

# Egg Farmers of Ontario 2024-2026 Strategic Plan

*December 2023*



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Egg Farmers of Ontario

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## Executive Summary

In November 2022, the management team and Board Directors met for a strategic planning workshop. This followed a survey of stakeholders in October. In the following months the facilitator held focus groups with farmers, industry and management. The Board then met in June to further develop the strategic plan. The management team then with the Chair and Vice Chair tried to further articulate the Board's direction of Egg Farmers of Ontario (EFO) for the next 3 years for the board's further reflection and direction.

The process taken to articulate EFO strategies was to first identify the desired future (vision, mission and desired future), then articulate the current situation (strengths, weaknesses, opportunities, threats, trends and shifts and what EFO is doing well, needs to do differently, start doing and stop doing) so that we can then identify issues that need more clarity and resolution followed by development of the Strategic Priorities to address the issues and critical priorities of EFO which become the focus of the strategic plan. The next part was to develop key priorities, goals, objectives and metrics.

### Past Successes

As EFO continues to advance its priorities it is important to recognize some of the successes and achievements from EFO's past. Over the last few years, the brand has continued to grow, relationships and transparency have continued to become stronger with farmers, Egg Farmers of Canada (EFC) and the egg industry, and EFO has taken leadership in development of the *Egg Quality Assurance* (EQA) program. In addition, improvements in hatching egg pick up, audit processes, involvement of the pullet industry working group, and working towards a more simplified quota system have made the organization more able to serve its owners and customers. This has all taken place while dealing with the pandemic, avian influenza (AI) outbreaks and changes in the management team and board.

# EFO Desired Future

**Vision** A sustainable and thriving egg sector.

**Mission** To lead a progressive and thriving egg sector committed to high-quality eggs, consumer choice and sustainable practices.

## Strategic Ambition/Desired Future

### Ontario Egg Industry

- Growing per capita egg consumption (260 to 286 in 5 years).
- Government recognizes and appreciates the contribution of the egg industry and the importance of supply management and the three pillars of supply management.
- Is a global leader in sustainable egg farming and environmental practices enabling a path toward achievement of net zero.
- Has strong collaboration with industry partners to achieve mutually beneficial outcomes.
- Consumers are fully knowledgeable about the nutritious benefits and versatility of eggs.
- Driving leading edge research and innovation.
- Building consumer confidence in all eggs and egg products through EQA.
- Continue to provide and maintain choice in the egg case.

### Egg Farmers of Ontario

- Effectively forecasting Ontario's market and maximize supply to meet demand.
- Adaptive to changing eating habits and consumer preferences.
- Science based practices reflecting high quality on farm standards.
- Trusted source of egg information.
- Maintain consumer confidence through education and communication.
- Leader in governance and organizational effectiveness.
- Leader in embracing and leveraging technology.
- Organization fully engages with stakeholders.
- Has an effective risk management strategy.
- Delivers curriculum-connected education programs about eggs and egg farming.
- Showcases diversity of family farms.

# Strategic Priorities

## Strategic Priority – Pricing

**Goal:** Develop and implement a pricing strategy that balances per capita growth in egg consumption and fair farm returns.

### Objectives

- Ensure the use of a responsible, fact-based cost of production (COP) formula as the basis for fair farm pricing.
- Advocate for a fair, consistent and comprehensive COP across the country.
- Pricing determination will include COP, tariff wall and consumer impact considerations.
- Advocate for consistent housing and animal welfare standards for all imports.
- Ensure a responsible levy strategy.
- Ensure consistent communication in changes to price.
- Advocate nationally for consistent communication in changes to levy costs.
- Develop an understanding on the pricing elasticity of table eggs.

