry stakeholders.
 - ✓ Public Affairs Department initiatives promoted fair farm pricing through consumer, media and government relations activities.
 - ✓ Terminology of fair farm pricing under a supply managed system is gaining traction with elected officials and has been used by politicians in statements publicly.
 - ✓ Key messages were developed for use at supply management roundtable events, held by provincial and federal officials.
 - ✓ Egg Farmers of Ontario continued to support FarmGate5 initiatives, in collaboration with other Ontario supply-managed commodities.
 - ✓ 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 continue to implement the national *Animal Care Program*.
 - Egg Farmers of Ontario will continue to implement the national *Animal Care Program*, including third-party audits.
 - ✓ By the end of 2018, all Ontario egg farms will have had an internal audit completed, with one-third also having a third-party audit completed.

- Egg Farmers of Ontario will continue to review the revised *On-Farm Food Safety and Animal Care Program* manual to ensure that it is outcome-based and relevant.
 - ✓ The combined *On-Farm Food Safety and Animal Care Program* French manuals and records for layers were launched and distributed in January 2018, and continue to be sent out as required.
 - ✓ The combined *On-Farm Food Safety and Animal Care Program* records for pullets were launched and distributed in January 2018, in English and French, and continue to be sent out as required.
- Develop and implement an outreach strategy for maintaining our social license and trust in our product.
 - Egg Farmers of Ontario will continue to develop and execute marketing and communication programs that demonstrate egg and pullet farm families' commitment to hen care, using a shared values approach.
 - ✓ Egg Farmers of Ontario continued to refine our social media strategy for 2018, featuring profiles of Ontario egg and pullet farmers, initiatives egg farmers were involved in/supported and created engaging content about animal care and egg quality, as well as recipes and the versatility of eggs.
 - ✓ Egg Farmers of Ontario continued to promote our online question portal as an opportunity for consumers to ask their questions about egg farmers, egg farming and eggs and have them answered by industry experts.
 - ✓ Paid ads on various social media platforms were also utilized to extend the reach of the 2018 *Who Made Your Eggs Today?* campaign and social media content calendars.
 - ✓ Two Egg Ambassador training sessions were held in Ingersoll and Brockville in early 2018, focusing on using shared values to engage with consumers.
 - Through the *Consumer Choice Engagement Strategy*, Egg Farmers of Ontario will continue to demonstrate our farmers' commitment to ensuring consumer choice in the egg case.
 - ✓ Egg Farmers of Ontario staff continue to develop the framework for various executional tactics as part of the *Consumer Choice Engagement Strategy* through the development of the *Egg Quality Assurance* program.
 - ✓ Egg Farmers of Ontario sponsored a Food Influencers Tour, in conjunction with Farm and Food Care Ontario, with a stop at an egg farm, to reach influential food writers.
 - Egg Farmers of Ontario will continue to seek out new opportunities that create strong connections between egg and pullet farm families and their communities.
 - ✓ The 2018 *Who Made Your Eggs Today?* campaign featured four new families being introduced to Ontario consumers via out-of-home executions (billboard and transit), print ads and digital initiatives.
 - ✓ Egg Farmers of Ontario launched the Farm Family Information cards program. Postcards were created and distributed for eight different farm families.
 - ✓ The *Local Initiatives Policy* 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 coordinated farmer-manned exhibits at the Canadian National Exhibition, Western Fair, International Plowing Match and the Royal Agricultural Winter Fair.
 - ✓ Egg Ambassador Alisha Van Humbeck attended 25 fairs and agricultural education events throughout the year.
 - ✓ The *Zone Request Program* was developed to help facilitate Zone-initiated exhibits at local fairs and events, using the small education trailer. In 2018, the program was used for eight Zone fairs and events.
 - ✓ Through the Zone Sponsorship fund, \$150,000 was used across the 10 Zones in the province to fund local, grassroots initiatives.

