

## 2. Board Committee Charters

To assist the Board in fulfilling its Charter, the Board has established five Committees of the Board. The Board shall at all times have an Audit & information Technology Committee (A&ITC), a CFC & External Relations Committee (CERC), a Chicken Industry Advisory Committee (CIAC), a Governance and Leadership (G&L) Committee, and a Production Committee (PC) Committee. The charters of each committee, defining committee duties and responsibilities, are set out below.

Board directors will identify their interests in Committee participation to the G&L Committee during the first quarter of the calendar year in advance of the Annual General Meeting. With consideration of the desires of individual Board members, the G&L Committee will recommend Committee assignments to the full Board for its approval. It is the sense of the Board that consideration be given to rotating Committee members periodically to facilitate teamwork and to leverage individual Board member's experience. However, the Board does not feel that Committee member rotation should be mandated.

Each Committee will be supported by a primary and secondary CFO Senior Leadership Team (SLT) member who will also act as Secretary to the Committee. The Board Administrator shall maintain a calendar for the dates of all Board and Committee meetings.

Committee agendas will be developed by the SLT member assigned to the Committee in consultation with the Committee Chair. Any Committee member may request that an item be included on the agenda. Committee agendas will be reviewed with the Board Chair prior to distribution. Committee agendas and supporting materials of matters to be acted upon by the committee will generally be sent to each member sufficiently in advance of the meeting to allow members adequate preparation time. Committee members should review all materials in advance of the scheduled meeting. Committee meetings will be held by video-conference unless approved by the Board Chair.

Complete and accurate minutes will be kept of each Committee meeting and sent to each Committee member within two working days of the meeting. A summary of each Committee meeting will also be reflected in the monthly Board Performance Report with a verbal update provided by the Committee Chair at the subsequent Board meeting.

### **2.1 Audit & Information Technology Committee Charter**

#### **Purpose**

The Audit & Information Technology Committee (AITC) is a standing committee of the Board of Directors whose primary functions are to assist the Board with its strategies, policy and regulation development and oversight role with respect to:

1. The integrity of financial statements, supporting information, the flow of information and the reporting process
2. Compliance with financial, legal and regulatory requirements
3. The adequacy and integrity of the internal control environment implemented and maintained
4. The qualifications, independence, performance, and rotation of the external auditor who is accountable to the AITC and the Board
5. Financial and Information Technology Risk Management Framework, including the identification of risks, assessment of risks and controls, communication of risks and the formulation of appropriate action plans
6. Review CFO's information technology planning and strategy, including the strategic benefits of proposed significant information technology related projects and initiatives.
7. Ensuring a secure, private, reliable, high-performing infrastructure and Digital Security Framework
8. Disciplined business infrastructure and processes leveraging best practices in utilizing CFO information technology and resources

### **Membership:**

The AITC is comprised of not less than three Directors, including a Committee Chair, appointed by the Board of Directors on an annual basis following each annual meeting.

Each member of the Committee shall maintain the competencies required to fulfill the accountabilities outlined in the AITC Charter. Committee members must attend and report back to the Board on team and individual annual training programs as required and developed by the G&L Committee.

Committee members are required to demonstrate to the Board that each director;

- can read and understand the information provided to the extent to be able to intelligently ask, and to evaluate the answers to, probing questions about the material aspects of those findings, results or reports
- an ability to evaluate information technology risk strategies, projects and initiatives

Any member of the Committee may be removed or replaced at any time by the Board and the Board, upon the recommendation of the G&L Committee, shall fill vacancies on the Committee.

CFO management support for the AITC will be two senior management staff members that can support the roles and responsibilities of the AITC. Namely, the Senior Director, Finance and the Director, Information Technology.

### **Structure and Operations:**

The committee will hold meetings on average six times per year. A Committee meeting may be called at any time by the Board Chair, by the Committee Chair or by two members of the Committee. A quorum at any meeting of the Committee shall be three members.

The Committee is accountable to the Board and is expected to make recommendations to the Board and report to the Board about its deliberations and actions in a timely manner.

The independent auditor reports to the Committee. The independent auditor may attend any Committee meeting as required, however, attends at least twice annually to review Year End Financial Statements and review the Audit Plan with the Committee. The Committee, in consultation with the Board Chair, may engage any special advisors it deems necessary to provide independent advice, at CFO's expense.

On an annual basis, the Committee will review this Charter and the Committee's Annual Work Plan and, where necessary, recommends changes to the Board. The Committee shall undertake and review with the Board an annual performance evaluation of the Committee.

