

Egg Farmers of Ontario

2019 BUSINESS PLAN

MISSION

We provide customers with a supply of safe, high-quality eggs at a fair price and a return to egg and pullet farmers achieved through fair farm pricing, within a stable national supply management system.

MEANS OF DELIVERY

Egg Farmers of Ontario:

- manages pullet and laying hen production within national guidelines;
- manages the production and pricing of eggs through a cost of production system; and
- stimulates the market's demand for eggs through innovation, research and promotion.

VALUES

Egg Farmers of Ontario believe in:

- The national supply management of eggs as the best means to ensure the viability, sustainability and strength of our industry for future generations.
- Serving the egg and pullet farmers of Ontario effectively.
- Providing policies that are equitable and transparent that encourages more efficient and better quality production to meet domestic market requirements.
- Sustaining high-quality personnel to ensure efficient and effective operation of our organization.
- Establishing and maintaining professional relationships with all stakeholders in our industry.
- Providing supportive leadership to other supply-managed boards and all agricultural organizations.
- Respecting the integrity and professionalism expected of our staff as they meet the needs of our members.
- Supplying a safe and high-quality product at a fair price to consumers.
- Ensuring informed consumer choice of eggs produced humanely in Ontario's variety of approved housing systems.
- Shared values as the best way to build relationships and support among all stakeholders.

VISION TO 2020

- We will promote fair farm pricing as an effective alternative to defending supply management, in support of the viability of the national and provincial systems.
- We will enhance our leadership role in policy, communications, programs and practices.
- We will continue to be known as a strong, effective and stable farm organization by being sensitive to market fluctuations and by listening and responding to changing consumer demands.
- We will have participated effectively in mechanisms to respond earlier to market demands through a more proactive allocation process.
- We will be recognized as a socially responsible, farmer-run organization through our mandatory on-farm food safety programs and through our concern for a sustainable environment.
- We will be supplying our egg customers with the eggs they require (processing and table markets) by being sensitive to market fluctuations and by listening and responding to changing consumer demands.

- We will have farmers see the benefit of enforcing rules and regulations in an open and transparent fashion.
- We will be trusted by consumers as leaders in the care and protection of animals.
- We will continue to be actively involved in our local communities.
- We will be managing a successful transition to the next generation of egg and pullet farmers by creating and sustaining a business environment where generational transition support for new entrants/farmers will lead to viable, sustainable and profitable operations.
- We will work with supply chain partners to maintain confidence in eggs from all approved housing systems to maintain consumer choices, affordability and sustainability for the benefit of all market participants.

ENVIRONMENTAL SCAN

TRENDS IN EGG FARMERS OF ONTARIO'S BUSINESS ENVIRONMENT

INTERNATIONAL TRENDS

- Egg farmers around the world will continue to struggle to obtain their cost of production from the market place.
- Price of feed inputs will continue to be volatile and impact consumers' choices.
- Countries will continue to struggle with animal welfare issues and associated housing transition issues related to managing and matching consumer demand for egg types in their own marketplaces.
- Animal activists will continue to exert pressure at the retail and government levels.
- There will be a continuing need to dispel the myth that fair farm pricing stands in the way of achieving international trade agreements and to work with government to stop the use of the system as a bargaining chip.
- Eggs will be seen as a good source of high-quality protein in developed and developing countries.
- Conversations related to genetically modified products, primarily in relation to identification and labeling, will be ongoing.
- The ratification process for the *Comprehensive and Progressive Agreement for Trans-Pacific Partnership* (CPTPP) will need to be monitored.
- The agreement in principle for the *United States-Mexico-Canada Agreement* (USMCA) will require further analysis, pending review of details in the final text. A major concern for the sector will be providing input on the allocation and administration of the new Tariff Rate Quotas to make sure the sector can manage the increased access smoothly to ensure market disruptions are minimized.
- The tariff wars started by the United States to pressure a wide variety of trading partners will continue to have a destabilizing effect in the world economy.
- Monitoring the impact and implementation details of the *Comprehensive Economic and Trade Agreement* (CETA) ratification.
- World Trade Organization multi-lateral negotiations are expected to stagnate and smaller group or bilaterals will continue to be the focus of trade negotiations.
- American egg market increases in free run and aviary egg production will continue to disrupt the egg market, since the shifts in hen housing are not matched by consumer demand.

