



ONTARIO PORK

Building on success

Driving towards the future

Corporate Profile 2016



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Message from the Chair

Serving as the Chair of Ontario Pork for the past five years has been an honour. It has allowed me to represent the industry for which I am passionate and want to see thrive in Ontario both now and into the future. As I reflect upon my tenure, I realize that 2016 cannot be viewed in isolation.

One year by itself doesn't tell our entire story or show the years of work that came before. Our progress over the last year uses building blocks that our industry had already put in place in areas such as animal care, environment, economics, food safety, farm management, and worker safety.

In 2016, Ontario Pork's advisory group framework flourished. Risk Management, Sustainability, and Program Development advisory groups harnessed the knowledge of our grassroots producers together with the technical expertise in and around Ontario Pork for creative idea stimulation. With the number of regulations coming out of the Ministry of the Environment and Climate Change (MOECC) this year, we saw our producers derive solutions that were progressive, practical, and sustainable. This helped the Sustainability Advisory Group to make recommendations that allowed Ontario Pork, in collaboration with other commodities, to be leaders in agriculture.

Creating policy recommendations that were captured in the position paper of Grow Ontario Together (GOT), which formed the basis of the Lake Erie Domestic Action Plan, is the beginning of a new model of government relations that is proving to be more effective than those of the past, allowing for win-win opportunities for both farmers and government.

Our social responsibility report card shows our industry's commitment to continuous improvement and helps us tell our story in an era where domestic and international consumer interest in the integrity of food production continues to rise.

Ontario Pork worked in collaboration with industry partners to address the growing expectations of consumers, retailers, and policymakers. We partnered with commodity and food industry groups to work on various animal care, environmental, and social trust initiatives. Through collaborating with value chains and the government, we are an effective partner in shaping future policy for the sustainability of our industry and the province.

Swine Health Ontario, actively launched last year, saw the fruits of its labour by coming within reach of eliminating Porcine Epidemic Diarrhea from Ontario farms. The Swine Health Ontario Leadership Team will continue this effort, as well as focus on improving and co-ordinating the swine industry's capacity to prevent, prepare for, and respond to serious threats to swine health in Ontario.

This year, the board of directors will ensure a transition path to new leadership, which will continue to build upon the foundation laid over the past few years. Governance is crucial for a healthy environment in which to develop policies and strategies that help foster a vibrant business environment for pork producers in Ontario. The board is committed to this mission and to advancing the pork industry in this province.

As I complete my final year as the Chair of Ontario Pork, I look back over the last five years as a time of change. I'm proud that we were able to use an outcome-focused, goal-oriented approach, identifying problems, achieving desired outcomes, building relationships, and engaging people from the start.

I would like to take this opportunity to thank our Ontario Pork team for their commitment and dedication to the pork industry in our province. A big thank you goes to all pork producers in Ontario for giving me an opportunity to serve an industry I'm so passionate about. Our industry has faced many challenges along the way, but with each one came new opportunities to learn, grow, and innovate our thinking. I continue to be impressed with your resilience, continued support, for your passion about food grown locally and sustainably, and for being actively involved in the discussion about the future of our industry. Thank you.



A handwritten signature in black ink, which appears to read 'Amy Cronin'. The signature is fluid and cursive.

Amy Cronin, Chair

Message from the General Manager

As an industry, we have adopted an outcome-focused, goal-oriented approach that Amy has described. At Ontario Pork we are always looking at ways to bridge the gaps between what is happening both nationally and across different commodities, with a mission to create a vibrant business opportunity for producers in the province. With a focus on two-way communication and adding value, our staff works hard to develop industry positions on emerging issues that affect the Ontario pork industry, ensuring that expert and technical information guides our work to benefit pork producers.

Social responsibility

As we move forward in our social responsibility journey that was launched in 2016, we are working towards fulfilling our commitments in a number of areas. This includes completing an audit of existing emergency preparedness resources available to farmers; delivering and sponsoring education sessions on new elective animal husbandry requirements, biosecurity, and other modern animal care practices; and engaging 26 producers representing a diverse Ontario pork industry to participate in a pilot that will help shape the newly redesigned Canadian Pork Excellence Program.