### **Duties and Responsibilities of the Audit & Information Technology Committee:**

Key duties and responsibilities of the Audit & Information Technology Committee include:

1. Integrity of Financial Information
  - a. Regular, ongoing communication between meetings between Board Chair, management and auditors
  - b. Reviewing and discussing with management and making recommendations to the Board on the approval of quarterly unaudited and annual audited financial statements
  - c. Reviewing and discussing with the independent auditor the annual consolidated financial statements
  - d. Reviewing and discussing with the independent auditor any significant issues raised with management during the course of the audit or review, including those matters that are required to be discussed under generally accepted auditing standards
  - e. Reviewing and discussing with management and the independent auditor CFO's principal accounting practices and policies

2. Financial, Legal and Regulatory Compliance
  - a. Reviewing and discussing with the independent auditor all critical accounting policies and practices to be used in the audit process
  - b. Providing direction to auditors about specific issues or concerns of the Board
  - c. Reviewing and discussing with CFO's legal counsel all legal matters that may have a material impact on CFO operations and compliance policies
  - d. Reviewing and discussing with CFO's legal counsel, all current and imminent government policy and regulations that may have a material impact on CFO operations and compliance policies
  - e. Reviewing and discussing with management and making recommendations to the Board on CFO's investment of cash reserves and insurance policies
3. Quality of Internal Controls
  - a. Requiring management to implement and maintain appropriate internal control procedures
  - b. Reviewing, evaluating and approving these procedures
4. Qualifications and Independence of the Auditors
  - a. Reviewing the independence of the external auditor, in part by receiving a written statement from the external auditor delineating all relationships with CFO
  - b. Appraising the performance of the independent auditor and recommending to the Board the appointment or, if so determined by the Committee, the replacement of the independent auditor
  - c. Determining, reviewing and approving the services to be performed by the independent auditor and the fees to be paid
5. Risk Management Framework
  - a. Oversight of financial and technology and management information risk management strategy
  - b. Ensure management is managing, monitoring and reporting on main risks
  - c. Review and discuss with management and make recommendations to the Board on CFO's Risk Management Policy for financial and Information Technology related matters
6. Review CFO's information technology planning and strategy, including the strategic benefits of proposed significant information technology related projects and initiatives.
  - a. Provide guidance on technology as it pertains to corporate strategic initiatives, significant investments, and key industry impacts
  - b. Review Management updates on significant IT related projects
  - c. Oversight in the development and Board approval of IT Strategic plan
7. Ensuring a secure, private, reliable, high-performing infrastructure and Digital Security Framework
  - a. Oversight on external auditor/Security and compliance experts to analyze CFO technology infrastructure
  - b. Specific to SAP, provide oversight in engaging external consultant to ensure optimal effectiveness and efficiency of the system
  - c. Ensure adequacy of Business Continuity and Disaster Recovery for technical resources
8. Disciplined business infrastructure and processes leveraging industry best practices in utilizing CFO information technology and resources
  - a. Review Project management practices that manage all IT related projects and resources
  - b. The governance of information management, data integrity, and analytics
  - c. Ensure transparent, collaborative, disciplined monitoring of IT related resources
  - d. Support initiatives to engage External Auditor/Security and Compliance experts to review IT processes and resources

9. Other
  - a. Discussing the qualifications for and determining whether a member of the Committee is financially and technologically literate and, in conjunction with the G&L Committee, ensuring the ongoing financial and technological literacy of Committee members
  - b. Performing other duties as may from time to time be assigned to or vested in the Committee by the Board

## **2.2 CFC & External Relations Committee Charter**

### **Purpose:**

The CFC & External Relations Committee (CERC) is a standing committee of the Board whose primary objective is to build positive, productive relationships with our partners and industry value chain stakeholders.

The primary functions are to assist the Board with its strategies and oversight role with respect to:

1. Providing supportive leadership and act as a catalyst in collaboratively advancing policy, governance and operational evolution at Chicken Farmers of Canada (CFC)
2. Leading CFO priorities that require a positive CFC decision via relevant CFC processes to bring to attention, educate and build support for CFO's request
3. Continually assessing and strategizing on Ontario's relationship with Quebec to ensure there is a strong and sustainable supply management system for chicken.
4. Building and maintaining effective, mutually-beneficial, lasting relationships with provincial chicken boards, by sharing information, promoting increased dialogue, and identifying potential opportunities for working collaboratively on common directions
5. Build and nurture the National Chicken Farmers Alliance by providing collaborative leadership and demonstrating real value of the forum to its members
6. Building and maintaining effective, mutual-benefiting, lasting relationships with its key Ontario and select national industry value-chain partners: hatcheries, feed companies, the primary processing sector, the further processing sector, distribution channels

### **Membership:**

The CERC Committee is comprised of not less than three Directors, including the CFO Chair, the Director serving on CFC and the CFC Alternate Director.

