

March 2011



# Everything Chicken

Ontario's Chicken Industry News, Served Fresh.

## Growing Ontario, Together

### Chicken Farmers of Ontario's 2011 Annual General Meeting Celebrates Growing Ontario, Together

Chicken Farmers of Ontario (CFO) was joined by over 350 farmers and industry guests at the 2011 Annual General Meeting (AGM) where teamwork and becoming the best were the key themes of the day.

"We are positioning the Ontario industry and CFO to win," explained Murray Booy, Chair, during the presentation of the 2010 Performance Report. "We look forward to working with our Board, our employees, our farmers, our customers and our government to further advance the Ontario chicken industry in 2011."

CFO would like to thank the Honourable Carol Mitchell, Minister of Agriculture, Food and Rural Affairs for providing the opening remarks at the dinner banquet. CFO appreciates the on-going support from Minister Mitchell and her team and we look forward to strengthening and growing this relationship in 2011. CFO would also like to thank our guests speakers, Geri Kamenz, Chair, Ontario Farm Products Marketing Commission, David Fuller, Chair, Chicken Farmers of Canada (CFC), Mike Dugate, Executive Director, CFC and Crystal McKay, Ontario Farm Animal Council – each provided valuable insight and perspectives.

Thank you to all guests for joining us to celebrate Growing Ontario, Together!



The Honourable Carol Mitchell, Minister of Agriculture, Food and Rural Affairs, joined Ontario farmers and industry participants at CFO's 2011 Annual General Meeting to celebrate "Growing Ontario, Together".

Left to Right – Murray Booy, Chair, CFO, The Honourable Carol Mitchell, Rob Dougans, CEO, CFO and Geri Kamenz, Chair, Ontario Farm Products Marketing Commission.



## A message from our CEO – Rob Dougans

### Growing Ontario, Together

A year ago, at the 2010 Annual General Meeting, CFO communicated its Strategic Plan 2012: “Our Plan for Success”, with the goal to lead and facilitate the growth of a world class Ontario chicken industry that can profitably and sustainably grow locally, across Canada, and internationally.

Moving into 2010, CFO implemented a disciplined, team-based business model designed to be more responsive to farmer and processor-customer needs; one which takes a long-term perspective on generating growth in Ontario industry value and sustainability.

Our business model is focused to meet or exceed our two primary business accountabilities:

- Deliver cost-effective and socially-responsible production of safe, high quality chicken
- Deliver value and sustainability-enhancing solutions for the benefit of the Ontario chicken industry value chain

The fundamentals of our business approach include increasing transparency, enforcing accountability, driving performance, and ensuring reliability in meeting our commitments and in everyday operations.

### 2010: A Successful Year

In 2010, we believe that we have meaningfully improved the value of our farmers’ and industry’ businesses, and have further built a foundation of better performance in 2011.

During our 2011 Annual General Meeting on March 7, we reviewed some key successes including:

- Ontario profitable growth: in allocated production volumes, in processed volumes, in stable market revenues, and in profitability earned by efficient farmers and efficient processors
- CFO strategic initiatives are well underway focused on value-creation: profitable growth, quality, customer service and positive industry relationships

- Enhanced CFO capabilities: in our people, processes, and technology to support productive business operations
- Disciplined cost, capital and asset management
- Focused, consistent CFO brand-building and communications
- Higher levels of corporate governance and responsibility

### Moving Forward, With Momentum

Advancing into 2011 with momentum, we are entering into an important new stage of CFO’s and Ontario industry’s quest to accelerate profitable growth, competitiveness and sustainability.

We have carefully planned our 2011 “Must Do” priorities including:

- Continuing to execute CFO’s Strategic Plan 2012
- Co-developing and executing an Ontario Industry Strategic Plan 2013 for profitable and sustainable growth
- Building a customer-focused organization that elevates customer service to Ontario farmers and processors
- Improving the effectiveness and efficiency of CFO business operations
- Continuing to enhance Board governance, active leadership and change practices to increase the value of CFO to its stakeholders over the long term

Throughout the year, I will keep you posted on CFO’s progress in achieving these goals.

### CFO People Make the Difference

I would like to personally thank all Board Directors and CFO staff for their dedication and hard work over the past year. As a result of their commitment and perseverance, CFO has operated as a strong and progressive leader within the Ontario and Canadian industry.

Rob Dougans, CEO



## Committed to Superior Service



A key objective at CFO's 2011 AGM was strengthening the relationships between CFO staff and our farmers. CFO is a service organization and we're committed to providing our farmers with the highest quality service.

