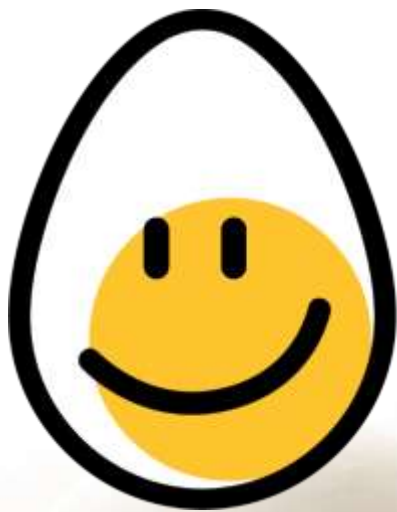


Egg Farmers of Ontario 2020 Business Plan



get cracking®
Egg Farmers of Ontario



Vision - We strive for...

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

Mission

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

Means of Delivery

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

VALUES

Egg Farmers of Ontario believes in:

1. Food Safety & Animal Care

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

2. Fair Farm Pricing System

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

3. Sustainability

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

4. Our People

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

5. Accountability

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

6. Relationships

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

7. Leadership

- Providing supportive leadership to other agricultural organizations.

FOCUS AREAS

1. Promoting a Fair Farm Pricing System

2. Managing Supply and Meeting Demand

3. Improving On-Farm Operations and Productivity

4. Maintaining Consumer Confidence and Trust

5. Ensuring Good Governance and Effective Farmer Communications

1. Promoting a Fair Farm Pricing System

OBJECTIVES:

- 1.1** Advocate for fair farm pricing achieved through a stable national supply managed system with all levels of government.
 - 1.1.1 Promote use of fair farm pricing terminology at the annual Member of Provincial Parliament Omelette Breakfast Fall 2020.
 - 1.1.2 Incorporate fair farm pricing terminology in work with SM4 nationally at the Member of Parliament Breakfast on the Hill Spring 2020.
 - 1.1.3 Incorporate fair farm pricing proof points in communications used to develop relationships with new Ontario Members of Parliament.
 - 1.1.4 Continue to incorporate fair farm pricing terminology and proof points in ongoing government relations activities (briefing notes, appearances, etc.).
- 1.2** Increase consumer understanding of the benefits of the fair farm pricing for eggs.
 - 1.2.1 Provide key messaging incorporating fair farm pricing terminology and proof points in resources for farmers' outreach activities by March 1.
- 1.3** Continue to take a leadership role in policy development and communications to support the national and provincial systems.
 - 1.3.1 Advance the use of fair farm pricing terminology with Ontario farmers.
 - 1.3.2 Advance the use of fair farm pricing terminology with government officials across all levels.
 - 1.3.3 Advance the use of fair farm pricing terminology nationally (Egg Farmers of Canada and other provinces).
 - 1.3.4 Advance the use of fair farm pricing terminology with other SM5 groups.

2. Managing Supply and Meeting Demand

OBJECTIVES:

- 2.1** To match supply with demand in meeting the need for quality pullets and eggs.
 - 2.1.1 Work closely with the national allocation system to meet market demand, minus trade commitments, in a timely manner.
 - 2.1.2 Review and analyze new forecasting tools to monitor inventory levels by program and production systems with a goal to achieve 100% utilization by 2021.

- 2.2** Conduct regular reviews of the operation of the Quota Transfer System (QTS) and ensure its viability with respect to fair access and transparency for all producers.
- 2.2.1 Review and assess input from the Egg and Pullet Farmers’ Workshop “Simplifying Our Quota System: Farmer Consultation and Review of Policies and Programs” session.
 - 2.2.2 Implement Board decisions related to Quota Transfer System on changes to programs (i.e., *Layer Leasing Pool*) and decisions to support the sustainability of smaller farmers in terms of provincial quota allotted.
 - 2.2.3 Ongoing policy development of Egg Farmers of Ontario’s quota policies related to the Quota Transfer System to ensure the quota systems evolves, transforms and is strengthened to meet current business needs and the needs of current and future egg and pullet farmers.
 - 2.2.4 Continue monthly reporting and periodic analytics to provide business insights to management and Board that can support decision-making to meet ongoing fairness and accessibility objectives.
 - 2.2.5 Continue to provide monthly analytics on quota transactions to support ongoing monitoring of Quota Transfer System function and trends related to quota policy objectives.
 - 2.2.6 Investigate revisions to Quota Transfer System to ensure any quota offered for sale is fairly and equally accessible to all eligible farmers.
 - 2.2.7 Review quota purchases and sales by production size to support ongoing evaluation of Egg Farmers of Ontario’s quota policy objectives.
 - 2.2.8 Review and assess new entrant trends and objectives set by Egg Farmers of Ontario following the input received during the “Simplifying Our Quota System” policy review process.
 - 2.2.9 Investigate impacts on farmers with less than 5,000 quota units to support ongoing evaluation of Egg Farmers of Ontario’s quota policy objectives.
 - 2.2.10 Analyze past five years of Quota Transfer System results by producer size to support ongoing evaluation of Egg Farmers of Ontario’s quota policy objectives.
- 2.3** Resolve verification issues in alternative housing systems through the Flock Verification Committee.
- 2.3.1 Implementation of Board approved Production Management Committee recommendations for flock verification issues supported by a staff work plan by Summer 2020.
 - 2.3.2 Using available analytics, identify, develop and implement secondary verification measures, for each housing system, to strengthen flock count procedures.

