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# ANNUAL & SUSTAINABILITY

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**REPORT 2019**





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**EGG FARMERS OF ALBERTA REPRESENTS THE PROVINCE'S MORE THAN 170 REGISTERED EGG FARMERS, WHO PROVIDE ALBERTANS WITH A STABLE SUPPLY OF FRESH, LOCAL EGGS.**

You can connect with EFA online by visiting our website or engaging with us on social media. You can learn more about eggs and the egg farming families who are dedicated to caring for laying hens, committed to producing high quality food, and effectively steward over the land they farm.

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**Be Social with Us:**

-  [eggs.ab.ca](http://eggs.ab.ca)
-  [@EFA\\_AB\\_eggs](https://www.facebook.com/EFA_AB_eggs)
-  [EggFarmersAlberta](https://twitter.com/EggFarmersAlberta)
-  [Egg Farmers of Alberta](https://www.youtube.com/EggFarmersofAlberta)
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# EFA TEAM



## BOARD OF DIRECTORS

|                             |                    |
|-----------------------------|--------------------|
| <b>Beatrice Visser</b>      | Chair              |
| <b>John Hofer</b>           | Vice Chair         |
| <b>Joe Kleinsasser</b>      | EFC Representative |
| <b>Peter Waldner</b>        | EFC Alternate      |
| <b>Bernadette Vandeborn</b> | Director           |
| <b>Conrad Vanessen</b>      | Director           |

## STAFF

|                        |                                    |
|------------------------|------------------------------------|
| <b>Susan Gal</b>       | General Manager                    |
| <b>David Webb</b>      | Marketing & Communications Manager |
| <b>Jenna Griffin</b>   | Manager, Programs and Research     |
| <b>Kari Buijs</b>      | Business Manager / Controller      |
| <b>Laurel Martin</b>   | Office Manager                     |
| <b>Angie Lang</b>      | Marketing Specialist               |
| <b>Carley Frerichs</b> | Farm Programs Coordinator          |
| <b>Erin Johnston</b>   | Farm Services Administrator        |
| <b>Brandy Addai</b>    | Logistics Coordinator              |
| <b>Dave Lastiwka</b>   | Field Services Coordinator         |
| <b>Murray Minchin</b>  | Field Services Coordinator         |

TOTAL  
NUMBER OF  
REGISTERED  
PRODUCERS

2019  
170

2018  
170



TOTAL  
ISSUANCE

HENS

2019  
2,729,442

2018  
2,498,685



TOTAL  
EGG  
PRODUCTION  
(IN DOZENS)

2019  
71,147,606

2018  
65,067,824



AVERAGE  
FLOCK SIZE

2019  
16,056

2018  
14,785



2019  
975,958

2018  
846,264

TOTAL INDUSTRIAL PRODUCT

LEVY FOR  
REGISTERED  
PRODUCERS

\$13.188/ 

LEVY FOR  
UNREGISTERED  
PRODUCERS

\$0.4969/  12



AVERAGE PRODUCER PRICE  
FOR LARGE EGG IN 2019

2.26  \$0.08  
from 2018

|                        | All Eggs                    | Regular Eggs                | Omega-3 Eggs                  | Other Specialty Eggs<br>(ie: free range, free run, organic) |
|------------------------|-----------------------------|-----------------------------|-------------------------------|---|
| TOTAL EGG SALES (2019) | in AB +0.1%<br>in CAN +0.9% | in AB +1.7%<br>in CAN +2.1% | in AB -27.3%<br>in CAN -24.2% | in AB +2.1%<br>in CAN +7.3%                                 |
| MARKET SHARE (2019)    |                             | in AB 84.4%<br>in CAN 86.0% | in AB 4.3%<br>in CAN 4.8%     | in AB 11.4%<br>in CAN 9.2%                                  |
| TOTAL EGG SALES (2018) | in AB +4.6%<br>in CAN +6.0% | in AB +5.2%<br>in CAN +6.2% | in AB -6.3%<br>in CAN -2.3%   | in AB +6.7%<br>in CAN +11.6%                                |
| MARKET SHARE (2018)    |                             | in AB 85.7%<br>in CAN 86.6% | in AB 5.7%<br>in CAN 6.0%     | in AB 8.7%<br>in CAN 7.4%                                   |

# MESSAGE FROM THE CHAIR

2019 HAS BEEN ANOTHER SUCCESSFUL YEAR FOR EGG FARMERS OF ALBERTA. AS WE STRIVE TO DIRECT AND PROTECT OUR INDUSTRY, THE CANADIAN EGG INDUSTRY HAS WITNESSED CONTINUAL GROWTH OVER THE PAST 13 YEARS AS DOMESTIC EGG CONSUMPTION CONTINUES TO RISE. DURING THAT TIME WE HAVE ALSO SEEN MANY CHANGES IN THE INDUSTRY, WHICH CAN PRESENT A VAST ARRAY OF OPPORTUNITIES AND CHALLENGES.

Changes within our industry have certainly kept EFA busy. In conjunction with Egg Farmers of Canada and other provincial boards, programs have been developed and enhanced, while remaining diligent to maintain the founding principles of the national supply management system that has sustained the egg industry for over 50 years.

Some key focal areas of continuous improvement include the Animal Care Program, the Start Clean – Stay Clean® on-farm food safety program, emergency response plans, livestock transportation, farm safety and farm security. EFA has been mindful to strive to be good stewards of our animals and our environment, while being conscious of the quality of food we are providing for consumers, our neighbours, our families and friends.

Amidst these mentioned projects is the transition out of conventional housing to alternative housing in Alberta and across the country. The rapid transition from conventional to enriched housing has had its struggles with determining the exact requirements for measuring the housing systems to ensure they align with the Code of Practice. Thanks to a dedicated team, many of the issues have been resolved and we are proud of the quality of care all registered egg farmers are providing the laying hens in their new housings.

EFA was also pleased to launch the Quota Exchange Program in 2019. We are excited to begin our first exchanges in 2020, which will provide all buyers and sellers equal access to the market.

Maintaining a board that flows effectively has been and continues to be front and centre for EFA. Considering this responsibility, EFA has filed regulation amendments to enable Directors to serve up to 3 three-year terms, rather than the current 2 three-year terms, effectively lengthening the maximum term from 6 years to 9 years. Due to the learning curve for new Directors and the complexity of several critical issues, the Board believes the opportunity for longer commitments and increased continuity will serve EFA and Alberta's egg industry.

As we conclude 2019 and begin 2020, EFA and the province's egg farmers look forward to celebrating and congratulating Susan Gal on 30 years of service to our industry. We are very thankful for the passionate commitment she has diligently demonstrated for the betterment of the farmers, the EFA Board and staff, the egg industry and the agricultural sector, both here at home and for the national system.

In closing, I would like to thank my fellow Directors who have supported me in my role and have been passionate and steadfast in guiding EFA and the Alberta egg industry. I would also like to thank all the staff at EFA for continually supporting the Board of Directors in their purpose and remaining devoted in their service to Alberta egg farmers.