Any member of the Committee may be removed or replaced at any time by the Board and the Board, upon the recommendation of the Governance & Leadership Committee, shall fill vacancies on the Committee.

The primary CFO management support for the Committee will be the Vice-President, Strategy and Business Development.

### **Structure and Operations:**

The Committee shall meet a minimum of eight times per year. A Committee meeting may be called at any time by the Board Chair, by the Committee Chair or by two members of the Committee. A quorum at any meeting of the Committee shall be three members.

The Committee is accountable to the Board and is expected to make recommendations to the Board and report to the Board about its deliberations and actions in a timely manner.

The Committee advises and engages the CEO on matters that come before the Committee as appropriate. The Committee may engage any special advisors it deems necessary to provide independent advice, at CFO's expense.

On an annual basis, the Committee will review this Charter and the Committee's Annual Work Plan and, where necessary, recommend changes to the Board. The Committee shall undertake and review with the Board an annual performance evaluation of the Committee.

**Duties and Responsibilities of the CFC and External Relations Committee:**

1. Ensuring that the Board and staff are delivering on CFO's Strategic Plan:
  - a. To ensure supply management system adapts to change and successfully evolves
  - b. To achieve mutually advantageous, continuous improvements in industry profitability and sustainability
  - c. To increase Ontario production of chicken
2. Develop an annual work plan that is based on Board approved strategies that support CFO's Strategic Plan, including a:
  - a. CFC Relations Strategy
  - b. Provincial Relations Strategy
  - c. Stakeholder Management Strategy
3. Develop the scorecard to monitor and measure performance
4. Review options and recommendations for Board consideration in support of the annual work plan and on emerging files (assigned to the appropriate Committee by the Board) to deliver on CFO's Strategic Plan
5. Ensuring CFO's Strategic Plan and CFC's Strategic Plan are aligned, monitored and supported to achieve results, as defined by the CFC Relations Strategy
6. Ensuring national information is communicated in a timely manner to the Board
7. Ensuring effective engagement with provincial Boards, as defined by the Provincial Relations Strategy
8. Ensuring effective engagement with key Ontario and national value chain partners, as defined by the Stakeholder Management Strategy
9. Define and recommend required Communication Plans

**2.3 Chicken Industry Advisory Committee Charter**

**Purpose:**

The Chicken Industry Advisory Committee (CIAC) is a standing committee of Chicken Farmers of Ontario whose primary functions are to assist the Board with its strategies, policy and regulation development and oversight role with respect to Ontario chicken industry growth, competitiveness and sustainability.

The CIAC shall have the prime objective of developing a Team Ontario Strategic Plan that will identify Ontario industry growth strategies and manage issues to resolution in the best interests of the industry, thereby enabling farmers and the food industry to profitably grow their businesses in a socially responsible manner.

The Team Ontario Strategic Plan shall be directed towards deriving outcomes of mutually advantageous benefit to the chicken industry, including:

1. The promotion of harmonious relationships between persons engaged in the production and marketing of chickens
2. Promotion of greater efficiency in the production and marketing of chickens
3. The prevention and correction of irregularities and inequities in the marketing of chickens
4. The improvement of the quality and variety of chickens
5. The improvement of the circulation of market information respecting chickens

CIAC leadership and management principles are based on 1) seeking change, 2) alignment on vision and strategy, 3) common goals and common measures, 4) structuring for results, 5) dynamic and entrepreneurial teams, and 6) clear levels of responsibility and well defined objectives.

CIAC's goal is to develop a shared planning and operating culture of honesty and integrity, trust and openness, proactive cooperation, and pride in long-term achievement.

**Membership:**

The CIAC is comprised of nine (9) members; three (3) members appointed by CFO, three (3) members appointed by Association of Chicken Processors (AOCP) and three (3) members appointed by Ontario Farm Products Marketing Commission (OFPMC) on an annual basis.