- Egg Farmers of Ontario will develop marketing and communication programs that support consumer choice and the launch of the *Egg Quality Assurance* program.
 - ✓ Egg Farmers of Ontario staff continue to participate in the national *Egg Quality Assurance* program project team and communications working group.
 - ✓ Egg Farmers of Ontario staff continue to develop the framework for various executional tactics as part of the *Consumer Choice Engagement Strategy* through the development of the *Egg Quality Assurance* program.
- Egg Farmers of Ontario will continue to develop our partnership with Student Nutrition Ontario.
 - ✓ Egg Farmers of Ontario executed the final year of our original three-year partnership with Student Nutrition Ontario. Over the three years, over 1,414,996 eggs were served to approximately 71,000 students in the program. This is a 149 per cent increase in egg consumption since the partnership began.
 - ✓ Egg Farmers of Ontario's partnership was extended by one year, while a new program is in development.
- Egg Farmers of Ontario will actively engage with the Ontario Association of Food Banks through 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 4,500 dozen eggs were donated as part of an Ontario Public Service food bank event in April 2018.
 - ✓ 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.
- Investigate options that could provide access to and awareness of wellness and mental health resources for the egg community.
 - Egg Farmers of Ontario will investigate the current state of wellness and mental health resources and work to provide awareness and access to these resources within the egg community.
 - ✓ **Work on this work plan prompt was not completed and will be given high priority in the 2019 plan.**

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).
- To examine the frequency of Zone and Councillor meetings and review the need for more frequent general farmer meetings.
 - Egg Farmers of Ontario will continue to review the frequency of farmer meetings and adapt to meet the needs of our industry.
 - ✓ Each Board Director worked closely with their farmers to determine the frequency of Zone and Councillor meetings, in addition to their Zone annual and summer meetings.

- ✓ Two pullet quota holder information sessions were held in September in Cambridge and Brockville.
- Egg Farmers of Ontario will conduct *On-Farm Food Safety* and *Animal Care Program* Manual Information Sessions to assist farmers with the revised programs.
 - ✓ Information sessions were held, in conjunction with Zone Annual Meetings, to ensure farmers understood the program changes and record requirements.
- To ensure zone meetings continue to meet the needs of our farmers.
 - Where possible, pertinent information will be sent out in advance of meetings to allow more time for discussion during the meetings.
 - ✓ Pertinent information continues to be sent to farmers in advance of meetings, as appropriate.
- To provide the opportunity for farmers to participate in Egg Farmers of Ontario activities and initiatives.
 - Egg Farmers of Ontario will nominate two farmers to participate in the national *Young Farmers Program*.
 - ✓ Two young farmers were nominated for 2018, representing Zones 3 and 8.
 - Egg Farmers of Ontario will invite past *Young Farmers Program* participants to present their experience and key learnings at the Egg and Pullet Farmers' Workshop and/or Annual General Meeting.
 - ✓ 2017 Young Farmers Program participants from Zones 4 and 9 presented at Egg Farmers of Ontario's 2018 Annual General Meeting.
 - Egg Farmers of Ontario will invite selected young farmers to participate in the annual Member of Provincial Parliament Omelette Breakfast.
 - ✓ Four young farmers participated in the 2018 Member of Provincial Parliament Omelette Breakfast on December 4.
- 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 continue to provide opportunities for farmers to express their ideas, comments and suggestions through open sessions at the Annual General Meeting and Egg and Pullet Farmers' Workshop.
 - ✓ Open sessions were held at Egg Farmers of Ontario's 2018 Annual General Meeting as well as at the Egg and Pullet Farmers' Workshop for farmers to express their ideas, comments and suggestions.
 - ✓ Question boxes were provided at the Annual General Meeting and attendees were encouraged to submit questions which were addressed during the open sessions.
 - ✓ 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.
 - Egg Farmers of Ontario's Board of Directors will continue to be available to address any questions and comments, by posting their contact information in *Cackler* (the monthly newsletter) and on our website.
 - ✓ Board Director contact information is included in each issue of *Cackler* and is always available on our website at: www.getcracking.ca/board-of-directors.
 - Egg and pullet farmers are encouraged to be part of the policy development process by discussing with staff or sending correspondence to committees that will better assist the development of new policies or make changes to current policies that will help ensure Egg Farmers of Ontario's policies are supporting the requirements of an evolving industry.
 - ✓ Egg Farmers of Ontario actively engaged in farmer consultation with respect to Pullet Leasing Pool Policy development.