**BEATRICE VISSER**  
CHAIR



# MESSAGE FROM THE GM

**WHEN LOOKING BACK OVER THE PAST YEAR, THERE IS ONE WORD THAT KEEPS COMING TO MIND TO SUMMARIZE AND DESCRIBE 2019: CHANGE. IF I HAVE LEARNED ONE THING WHILE WORKING IN THE LAYER INDUSTRY AND THE BROADER AGRICULTURE SECTOR FOR NEARLY THREE DECADES, IT'S THAT CHANGE IS INEVITABLE. IF I'VE LEARNED TWO THINGS, THE OTHER IS THAT THE MORE THINGS CHANGE, THE MORE THEY STAY THE SAME.**

In the wake of the National Farm Animal Care Council releasing the revised Code of Practice for the Care and Handling of Pullets and Laying Hens in 2017, egg farmers spent much of 2019 adapting to various changes to Canada's national Animal Care Program. Though these revisions will help ensure the quality of care provided to laying hens across Canada is continuously refined and enhanced, their impact has already been significant for egg farmers. The launch of the Egg Quality Assurance program will also have a profound impact on egg farmers, value chain partners, and consumers.

The Alberta egg industry was busy navigating a changing political landscape in 2019, thanks to the combination of hotly contested and emotionally charged elections at both the federal and provincial level. Prime Minister Trudeau's Liberals, who campaigned on a promise to fulfill their prior commitment to provide mitigation for additional access granted in recently completed international trade negotiations, were re-elected with a minority government. Premier Kenney's United Conservatives formed the new provincial government and immediately began tackling several critical issues that will undoubtedly influence EFA and rural Alberta, including farm safety, farm

security, employment standards, research funding, and red tape reduction initiatives.

If changes felt on farm, across the industry and at the legislative level weren't enough for egg farmers to contend with, 2019 also gave Alberta farmers a front-row seat to witness the alarming and illegal new lengths to which some activists will go, in an attempt to have their voices heard. A Hutterite colony in southern Alberta was invaded by a large group of activists, with several of them illegally occupying their turkey barn. It was a reminder that any egg farming family could fall victim to trespassers who threaten the security of their farm, welfare of their animals, safety assurances of the food they produce, and the well-being of their family members and employees.

Closer to home, EFA said farewell to long-serving team members, from both the Board and staff. Susan Schafers, a dedicated egg farmer, Director and Egg Ambassador, had to step down from the Board after completing her second consecutive three-year term. Christina Robinson, an enthusiastic Farm Services Manager, left permanently for New Zealand after more than a dozen years of service to Alberta's egg farmers.

It would be easy to look back and say 2019 was a year full of substantial change. On the other hand, none of this is new for our industry. Egg farmers have demonstrated their commitment to animal welfare and food safety for decades, having embraced the introduction and continuous improvement related to multiple on-farm programs. Egg industry stakeholders work collaboratively to respond to shifting consumer demands, while cultivating a sustainable egg industry in Alberta and across Canada. The EFA Board and staff

experiences regular turnover, yet the dedication to serve Alberta's egg farmers always remains unwavering and focused on success. Though the faces, priorities and issues of the day may change, I am prouder now than ever that EFA's collective passion for the egg industry is one constant in an ever-changing world, that both I and Alberta egg farmers can depend on.

**SUSAN GAL**  
GENERAL MANAGER

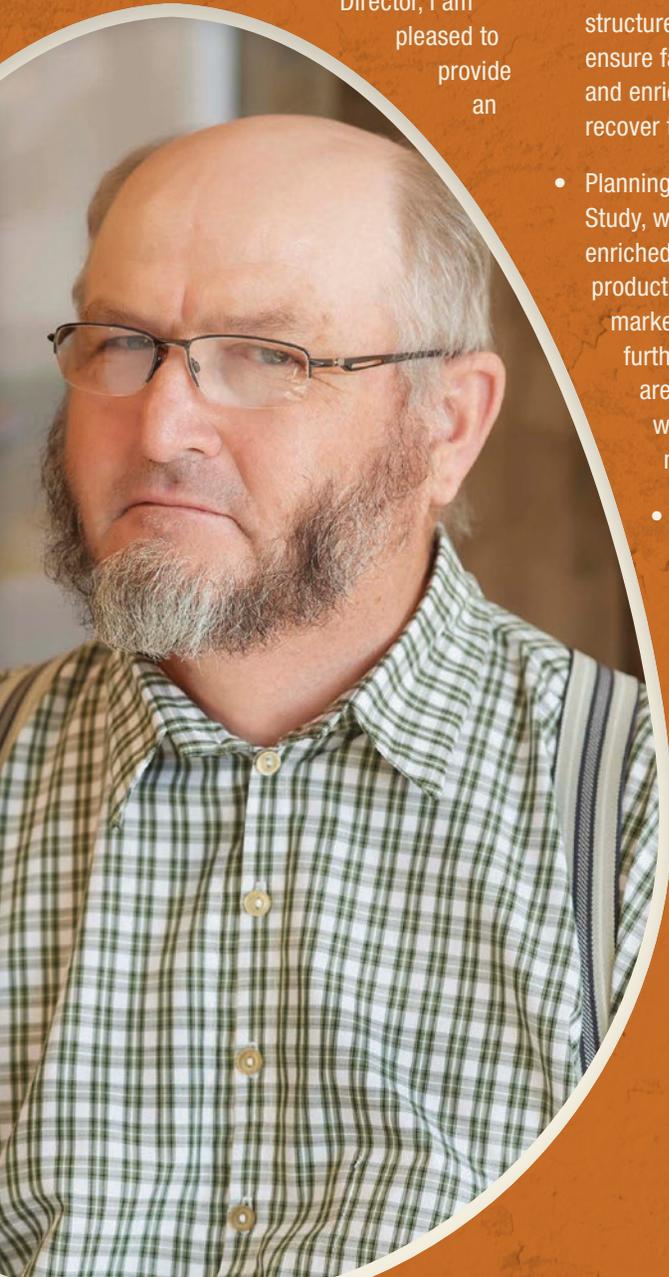


# EFC DIRECTOR'S REPORT

**LOOKING BACK ON 2019, IT'S AMAZING TO REALIZE HOW FAR WE'VE COME. CIRCUMSTANCES ALLOWED US TO FOCUS FULLY ON OUR ACTIVE FILES; AS A RESULT, WE WERE ABLE TO MAKE STEADY, CONSIDERABLE PROGRESS IN MANY AREAS. WE WERE ALSO ABLE TO START WORKING ON A NEW STRATEGY TO GUIDE OUR INDUSTRY INTO THE FUTURE.**

I am very proud of what we achieved in terms of continuous improvement of our industry. As your EFC

Director, I am pleased to provide an



overview of the events and activities that shaped the past year:

- We've made significant progress in phasing out conventional hen housing systems. In the four years since the hen housing plan was announced, conventional production has dropped to 69%, with 16% of production in enriched colony housing, and 15% in free range, free run and organic systems.
- Recent work by an egg board-led working group, which was coordinated nationally, saw the implementation of the 2015 COP Study and a new pricing structure in September. These efforts ensure farmers with both conventional and enriched colony housing systems recover their full cost of production.
- Planning has started for the next COP Study, which will include conventional, enriched colony and free run production systems. This approach marked a new milestone for us, further reflecting the direction we are headed as an industry as we shift towards alternative methods of production.
- We've made significant advances in strengthening farm standards. We have been actively redeveloping the national Animal Care Program to include the requirements of the updated Code of Practice. We anticipate the full program will roll out in 2021. These standards are an investment in our future, and they are a critical tool for developing and maintaining public trust.
- We've also made considerable progress in promoting these standards outside our industry. We announced the EQA™ certification program just over a year ago, and I am pleased to report that it is gaining momentum. More than 41 licensing agreements to use the EQA™ certification mark have been signed, and more are in the works with restaurants, the food service industry, retailers, and food manufacturers and distributors.
- We also continue to see growth in egg consumption. Retail sales of eggs increased by 1.7% in 2019, marking the 13th year in a row of growth. Per capita consumption is also up, with the average Canadian now consuming 253 eggs annually.
- This summer saw the launch of a new consumer marketing strategy. The goal of the new Eggs Anytime marketing platform is to encourage Canadians to eat eggs at any meal. The bold and funny ads—a new approach for us—are already making a splash with their witty 'It's not weird' tagline.

We know too well that no journey ever proceeds perfectly smoothly, and we did encounter challenges in 2019. That said, the EFC Board of Directors remained committed throughout the year to work constructively to address these external pressures and tackle our issues. For example, the average Urner Barry price fell to record lows this year; this was largely attributed to an oversupply of eggs in the U.S. These market conditions had a direct impact on the average Canadian processor price and the Pooled Income Fund. To avoid a deficit balance, the Board reactivated the Low-High Pricing Program and transferred funds from the Service Fee and Risk



# OUR STRATEGY TO GUIDE THE INDUSTRY INTO THE FUTURE

Management Funds. It is anticipated these funds will be transferred back and the fund be partially repaid pending the recovery of the Pooled Income Fund. In November, the EFC Board of Directors approved adjusted trigger points to improve the stability of the fund.

We were also deeply disappointed to be told that the announcement of mitigation measures for farmers affected by recent trade agreements, expected in the spring, would be postponed. This is one of the main topics on which we are engaging the Liberal government re-elected with a minority in October 2019. We will take our message to all political parties, who will play an important role in the upcoming Parliamentary session, and shine a positive light on our farms, our way of producing eggs and the system that makes all this possible.

Looking ahead, we already know of several points of interest on our roadmap for 2020—two of them expected and a third that will take us in a brand new direction.

First, we continue to watch the international trade file with great interest, as discussions at the World Trade Organization intensify and rumours swirl of possible amendments to CUSMA ahead of ratification in the United States. Second, the new Parliament will provide us with many occasions to introduce the Canadian egg industry and its many strengths to MPs old and new. MPs in a minority Parliament are often particularly receptive to thoughts, ideas and arguments, and their voice is greater because the government needs every vote it can muster to pass legislation. We will be working hard, in that context, to advocate on your behalf in the coming months.

The third item on the watch list for 2020 is both new and exciting. Last spring, the EFC Board of Directors embarked on a strategic planning exercise with a view to create a vision of growth that would make Canada a world leader in per capita egg consumption. The result is an exciting shift of direction for our industry. We call it Vision 2020, and you will be hearing more about it in the coming months.

The opportunities ahead are substantial, and I look forward to embarking on this journey with you. As we look to the future, we must be driven by a desire to improve what can be improved, while handling the challenges that will inevitably be thrown our way. With drive, focus and ambition, I have no doubt we will work confidently together to do just that for the good of the Canadians for whom we provide a safe, inexpensive and healthy source of food.

In closing, I want to express my gratitude to my colleagues at the national table and in my province. I also want to thank the staff and the farm families whose hard work and commitment make our industry great.

**JOE KLEINSASSER**  
EFC DIRECTOR



# HEALTHY BIRDS

## Animal Care Program (ACP)

In 2019 the average ACP rating for Alberta's registered egg farmers was 99.97%, with 97.25% of farms achieving a perfect 100% score.

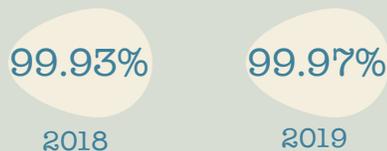
In 2019, the fourth full year of third-party audits, there were 69 third-party audits. All farms have received at least one third-party audit within the last 3 years (with the exception of farms that have newly begun production).

While the ACP is being redeveloped, in order to help farmers transition to new requirements, EFC is conducting Interim Housing Standard (IHS) audits. These audits are for educational purposes only, but the hope is that all Alberta egg farmers will have an opportunity to complete an IHS audit prior to the implementation of the revamped ACP. IHS audits serve as a mechanism to identify changes that may have to be made when the redeveloped ACP goes into effect. In 2019, 124 IHS audits in Alberta resulting in 10 educational corrective actions were issued.

Percentage of farms achieving 100% scores in the Animal Care Program



ACP Average Score



**69** farms had a third-party animal care assessment in 2019

## Animal Care for Pullets

EFA has been encouraging all pullet growers to work towards compliance with the 2017 Code of Practice requirements, by delivering a Pullet Animal Care Checklist on all Alberta pullet farms. The initial draft of the Pullet ACP audit was reviewed by the EFC ACP redevelopment project team in 2019, and will be reviewed by EFA and other egg boards in 2020, after which an implementation time frame will be determined.

## Hen Housing

As Alberta egg farmers renovate and build new facilities, the landscape of hen housing in the province is changing. In 2019, 11 new enriched facilities came online.

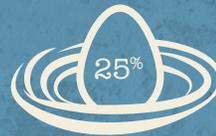
EFA and EFC have been working to ensure that all farmers have verified measurements and a hen housing certificate that clearly communicates their capacity relative to the 2017 Code and, ultimately, the new ACP. EFC and EFA field staff measured and issued hen housing certificates for over 80 enriched and loose facilities in 2019.

EFC's measuring protocols for alternative housing systems were finalized and released in September 2018 and adopted by EFA in December 2018, to ensure consistency with other provinces. Since beginning on-farm measuring in late 2018, several questions for clarification were raised by farmers and field staff throughout the country. Throughout the process these questions have gone back to EFC's Production Management Committee or the national Animal Care Program redevelopment team. As a result of a significant number of questions and subsequent clarifications, the EFC Board of Directors approved version 2 of the EFC measuring protocols for enriched colony housing and free-run/free-range housing systems on August 13, 2019, which were officially released for public distribution on September 27, 2019. While the amendments clarify and strengthen the protocols, they have also resulted in significant changes to the measurements for some facilities.

The new ACP will be implemented 18 months after the content is approved by the EFC Board (May 2021 - August 2021). However, farmers with enriched systems were required to meet final requirements in order to be eligible for premium pricing under the national Conversion to Enriched Transition and Producer Price (CETPP) policy, which came into effect on September 8, 2019. By the end of last year, 97% of enriched systems in Alberta were meeting final requirements for enriched premium pricing.