The parties will endeavor to appoint committed, motivated persons capable of working in a collaborative basis in relation to common Team Ontario objectives. The members of the CIAC shall hold office at the pleasure of the organization that appointed them.

The primary CFO senior leadership staff support for the CIAC will be the Chief Executive Officer and Vice-President, Strategy and Business Development.

**Structure and Operations:**

A Committee meeting may be called at any time by the Committee Chair or by three members of the Committee- including one member from each of CFO, AOCP and OFPMC.

The Committee shall meet as often as it determines but not less than quarterly during a fiscal year. During the first year of Team Ontario it is likely that CIAC will meet monthly to ensure that the industry change process is underway and gaining momentum.

A quorum at any meeting of the Committee shall be six members- including two members from each of CFO, AOCP and OFPMC.

The Committee is accountable to the Board and is expected to make recommendations to the Board and report to the Board about its deliberations and actions in a timely manner.

On an annual basis, the Committee will review this Charter and the Committee's Annual Work Plan and, where necessary, will recommend changes to the Board. The Committee shall undertake and review with the Board an annual performance evaluation of the Committee.

**Duties and Responsibilities**

1. Strategy
  - a. Adopting a strategic planning process
  - b. Developing, reviewing, assessing and approving Team Ontario's vision and mission statements, key result area objectives and strategies
  - c. Annually reviewing the effectiveness, refining, revising and approving the effectiveness of the Team Ontario strategic and business planning processes
2. Business Performance
  - a. Monitoring Team Ontario's overall performance against its strategic objectives and annual business plans
  - b. Ensuring Team Ontario working groups are taking appropriate action to ensure that objectives and plans are achieved

3. Industry Relations

- a. Working collaboratively with Ontario chicken industry value chain stakeholders to achieve mutually advantageous, continuous improvements in industry growth, profitability and sustainability
- b. Participating directly in building positive and productive relationships with key industry stakeholders

4. Risk Management

- a. Identifying, evaluating and responding to the principal strategic, operational and reputational risks that might jeopardize the health and continuity of Team Ontario's business

5. Communication and Reporting

- a. Approving Team Ontario's communication strategy and spokespeople
- b. Ensuring the development and deployment of proactive consultation and communications strategies and programs

6. Ethics and Integrity

- a. Setting an ethical tone within Team Ontario
- b. Developing and maintaining Team Ontario's Code of Conduct and ensuring adherence to it by the CIAC, Working Groups and staff (internal and external)

## **2.4 Governance & Leadership Committee Charter**

### **Purpose:**

The Governance & Leadership (G&L) Committee is a standing committee of the Board of Directors whose primary functions are to assist the Board with its strategies, policy and regulation development and oversight role with respect to:

1. Maintaining and developing effective corporate governance guidelines and processes within CFO
2. Ensuring CFO pursues a rigorous strategic planning process, evaluates strategic results annually, and focuses on productively dealing with other significant issues affecting the business of CFO
3. Oversight and monitoring of CFO's risk management and procedures, including its Strategic Risk Management Framework, and follow-up on implementation of such policies and procedures
4. Assessing the effectiveness of the Board and Committees of the Board, and assessing the contributions of individual Directors
5. Board and DCR nomination to identify individuals qualified to become members of the Board of Directors consistent with criteria approved by the Board of Directors
6. Overseeing the relationship between the Board, District Committee Representatives and Ontario chicken farmers
7. Establishing and overseeing processes for establishing performance goals and evaluating the performance of the CEO
8. Reviewing and recommending remuneration to the Board for the CEO
9. Developing succession plans for the position of Chief Executive Officer and reviewing the performance of and succession plans for other senior management positions, with the intent of ensuring timely and effective continuity of leadership
10. Overseeing a robust talent planning and development process, including review of the succession plans for other designated senior management positions
11. Reviewing and recommending CFO employment, compensation and benefit policies and procedures

### **Membership:**

The Governance & Leadership Committee is comprised of not less than three Directors, specifically the CFO Chair, 1<sup>st</sup> Vice-Chair and 2<sup>nd</sup> Vice-Chair of the Board, appointed by the Board of Directors on an annual basis following each annual meeting.

Any member of the Committee may be removed or replaced at any time by the Board and the Board, upon the recommendation of the G&L Committee, shall fill vacancies on the Committee.

The primary CFO management support for the G&L Committee will be the CEO. The secondary support will be the General Counsel &/or Corporate Secretary.