### Metrics

- Defined pricing strategy for Ontario, within national system. (Q1 2024)
- Accurate COP (Review annually)
  - Survey every 5 years
  - Sound updating methodology
- Balanced budget on levy. (Review annually)
- Data accuracy to determine COP is consistent across the country (consistent process, standardized). (Review annually)
- Monitor and identify the tariff wall price and ensure EFO's price is set with knowledge of the tariff wall price. (Review annually)
- Monitor the imports with tariff coming into Ontario. (Review annually)
- Review national COP process and strategy. (Review annually)
- Imports are aligned with Ontario housing and animal welfare standards. (Review annually)
- Farmers understand price changes and rationale. (Review annually)
- Advocate for a national pricing elasticity study. (2025)

## Strategic Priority – Sustainable Farming Practices

**Goal:** Produce high-quality eggs through sustainable on farm practices.

### Objectives

- Review and enhance policies for layers that result in high-quality eggs.
- Review and enhance policies that result in high-quality pullets.
- Implement national and provincial on farm food safety and animal care programs.
- Educate and reinforce the importance of biosecurity.
- Ensure production research aligns with EFO priorities.
- Support EFC in the implementation of the National Environmental Sustainability and Technology Tool (NESTT).
- Reduce the number of ungraded eggs going to market.
- All eggs shipped to table market are EQA compliant. (Review annually)

### Metrics

- Comprehensive review of all on-farm policies every four (4) years for layers.
- Comprehensive review of all on-farm policies every four (4) years for pullets.
- Process to review policies adopted by the Board. (Q1 2024)
- 100% *Start Clean-Stay Clean* audits completed for layers. (Review annually)
- 100% Animal Care audits completed for layers. (Review annually)
- 100% *Start Clean-Stay Clean* audits completed for pullets. (Review annually)
- 100% Animal Care audits completed for pullets. (Review annually)
- Engage Public Health Ontario on detecting ungraded eggs in the commercial marketplace. (Review annually)
- Enforcement of policy non-compliance. (Review annually)
- All new farmers are educated on EFC *Start Clean-Stay Clean* and Animal Care programs, EFO policies and programs. (Review annually)
- Develop comprehensive research priorities. (Review annually)
- Proactively work with the Livestock Research Innovation Corporation to fund research based upon EFO priorities. (Review annually)
- Work with feather industry partners and government to ensure the new research facility meets EFO's current and future research needs. (Review annually)
- All field staff are well versed on NESTT and can help farmers. (Q2 2024)
- All Directors complete NESTT. (Q3 2024)
- 25% of farmers complete one flock within NESTT. (Q4 2024)
- Develop a plan to reduce the number of non EQA compliant eggs to table market.

## Strategic Priority – Supply Management Excellence

**Goal:** To develop and implement policies that support the three pillars of supply management.

### Objectives

- Develop and implement a Quota Transfer System (QTS) that is responsive and adaptable to market conditions.
- Facilitate successful entry of new farmers.
- Simplify levy collection administration including the exploration of a per bird levy.
- Conduct a regular and comprehensive review of policies and regulations to ensure relevance and effectiveness.
- Ensure all farmers and graders comply with EFO policies.
- Implement and develop effective reporting systems.
- Ensure an accurate flock verification system is in place.
- Determine a strategy on small flock growers and graders.
- Gather information to make an educated decision on extended lay and determine implications on extended lay from 12 months to a longer time frame.
- Engage farmers and industry in the decision-making process of extended lay.
- Make a decision on extended lay so that farmers and industry can start to plan for its possible future implementation.
- Work in conjunction with EFC to gather information on extended lay.

### Metrics

- Review and evaluate QTS performance against objectives. (Review annually)
- Complete comprehensive review of QTS every four years.
- Evaluate the performance of the QTS in 2024-2025 to determine whether there is a need to establish a new entrant program. (December 2025)
- Complete a situational analysis on levy collection – per bird or per dozen. (December 2023)
- Implement best solution on levy collection. (January 2024)
- Complete a comprehensive review of all policies every four (4) years for layers.
- Complete a comprehensive review of all policies every four (4) years for pullets.
- 100% compliance on reporting (especially on levy payment).
  - farmers (Review annually)
  - graders (especially on levy payment) (Review annually)
  - hatcheries (Review annually).
- 100% compliance of small graders (reporting, labelling, etc.). (Review annually)
- Conduct and scope a situational analysis on flock verification. (Q1 2024)
- Develop a plan for flock verification. (Q2 2024)
  - Use data driven analytics to confirm bird numbers.
- Implement the flock verification plan (Q3 2024).