- ✓ Egg Farmers of Ontario held a session at the 2018 Egg and Pullet Farmers' Workshop to discuss revisions to the Quota Transfer System for 2019. Farmers not in attendance were encouraged to submit suggestions and comments to the Board office.
- 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.
 - ✓ All Egg Team members completed DISC Personal Profile Assessments to help build team dynamics.
 - ✓ Egg Farmers of Ontario initiated re-establishment of the Egg Industry Advisory Committee.
- To improve Egg Farmers of Ontario's internal working processes and accountabilities.
 - All Board of Directors will be provided committee meeting information in advance of meetings so that any Board of Director concerns can be brought to committee members and addressed in a timely manner.
 - ✓ Pertinent information continued to be provided to Board Directors in advance of Board and Committee meetings.
 - Egg Farmers of Ontario's technical support team will work with staff to continue to maintain and improve the integrity of the Flock Management System.
 - ✓ 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 maintain the Flock Management System database so farmers can rely on it for timely and accurate information, or contact the Board office for clarification.
 - ✓ Discussion began with HLB System Solutions to develop an online report to submit Quota Transfer System sell and buy bids.
- To continue staff training, based on a needs and competency analysis, to satisfy present and future requirements of each position.
 - Staff training will continue to be available to all staff members, with each department having a budget allocation for staff development.
 - ✓ 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.
 - ✓ All Egg Team members completed DISC Personal Profile Assessments to help build team dynamics.
 - ✓ Egg Farmers of Ontario Inspectors have completed HACCP training and an NSF auditing course.
 - Egg Team Members will be encouraged to seek out educational courses that will encourage growth within their position and/or the organization.
 - ✓ 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.
 - ✓ All Egg Team members completed DISC Personal Profile Assessments to help build team dynamics.

- Egg Farmers of Ontario will continue to encourage staff training, such as health and safety certification training for new Health and Safety Committee members.
 - ✓ 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.
 - ✓ 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.
- To maintain a robust performance review system for both Board Members and staff.
 - An annual Board and General Manager review session, led by a third-party consultant, will continue.
 - ✓ A Board Governance Committee was created to seek a new third-party consultant and process for the Board/Director annual review.
 - A new Egg Team member performance review process will be developed and implemented.
 - ✓ A new Egg Team member performance review process is currently under review.
- To ensure Egg Farmers of Ontario has and can use the most timely and accurate information.
 - Egg Farmers of Ontario will continue to link available data from a variety of sources into a more robust and insightful communications tool using the Flock Management System database.
 - ✓ 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 maintain 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 continue to ensure Board Members and staff are given the opportunity to attend governance training sessions, as required.
 - ✓ Egg Farmers of Ontario's solicitor Rob Wilson provided a brief annual orientation session, focusing on confidentiality and the Board of Directors' roles and responsibilities; staying within Egg Farmers of Ontario's legal mandate. The Board of Directors Functions section from Egg Farmers of Ontario's Governance Policy was provided including Board roles/responsibilities and Director accountabilities. The Directors were reminded of Egg Farmers of Ontario's 'Non-Disclosure and Confidentiality Agreement' which all endorsed remain in effect and on file.
- To prioritize communication and relationships with all industry stakeholders and members of the egg industry supply chain.
 - Egg Farmers of Ontario will continue to provide farmers and industry communication opportunities at the Annual General Meeting and Egg and Pullet Farmers' Workshop open sessions.
 - ✓ Open sessions were held at Egg Farmers of Ontario's 2018 Annual General Meeting as well as at the Egg and Pullet Farmers' Workshop for farmers to express their ideas, comments and suggestions.
 - ✓ Question boxes were provided at the Annual General Meeting and attendees were encouraged to submit questions which were addressed during the open sessions.
 - Egg Farmers of Ontario will encourage participation at farmer and industry meeting to continue to build relationships.
 - ✓ Egg Farmers of Ontario staff continue to be encouraged to attend farmer and industry meetings to build relationships.

- Egg Farmers of Ontario's Board of Directors will continue to be available to address any questions and comments, by posting their contact information in *Cackler* (the monthly newsletter) and on our website.
 - ✓ Board Director contact information is included in each issue of *Cackler* and is always available on our website at: www.getcracking.ca/board-of-directors.
- Egg Farmers of Ontario will continue to execute promotion programs with Ontario graders and improve industry relations.
 - ✓ Egg Farmers of Ontario staff worked with Burnbrae Farms to refresh some of their online content (with recipes and farmer images).
 - ✓ Ontario graders were involved with the development and subsequent results presentation for the Consumer Segmentation research conducted in 2018.
 - ✓ In conjunction with Egg Farmers of Canada, staff worked with graders to execute an in-store program for World Egg Day.
 - ✓ Egg Farmers of Ontario provided both Burnbrae Farms and Gray Ridge Egg Farms promotional material for use at tradeshow they were attending, as well as providing literature for Nutri-Groupe's staff training and events at their Kitchener facility.