

# 2025-2027 STRATEGIC PLAN

The 2025-2027 Strategic Plan outlines a shared vision for the Canadian egg industry for the next three years. The plan builds on the stable foundation that Canada’s system of supply management provides and the strong processes and structures we have refined and nurtured over time. Underpinning those processes and structures is a commitment to work with our partners and stakeholders to seize opportunities and address challenges.

Eight strategic priorities have been identified as key areas that Egg Farmers of Canada (EFC) must address over the next three years. The combination of these activities supports the **overall ambition of having Canadians enjoy at least *one egg a day*—or a target of 365 eggs in annual per capita egg consumption**. These collective efforts will help position Canada as a world leader in egg consumption and production and drive the sustainable growth of Canada’s egg industry.

## COLLABORATION

### GOAL

To strengthen and expand collaboration with strategic partners and stakeholders to fuel growth, enhance efficiencies and support the Canadian egg farming sector.

### FOCUS AREAS

- Maintain a high degree of collaboration and engagement with strategic partners and stakeholders
- Uphold regular touchpoints with core stakeholder groups, including egg boards, supply chain partners, government departments and agencies, supply-managed partners and other groups

## ALLOCATION

### GOAL

To ensure an equitable and effective allocation process within the principles of supply management for the benefit of the entire egg value chain.

### FOCUS AREAS

- Review the Quota Allocation Calculation (QAC) Policy to ensure it meets the needs of the overall sector
- Issuance of timely allocation to provinces and the Northwest Territories

## SUPPLY AND DEMAND

### GOAL

To optimize the domestic egg supply with market demand across all product categories to fill the entire market with Canadian eggs.

### FOCUS AREAS

- Develop a range of forecasting models and monitoring tools that support a forward-looking and predictive approach
- Develop an approach to measure total market demand that captures all product categories
- Improve existing tools, programs and approaches, such as the Pooled Income Fund (PIF), storage, natural overrun project, Early Fowl Removal (EFR), Special Temporary Market Requirement Quota (STMRQ) and placement, to enable market responsiveness on an ongoing basis
- Optimize flock placement coordination with quota allocation
- Collect, analyze and distribute transparent market information to relevant partners and stakeholders
- Implement the National Alternative Housing Program
- Establish pricing for processors that supports growth and product innovation
- Engage the value chain in a collaborative effort to strategically optimize growth

## MARKETING

### GOAL

To grow egg consumption with all Canadians eating ***eggs every day***.

### FOCUS AREAS

- Position eggs as the perfect protein in marketing initiatives and campaigns by promoting their versatility, accessibility, nutritional value and overall sustainability
- Work in partnership with egg graders and processors to increase egg consumption
- Promote new usages of eggs

## RISK MANAGEMENT

### GOAL

To strengthen and expand EFC’s approach to risk management to ensure forward-looking, comprehensive and ongoing processes.

### FOCUS AREAS

- Review *Salmonella* Enteritidis (SE) testing protocols across the country to enhance consistency in Canada and with US standards, and implement a standardized SE testing protocol and vaccination pilot program across Canada
- Work in collaboration with the Canadian Food Inspection Agency (CFIA) to mitigate the risk of highly pathogenic avian influenza (HPAI) to the sector and update the compensation model for farmers
- Continuously improve the on-farm animal care and food safety programs
- Adapt the risk management process to consider risks as they emerge and mobilize in a timely manner
- Maximize use of existing financial resources to support strategic initiatives
- Invest in long-term, forward-thinking research that aligns with EFC’s strategic priorities
- Maintain public support for egg farmers through outreach and communication
- Work towards net-zero greenhouse gas emissions as the next step in the Canadian egg farming industry’s sustainability journey

## COST OF PRODUCTION

### GOAL

To deliver and implement national Cost of Productions (COP) that are trusted and supported by all stakeholders.

### FOCUS AREAS

- Increase the cadence of COP studies to gather farm-level information more frequently, through a diligent survey-based process
- Enhance trust and support in the overall COP across core stakeholder groups

## GOVERNMENT SUPPORT AND SOCIAL LICENSE

### GOAL

To ensure all levels of Canadian governments actively support and promote supply management.

### FOCUS AREAS

- Maintain regular engagement with elected officials by all stakeholders
- Deliver a unified and consistent message to government
- Engage grassroots farmers in their local ridings
- Strengthening the public’s trust towards egg farmers and supply management

## GOVERNANCE

### GOAL

To continuously improve EFC’s governance for the effective stewardship of a sustainable Canadian egg sector and organization.

### FOCUS AREAS

- Establish and mandate a board-level committee to focus on EFC’s governance policies, tools and practices
- Clarify roles and responsibilities within EFC’s Board of Directors’ framework
- Conduct ongoing governance training for EFC Directors
- Implement tools to support board succession
- Implement evaluation tools and processes to enhance board effectiveness
- Establish and implement a bylaws and policy review process
- Enhance board members’ background and understanding of EFC’s operating policies