NATIONAL AND PROVINCIAL TRENDS

- There is an urgent need to continue to make progress in filling domestic markets, thereby reducing American egg imports as the sector works towards achieving allocations on a forward-forecasting basis rather than lagging actual market needs.
- Pullet Growers of Canada will continue to work towards developing a national plan for pullets within existing provincial and national systems.
- Need to continue to respond to issues together with National Farm Products Council.

- Avian Influenza vigilance is the new normal for all poultry farmers.
- Phasing out of conventional housing continues across Canada.
- The Retail Council of Canada, whose members market about 60 per cent of shell egg production, voluntary commitment to source “cage-free” eggs by the end of 2025.
- Foodservice restaurant chains make independent commitments to source “cage-free” eggs on a variety of timelines.
- Egg Farmers of Ontario’s multi-year *Consumer Choice Engagement Strategy* to support the acceptance of humane egg production achieved in all production styles included in the new code will continue to be pursued under Egg Farmers of Canada’s *Egg Quality Assurance* program’s launch in early 2019.
- Increased transparency about egg farmers’ focus on excellent hen care will continue to be featured in outreach to consumers at public events and with resources, including online videos.
- Egg Farmers of Ontario will continue to develop relationships with the new provincial government, as a result of the June 2018 provincial election.
- Looking ahead to the 2019 Ontario federal election cycle, increased government relations efforts will be required.
- Attention will be needed regarding the renewal process for the *Federal Provincial Agreement*.
- Gender identification technology continues to be scaled up for commercial use with prototype installation in Ontario hatcheries.
- Increased interest and demand for use of Egg Farmers of Ontario’s carbon dioxide depopulation expertise will continue.
- Egg Farmers of Ontario will continue to encourage our farmers to remain active politically, by reinforcing the benefits of fair farm pricing, achieved through a supply-managed system.
- There will be continued interest in urban backyard flocks and farm gate sales based on the misperception and myths that these eggs are fresher and better than commercially produced eggs.
- Loss leader pricing will continue to have an impact on retail pricing and volume.
- Cross-border shopping for staples such as milk, cheese and eggs will continue.
- Pricing and egg production types for eggs sold into the processing sector will be challenging.
- Social media will continue to grow in importance and as a source of marketing influence and information, across a growing cross-section of consumers.
- *On-Farm Food Safety and Animal Care* program third-party audits will continue to be rolled out across Ontario in 2019.
- Egg Farmers of Ontario must be prepared to deal with supplying significant volumes to egg retailers, wholesalers and foodservice operators that are not Retail Council of Canada members and will be in a position to sell significantly less expensive eggs during the remainder of the phase out of conventional housing beyond 2025.
- Egg Farmers of Ontario recognizes the different competitive market positioning of eggs by the full range of egg buyers in Ontario. Retail Council of Canada members’ current sales represent about 60 per cent of shell egg sales and the buyers of the other 40 per cent of shell egg sales – and the almost 30 per cent of total egg sales that go into non-shell markets – have a wide range of differing competitive positioning on this issue.
- A coordinated approach, including egg graders and their customers, will be implemented to support the roll out the *Egg Quality Assurance* program.
- Health Canada’s release of a new food guide, scheduled for early 2019, will need to be monitored, to deal with the revision’s new focus on plant-based sources of protein, eating more vegetables, fruit and whole grains.
- Egg Farmers of Ontario will work with retailers to continue to offer choice in the egg case.

2019 KEY RESULT AREAS FOR EGG FARMERS OF ONTARIO

Key result areas are those areas where Egg Farmers of Ontario must be successful in order to be true to its mission and values. The following are the six key result areas for 2019 emerging from the overall priorities.

These key result areas become the focus of department work plans by Egg Farmers of Ontario staff. Kindly note that all of these key result areas constitute priorities for Egg Farmers of Ontario; therefore, they are not set in order of importance.