Conventional



Enriched



Free-run/Aviary



Free-range/organic

## End of Lay

In 2018, the Mass Depopulation Committee (MDC) developed a strategy to support farmers in meeting the upcoming redeveloped ACP requirements, which will stipulate that farmers have a Standard Operating Procedure (SOP) approved by a veterinarian. A veterinarian was contracted out to observe the use of large Modified Atmospheric Chamber (MAC) carts, small MAC carts, sea container gassing, and whole barn gassing. The developed SOPs were provided to Alberta egg farmers in early 2019. In order to support farmers who are evaluating these methods, EFA developed a simple cost model, which can help estimate the capital and operational costs for their farm for each method on a per bird basis. EFA also began administering a list of registered egg farmers looking to share gas delivery costs by partnering with another nearby farmer. The list is used as a tool for staff to answer questions about whether other farms in the area are using whole barn gassing in the same time frame and to allow for release of contact information.

The MDC made the strategic decision to divest of interest in the Low Atmospheric Pressure Stunning (LAPS) unit. The LAPS unit was sold to a broiler processor in Alberta for their own business use. The proceeds of the sale were used to offset the cost of the pilot program to EFA, as well as additional mass depopulation costs such as the development of SOPs.

## Transportation

In 2019, EFA actively worked to develop record keeping templates that align with the changes to the CFIA Health of Animals Regulations Part XII: Transportation of Animals. These changes will come into effect and be enforceable by February 20, 2020. The EFA record keeping templates will be available in the 2020 Start Clean-Stay Clean® calendars and on the producer website.

## Vaccination Project

In October, EFA initiated a project to develop learning materials related to vaccination best practices and procedures. The Government of Alberta, through the Canadian Agricultural Partnership, has provided funding support for this project. In Alberta, the Canadian Agricultural Partnership represents a federal - provincial investment in strategic programs and initiatives for the agricultural sector. EFA has partnered with Steve Laycock, Dr. Frank Marshall, Dr. Teryn Girard, Dr. Harold Escheverry, Tatonga Studios, and Ben Wilson to develop micro-learning modules related to:

- Developing an optimal vaccination schedule
- Vaccine preparation and storage
- Handling of birds and crew management
- Evaluating the program and disease protection achieved
- Delivery methods

Work on the project was initiated at the end of 2019 and it is anticipated the material will be available to farmers in 2020.



## Diagnostics

Alberta's poultry sector recognizes the vital importance of Alberta-based veterinary diagnostic services to the long-term viability of the industry. EFA is working collaboratively with the other poultry boards to transition poultry diagnostics into an arm's length, not-for-profit organization, responsive to all poultry practitioners in Alberta. The focus is on a successful transfer of equipment and laboratory staff, and developing a strategic partnership with the University of Calgary, Faculty of Veterinary Medicine (UCVM).



## Emergency Preparedness

In 2017, the four Alberta poultry boards contracted Emergency Response Management Consulting (ERMC) as a third-party expert to administer the industry's emergency response program. This past summer, ERMC communicated their intent to wind down their business. Consequently, out of an urgent need to manage risk, the

Alberta poultry industry contracted with a new company owned and operated by Kim Irving, formerly of ERMC. This transition took effect as of November 1, 2019.

The poultry industry continues to work to improve processes and resources for emergency response. In 2019, the Alberta Poultry Industry Emergency Management Team (APIEMT) launched a new SharePoint site to enable a more efficient collaborative response to any provincial emergency, and continued to support and promote the use of the BeSeen BeSafe Geofencing tool.

The Incident Command System (ICS) is a standardized management system to organize and manage a scalable response to any emergency incidents. In previous years, APIEMT members took introductory level ICS-100 training. In 2019, members and value chain partners completed ICS-200 training, intended to help all those involved operate effectively during an incident. In addition, the APIEMT successfully completed three functional exercise drills, planned around a simulated Newcastle Disease outbreak, which were intended to reinforce training on roles and responsibilities.

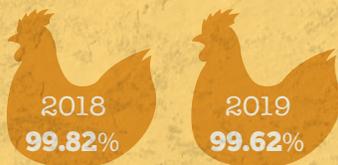


# HEALTHY EGGS

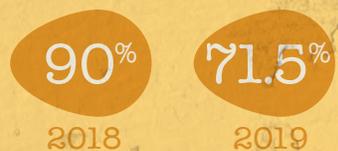
## Start Clean – Stay Clean® Layer Program

Alberta egg farmers continued to demonstrate their commitment to food safety over the past year. In 2019, the average score on the SC-SC™ layer program was 99.62%, with 140 farmers achieving a perfect 100% score. EFA thanks all farmers for their continued efforts to provide Alberta with safe, fresh, local eggs.

### Average Score



### Percentage of Farmers Scoring 100%

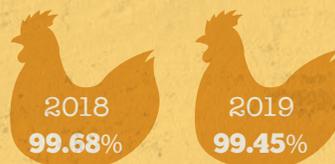


\*Changes to the SC-SC™ Layer Program in 2019 included the removal of several opportunities for egg farmers to receive bonus points, which resulted in lower scores than in previous years.

## Start Clean - Stay Clean® Pullet Program

In 2019, the average score on the SC-SC™ pullet program was 99.45%, with 72 farmers achieving a perfect 100% score.

### Average Score



### Percentage of Farmers Scoring 100%



## Salmonella Enteritidis (SE) Prevention & Response

In 2019 there was 1 case of Salmonella Enteritidis (SE) in Alberta. Across Canada, according to Canadian Egg Industry Reciprocal Alliance (CEIRA) statistics,

there were 11 SE occurrences (8 layer and 3 pullet).

Based on feedback from the Production Management Committee, a new policy was implemented in 2019, to charge producers when dry washing creates an extra field visit.

## Biosecurity

In early 2017, the 4 poultry boards in Alberta received Growing Forward 2 funding for the development of a biosecurity program. The goal was to go above and beyond the biosecurity measures found in the current SC-SC™ program, to address gaps that could help prevent disease, such as Avian Influenza. In 2019, following a review by EFA's PMC, EFA launched a new Biosecurity Assessment to provide a practical way to help Alberta egg farmers improve biosecurity.

While delivering the Biosecurity Assessment, EFA is distributing a resource on building a Danish entry in the transition area, to encourage farmers to consider installing one in their own layer barn. Danish entries have benches that span from wall to wall with coverage to the ground. The Danish entry acts as a barrier that is both hard to ignore and helps prevent dust and pathogens from inadvertently travelling over the transition line. Many farms installed Danish entries following their biosecurity assessment, which is an exciting change that will help enhance



biosecurity on more Alberta egg farms.

The following is a summary of results from 2019:

- 98% of farms have signs indicating that biosecurity is in effect posted at all barn entrances
- 59% of farms have a sign that clearly indicates where the transition line to the restricted zone is located :
  - 18% marked with a bench
  - 20% marked with a door
  - 30% marked with a painted line
  - 22% no marking
- 92% of farms have a dedicated area for dirty clothes and boots to be stored on the unrestricted side of the transition zone
- 83% of farms have a dedicated area for clean clothes and boots to be stored on the restricted side of the transition zone
- 71% of farms have a handwashing or sanitizing station available at the transition zone
- 88% of farms have a cleaning and disinfection schedule for the transition area
- 81% of farms have information available for visitors that explains biosecurity transition steps to follow prior to restricted zone entry

Field Coordinators also provided all farmers with the resource, “Biosecurity: Basic, Better, Best”. In 2020, the Biosecurity Assessment will be expanded to include elements related to farmyard layout and access, movement of traffic and equipment, as well as the management of staff and visitors.