Risk management

Ontario Pork has been active in its role to champion the provincial Risk Management Program (RMP) which has proven to be an invaluable tool to manage risk for Ontario's pork farmers. Building on the input from the Ontario Pork Risk Management Advisory Group, we have been working in collaboration with industry partners to strengthen the suite of national business risk management programs such as AgriStability and AgriInvest in the new agricultural framework. Our target is a suite of improved programs that would give producers important tools to help manage many market and production risks that they face. Our recommendations to the government are built on such principles as uncompromised coverage, predictability, and responsiveness to individual needs of farmers.

Economic and environmental sustainability

Our industry is facing a host of new government policies in addition to an increasing number of market-driven trends. Ontario Pork plays a central role in being part of discussions to ensure the competitiveness of Ontario producers. In this effort, we are guided by the principle that in order for pork producers to thrive, economic sustainability must be at the foundation of environmental and social sustainability. Industry engagement and leadership allow more solutions to be developed that are both practical and cost effective. Ontario Pork engages in open and active dialogue with the government to discuss ideas and technical considerations through working groups, consultations, and developing common communications about best practices.

Training and development

In establishing a roadmap for long-term success, Ontario Pork is committed to designing training programs and providing education on a wide range of best management practices, working collaboratively with producers to increase compliance with regulation and participation in the industry's voluntary standards. At our Policy Day in September 2016, delegates focused on what education programs and resources will better support producers and their employees in their on-farm operations. Whether that means interactive small group sessions or online training modules, Ontario Pork is helping develop resources to ensure that workers' abilities and farm standards of operations keep pace with current industry standards and regulations.

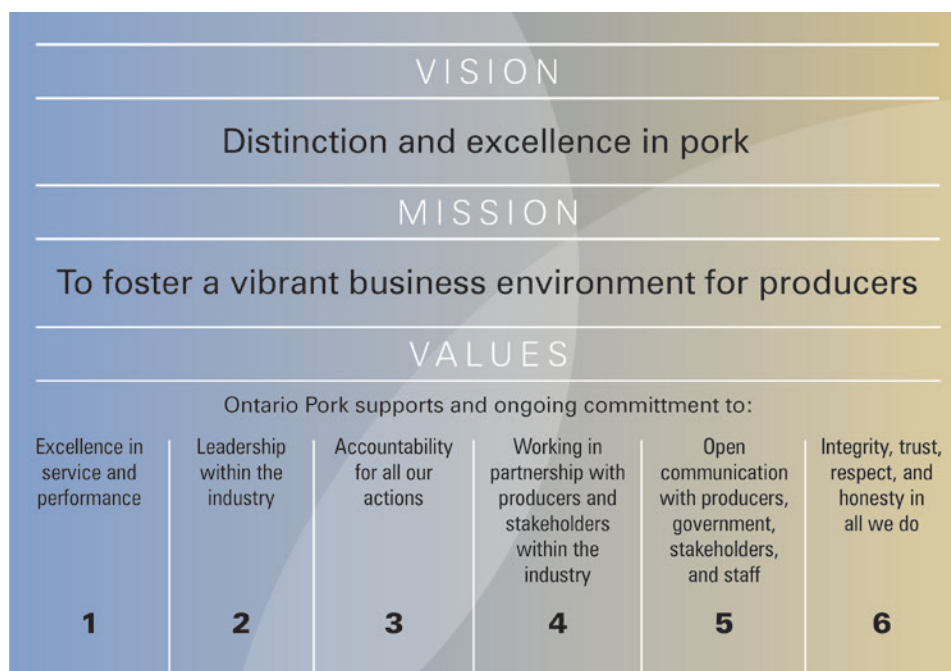
I would like to thank the outgoing board Chair, Amy Cronin, for her remarkable input and outstanding leadership over these past five years. It has been a pleasure working alongside Amy on a multitude of initiatives. As Ontario Pork builds on the successes of the past, we also look ahead to the future and to partnering and supporting new board leadership in finding ways to keep the Ontario pork industry both vibrant and sustainable.