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

- Management of internal and external challenges and opportunities

KEY RESULT AREA 2: MANAGING THE EGG AND PULLET SUPPLY

- Emergency preparedness; flock placement; mortality allowance

KEY RESULT AREA 3: PROMOTING THE FARM FAMILY

- Telling the farm family's story; informing consumers of farmers' top priority of animal care

KEY RESULT AREA 4: PROMOTING THE PRODUCT

- Promoting the goodness of eggs; dispelling the myths about eggs and egg production; launching of the *Egg Quality Assurance* program

KEY RESULT AREA 5: PRACTICING SOCIAL RESPONSIBILITY

- A commitment to integrate social concerns related to eggs and egg and pullet farming into Egg Farmers of Ontario's values, culture, decision-making, strategy and operations

KEY RESULT AREA 6: ENSURING GOOD GOVERNANCE

- Flexibility; evolution; successful ability of Egg Farmers of Ontario to respond to changing business environments; communication with stakeholders

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.

The focus of this key result area is:

- Changing the optics and vocabulary surrounding supply management to that of fair farm pricing, achieved through a system of supply management;
- Continuing to find solutions in the face of evolving political agendas provincially, nationally and internationally (e.g., *United States-Mexico-Canada Agreement*, *Comprehensive and Progressive Agreement for Trans-Pacific Partnership*, etc.);
- Working with all levels of government;
- Monitoring international trade outcomes;
- Working towards the establishment of a national plan for pullet production within existing structures; and
- Managing other internal and external challenges.

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 proactively engage in programs and initiatives that support fair farm pricing and its benefits to consumers and stakeholders.
- 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 to engage with consumers and stakeholders in support of fair farm pricing.
- 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 create opportunities to engage with consumers about the importance of supply management and fair farm pricing.
 - Egg Farmers of Ontario will align itself with other groups supportive of supply management and fair farm pricing to amplify messaging and initiatives.
- To seek continuous support for fair farm pricing from all levels of government.
 - Egg Farmers of Ontario will continue to capitalize on opportunities for ongoing dialogue with all levels of government to ensure support for fair farm pricing is maintained.
- To continue to build relationships with elected officials at all levels of government.
 - Egg Farmers of Ontario will reach out to newly elected/re-elected Members of Parliament after the 2019 federal election.
 - 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 and animal care).

- To monitor the ratification processes for the tentative *Comprehensive and Progressive Agreement for 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 continue to monitor discussions and developments regarding trade agreements taking place to keep abreast of potential impacts to our egg and pullet farmers.
- To monitor the ratification process for the *United States-Mexico-Canada Agreement* and work to provide stakeholder input on the allocation and administration of the new Tariff Rate Quotas to make sure the sector can manage the increased access smoothly to ensure market disruptions are minimized.
 - In cooperation and coordination with Egg Farmers of Canada, Egg Farmers of Ontario will support and communicate the position of stakeholders in the sector on how to manage allocation and administration changes mandated by the *United States-Mexico-Canada Agreement* to government decision-makers at the provincial and national level.
- 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.
 - Egg Farmers of Ontario will provide monthly analytics on imported eggs by production types.
- To respond to increased market demand on an ongoing basis.
 - Egg Farmers of Ontario will 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 will provide monthly fact-based analytics on its ability to supply the table market with Ontario eggs.
- 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 continue to develop relationships with global industry counterparts and stakeholders.
- 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 all egg and pullet farmers and that foster a business environment based on accessibility, traceability and transparency.
 - Egg Farmers of Ontario will ensure Quota Transfer System policy development will include objectives focused on new entrants and farm succession planning.
- 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.

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.

The focus of this key result area is:

- Ensuring a reliable supply of eggs to consumers (i.e., table and processing markets);
- Further development of business through the leveraging of research dollars;
- Ensuring emergency preparedness in response to disease outbreaks; and
- Supporting pullet growers as they explore the opportunities as outlined in the *Agricultural Products Marketing Act* legislation.