### Multi-Species Facilities

In April, farmers with multi-species production facilities were reminded that as of January 1, 2020, it is a licensing requirement that pullets and layers are housed in production facilities dedicated to the regulated egg industry. This policy was established because there is an increased risk of bacteria and pathogens in multi-species production facilities that can impact both food safety and hen health. In addition, CEIRA’s insurance policy, which provides coverage for Salmonella Enteritidis (SE), states that “subscribers should fully understand that a loss from an SE positive environment is not covered if the production facility is used for any purpose other than conducting business for the regulated egg industry.”

In 2019, all farms that had multi-species production ended this practice and, as of December, there are no commercial egg or pullet flocks housed with other livestock or poultry. This is a huge achievement for the Alberta egg industry and serves to further safeguard the trust consumers put in the

eggs they purchase. As of 2020, Pullet Flock History Certificates must include verification that pullets have been raised in facilities dedicated solely to the regulated egg industry. For those producers who raise their own pullets a signed declaration will need to be provided for farm audits.

### Egg Quality Assurance Program

The Egg Quality Assurance Program (EQA) was launched in February, as an industry-wide initiative that highlights the rigorous requirements already in place on Canadian egg farms. All EQA certified eggs come from farms that meet the highest standards of the national Animal Care Program and Start Clean – Stay Clean® program. When Canadian consumers see the EQA mark on their egg cartons, they can be assured that those fresh, local eggs are produced in a way that meets Canada’s world-class standards for food safety and animal welfare.



**Egg  
Quality  
Assurance**

With nearly 40 licensees signed-up for EQA, including Tim Horton’s and McDonald’s, EFA is proud to say that all registered Alberta egg farmers are EQA certified!



# HEALTHY FARMS



## Producer Environmental Egg Program

There were two changes to the PEEP program in 2019. EFA's PMC requested the development of a new question related to manure management, to focus on appropriate nutrient use, while removing the question about manure drying. PEEP now encourages farmers to manure and soil test, and apply manure in balance with commercial fertilizer and agronomic requirements. The PMC also requested a point reduction for Cooler Fans and Motors, which became a stretch element worth a maximum of 3 points.

EFA and Alberta Agriculture and Forestry hosted a flock talk on manure management, to help farmers improve their score on the Manure Storage section of PEEP. Findings from the recently completed joint Manure Drying Cost-Benefit study were also shared with the farmers in attendance.

The flock talks were hosted on October 29<sup>th</sup> in Lethbridge and November 6<sup>th</sup> in Airdrie, and approximately 25 farmers attended the sessions. Attendees expressed a positive experience with the manure management flock talk. Of those who attended, 90% felt

they would come to a future flock talk while 10% felt it would depend on the topic. In addition:

- 2 farmers were going to make immediate changes to their manure storage
- 10 farmers were going to seek additional information about field application
- 15 farmers picked up tips and were going to try something different for in-barn manure management

"I'm going to be paying a lot more attention to manure samples" - Flock Talk Attendee



## Farm Safety

On November 20<sup>th</sup>, the Government of Alberta introduced the Farm Freedom and Safety Act, which exempts farm operations that employ 5 or fewer employees (not including family members or those employed for less than 6 months) from all Employment Standards rules and the requirement to have workplace insurance. While the Farm Freedom and Safety Act exempted farms from the Occupational Health and Safety Code and Regulations, the Occupational Health and Safety Act still

applies to all farms. The OH&S Act lays out a general responsibility to provide a safe workplace.

Over the past few years, EFA has been working with Alberta egg farmers to complete a Job Task Hazard Assessment (JTHAs). By the end of 2019, over 70 farms had successfully identified their hazards and implemented controls and were issued certificates of achievement.

Recognizing that identifying and dealing with hazards is the first step in a workplace health and safety program, EFA developed and implemented a risk assessment checklist that supports producers in defending their farm safety practices. EFA's Farm Safety Committee worked to develop a simple and practical 7 question assessment that reviews the key elements of a safety plan. An associated Farm Safety Producer Manual was developed to help guide farmers in implementing the recommendations. EFA and other commodity associations continue to support AgSafe Alberta, an industry led organization that is also available to support farmers in implementing best practices.



Early in 2020, farmers will be provided with a copy of EFA's Farm Safety Producer manual and EFA field staff will begin to assess farmers relative to the checklist. The farm safety assessment is intended to help support farmers in implementing more comprehensive farm safety procedures related to incident management, emergency response planning, working alone, workplace hazardous materials and information system, equipment and machinery, and contractors. Farmers who score 60% and above will be provided with a Farm Safety Certificate of Achievement. Completing a farm safety assessment aligns well with the Farm Freedom and Safety Act: it can help farmers ensure they are providing a safe work environment.

.....🏠.....  
**Farm Security**

Though not a new subject for egg farmers, the importance of farm security was brought to the forefront in 2019, thanks to a turkey farm invasion and barn occupation in southern Alberta. Not only does illegal

trespassing threaten farming families, their farm and property, but it also poses a biosecurity risk related to food safety and the welfare of animals on the farm. To help farmers maintain the integrity of their farm security and be prepared for a potential farm invasion, the Alberta poultry industry hosted a workshop to review the basics and highlight best practices for safeguarding family farms.

EFA applauds the quick and decisive response by the Government of Alberta, who introduced Bill 27 on October 3<sup>rd</sup>, which would substantially strengthen the deterrents to trespassing. This legislation will better protect Alberta farmers against illegal harassment and occupation, and respect industry's commitment to animal care and biosecurity.

.....🏠.....  
**Quota**

2019 began with a quota allocation, which saw 200,066 layers distributed in accordance with current EFA policy. Of that total, 10% (20,007) was set aside for the

New Entrant Program, and the remaining 180,059 was distributed pro-rata to existing quota holders at a rate of 10.5564%.

.....🏠.....  
**Quota Leasing Pool**

With the December 30<sup>th</sup>, 2018 quota allocation, the 2019/2020 Quota Leasing Pool (QLP) was run again. 2019 also saw the start of the QLP being run twice per year. The 2020 pool was run in the summer of 2019, with a lease start date of February 15<sup>th</sup>, 2020 to August 14<sup>th</sup>, 2020.