- 2.3.3 Implement identified system controls supporting flock verification (i.e., digitized replacement layer order, system notification for flock cycle milestones, digital portal for farmers to report data such as mortality, basic report capabilities for flock counts, quota and program birds) as part of the Information Technology Strategy.
- 2.3.4 Complete verification of Phase 2 of the Flock Management System 2.0 transition pilot project by June 2020.
- 2.3.5 Evaluate changes in field staff roles and job descriptions related to changing inspection needs as a result of program and Board policy changes.
- 2.4** Formalize a plan to monitor pullet contracting by housing type to ensure the pullet growers' production quotas remain relative to the demand for layer hens.
 - 2.4.1 Provide analytics on production quota held by production type, pullet and egg quotas and assess options available to align quotas by production type to minimize pullet lease requirements.
- 2.5** Maintain an up-to-date forecast database of planned future capacity for all layer and pullet farms by housing type.
 - 2.5.1 Ongoing collection of data metrics as part of the *Conventional to Enriched Transition Pricing Project* supported by housing surveys and on-farm discussions between farmers and inspectors.
 - 2.5.2 By October 2020, implement improved system capabilities to record barn capacities by housing type and investigate new forecasting tools for 2021.
 - 2.5.3 Project Manager to work with Quota department on tracking future new builds and housing systems. This work relates to enriched housing identification requirements for *Conventional to Enriched Transition Pricing Project* in the first half of 2020 and longer-term for the evaluation of housing transition trends in response to market needs.
 - 2.5.4 Provide analytics quarterly to the Pullet and Production Management committees, by housing system and quota holding, for pullet versus layer operations.
- 2.6** Work with the federal government and industry stakeholders to ensure new Tariff Rate Quota allocations allow the sector to manage the increased access smoothly and ensure market disruptions are minimized.
 - 2.6.1 Egg Farmers of Ontario will support Egg Farmers of Canada's efforts with government decision-makers at the provincial and national level to ensure optimal allocation and administration changes result from increases mandated by the Canada-United States-Mexico- Agreement.

2.7 Work with Egg Farmers of Canada to take action on their ability to collect marketing levies on imported product.

2.7.1 Egg Farmers of Ontario will support Egg Farmers of Canada’s efforts with government decision-makers at the provincial and national level to ensure marketing levies allowed under existing trade agreements are collected on imported eggs to support egg marketing activities.

2.8 To continue to work at ensuring the current import regulations remain in force on blended products (e.g. breakfast sandwiches).

2.8.1 Egg Farmers of Ontario will support Egg Farmers of Canada’s efforts with government decision-makers at the provincial and national level to ensure current regulations on blended egg products protect the sector from tariff circumvention efforts and increased access problems.

2.9 To collaboratively work with Pullet Growers of Canada and other provincial pullet agencies representing the interests of Ontario pullet growers.

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

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

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

3. Improving On-Farm Operations and Productivity

OBJECTIVES:

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

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

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

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

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

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

- 3.2** Work with farmers and industry stakeholders to identify and address challenges with coordinating a more even distribution of hen placement volumes and dates while meeting grader and consumer demands.
 - 3.2.1 Provide regular analytics on bird placements and quota distribution, by *Home Week*, to industry stakeholders.
- 3.3** Work with Egg Farmers of Canada to ensure clear interpretation of standards and timelines for implementation of the Code of Practice.
 - 3.3.1 Continue communication with Egg Farmers of Canada’s Code Adaptation working group about issues identified by individual farmers or internal EFO processes to ensure appropriate interpretation decisions about standards and timelines for implementation.
- 3.4** Maintain strong, consistent biosecurity practices on farm at all times.
 - 3.4.1 Promote biosecurity and emergency response procedures to farmers.
 - 3.4.2 Work to provide messaging through farmer communications and industry meetings to encourage continued vigilance.
- 3.5** Streamline and simplify farm operations and “paperwork”.
 - 3.5.1 Implement phase one of the *Information Technology Strategy*, the “lift and shift” from EFO’s existing Access database to an SQL database by March 1, 2020.
 - 3.5.2 Obtain Board approval of *Information Technology Strategy* and budget requirements by January 31, 2020.
 - 3.5.3 Develop and execute farmer focus group consultations on Egg Farmers of Ontario’s *Information Technology Strategy* and digital transformation plans by Spring 2020.
 - 3.5.4 Working with Egg Farmers of Ontario’s legal counsel, define our authority and policies for the digitization of business processes.
 - 3.5.5 Finalize phase two of the *Information Technology Strategy* and start implementation by Fall 2020, with a renovated farmer portal and material reduction in paper form submissions and manual entry by Egg Farmers of Ontario staff.
 - 3.5.6 Work to ensure the *Information Technology Strategy* includes developments that allow Egg Farmers of Ontario to link available data into an online portal for farmers and other partners to help manage their businesses.

- 3.6** Ensure that the poultry sector has strong disease outbreak and emergency response plans and capacity.
 - 3.6.1 Continue to have staff actively involved in the Feather Board Command Centre.
 - 3.6.2 Continue to have staff actively involved in Agricultural Response Materials Management Incorporated.
 - 3.6.3 Seek Feather Board Command Centre decisions about the sustainability of Agricultural Response Materials Management Incorporated.
- 3.7** Stimulate innovation and continuous improvement of animal care, on-farm management and egg quality by supporting/investing in research.
 - 3.7.1 Pursue Livestock Research Innovation Corporation evaluation of a possible research project for Bronchitis/false layers.
 - 3.7.2 Continue to provide Egg Farmers of Ontario's contribution of \$104,275 annually to the Livestock Research Innovation Corporation to promote poultry research. The Livestock Research Innovation Corporation will continue to provide research proposals to Egg Farmers of Ontario's Research Committee for approval.
 - 3.7.3 Continue to provide Donald Shaver scholarship contribution of \$58,000 annually to the University of Guelph to promote sustainable poultry production.
- 3.8** Investigate options that could provide access to and awareness of wellness and mental health resources for the egg community.
 - 3.8.1 Conduct an inventory of existing wellness and mental health programs and resources available to farmers through Ontario's agricultural groups and commercial providers by June 2020 and develop possible recommendations for actions in the 2021 business plan.
- 3.9** Maintain an up-to-date *Emergency Protocols Plan* for Egg Farmers of Ontario, including connections to the Feather Board Command Centre *Emergency Management Plan* (as appropriate).
 - 3.9.1 Complete a comprehensive review of our *Emergency Protocols Plan* by December 2020.

4. Maintaining Consumer Confidence and Trust

OBJECTIVES:

- 4.1** More consumers choosing Ontario eggs daily.
 - 4.1.1 Drive demand by promoting the nutritional and functional value of eggs with consumers, health professionals and foodservice partners.

- 4.1.2 Pursue strategies that support incremental egg purchases and all meal time occasions (with messaging aligned to consuming “One more egg a week” and “eggs anytime”).
 - 4.1.3 Launch a new advertising platform during the first quarter of 2020 featuring *Real Farmers. Real Eggs.* messaging developed to position marketing to effectively respond to issues facing the sector in the next three to five years.
 - 4.1.4 Continue to deliver against an ongoing social media content calendar supporting an engaging strategy across multiple social media channels, focusing on Ontario egg and pullet farm families.
 - 4.1.5 Continue to offer a robust recipe program that includes the development of 12 new egg recipes (including two spice cards) during 2020 that promote the versatility of eggs and supports the incremental volume goals by promoting multiple meal time consumption of eggs.
- 4.2** Continue to meet world-class food safety and animal welfare standards.
- 4.2.1 Increase consumer confidence by promoting the *Egg Quality Assurance* program with strategic marketing supports and messaging across print, web and social media channels.
 - 4.2.2 Secure endorsement of *Egg Quality Assurance* by grocery retail, foodservice and institutional customers in co-ordination with Ontario graders.
- 4.3** Increase public trust by promoting a positive image of egg and pullet farm families.
- 4.3.1 Implement outreach strategies that maintain and increase trust in our product.
 - 4.3.2 Continue to seek new opportunities that create strong connections between egg and pullet farm families and their communities.
 - 4.3.3 Include a Zone ‘corner’ in each edition of the *Cackler* newsletter to share and leverage the success of local activities.
- 4.4** Investigate opportunities to work with other agriculture commodity organizations on “whole plate” food advocacy communications to increase public trust with consumers.
- 4.4.1 Continue to support the Presidents Council initiative to engage a marketing firm to develop a cross-commodity advocacy program for the Council to review in 2020.
- 4.5** Demonstrate Egg Farmers of Ontario’s commitment to social responsibility and sustainability.
- 4.5.1 Continue support of the *Egg Donation Program* with Feed Ontario (formerly, the Ontario Association of Food Banks), by donating \$250,000 worth of eggs annually.
 - 4.5.2 Complete the current one-year contract renewal for the 2019-2020 school year with Student Nutrition Ontario and pursue a new multi-year partnership.