- Scope out an understanding of a strategy to serve and manage small flocks (100 to 500). (Q1 2024)
- Develop a strategy and plan to serve and manage small flocks (100 to 500). (Q2 2024)
- Implement the strategy and plan to serve and manage small flocks (100 to 500). (Q3 2024)
- Development of a strategy to serve and manage small graders. (Q4 2024)
- Complete a robust compliance and investigation of small flocks (100 to 500). (Review annually)
- Active participation in ongoing discussions surrounding vaccine egg production. (Review annually)
- Quarterly progress reports for Canadian Egg Technologies (CET) regarding the HyperEye project. (Review quarterly)
- Develop a commercialization plan for CET. (Q4 2023)
- Define the issue on extended lay and organizational capacity to manage changes to extended lay. (Q4 2023)
- Provide scope and answer the question on why extended lay is important.
- Research implications of extending the lay and data collection.
- Identify options with pros and cons of extended lay.
- Conduct farmer and industry sessions/dialogue on extended lay.
- Board to make a decision on extended lay.
- Communicate and start to implement decision on extended lay.

## Strategic Priority – Stakeholder Relations

**Goal:** Foster and cultivate collaborative and positive relationships.

### Objectives

- Nurture and develop relationships with EFC and provincial egg boards.
- Engage and support EFC on national and governance issues.
- Collaborate with other provinces on national issues.
- Provide farmers with efficient and effective communication and engagement.
- Continual collaboration with industry stakeholders.
- Advocate with all levels of government in support of the egg industry.
- Collaborate and advocate egg industry issues with the Canadian Food Inspection Agency, Public Health Ontario and the Solicitor General.
- Continued support of the Feather Board Command Centre and its activities.
- Evaluate on an annual basis EFO's representatives on the following boards:
  - Ontario Federation of Agriculture, Poultry Industry Council, Pullet Growers of Canada, Farm and Food Care Ontario, Livestock Research Innovation Corporation.



## Metrics

- Advance EFO interests on a national level. (Review annually)
- Strong working relationship with EFC staff. (Review quarterly)
- Aligned communication collaboration on messaging with EFC. (Review annually)
- Increase communication and collaboration between provinces. (Review annually)
- Establish a mechanism to increase collaboration between provinces. (Q1 2024)
- Conduct research and develop a plan for a communication audit based on current best practices, that involves farmers and stakeholders. (Q1 2024)
- Implement some of the findings of the farmer communication audit. (Q3 2024)
- All EFO regulations and policies available in both languages. (Review annually)
- AGM and Workshop will be offered in both languages. (Review annually)
- Will have bilingual field staff. (Review annually)
- Pullet Industry Working Group to meet a minimum of 6 times per year. (Review annually)
- Strong relationship with the Ontario Farm Products Marketing Commission. (Review annually)
- Annual breakfast with MPPs and their staff. (Review annually)
- Strong relationships with provincial MPs and MPPs and their staff. (Review annually)
- Maintain strong lines of communication with the Ontario Farm Products Marketing Commission and Minister's office. (Review annually)
- Farmers are supported by EFO for government relations/outreach activities. (Review annually)
- Continual collaboration with graders, feed companies, hatcheries and government agencies (Canadian Food Inspection Agency, Public Health Ontario, Solicitor General). (Review annually)
- Conduct an industry stakeholder meeting annually. (Review annually)
- Participation and involvement in Feather Board Command Centre (FBCC). (Review annually)
- Active participation in simulations with FBCC, their response activities and advance planning. (Review annually)
- Incident Management System (IMS) training is provided for appropriate staff. (Review annually)

## Strategic Priority – Stimulate Market Growth

**Goal:** Engage consumers of all ages to build public trust and maintain social license resulting in increased egg consumption.

### Objectives

- Increase public trust by promoting a positive image of egg and pullet farm families.
- Enhance knowledge of sustainable farming practices and housing systems to support informed consumer choices and maintain social licence.