.....🏠.....  
**Quota Exchange**

With regulatory changes this past September, the Quota Exchange will be run in January 2020, with the application forms to sell going out the end of 2019.

| 2019 QUOTA LEASING POOL STATISTICS |                        |                                       |                               |   |                            |
|------------------------------------|------------------------|---------------------------------------|-------------------------------|---|----------------------------|
| Pool Name                          | Quota Placed Into Pool | Number of Farmers Leasing to the Pool | Quota Requested from the Pool | Number of Farmers Leasing from the Pool | Quota Leased from the Pool |
| 2019/2020                          | 402,937                | 97                                    | 390,813                       | 68                                      | 375,336                    |



## New Entrant Program

In 2019, EFA established the New Entrant Re-Development Committee, to revamp EFA's New Entrant Program. The committee is comprised of Susan Gal, Bernadette Vandenborn, John Hofer, Susan Schafers and Darryl Hiemstra, with staff support from Kari Buijs and Jenna Griffin. The committee will be investigating the following revisions as part of the redevelopment:

- Establishing a stronger vetting process for applications
- Examining the boundaries that need to be applied for outlining areas of the province
- Considering how revenue generated by leasing out new entrant quota will be handled
- Reviewing potential options related to issues some new entrants have experienced in terms of securing financing
- Looking at the long-term feasibility of the New Entrant Program
- Establishing a communication plan to help ensure support by new entrants and registered egg farmers alike

The committee's goal is to complete their review and redevelopment next year, with EFA's revamped New Entrant Program launching in early 2021.

## Service Fee

In order to address EFA's concerns about the Service Fee, a new committee has been struck by EFC, to consider how natural overrun can be considered in the context of the Service Fee program. The Natural OverRun Project Team (NOPT) met twice in 2019 and hope to complete their work by the end of 2020.

## ILWG & AEPA Update

2019 was one of the busiest and biggest years of change that Egg Farmers of Alberta has seen in the last few years. EFA participation with the Intensive Livestock Working Group (ILWG) and the Agri-Environmental Partnership of Alberta (AEPA) has been no different – demanding and transformative. Notably, EFA has worked through the governmental, legislative, and societal shifts with the ILWG on matters like urban-rural-municipal communication strategies, judicial changes that relate to anti-microbial usage and veterinary/farmer relationships, and on-farm animal activism. EFA is helping (re)set AEPA strategic priorities, meeting with other commodity groups to work through land and water issues that affect Alberta agricultural practices, and discussing and/or inputting into agricultural policies with different municipal and governmental leaders. EFA has faced and worked through some very complicated and unique challenges this year. Through the collaborative approach with these two valuable organizations – the ILWG and the AEPA – EFA continues to empower egg farmers to both see and set the future of eggs and agriculture in Alberta. decide competing land and water use issues in Alberta.





# HEALTHY COMMUNITIES



## Event Marketing

Major agricultural events were once again a tremendous way to bring the farm to consumers, putting egg farmers front and center while demonstrating the passion and commitment that goes into caring for animals and, ultimately, producing fresh, local food. Egg Ambassadors engaged kids and adults alike at the Calgary Stampede, Amazing Agriculture (Edmonton), Aggie Days (Calgary) and Aggie Days Lethbridge.

The EFA booth featuring a display with 30 laying hens in an enriched housing system has become one of the most popular draws at every event. The public enjoys having the opportunity to meet real egg farmers and ask questions about eggs and modern farming practices. EFA developed 2 new resources in 2019 – Eggcellent Egg Facts and Caring for Laying Hens in Alberta – which were handed out to students and the public at all the events EFA attended or hosted.

## In-Store Appearances

For the third straight year, Alberta egg farmers appeared in grocery stores across the province, talking to consumers and answering their questions about eggs and

egg farming. In total, 18 egg farmers made 22 appearances in 11 communities across the province, where they handed out egg coupons, recipe cards, and a variety of resources.

Feedback from Egg Ambassadors has been overwhelmingly positive, as consumers are pleasantly surprised to meet an authentic farmer who is in the grocery store to do nothing but answer their questions and hand out resources and egg swag. Shoppers enjoy having the chance to talk directly to the farmers who provide the food they feed their families.

## Farm Tours

To make a memorable and lasting impression, and most effectively educate people about modern egg farming, nothing beats touring a local egg barn. EFA hosted 6 farm tours in 2019, welcoming teachers, students, bloggers, chefs and industry stakeholders onto local Alberta egg farms. The Egg Ambassadors were proud and passionate tour guides, graciously inviting guests into their barns and onto their farms and colonies.

EFA hosted tours south of Calgary and west of Edmonton for urban influencers from both markets, helping them connect the delicious, nutritious and versatile food they

enjoy to the farming families who provide the fresh, local eggs. Chef Jordon Henkel and the Crack'd YYC food truck made an appearance at the Edmonton farm tour, dazzling guests with a mix of old favorites and delectable new dishes.

EFA was thrilled to accommodate a request made by Inside Education, to host a group of more than 40 award-winning teachers from all over Alberta, who integrate sustainability into their lesson planning. Brant Colony played host to the highly engaged teachers, who were fascinated to learn about their net-zero egg barn. The teachers were also curious about EFA's other industry-leading initiatives in the area of sustainability, such as PEEP and the annual publication of EFA's Sustainability Report.

The last three tours were also related to agricultural education. Students from both the University of Calgary and the University of Lethbridge were given tours of local egg farms, as a hands-on application of their ag education, giving them exposure to Alberta's egg industry. Teachers from The Farm school were able to tour a couple different egg farms, to help provide insights about how they could incorporate small-scale egg farming into the agriculture programming they're developing for their high-school students.

With more egg farmers stepping up to host farm tours of their own, EFA launched two toolkits in 2019, designed to provide support to Egg Ambassadors who are willing to open their barn doors and welcome the public onto their farms. Farm Tour Tips helps farmers plan a tour of their farm, with an emphasis on the layer barn, including suggestions for areas to highlight and messaging to share. The Grassroots Public Relations & Social Responsibility Program makes funding available to farmers who want to host a farm tour or participate in an event in their local community. In 2019, 3 farmers hosted farm tours after making use of this program, with EFA providing resources, swag, biosecurity gear and even personnel to help make the event a success!

## Digital Marketing

EFA continues to provide an increasing amount of high quality information via the EFA website and social media channels. EFA will continue to make it a priority to engage with broader audiences on multiple platforms, to promote local eggs and egg farmers.

## Consumer Website

EFA's website (eggs.ab.ca) continues to be the primary hub for all online activity. In 2019, there were more than 240,000 users visiting the EFA website (+30% over 2018) and 447,000 pages viewed (+25% over 2018). The website features important information about the egg industry, farming, and nutrition. A key draw continues to be EFA's expanding collection of delicious egg inspired recipes. New recipe videos that showcase step-by-step how the dish is made were added to the website. These recipe videos are always trending on the internet and are growing in popularity. EFA added two new farmers profiles; Glenbea Farms and Oaklane Colony.

## Social Media

Over the last two decades, social media has become an integral part of people's lives and a crucial way for brands to reach new audiences. EFA continued to increase activity and engagement on social media by monitoring trends and running multiple campaigns to increase awareness for the EFA brand. On Facebook, EFA averaged over 1,371 engagements per month and over 43,000 monthly post impressions. On Twitter, EFA's tweets generated over 130,000 impressions and elicited on average 1.2% engagement, while EFA was mentioned over 140 times. Instagram was launched in 2018 and is the biggest growing social platform. EFA's Instagram has 601 followers (+271 since 2018) and has been increasing steadily by utilizing Instagram's "story" option and leveraging EFA's beautifully curated photo library. EFA's Pinterest has on average 2,014 daily viewers, which drives traffic back to the EFA website through recipes and egg nutrition facts. EFA worked with three Alberta influencers last year, using Instagram, Facebook and their personal blogs to promote the local egg story.

