Egg Farmers of Canada

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, engagement and alignment 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
- Update allocation calculation and tools to support market responsiveness

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

- Accurate, timely data collection and management
- 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 policies, tools, programs and approaches, to enable market responsiveness on an ongoing basis and to support implementation of national initiatives
- 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

EGG FARMERS OF CANADA

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 standardized Canadian Food Inspection Agency (CFIA) approved SE testing and vaccinations across all provinces
- Work in collaboration with the 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
- Achieve both short-term and long-term stability of the Pooled Income Fund (PIF)
- 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