Ken Ovington, General Manager



About Ontario Pork



Ontario's local pork producers' associations

Local pork producers' associations are at the centre of everything we do at Ontario Pork. They form the base of our electoral structure, are important in electing delegates, and provide input to the board of directors to create policies and make decisions that impact the industry.

Active, engaged local associations provide a firm foundation upon which the future of the industry is based. Local pork producers' associations are critical for generating the energy, flow of ideas, and proactive work necessary to maintain a voice that advocates for the needs of farmers and the trust of society.



Ontario Pork's Board of Directors

The board of directors is responsible for strategic policy development, advocacy and government relations across a wide variety of policy issues that impact the industry and producers' viability.

As a key point of contact with the industry's various stakeholders, including the Ontario government, the board seeks to balance the impact of regulatory shifts, as well as changes to government policy and the compliance requirements in our markets, while ensuring the industry remains competitive and sustainable.

2016–2017 Board Members



Amy Cronin, Chair
(Huron – Zone 1)



Eric Schwindt, Vice-Chair
(Waterloo – Zone 2)



Bill Wymenga
(Kent – Zone 1)



Teresa Van Raay
(Huron – Zone 1)



Doug Ahrens
(Perth – Zone 2)



John de Bruyn
(Oxford – Zone 2)



Arno Schober
(Simcoe – Zone 3)



Chris Cossitt
(Grey-Bruce – Zone 3)



Oliver Haan
(Northumberland/
Quinte – Zone 4)