### **Structure and Operations:**

The Committee shall meet two weeks prior to Board Meetings with a minimum of eight meetings per year. A Committee meeting may be called at any time by the Board Chair, by the Committee Chair or by two members of the Committee. A quorum at any meeting of the Committee shall be three members.

The Committee is accountable to the Board and is expected to make recommendations to the Board and report to the Board about its deliberations and actions in a timely manner. The Committee advises and consults the CEO on matters that come before the Committee as appropriate. The Committee holds a private session at each regularly scheduled meeting of the Committee members only. The Committee, in consultation with the Board Chair, may engage any special advisors it deems necessary to provide independent advice, at CFO's expense.

On an annual basis, the Committee will review this Charter and the Committee's Annual Work Plan and, where necessary, recommend changes to the Board. The Committee shall undertake and review with the Board an annual performance evaluation of the Committee.

### **Duties and Responsibilities of the Governance & Leadership Committee:**

1. Maintaining and Developing Effective Corporate Governance:
  - a. Developing and making recommendations to the Board on the approach of CFO to corporate governance matters including the ongoing monitoring of corporate governance developments and the effectiveness of CFO's corporate governance processes and guidelines
  - b. Reviewing and approving the timing and frequency of Board and Committee meetings and annual agendas
  - c. Reviewing and making recommendations to the Board related to:
    - i. The Charter of the Board of Directors
    - ii. The Charters of the Board Committees
    - iii. The remuneration of Directors and District Committee Representatives
    - iv. The process for assessing the performance of the Board, Committees and individual Directors
    - v. The process for the selection and evaluation of the Chair and the Board
    - vi. Board and Committee corporate governance processes and guidelines
  - d. Developing, for Board approval, the Director Position Description and communicating this to DCRs and members
  - e. Identifying and managing Board representatives to industry/association committees
  - f. Considering any resignation letter submitted to the Chair by a Director and recommending acceptance or rejection by the Board
  - g. Approving orientation programs for new Directors and education programs for current Board members
  - h. Recommending to the Board, strategies and plans for enhancing the value of the DCRs



2. Strategic planning process - the Governance & Leadership committee shall:
  - a. Review annually and recommend to the Board of Directors the organizations strategic planning process
  - b. Review regularly the CFO progress against its Strategic Plan and report, as required, such progress to the Board of Directors
  
3. Strategic Risk Management policies and procedures - the Governance & Leadership committee shall:
  - a. Contribute to and monitor the corporation's procedures to identify its principal business risks
  - b. Review, monitor and recommend to the Board of Directors the Strategic Risk Management Framework
  - c. Quarterly review and assess the reports from management and/or the external resources on the policies and processes undertaken to manage and mitigate risk
  
4. Board (Director and District Committee Representative) Nomination and Elections Oversight  
The Committee is responsible for all matters relating to the Board elections with the following duties:
  - a. Review each year the composition of the Board and general and specific criteria applicable to candidates to be considered for the Board. The objective of this review will be to maintain the composition of the Board in a way which provides the best mix of skills and experience to guide the long term strategy and ongoing business operations of CFO
  - b. Implement a procedure to identify, with as much advance notice as practicable, impending vacancies on the Board, so as to allow sufficient time of proposed nominees for Board identification
  - c. Develop a list of qualified candidates and arrange for each candidate to meet with the Committee and/or the Board Chair
  - d. Recommend to the Board of Directors proposed nominee(s) for the next District election meeting(s) of the Board
  - e. Ensure that prospective candidates are informed of the degree of energy and commitment CFO expects of its Directors
  - f. Encourage diversity in the composition of the Board of Directors
  - g. Reviewing Board Directors' compliance with the Compensation Policy and communicating any variances
  - h. Performing other duties as may from time to time, be assigned to or vested in the Committee by the Board
  
5. CEO and Senior Leadership Team
  - a. Reviewing and approving the position description for the CEO
  - b. Establishing annual objectives with the CEO, reviewing performance against these objectives and recommending CEO compensation based upon the results of this evaluation, for Board approval
  - c. Reviewing and making recommendations to the Board with respect to the hiring, termination and succession planning for the position of CEO
  - d. Developing a succession plan for the position of Chief Executive Officer with the intent of ensuring timely and effective continuity of leadership
  - e. Overseeing a robust talent planning and development process, including review of the succession plans for other designated senior management positions
  
6. CFO Organizational Development
  - a. Reviewing CFO's human resources policies pertaining to compensation, employee pension plans, leadership development, succession planning and the staff-associate "whistleblower" ethics resource
  - b. Considering such other matters relating to management performance, compensation and oversight as the Committee may deem appropriate

## **2.5 Production Committee Charter**

### **Purpose:**

The Production Committee is a standing committee of the Board of Directors whose primary functions are to assist the Board in collaboration with the industry value chain with its strategies, policy and regulation development and oversight role with respect to objectives to primarily deliver on CFO's strategy to: Drive, Facilitate and Support World-Class, Sustainable Farming Operations.