## Influencer Partnerships

In 2019, EFA proudly partnered with three amazing influencers in Alberta, Get Joyfull out of Edmonton, Sarah Remmer out of Calgary and Meg Tucker out of Red Deer. These influencers have built a loyal following through their online creations. The goal was to have the three influencers endorse the EFA brand and increase reach to new audiences. In 2019, 17% of companies in Canada spent over half their marketing budget on influencers showing how pivotal influencer marketing has become for companies.

GetJoyfull created a beautifully curated month-long campaign that featured family friendly egg dishes. GetJoyfull was also featured on Global news Edmonton representing Egg Farmers of Alberta during Mother's Day.

Sarah Remmer made it super easy for the kids to go back to school by running a week-long recipe campaign highlighting the importance of eggs and healthy food in children's diets. She carefully curated recipes that featured her children making the recipes with her.

Meg Tucker partnered with EFA on several campaigns in 2019 to increase awareness for local eggs in Alberta. The largest campaign wrapped up at the end of December that included four "holiday SOS" recipes promoting how eggs can be used in non-traditional ways. A contest was included with the campaign and reached over 2,000 Facebook accounts and 127 people commented on the post.





DELICIOUS  
DOZEN

EVERYONE WANTS IT THEIR WAY.



### Advertising Campaign

Building on the successful *Eggs... You'll Love Them* campaign from 2018, EFA launched *The Delicious Dozen* campaign in late 2019. This digital advertising campaign targets the light egg user segment, by encouraging them to think about eggs in new fun and delicious ways.

Early analytics for the campaign were very encouraging, with over 2.5 million impressions, nearly 300,000 views and over 4,000 clicks through the first half of the campaign. On various social media platforms the ad resonated most with

'healthy diet', 'dine out' and 'fast food' groups, which speaks to the success of the campaign to both reinforce the nutritional benefits of eggs, and promote incremental usage of eggs among consumers who only eat eggs a particular way and/or at a particular time.



### Sponsorships

For the second straight year, EFA was proud to be a provincial sponsor of the highly successful national Rocks & Rings (R&R) program, presented by Curling Canada. Here in Alberta the R&R program delivers over 300 days of training to over 50,000 students each year. On May 2<sup>nd</sup>, EFA and the

Crack'd YYC food truck partnered to feed a special egg breakfast to over 250 grade 3-5 students at G.W. Skene School, as part of their R&R program, which teaches the students the value of both nutrition and physical activity as part of a balanced, healthy lifestyle.



### Industry Collaboration

EFA continues to see exceptional value in partnering with various groups across Alberta's agricultural sector, to promote both local food/farming and agricultural education, via Taste Alberta (TA) and the Classroom Agriculture Program (CAP).

CAP has been engaging grade-4 students across Alberta since 1985, teaching them about where their food comes from and how it was produced, as well as the diverse range of careers within agriculture that await them in the future. For the 2018-2019 school year, CAP presentations were made to over 21,000 students from more than 940 classes. CAP relies on volunteers to visit schools and deliver personalized programming, which included 6 presentations made by Egg Ambassadors last year. Several more Egg Ambassadors have signed-up to be CAP volunteers in the current school year. EFA's David Webb was elected Chair of CAP for the 2019-2020 school year, during which CAP will be celebrating its 35<sup>th</sup> anniversary!

Taste Alberta promotes local food and local production, through a variety of consumer, influencer and media engagement activities such as Prairie on a Plate and sponsoring Christmas in November. For the fifth straight year, EFA also sponsored Christmas in November and their iconic fireside chat, including a variety of key industry stakeholders. Taste Alberta also launched the Be Assured program in 2019, made possible thanks to funding from the Canadian Agricultural Partnership. Be Assured helps reinforce the commitment that all Alberta farmers make in the areas of food safety, animal welfare, and sustainable food production.



## Research

### *Poultry Innovation Partnership (PIP)*

In 2018, during discussions related to renewing the Poultry Research Centre (PRC) Agreement, there was consensus amongst the poultry boards that the research and education landscape in Alberta had changed significantly from when the PRC was founded. The Agriculture and Agri-Food Lethbridge Research and Development Centre is increasingly focused on poultry and there is a new emphasis on poultry health research at the University of Calgary, Faculty of Veterinary Medicine.

The PRC program as guided by the PRC Strategic Framework (2016-2021) was extended through a formal agreement to March 31, 2019 following which, the Poultry Innovation Partnership (PIP) was established. The PIP is a virtual entity and not a legal entity or a legal partnership. It differs from what was previously known as the Poultry Research Centre (PRC), whose membership was limited to University of Alberta, Alberta Agriculture and Forestry and the poultry industry. Funding that EFA previously provided to the "PRC" was reallocated to PIP. PIP's overall mission is to operate as a consortium of the poultry industry, government and academia to foster a healthy Canadian poultry enterprise through excellence in research and innovation, knowledge management, technology transfer and mentoring tomorrow's poultry professionals.

### *Livestock R&D Advisory Committee*

The research programming of the Ministry of Agriculture and Forestry of the Government of Alberta has been in a state of flux for the past five years. Changing governing parties has led to a change in priorities and operating models. Accordingly, in 2018, The Livestock Research and Development Advisory Committee was formed. The Committee's primary mandate is to provide constructive input to Government R&D policy considerations, in order to generate outcomes that positively influence the industry's future.

The 2019-2020 provincial budget called for significant savings to be found in the area of primary agriculture. Industry recognizes the necessity of reduced government spending, but also emphasizes the importance of government research funding and scientific programming to support industry competitiveness, sustainability and profitability.

Following a roundtable consultation on October 10<sup>th</sup>, 2019, industry groups committed to developing a white paper to provide the Ministry of Agriculture and Forestry with recommendations for agriculture research in the key areas of policy, funding and capacity. This paper was submitted in November and as of the end of 2019, was pending reply.

### *Research Priorities*

On July 31<sup>st</sup> the EFA Board, Research Committee, and Production Management Committee gathered in Calgary to work on renewing EFA's Research Priorities. The goal for the day was "to develop a list of researchable questions that are a priority for the Alberta egg industry and EFA investment." The group met with value chain partners and poultry researchers from across western Canada, and developed priorities related to animal care, food safety, bird production & health, environment, and capturing value from farm byproducts. The priorities will be used to support the Research Committee in reviewing proposals and making investment decisions over the next 5 years.