Senior Staff Leaders



Neil Harper
Manager, Information
Systems



Patrick O'Neil
Manager, Ontario Pork
Marketing Division



Ken Ovington
General Manager



Jim Weir
Manager, Finance
and Administration

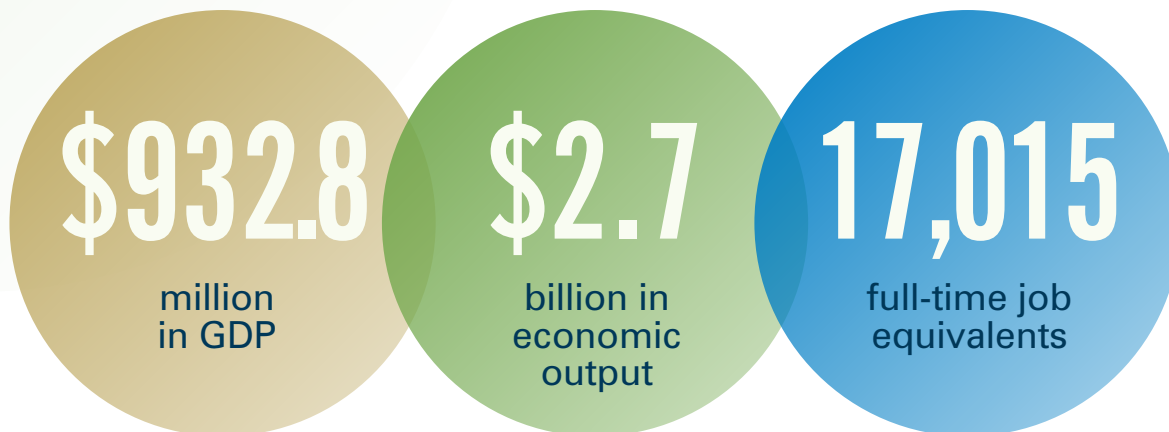


Frank Wood
Manager, Industry and
Member Services

About the Ontario Pork Industry

The Pork Industry – by the Numbers

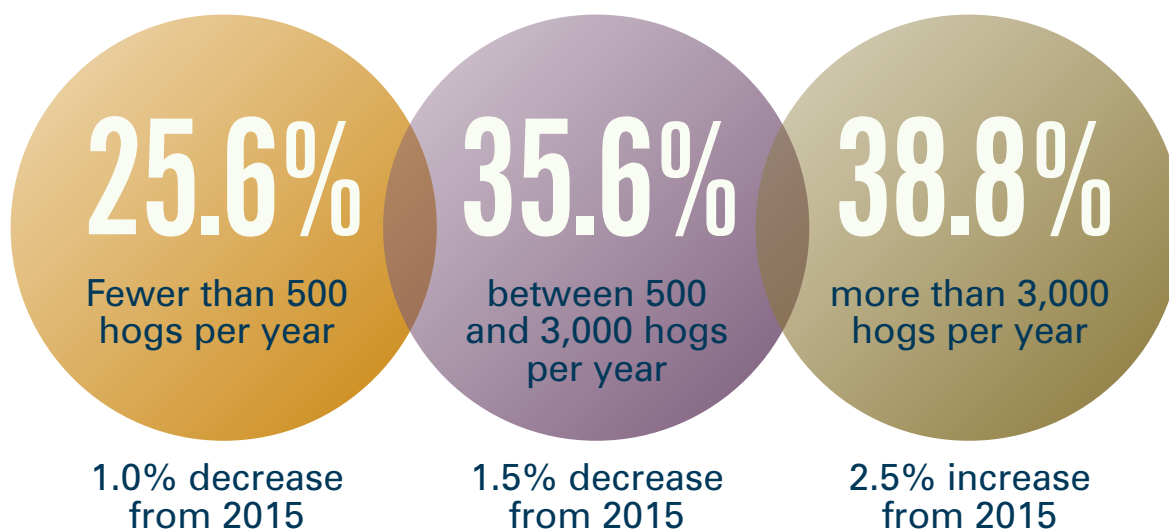
In 2015, Ontario's pork industry, from "farm to fork" generated:



In 2016, 1,284 pork producers in Ontario marketed 5.39 million hogs, an increase of 4.3% over 2015.

Ontario Pork Producers' Profile

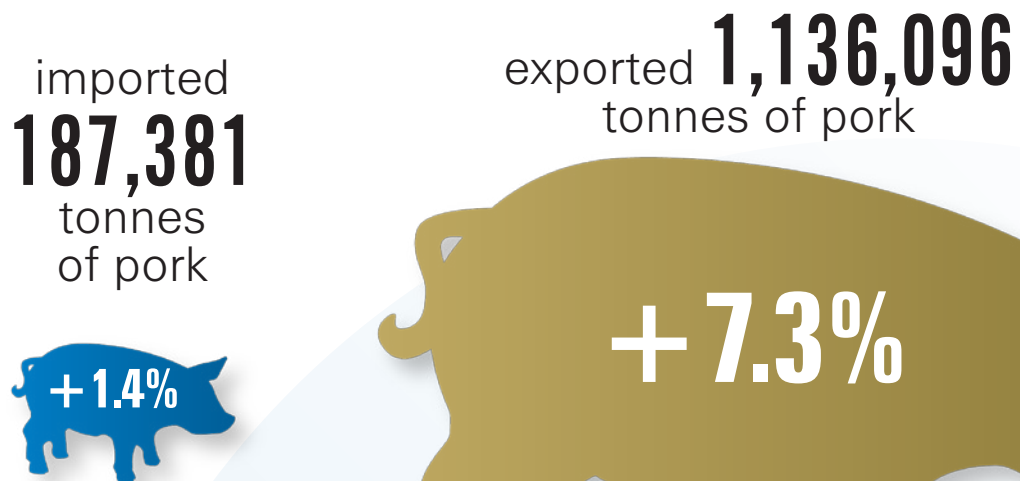
Farms continue to specialize and grow in size to become more efficient



More than 98% of Ontario hog farms are family owned and operated.

The Pork Industry – Import /Exports Numbers

CANADA – January to November 2016

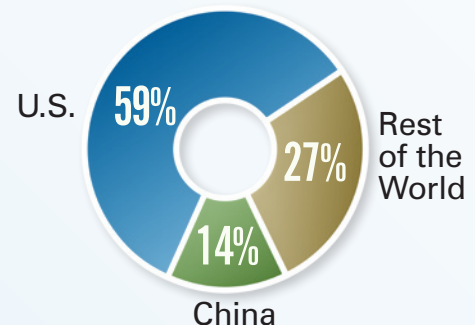


Canada exported pork to 108 markets around the world in the past two years, with the U.S. and China leading the way as Ontario's top pork export nations, as of November 2016.