- Increase consumption of eggs.
- Strengthen *Egg Quality Assurance* (EQA) brand awareness.
- Enhance youth education through school programs.
- Egg promotion using farm family diversity – *Real Farmers. Real Eggs.*, social media.
- Working with industry to promote eggs – features.

### Metrics

- Increase egg consumption per capita in Ontario. (Review annually)
- Increase number of consumers eating eggs. (Review annually)
- Gather data to better understand our consumer. (Q4 2023)
- Develop a strategy and plan to address the changing consumer. (Q3 2024)
- Implement the strategy and plan to address the changing consumer. (Review annually)
- Increase EQA recognition. (Review annually)
- Increase EQA usage in retail and foodservice. (Review annually)
- Conduct Brand health research. (Review annually)
- Increase percentage of table eggs consumed. (Review annually)
- Increase percentage of national allocation. (Review annually)
- Launch the in-class education program. (Q1 2024)
- Collaborate with graders/processors to further educate end users and buyers.
- Work with EFC and other provinces to communicate our story and reduce the impact of activists. (Review annually)

## Strategic Priority – Pullets

**Goal:** Develop a comprehensive plan to support the pullet sector.

### Objectives

- Determine if EFO ought to expand its risk management strategy to include pullet quality.
- Ensure the pullet growing fee is to be based upon the responsible and fact-based determination of the cost of growing pullets, in collaboration with Quebec.
- Work with EFO’s Pullet Industry Working Group to establish a pullet strategy.
- Pursue regulation to give EFO the authority to set the pullet growing fee with industry support.

### Metrics

- Draft a skeleton strategy for Board review. (Q4 2023)
- Pullet committee to draft out pullet strategy for Board consideration. (Q3 2024)
  - Allocation
  - Capacity
  - Forecasting
  - Pullet Growers of Canada (PGC)

- Standards
- EQA
- Pullet hotel
- Board to approve pullet strategy. (Q3 2024)
- Update and post the *Pullet Quota Policy*. (Q4 2024)
- Execute the pullet strategy.
- Review the regulation on the authority to set the pullet growing fee with industry support.
- Develop a plan to set the pullet growing fee with industry support.
- Obtain approval of the Farm Products Marketing Commission/Ministry of Agriculture Food and Rural Affairs to set the pullet growing fee with industry support. (Q2 2024)

## Strategic Priority – Organizational Health

**Goal:** Build organizational capacity.

### Objectives

- Build Board capacity.
- Build leadership capacity among EFO farmers.
- Develop talented and motivated staff team
- Develop and build an information technology (IT) strategy.
- Develop a risk management matrix to reduce risk to EFO and the Ontario egg industry.
- EFO to demonstrate good corporate citizenship.

### Metrics

- Conduct governance training minimum annually. (Review annually)
- Conduct annual Board Director assessments. (Review annually)
- Conduct an annual whole Board assessment. (Review annually)
- Review term length of Board Directors. (Q1 2024)
- Review the number of Board meetings per year. (Q4 2023)
- Annual review of EFO's *Governance Policy*. (Review annually)
- Annual review of EFO's Committee terms of reference. (Review annually)
- Offer Councillor and Delegate leadership development opportunities every two (2) years. (Review annually)
- All staff have an annual performance review based on company goals and objectives. (Review annually)
- All staff have a professional development plan. (Review annually)
- All staff have annual work plans. (Review annually)
- Conduct a staff satisfaction survey every other year. (Review annually)
- Develop an IT strategy. (Q3 2024)
- Implement the IT strategy. (Q4 2024)
- Conduct an annual risk management assessment. (Review annually)

- Develop strategies to reduce highest risks to EFO and the industry. (Review annually)
- EFO will demonstrate good corporate citizenship by investing in and supporting (Review annually)
  - Mental health initiatives
  - Rights and Economic Development for Nepal's Empowered Women (RENEW) project
  - Student Nutrition Ontario
  - Feed Ontario
- Board and executive decision-making process is sound and thorough. (Review annually)