CFO has a District Team dedicated to each of the nine districts in Ontario. These teams are made up of a Supply Management Representative and a Field Service Representative. These Representatives are committed to building stronger, more productive relationships with farmers. If you are unsure who the members of your District Team are, please visit [www.ontariochicken.ca](http://www.ontariochicken.ca)

## Committed to Being a Responsible Corporate Citizen



CFO has identified hunger as a key priority in our Corporate Social Responsibility Strategy. We recognize that we have an important role to play in supporting the needs of vulnerable Ontario families. On behalf of each of guest speaker at the AGM, CFO made a donation to the Ontario Association of Food Banks. The Ontario Association of Food Banks is a network of 120 community food banks working to end hunger and poverty.



## Chicken Farmers of Ontario 2011-2012 Board of Directors

Board Director	District
Adrian Rehorst	District 1
John Maaskant	District 2
Murray Booy	District 3
Henk Lise	District 4
Henry Zantingh	District 5
Murray Opsteen	District 6
Ryan Van Til	District 7
Ed Verkley	District 8
Tim Klompmaker	District 9



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Visit us **ONLINE**  
for more infor-  
mation

Presentation material  
and video footage from the  
2011 Annual General Meeting  
as well as the Board Charter  
and 2010 Performance  
Report can be found at  
[www.ontariochicken.ca](http://www.ontariochicken.ca)

## Committed to Becoming the Best!



Michael 'PinBall' Clemons was this year's Keynote Speaker and in a way that only Michael Clemons can, he shared his perspectives and experiences around teamwork, leadership and how to be the **BEST!**

## Committed to Safe, Smart Farming



Riverdale Poultry Express – a transportation company – joined CFO's AGM to show farmers and industry partners one of their hydraulic lifting roof trailers. This trailer platform represents one of the solutions implemented by the Industry to address farm worker safety and also positions us well as we look forward to modular loading.



CFO highlights Farm Worker Safety Solutions for ground floor, 2nd floor, 3rd floor and transportation as outlined in the Broiler Chicken Industry Safe Work Practices document.



The Honourable Carol Mitchell, Minister of Agriculture, Food and Rural Affairs and Maria Van Bommel, MPP Lambton – Kent – Middlesex and retired chicken farmer join CFO at the dinner banquet.



# Working Committees of the Board

## CFO establishes 5 Working Committees of the Board to assist in fulfilling its Strategic Plan and its Governance charter

### Audit Committee

#### Purpose:

To review and ensure financial reporting processes are adequate and effective; and oversee performance of internal and external auditors.

#### 2011 Key Action Plans:

- Achieve Board approved 2011 budget
- Monitor organizational accountability and efficiency of programs
- Support an orderly transition to A107 allocation outcomes (new processor rules)
- CFO Online: Internet-enabled supply management processes
- CBOS: Technology-enhanced effectiveness and efficiency
- Enhanced knowledge management; design, capture, organization, use and retention

### Chicken Industry Advisory Committee

#### Purpose:

To collaboratively advance strategies and manage issues relevant to the Ontario chicken industry enabling farmers and processors to profitably grow their businesses in a socially responsible manner.

#### 2011 Key Action Plans:

- Develop and implement Ontario Strategic Plan 2013
- Critical issues identification/resolution
- Chicken Industry Advisory Committee (CIAC) working groups performance
- Communication programs: farmers, processors and industry

### Farm Operations & Sustainability Committee

#### Purpose:

To ensure CFO becomes an industry leader in farm safety and on-farm best management practices and to assist farmers in following food safety standards and good farming practices, work safely, and support poultry health and welfare.

#### 2011 Key Action Plans:

- Optimize field operations effectiveness & efficiency
- Ensure compliance with regulations & policies

- Emergency preparedness: continually improve CFO and Feather Board Command Center (FBCC)
- Ensure compliance with farm worker safety industry standard
- Support CFC and industry animal care initiatives
- Develop and implement new entrant policy
- Traceability: standardize premise & flock ID
- Seek industry support to implement Avian Influenza insurance

### Governance and Human Resources Committee

#### Purpose:

To develop and maintain CFO's strategic planning process; ensure effective corporate governance; assess Board, Committee, and individual Director performance; oversee the Board:farmer-stakeholder relationship; and support a high performance CFO organization with skilled, motivated and committed people.

#### 2011 Key Action Plans:

- Develop Ontario Strategic Plan 2013
- CFO Strategic Plan 2012 : Year 2
- Director, Board Committees and CEO annual performance appraisals
- Director and DCR orientation and training
- Develop succession planning strategy
- Develop comprehensive Risk Management and Crisis Management strategies
- Support CFO "best employer" initiatives

### Industry Relations and Value Chain Committee

#### Purpose:

To build and maintain effective relationships; and to lead and advance positive change in the chicken industry.

#### 2011 Key Action Plans:

- Achieve profitable allocation growth
- Advance innovative policies & regulations
- Enhance CFC:CFO productivity
- Enhance CFO:other provincial Boards initiatives/synergy
- Advocacy initiatives – national and provincial