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

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

5. Ensuring Good Governance and Effective Farmer Communications

OBJECTIVES:

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

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

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

5.2 Continually improve Board effectiveness.

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

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

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

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

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

5.3 Increase farmer communication effectiveness.

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


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

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

5.4.1 To be reviewed by each Board Committee at their first meeting with recommendations presented to the next regular Board of Directors' meeting for formal approval.

- 5.5** Continue to gather farmer feedback regularly through Zone, regional and general farmer meetings.
- 5.5.1 Actively engage farmers in the strategic planning process.
 - 5.5.2 Continue to offer open sessions and question boxes at the Annual General Meeting and Egg and Pullet Farmers' Workshop for farmers to express their ideas, comments and suggestions.
 - 5.5.3 Continue to schedule meeting and Zone reports at the monthly Board meetings for Directors to bring forth ideas, questions and suggestions from their respective Zones.
- 5.6** Continue to make available French language services and materials, where appropriate.
- 5.6.1 French language services are provided at Egg and Pullet Farmers' Workshop, Annual Meeting, as well as Zone 10's Election and Summer Meetings. Policies, regulations and monthly newsletters are also provided in French.
 - 5.6.2 Continue to provide policies, meeting documentation and monthly newsletters in French.
 - 5.6.3 Continue to provide policies and meeting materials in French, where appropriate, such as Egg Farmers of Ontario farmer communications and Zone 10 meeting handouts.
- 5.7** Continue to schedule regular consultations as needed with the *Egg Industry Advisory Committee*, Farm Products Marketing Commission and industry stakeholders/partners to maintain and improve opportunities for input and working relationships.
- 5.7.1 Work with the Farm Products Marketing Commission to hold annual meetings of the Egg Industry Advisory Committee. Continue to convene additional adhoc meetings with issue-specific sub-committees of industry stakeholders and partners on an as-needed basis for any developing issues.
- 5.8** To evaluate, on an annual basis, the role and service of EFO Board Members representing Ontario egg farmers' interests on the boards of Egg Farmers of Canada, Pullet Growers of Canada and other stakeholders (i.e., Poultry Industry Council, Ontario Federation of Agriculture, Farm & Food Care, etc.).
- 5.8.1 Egg Farmers of Ontario's representatives to respective Boards (Egg Farmers of Canada, Farm and Food Care Ontario, Ontario Federation of Agriculture, Poultry Industry Council and Pullet Growers of Canada) will be elected annually at the April Board of Directors' meeting.
 - 5.8.2 Egg Farmers of Ontario elected representatives will attend meetings as required with the respective Boards (Egg Farmers of Canada, Farm and Food Care Ontario, Ontario Federation of Agriculture, Poultry Industry Council and Pullet Growers of Canada) and provide ongoing reports to monthly Board of Directors' meetings.

EFO BOARD SIGNATORIES TO THE 2020 BUSINESS PLAN


Chair, Zone 6 Director, Scott Graham

12-5-19
Date


Vice Chair, Zone 1 Director, Scott Helps

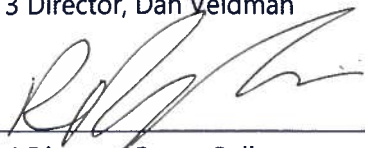
12-5-19
Date


Zone 2 Director, Lorne Benedict

12-5-19
Date


Zone 3 Director, Dan Veldman

12-5-19
Date


Zone 4 Director, Roger Pelissero

12-5-19
Date


Zone 5 Director, Brian Miller

12-5-19
Date


Zone 7 Director, Scott Brookshaw

12-5-19
Date


Zone 8 Director, George Pilgrim

Dec. 5 2019
Date


Zone 9 Director, Craig Hunter

Dec 5 / 19
Date


Zone 10 Director, Marc Bourdon

Dec 5 / 19
Date


Pullet Director, Andrew DeWeerd

Dec. 5 / 19
Date


General Manager, Harry Pelissero

Dec 5 / 19
Date