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 will continually monitor pullet utilization to ensure the pullet growers' production quotas remain relative to the demand for layer hens.
- 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.
- To monitor and minimize the need for supplemental imports.
 - Egg Farmers of Ontario will monitor current programs to ensure that seasonal demands are met and the maximum number of hens are utilized within the province.
 - Egg Farmers of Ontario will provide periodic analytics on layer production utilization, hen inventory and 52-week rolling averages.
- Work with the federal government and industry stakeholders on allocation and administration of the new Tariff Rate Quotas to ensure the sector can manage the increased access smoothly and ensure market disruptions are minimized.
 - In cooperation and coordination with Egg Farmers of Canada, Egg Farmers of Ontario will support and communicate the position of stakeholders in the sector on how to manage allocation and administration changes mandated by the *United States-Mexico-Canada Agreement* to government decision-makers at the provincial and national level.
- Work with graders and the provinces regarding non-trade barriers (animal care and on-farm food safety) to ensure consumer confidence is maintained.
 - Egg Farmers of Ontario will implement a communication process with graders to identify farmers not meeting on-farm food safety and animal care requirements or having facilities that are not camera ready.
- 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 with Egg Farmers of Canada to take action on their ability to collect marketing levies on imported product.
 - Egg Farmers of Ontario will work in coordination with Egg Farmers of Canada to support getting the necessary government and/or regulatory actions needed to facilitate the collection of marketing levies on egg imports.

- To continue to work with all Canadian egg industry stakeholders to work towards the elimination of supplemental imports.
 - Egg Farmers of Ontario will make full use of available programs, policy and administrative tools to ensure the domestic egg market is filled by production from Canadian egg farms and eliminating supplemental imports to the maximum extent possible.
- To continue to review annually the criteria for the *Layer Leasing Pool*.
 - Egg Farmers of Ontario will continue to monitor the *Layer Leasing Pool*, 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.
- 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 conduct regular inspections and communicate with farmers on the importance of meeting program requirements.
- 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 database.
 - Egg Farmers of Ontario will establish a working group 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.
 - Egg Farmers of Ontario will develop an Information Technology Strategy, focusing on leveraging the current conversion of the Flock Management System to deliver digital synergies.
- 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 continue to review animal care practices currently in our program, make any program changes required once a year, and communicate all changes to farmers in advance of the effective date.
- Continue to explore opportunities to build upon our investment in research projects.
 - Egg Farmers of Ontario will continue to seek additional opportunities to collaborate with other groups to enhance our research investment to benefit the industry beyond on-farm production research.
 - Egg Farmers of Ontario will continue to receive summaries and findings to date on current projects.
- 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 refine its on-farm depopulation protocols in response to training, simulations and scientific evidence.
 - Egg Farmers of Ontario will continue to have staff active members of the Feather Board Command Centre and Agricultural Response Materials Management Incorporated to ensure our response programs are coordinated and operate effectively.
 - 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.
 - Egg Farmers of Ontario will continue to offer training and opportunities to participate in simulated responses to be prepared in case of emergencies.
 - Egg Farmers of Ontario will expand our protocols to include small barn/smaller bird number depopulations based on new equipment acquired.