Research projects initiated in 2019 that were partially funded by EFA:

- Use of 3D kinematics QCT, infrared, and genomics to evaluate perching in commercial strains of enriched-housed laying hens (Dr. Bench, University of Alberta)
- Vaccine-Mediated Control of Shell-less Egg Syndrome (SES) Caused by a Variant Infectious Bronchitis Virus (IBV) in Western Canada (Dr. Careem, University of Calgary)
- The fermentation of spent hen hydrolysate (from thermal hydrolysis) to produce pathogen free microbiological rich plant nutrient solutions (Marc Legault, Alberta Agriculture)

Projects completed in 2019 that were partially funded by EFA:

- Practical dietary strategies to reduce ammonia emissions (Dr. Beltranena, Alberta Agriculture)

- Understanding the specifics of how IRBT affects beak tissue and the healing response of brown and white feathered laying hens (Dr. Schwean-Lardner, University of Saskatchewan)

- Laying Hen Calcium Appetite Study (Dr. Korver, University of Alberta)

Toward the end of 2019, EFA implemented a new process for reporting on research project results to producers. More detailed plans for technology transfer will be required in research proposals submitted prior to funding. At the conclusion of a project, researchers will be requested to conduct a 10-minute presentation to the Research Committee via webinar, followed by a question and answer session. The webinars will be recorded and made available in edited form to all Alberta egg farmers.

## Social Responsibility

EFA is proud to be an ongoing partner and supporter of both Food Banks Alberta (FBA) and Breakfast Club of Canada (BCC). Through a combination of monetary donations, egg donations and volunteerism, EFA is humbled to be able to help make a difference to a growing number of students, families and less fortunate Albertans who are in need every day. Providing eggs – a natural, wholesome, nutritious, protein-packed way to start your day with a hot meal – demonstrates how something small can have a truly profound impact.

EFA Directors and staff visited 3 schools and 2 food banks in 2019, to volunteer in the delivery of both programs and witness first-hand the difference that EFA's partnership can make for so many. EFA was also thrilled to welcome Stephanie Walsh-Rigby, the CEO of Food Banks Alberta, to speak directly to the province's egg farmers at EFA's 2019 AGM. It was an honor to hear her share some of her stories and better understand how vital the ongoing partnership with EFA is to FBA.

## Government Relations & Trade

2019 was quite an eventful year for government relations, with Alberta dealing with both federal and provincial elections. On the national stage, Prime Minister Justin Trudeau's Liberals were re-elected with a minority government. Closer to home, the United Conservative Party won the provincial election, with Premier Jason Kenney forming the new government. As always, EFA continues to explore every opportunity to build relationships and work collaboratively with government partners at both the federal and provincial level, to help cultivate a sustainable egg industry in Alberta and across Canada.

EFC is spearheading the lobbying efforts in Ottawa, to ensure the Liberals honor the commitments made before and during the election campaign, as it relates to protecting supply management and providing mitigation for the additional access granted to the Canadian egg market in the major trade agreements finalized in 2018.

Here in Alberta, EFA works with the other members of the Alberta SM5 to lobby the provincial government on issues such as protecting the right to farm, farm security, farm safety, farmer-led research and promoting local food/production.

## Regulatory Review

EFA was successful in receiving approval for regulations. The Plan Amendment Regulation included changes to Director eligibility, terms of office, as well as a provision related to protecting confidential information from being discussed. At the time of writing, this amendment is pending approval. The Marketing Amendment Regulation removed overbase quota, instituted the Quota Exchange, and expanded the reporting requirements for graders to specify the egg type, color and housing system.

## Board Governance

At the 2019 EFA AGM, Beatrice Visser and Conrad Vanessen were elected to the EFA Board of Directors. Susan Schafers completed her 2nd consecutive 3-year term and was required to step down. The Board elected Beatrice Visser as Chair, John Hofer as Vice Chair, Joe Kleinsasser as EFC Director and Bernadette Vandeborn as EFC Alternate.

The Board undertook several training initiatives over the past year, in their quest to learn more about how best to serve the industry. Training included board governance, media training, government relations coaching, and understanding financial statements. Directors also attended several international conferences.

## Human Resources

EFA experienced several significant staffing changes in 2019. Christina Robinson, who had been with EFA for the past 13 years – and had been back for less than a year following a year-long sabbatical – announced that her family was going to be moving permanently back to New Zealand. Jenna Griffin shifted into the newly formed position of Manager, Programs & Research. Carley Frerichs joined the team in the role of Farm Programs Coordinator. EFA also said goodbye to Kelly Pow, and EFA's strategy of employing an in-house IT professional has been put on hold.

## Office Efficiency

In 2019, EFA continued to enhance the IT foundation by making improvements to the software, in an ongoing effort to make our current processes more efficient and effective, which will continue into 2020.





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APPENDIX A

EGG FARMERS OF ALBERTA  
BUDGET AND  
FINANCIAL STATEMENTS

| OPERATIONS                          | BUDGET              | BUDGET              | ACTUAL              |
|-------------------------------------|---------------------|---------------------|---------------------|
|                                     | 2020                | 2019                | 2019                |
| Travel                              | \$ 375,184          | \$ 374,938          | \$ 349,544          |
| Meeting                             | 87,292              | 74,835              | 76,604              |
| Directors' and Committee Allowances | 244,391             | 241,432             | 213,708             |
| Salaries                            | 999,535             | 1,055,595           | 982,458             |
| Employee Benefits                   | 183,640             | 194,760             | 176,840             |
| Building Operations                 | 52,560              | 49,475              | 47,482              |
| Office and Printing                 | 32,500              | 31,040              | 31,563              |
| Bank Charges                        | 51,000              | 48,500              | 51,205              |
| Computer and IT Expenses            | 109,100             | 62,295              | 115,717             |
| Subscriptions                       | 2,960               | 3,050               | 3,050               |
| Postage                             | 9,500               | 9,500               | 9,388               |
| Telecommunications                  | 10,600              | 10,500              | 10,439              |
| Marketing & Communications          | 340,000             | 340,000             | 338,902             |
| Board Governance                    | 51,500              | 43,200              | 64,620              |
| Insurance                           | 14,870              | 14,465              | 14,486              |
| Professional Fees                   | 166,000             | 188,085             | 205,048             |
| Memberships                         | 17,665              | 17,490              | 17,019              |
| Amortization                        | 120,964             | 112,010             | 97,986              |
| Farm Services                       | 135,315             | 111,640             | 120,561             |
| <b>Total Operations Expenses</b>    | <b>\$ 3,004,576</b> | <b>\$ 2,982,810</b> | <b>\$ 2,926,620</b> |

|                                       |                     |                     |                     |
|---------------------------------------|---------------------|---------------------|---------------------|
| Levy                                  | \$ 2,614,131        | \$ 2,644,435        | \$ 2,599,198        |
| Interest                              | 313,200             | 323,400             | 339,709             |
| Gain on sale of marketable securities | 75,000              | 12,480              | 186,176             |
| Other income                          | 2,250               | 2,500               | 4,831               |
| <b>Total Operations Revenues</b>      | <b>\$ 3,004,581</b> | <b>\$ 2,982,815</b> | <b>\$ 3,129,914</b> |

|                                   |             |             |                   |
|-----------------------------------|-------------|-------------|-------------------|
| <b>Net Operations Gain (Loss)</b> | <b>\$ 5</b> | <b>\$ 5</b> | <b>\$ 203,294</b> |
|-----------------------------------|-------------|-------------|-------------------|