ONTARIO – January to November 2016

2016 Ontario Trade Market	Imports	Exports
Metric tonnes	120,346	195,190
Value in \$	\$768 million	\$578 million

Ontario Pork Exports Globally



Committees

Audit Committee

Purpose

The Audit Committee provides liaison between the board of directors and the auditors and assists the board in carrying out its fiduciary duties. The committee provides input for the planning of the audit by communicating particular areas of concern to the auditors as well as reviewing annual financial statements and other results of the auditors' work.

Products of the committee include:

- reviewing the audit plan, auditors' management letter and annual financial statements prior to board's approval
- communicating to the board areas of financial risk, and ensuring adequate procedures and internal controls are in place to minimize these risks
- recommending appointment of auditors to the board.

Members

Doug Ahrens, *Committee Chair, board member*
Amy Cronin, *board member*
John de Bruyn, *board member*
Teresa Van Raay, *board member*

Research Committee

Purpose

Make recommendations to the board on expenditures from the research budget that support and achieve the strategic objectives of Ontario Pork.

Products of the committee include:

- recommending to the board research expenditures for the disbursement of the research budget
- recommending and advising the board on industry research priorities and outcomes for a program that is responsive and receptive to the needs of producers in Ontario
- recommending to the board involvement in research and development activities that are beneficial to the Ontario Pork industry. (i.e., communication, collaboration, tech transfer, etc)
- recommending to the board policies and guidelines for research support and funding criteria.

Members

Tim Blackwell, *OMAFRA*
Chris Cossitt, *board member*
Rod de Wolde, *pork producer, Peterborough*
Oliver Haan, *board member*
Lloyd Holbrook, *pork producer, Grey/Bruce*
John Otten, *pork producer, Wellington/Dufferin*
Arno Schober, *Committee Chair, board member*

Resolutions Committee

Purpose

To promote and support constructive communication between Ontario Pork's elected board of directors and the broader stakeholders for all resolutions submitted to Ontario Pork.

Products of the committee include:

- preparing resolutions booklet for the annual general meeting
- presenting resolutions for debate at AGM
- preparing response to resolutions document
- monitoring and ensuring a response to all resolutions received by the board.

Members

Doug Ahrens, *board member*
Lyle Campbell, *pork producer, Lambton*
Mark Dejong, *pork producer, Northumberland/Quinte*
John Sikkens, *pork producer, Niagara*
Teresa Van Raay, *Committee Chair*

Resolutions are a method for stakeholders to bring forth industry topics for debate at the board annual meeting. In 2016, delegates passed nine resolutions at the Ontario Pork AGM; topics included PED elimination, association transformation, swine research facility, and agricultural education. Ontario Pork reported to delegates on progress with these resolutions on June 7, 2016.

Advisory Groups

Program Development

Role	Key activities in 2016	Members
To provide advice on converting industry policies into practical, workable programs that meet the needs of Ontario pork producers. To guide, advise, and participate in the development and evaluation of programs required to support the industry policies and initiatives.	<ul style="list-style-type: none">Reviewed and revised the On-Farm Emergency Planning Guide, designed to help Ontario pork farmers plan for and manage emergencies that can potentially occur on their operation such as power outages, drought, flood, severe snow or ice storms and also catastrophic events, e.g. tornadoes, hurricanes, fires, and disease outbreaks. Based on their feedback, the resource will be finalized and circulated to pork producers in February 2017.Reviewed training options and delegate feedback from Policy Day held by Ontario Pork on September 20, 2016. The list of options includes a wide range of training topics from first aid to business management as valuable options either for farm owners or their employees.	Dianne Brekelmans, <i>pork producer, Oxford</i> Chris Cossitt, <i>board member, pork producer</i> Oliver Haan, <i>Group co-chair, board member, pork producer</i> Eric Hartemink, <i>pork producer, Elgin</i> Tanya Terpstra, <i>pork producer, Perth</i> Teresa Van Raay, <i>Group co-chair, board member, pork producer</i>