- To anchor correct emergency response procedures through practice and education to farmers.
 - Egg Farmers of Ontario will continue to provide information and resources to assist farmers enhance their biosecurity procedures to minimize the risk of a foreign animal disease impacting the egg and pullet supply.
 - Egg Farmers of Ontario will continue to support the Feather Board Command Centre communications when a disease or potential emergency may be a threat.
- To support the implementation of a National Pullet Agency, including production controls.
 - Egg Farmers of Ontario will continue to support the efforts of Pullet Growers of Canada
- 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.
 - Egg Farmers of Ontario will develop marketing and communication programs that support the launch of the *Egg Quality Assurance* program.
- To work with Egg Farmers of Ontario's Flock Verification Committee to deal with issues arising out of the changing verification needs connected with the increases in alternative housing systems.
 - Egg Farmers of Ontario will implement committee recommendations to change how flock verifications are conducted.
- Work to have our farmers include camera ready status as an integral part of the conditions established for marketing eggs and pullets.
 - Egg Farmers of Ontario will continue to work with farmers to ensure they are camera ready, with management following up, as required.
- To work with hatcheries to coordinate an even distribution of hens.
 - Egg Farmers of Ontario will work with industry and hatcheries to identify and address challenges to coordinating an even distribution of hens.
 - Egg Farmers of Ontario will provide quarterly analytics on bird placements and quota distribution, by home week, and share this data with hatcheries at business review meetings at least twice per year.
 - Egg Farmers of Ontario will establish guidelines and criteria to support staff recommendations for Board approved changes in home weeks.
- Monitor the operation of the *Home Week Policy* to ensure orderly placements to meet all grader and consumer demands.
 - Egg Farmers of Ontario will work with industry and hatcheries to identify and address challenges to coordinating an even distribution of hens.
 - Egg Farmers of Ontario will provide periodic analytics on bird placements and quota distribution, by home week, and share this data with hatcheries at business review meetings.
 - Egg Farmers of Ontario will establish guidelines and criteria to support staff recommendations for Board approved changes in home weeks.
- Conduct a review of the operation of the Quota Transfer System and develop options to ensure its viability with respect to fair access and transparency. This process began with a review of the Quota Transfer System in the final quarter of 2018 and input from a consultation session at the Egg and Pullet Farmers' Workshop was used to develop potential changes, to be effective in 2019.
 - Egg Farmers of Ontario will develop an internal work plan to review the Quota Transfer System, based on agreed upon goals and objectives.

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.

The focus of this key result area is:

- Continue to build on the understanding that every egg and pullet farm in Ontario has a farm family.
- Continue to foster the public's appreciation of and trust in Ontario's egg and pullet farmers.

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 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 will develop and execute marketing and communication programs that demonstrate our farmers' commitment to ensuring consumer choice in the egg case.
- To introduce Ontario egg and pullet farm families into consumer social networks (online, community events, etc.).
 - Egg Farmers of Ontario will continue to refine an engaging and robust social media strategy across multiple social media channels, focusing on Ontario egg and pullet farm families.
 - Egg Farmers of Ontario will initiate new opportunities that create strong connections between egg and pullet farm families and their communities.
- 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.
 - Egg Farmers of Ontario will continue to implement outreach initiatives that support egg and pullet farm families to "tell their story".
 - Egg Farmers of Ontario will initiate new opportunities that create strong connections between egg and pullet farm families and their communities.
 - Egg Farmers of Ontario will seek opportunities to showcase next generation farmers in marketing and communication programs.
- 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.
- 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.
- Continue to make sure the next generation and new entrants are part of our story.
 - Egg Farmers of Ontario will seek opportunities to showcase next generation farmers in marketing and communication programs.
 - Egg Farmers of Ontario will support next generation farmers to engage with consumers and industry stakeholders.

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).

The focus of this key result area is:

- Promoting the goodness of eggs (protein, safe, healthy and good value);
- Dispelling the myths about eggs and egg production;
- Launching of the *Egg Quality Assurance* program; and
- Continue to build support and understanding with retail and foodservice providers to maintain choice in the market place.

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 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 will develop and execute marketing and communication programs in support of the launch of the *Egg Quality Assurance* program.
- Inform consumers through transparency about egg production and farm practices.
 - Egg Farmers of Ontario will develop and execute marketing and communication programs that demonstrate egg and pullet farm families' commitment to hen care, using a shared values approach.
- To support the development of a national traceability system.
 - Egg Farmers of Ontario will continue to provide unique identification codes for Ontario facilities.
- To promote nutritional and environmental standards.
 - Egg Farmers of Ontario will continue to execute a multi-year nutrition strategy, targeting consumers and health professionals.
 - 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' increased desire for more wholesome, protein-rich meals.
 - Egg Farmers of Ontario will develop communication initiatives in response to the release of the revised Food Guide.
- To continue to monitor and respond to public perception.
 - Egg Farmers of Ontario will continue daily media monitoring to ensure we keep abreast of positive and negative media activity and public perceptions.
 - Egg Farmers of Ontario will continue to develop marketing and communication programs for a variety of audiences based on in-depth consumer research.
 - Egg Farmers of Ontario will work collaboratively with independent, professional third-party endorsers of eggs.
 - Youreggquestions.getcracking.ca, our online question portal, will be actively promoted to respond to consumer perceptions and questions in support of maintaining our farmers' social license.