Importantly, CFO's Production Committee aligns with the work of CFC's Production Committee where we advocate for best practices while supporting a culture of quality, sustainability and effective risk management. While we synergize with CFC to proactively build, operate and continuously develop a reliable, sustainable and highly effective chicken supply, CFO may ultimately choose to advance an initiative in advance of national programming.

The primary functions are to assist the Board with its strategies and oversight role with respect to

1. Lead Responsible Supply Management System Performance
  - a. Ontario Production Optimization: Optimize the Performance Potential of Ontario Chicken Production
2. Build growth-driven business platforms and consumer-led innovation
  - a. Facilitate the ongoing development of local, family-farmed, craft-scale chicken production to meet distinct community markets and channels
3. Drive, Facilitate and Support World-Class, Sustainable Farming Operations
  - a. Demonstrate industry leadership to sustainably produce safe, high quality, and locally grown chicken to meet market demands working collaboratively with farmer members and industry value chain partners
  - b. Achieve consistently high standards of poultry welfare through responsible policies and programs
  - c. Lead industry efforts in management, response and recovery plans to deal with any incident, emergency or crisis that may involve farmer members and industry value chain partners
  - d. Identify, monitor and communicate risk vulnerabilities to farmer members, industry value chain partners & government, and ensure the development of risk management strategies and programs

### **Membership:**

The Production Committee is comprised of not less than three Directors, appointed by the Board of Directors on an annual basis following each annual meeting. Ideally, membership will include CFO's representatives to several of the organizations listed under Duties and Responsibilities 2., the most important of which are CFC Production Committee, FBCC and FFCO.

Any member of the Committee may be removed or replaced at any time by the Board. The Board, upon the recommendation of the Governance and Leadership Committee, shall fill vacancies on the Committee.

The primary CFO management support for the Production Committee will be the Vice-President, Quality, Technical Affairs and Sustainability and the Vice-President, Operations.

### **Structure and Operations:**

The Committee shall meet approximately two weeks in advance of Board meetings. A Committee meeting may be called at any time by the Board Chair, by the Committee Chair or by two members of the Committee. A quorum at any meeting of the Committee shall be three members.

The Committee is accountable to the Board and is expected to make recommendations to the Board and report to the Board about its deliberations and actions in a timely manner. The Committee advises and consults the President and CEO on matters that come before the Committee as appropriate. The Committee, in consultation with the Chair of the Board, may engage any special advisors it deems necessary to provide independent advice, at CFO's expense.

On an annual basis, (approximately August through October), the Committee will review this Charter and the Committee's Annual Work Plan and, where necessary, recommend changes to the Board. The Committee shall undertake and review with the Board an annual performance evaluation of the Committee.

### **Duties and Responsibilities**

1. To lead sustainable poultry practices and ensure Ontario chicken farmers adhere to best farming standards promoting food quality, production efficiency, poultry health and welfare, farm worker safety, and environmental responsibility
2. Provide support to Board members representing CFO on national and provincial industry and government boards, councils and committees to discuss issues and advance to the Board as appropriate:
  - a. CFC Production Committee and related CFC working groups
  - b. CFC Board
  - c. Feather Board Command Center (FBCC) Board
  - d. Farm and Food Care Ontario (FFCO)
  - e. Poultry Industry Council (PIC)
  - f. Livestock Research Innovation Corporation (LRIC)
  - g. Canadian Poultry Research Council (CPRC)
  - h. Poultry Industry Exchange (PIE)
  - i. Ontario Federation of Agriculture (OFA)
3. Define and recommend communication plans
4. The Committee has stewardship of the Ontario Research, Development and Education Strategy in alignment with the National Poultry Research, Development and Education Strategy through CPRC
5. Monitor initiatives and develop strategic partnerships with Feather Board Command Center, Farm and Food Care Ontario, LRIC, PIC and CPRC
6. Engage key industry and government stakeholders as appropriate in a consultative, collaborative approach (CFC, OBHECC, OHA, OABA, OAPV, OMAFRA, CFIA)