Risk Management

Role	Key activities in 2016	Members
To provide advice to the board on the design, implementation and effectiveness of the risk management tools including the Risk Management Program (RMP), financial protection, mortality insurance, and other tools as required.	<ul style="list-style-type: none">Ongoing development of hog mortality insurance. Analysis is underway to assess impact of design options at the individual farm level.Reviewed payment protection options and created a plan to build support among other provincial and national commodity organizations with respect to proposed changes to the <i>Bankruptcy and Insolvency Act</i> and government advocacy.Developed Ontario Pork's approach for consultations on business risk management programs within the next agricultural framework, Growing Forward 3.	Doug Ahrens, <i>Group co-chair, board member, pork producer</i> Steve Illick, <i>pork producer, Wellington/Dufferin</i> Rob McDougall, <i>pork producer, Oxford</i> Wouter Van Leeuwen, <i>pork producer, Kent</i> Bill Wymenga, <i>Group co-chair, board member, pork producer</i>

Sustainability

Role	Key activities in 2016	Members
To ensure the industry remains competitive and sustainable, and that Ontario pork producers have input into strategy and policy development related to sustainability issues, including animal care, swine health, environment, microbial resistance, and changes to government policy and compliance requirements for the pork industry.	<ul style="list-style-type: none">Provided technical input into the Grow Ontario Together policy submission for the development of Ontario's Domestic Action Plan under the Great Lakes Water Quality Agreement. Policy recommendations of Ontario Pork's Sustainability Advisory Group have been captured in the position paper of Grow Ontario Together (GOT), which will form the basis of the Ontario Pork and its partner organizations' response to the government plans for Lake Erie.Developed nutrient management recommendations based on pork producers' input at the information meetings held by Ontario Pork across the province in June 2016. The group also developed a priority list of policies that would support and assist the Ontario pork sector.Reviewed delegate feedback on climate change from the Policy Day held by Ontario Pork on September 20, 2016. This year's release of the provincial government's Climate Change Action Plan laid out strategies and targets that are beginning to come into effect. The Sustainability Advisory Group members prioritized potential actions for Ontario Pork that would support and assist the Ontario pork sector in such areas as feed, manure management, and energy.	Lyle Campbell, <i>pork producer, Lambton</i> John de Bruyn, <i>Group co-chair, board member, pork producer</i> John Nyenhuis, <i>pork producer, Perth</i> James Reesor, <i>pork producer, Niagara</i> Arno Schober, <i>Group co-chair, board member, pork producer</i>

Ontario Pork's Leadership Program

The program was uniquely designed for aspiring pork producers who are looking for insights, knowledge, and tools to become more effective leaders and advance themselves in their leadership journey.

2016–17 Class

Shaun Ball, *Oxford*
Maaïke Campbell, *Lambton*
Kevin Jennen, *Kent*
Gary Pennings, *Niagara*
Eline Terpstra, *Huron*
Tara Terpstra, *Huron*
Sarah Van Leeuwen, *Kent*
Wouter Van Leeuwen, *Kent*

The program

- provides rich context to develop the skills and knowledge required to become successful industry leaders
- focuses on helping them develop the capabilities required to respond effectively to the challenges of leading the pork industry in Ontario
- connects with the business strategy, initiatives and goals of Ontario Pork.

Comprised of six modules

- 1 Introduction and Personal Traits Assessment, Leadership Capabilities
- 2 Government Relations
- 3 Media Training
- 4 Corporate Governance and Organization Structure
- 5 Policy Development, Strategic Thinking and Strategic Planning
- 6 Industry Collaboration and Partnerships



Government Relations and Policy

Ontario Pork takes an assertive, respectful leadership role in advocating for the producer and the industry. It is Ontario Pork's approach to provide sector leadership and forge positive working relationships and partnerships with government policy makers.