- 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 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 will develop and execute marketing and communication programs in support of the launch of the *Egg Quality Assurance* program.
- To work with industry stakeholders to launch and promote the *Egg Quality Assurance* program.
 - Egg Farmers of Ontario will work with industry stakeholders to execute the launch of the *Egg Quality Assurance* program in Ontario.
- Egg Farmers of Ontario supports a balanced diet, which includes animal protein. As such, we will monitor the launch of the revised Canada's Food Guide and respond accordingly.
 - Egg Farmers of Ontario will develop communication initiatives in response to the release of the revised Food Guide.

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.

The focus of this key result area is:

- Committing to integrate social concerns related to eggs and egg and pullet farming into Egg Farmers of Ontario's values, culture, decision-making, strategy and operations as a way of doing business that builds long-term stakeholder trust in Ontario's egg industry.

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 Vision to 2020.
- Egg Farmers of Ontario will align itself with other groups supportive of fair farm pricing.
 - Egg Farmers of Ontario will align itself with other groups supportive of supply management and fair farm pricing to amplify messaging and initiatives.
 - Egg Farmers of Ontario will actively engage in initiatives that demonstrate support for fair farm pricing and its benefits to consumers and agricultural industry stakeholders.
- To continue to implement the national *Animal Care Program*.
 - Egg Farmers of Ontario will continue to review animal care practices currently in our program, make any program changes required once a year, and communicate all changes to farmers in advance of the effective date.

- Develop and implement an outreach strategy for maintaining our social license and trust in our product.
 - Egg Farmers of Ontario will 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 will develop and execute marketing and communication programs in support of the launch of the *Egg Quality Assurance* program.
 - Egg Farmers of Ontario will seek out new opportunities that create strong connections between egg and pullet farm families and their communities.
 - Egg Farmers of Ontario will continue to develop our partnership with Student Nutrition Ontario.
 - Egg Farmers of Ontario will actively engage with the Ontario Association of Food Banks through continuation and promotion of the *Egg Donation Program*.
- 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.
- Egg Farmers of Ontario will seek opportunities to promote egg production efficiency, sustainability and the environmental impact of various housing systems.
 - Egg Farmers of Ontario will develop and execute marketing and communication programs that demonstrate egg and pullet farm families' commitment to hen care, using a shared values approach.

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.

The focus of this key result area is:

- Ensuring the successful ability of Egg Farmers of Ontario to respond to changing environments;
- Ensuring the appropriate infrastructure is in place to support the mission and priorities of Egg Farmers of Ontario; and
- Continuing the improvement of Egg Farmers of Ontario's robust strategic business planning process.


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 Board Members will solicit feedback from farmers and other stakeholders throughout the year and bring feedback to Board meetings, as appropriate.
- To examine the frequency of Zone and Councillor meetings and review the need for more frequent general farmer meetings.
 - Egg Farmers of Ontario will review the frequency of meetings and adapt to meet the needs of our farmers.

