

Strategic Plan 2010-2012

Building our future together



Fresh Ideas,
Growing Together™

T: 905.637.0025
E: info@ontariochicken.ca
www.ontariochicken.ca

OUR FUTURE

We have defined what kind of an industry and organization we want to be, and can be

- Growing, profitable and competitive chicken industry
- Working within a robust supply management system
- Farmers will trust us to keep their farm businesses prosperous and independent
- Customers can trust us to constantly look out for their business interests
- Consumers will continue to trust our high quality Ontario chicken

OUR GOAL IS TO BE THE BEST AT WHAT WE DO

Our success is founded on seven fundamental values

Excellence: In our superior knowledge of our business, in the quality of our operations and execution, in our constant search for solutions and in our “Can Do” winning attitude

Service: Keeping our farmers, customers and consumers satisfied, striving to understand and serve their real needs is our constant priority. We commit to improve the value to customers and consumers

Collaboration: Recognizing the value of working together and the superior results we can collectively achieve, we commit to collaborating with our farmers and industry value chain partners

Innovation: Continually improving and innovating to profitably respond to customer and consumer demands for safe, high quality Ontario chicken

Teamwork: Encouraging the involvement of CFO people by training and developing their skills, by making every contribution count, and by recognizing and rewarding initiative and leadership

Integrity: To having high standards and to building a working environment of mutual trust and respect founded on honesty, fairness, openness and empathy

Communications: Committed to high levels of communication, we will communicate directly, honestly and completely to inform, engage and motivate key industry stakeholders and our employees

OUR BUSINESS APPROACH

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



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



The fundamentals of our business approach include transparency, accountability, performance and reliability in our daily operations, and in meeting our commitments.

Working within our supply management system, our business model begins with **1) talented and engaged people**: CFO Board of Directors, District Committee Representatives and staff; all of whom are business results-focused, accountable and work as a team.

Our team's priorities will reflect **2) strategy-driven industry leadership** to meet and manage changing conditions; and to develop and deliver **3) farmer and customer solutions**. We will use our ideas, knowledge, experience and strategic motivation to collaborate with farmers and processor-customers to help them succeed by effectively and efficiently connecting supply with demand, and by mitigating risk.

We will rigorously pursue **4) operational excellence**, in all aspects of the business. Finally, we will act with high standards of **5) disciplined financial management**, to ensure value-generation and risk management.

A POWERFUL NEW STRATEGY FOR GOING FORWARD

Real leadership starts with having a plan. That's why, in 2009, the CFO Board and senior leadership team embarked on a strategic planning process that would determine our course for the next three years. The 2010-2012 plan is focused and disciplined, flowing from a new Vision and Mission targeted at ensuring shared value and total industry sustainability.

VISION

A supply managed, consumer driven, dynamic and prosperous Ontario chicken industry

Industry prosperity requires sustained growth in both revenues and profits with fair returns for efficient industry stakeholders, and continuous improvements in competitiveness

MISSION

Deliver strategy-driven and entrepreneurial leadership that builds value for the Ontario chicken industry

CFO is committed to leading positive industry change to achieve distinctive, sustainable industry value through the development of mutually beneficial solutions and relationships with our farmers, customers, suppliers and employees

APPROACH

We make commitments carefully and honor our commitments. We “do what we say we will do”.

As an industry, we must continue to work together on the important issues of profitable growth, sustainability, consumer confidence, value chain transformation and productive relationships

Our Five Key Result Areas

- 1 To achieve mutually advantageous, continuous improvements in industry profitability and sustainability
- 2 To be a recognized industry leader in food safety and on-farm best management practices
- 3 To increase per capita consumption of Ontario grown chicken
- 4 To achieve Ontario consumer preference for “Ontario-brand” chicken
- 5 To be a responsible employer and corporate citizen

Seven Core Strategies

Supply Management Operational Excellence	Deliver continual quality, service and productivity improvements in supply management system performance
Strengthening Industry Value Chain Competitiveness	Working collaboratively with Ontario value chain stakeholders to enhance the effectiveness, efficiency, competitiveness and growth of the Ontario chicken industry
Safe, Smart Farming	Ensure Ontario chicken farmers follow rigorous food safety standards, pursue good farming practices, continually improve costs, work safely, support poultry health and welfare, and balance profitable business development with environmental responsibility
Proactive Risk Management	Identify, assess and manage strategic, operational and reputational risks to ensure industry business sustainability
Effective Advocacy	Effectively deliver industry messages to governments, industry stakeholders, the media and consumers to ensure that the policies and regulations governing chicken production and marketing are feasible, practical, efficient, and based on sound science and information
Growing Consumer Confidence	Maintain and improve consumer confidence and trust in Ontario grown chicken, the chicken industry and Chicken Farmers of Ontario
Organizational Leadership & Capabilities	Develop a high performance organization with skilled, motivated and committed people leveraging technology to manage business complexity with operational efficiency

2010 Priority Strategic and Policy Development Initiatives

Supply Management

Operational Excellence

- Interprovincial movement of live chicken
- Customer service enhancements
- Over quota management
- New entrants

Strengthening Industry

Value Chain Competitiveness

- Team Ontario value chain
- Producer cost survey updating
- Market development
- Modular loading

Safe, Smart Farming

- On farm food safety (OFFSAP)
- Animal care
- Occupational health and safety
- Sustainable business practices

Proactive Risk Management

- Emergency preparedness & management
- Avian influenza insurance

Effective Advocacy

Growing Consumer Confidence

- Ontario Fresh Chicken™

Organizational Leadership & Capabilities

- Corporate governance
- Industry communications

TEAM ONTARIO

The new definition of
teamwork and commitment

Long before there is a product, there are industry people and a promise: to collaborate in using our collective skills and creativity to profitably and consistently serve our consumers.

That's what Team Ontario is all about.

We believe that a collaborative business approach is the most effective way to influence and manage change.



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