- To ensure Zone meetings continue to meet the needs of our farmers.
 - Egg Farmers of Ontario will, where possible, send out information in advance to allow more time for discussion during meetings.
- To provide the opportunity for farmers to participate in Egg Farmers of Ontario activities and initiatives.
 - Egg Farmers of Ontario will nominate young farmers to participate in the national Young Farmer Program and invite past participants to present their experience and key learnings at the Annual General Meeting and/or the Egg and Pullet Farmers' Workshop.
 - Egg Farmers of Ontario will invite selected young farmers to participate in the annual Member of Provincial Parliament Omelette Breakfast and other events, as appropriate.
- To continue to ensure key ideas from farmers reach the Board Members in writing so they can be considered at Board meetings.
 - Egg Farmers of Ontario will provide opportunities for farmers to express their ideas, comments, questions and suggestions through open sessions at the Annual General Meeting and Egg and Pullet Farmers' Workshop.
 - Egg Farmers of Ontario's Board of Directors will be available to address any questions and comments by posting their contact information on our website and in the monthly newsletter.
- 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 capabilities to ensure that we are positioned to effectively meet the needs of our farmers and the industry.
- To improve Egg Farmers of Ontario's internal working processes and accountabilities.
 - Egg Farmers of Ontario will distribute committee meeting information to all Board of Directors in advance, so concerns can be brought to committees and addressed in a timely manner.
- To continue staff training, based on a needs and competency analysis, to satisfy present and future requirements of each position.
 - Egg Farmers of Ontario provides opportunities for training to all staff and is budgeted for as part of the annual budget development process.
 - Egg Farmers of Ontario will continue to encourage staff training, such as health and safety certification, for new committee members.
- To improve succession planning for the position of the General Manager.
 - Egg Farmers of Ontario will review the *Governance Policy* with respect to protocols identified in *Schedule 9*.
- To maintain a robust performance review system for both Board Members and the General Manager.
 - Egg Farmers of Ontario will conduct an annual Board of Directors and General Manager review session, led by a third-party.
- 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 communication tool through the Flock Management database.
- 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 Board Members are given the opportunity to attend governance training sessions, as required.
 - Egg Farmers of Ontario's *Governance Policy* will be distributed to new and returning Directors at the start of their term of office (April).

- To prioritize communication and relationships with all industry stakeholders and members of the egg industry supply chain.
 - Egg Farmers of Ontario will continue to share consumer research and marketing objectives with Ontario graders in order to build relationships and opportunities for marketing partnerships.
 - Egg Farmers of Ontario's Board of Directors will continue to be available to address questions and comments, by posting their contact information in *Cackler* and on our website.
 - Egg Farmers of Ontario will provide farmers and industry communication opportunities at the Annual General Meeting and Egg and Pullet Farmers' Workshop open sessions.
 - Egg Farmers of Ontario will encourage participation at farmer and industry meetings to continue to build relationships.
- To continue the reactivation of a formal Egg Industry Advisory Committee to respond to the Farm Products Marketing Commission's encouragement to all marketing boards to set up and make use of stakeholder advisory committees in their governance structures.
 - Egg Farmers of Ontario will appoint five members annually (at the start of the Directors' term of office each April) and be comprised of the Executive Committee and Pullet Director.
- Actively engage our farmers to participate in strategic planning process.
 - Egg Farmers of Ontario will evaluate the current strategic planning process and identify opportunities for process improvement and engaging farmers.
 - Staff will work with Board of Directors to hold specific Zone/regional meetings for future strategic planning purposes.

EFO BOARD SIGNATORIES TO THE 2019 BUSINESS PLAN


Chair, Zone 6 Director, Scott Graham

JAN 16 / 2019
Date


Vice Chair, Zone 1 Director, Scott Helps


Jan 16/2019
Date


Zone 2 Director, Dianne McComb

Jan 16 / 2019
Date


Zone 3 Director, Dan Veldman

Jan 16 / 2019
Date


Zone 4 Director, Roger Pelissero

Jan 16 / 19
Date


Zone 5 Director, Brian Miller

01/16/19
Date


Zone 7 Director, Scott Brookshaw


01/16/19
Date


Zone 8 Director, Hubert Schilling

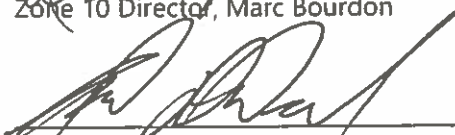
Jan 16 2019
Date


Zone 9 Director, Craig Hunter

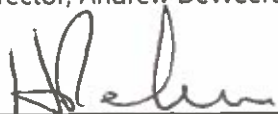
01/16/19
Date


Zone 10 Director, Marc Bourdon

Jan 16 - 2019
Date


Puffet Director, Andrew DeWeerd

Jan 16 2019
Date


General Manager, Harry Pelissero

JAN 16 / 19
Date