2016 was a busy year for government relations and policy work – some of the activities Ontario Pork took part in include:

- holding meetings with the ministers of agriculture, food, and rural affairs, and trade and labour to advocate for Ontario Pork's public policy, competitiveness, training and social responsibility objectives
- participating in Ontario Agriculture Sustainability Coalition (OASC) meetings at Queen's Park to remind government officials of the importance and value of Ontario's Risk Management Program
- presenting to the Senate Standing Committee on Agriculture and Forestry to emphasize the importance of international market access to our pork sector
- providing input into the government consultations on Great Lakes phosphorous targets, the provincial soil health strategy, and the Next Policy Framework which is scheduled to follow Growing Forward 2 in 2018.

Queen's Park Reception

On November 29, 2016, Ontario Pork hosted its MPP Breakfast Reception at Queen's Park in Toronto. Amy Cronin, Chair of Ontario Pork, provided an update on Ontario Pork's Social Responsibility Report commitments. She also spoke about industry priorities such as competitiveness and the need to ensure a balanced and reasonable dialogue on social licence.

Jeff Leal, Ontario's minister of agriculture, food and rural affairs congratulated Ontario Pork on the splendid work it has been doing for the agriculture and agri-food sector.



Minister of agriculture, food and rural affairs Jeff Leal and Ontario Pork Chair Amy Cronin at the 2016 Ontario Pork MPP Breakfast Reception.

Producer Consultation

Policy Day

On September 20, 2016, Ontario Pork held its Policy Day conference at the Delta Hotel Guelph Conference Centre for delegates, presidents, and secretaries from each of the local pork producers' associations. The conference was designed as a way of having more

extensive discussion with elected delegates on key policy issues facing the swine industry. This year's Policy Day focused on climate change and producer training development as we work to implement our Social Responsibility Report.



The Ontario Pork Policy Day training and development panel with Ontario Pork Chair Amy Cronin. From L-R: Dr. Sara Mann, University of Guelph, and Wellington County pork producers Kevin Bosman and John Otten.

Swine Health Ontario

Mission: Continuous improvement in swine health management through a proactive, practical, and responsive plan that engages the entire swine industry.

From 2016 to 2019, Swine Health Ontario's goal is to eliminate Porcine Epidemic Diarrhea (PED) from the Ontario swine industry with an effective response in place for any new outbreaks, and use these processes as a model to manage any future disease challenges. The team will develop a swine health information system including an accurate, real-time surveillance system, database, and mapping tool to detect, track, monitor, and report on disease.

2016 was a year of strategic planning and development for Swine Health Ontario (SHO), as well as execution of the plans made in collaboration with the Ontario Swine Health Advisory Board to work towards PED elimination from all Ontario farm sites.

And in the upcoming year, SHO will launch its Command Centre for the Ontario swine industry using a step-by-step approach to develop, test, and implement systems and protocols.



The current SHO Leadership Team is comprised of:

Amy Cronin, *Ontario Pork*
Dr. Cathy Furness, *OMAFRA*
Dr. Doug MacDougald, *OPIC/OSHAB*
Lori Moser, *SHO Manager*
Jay Squire, *OPIC/OSHAB*
Dr. Cathy Templeton, *Industry at large*
Clare Schlegel, *Ontario Pork*
Mark Yungblut, *Industry at large*

As a note, Dr. David Alves ended his one-year term with SHO at the end of 2016 and the leadership team would like to thank him for his service.

Branding and Reputation Management

From partnerships at stores, foodservice locations, and farm gates across the province to consumer education and engagement, the Ontario Pork brand tells a story. A story of why local is best. Of the hard work that goes into every package of pork in the meat case. And of the farmers who stand behind their products 365 days a year.

That story matters, as does the Ontario Pork brand.



If you don't see this green and grey checkmark logo at your local retailers, ask your butcher or meat department why.

***"WHERE is this
pork produced?"***

"Is this LOCAL?"

Become an ambassador for our brand and continue telling the story of everything that goes into that logo.

2016 branding initiatives

Over the past year, Ontario Pork has been working to deliver educational and promotional outreach activities aimed at increasing the depth and breadth of food literacy in Ontario relating to pork.

Our specific emphasis in 2016 – and continuing into 2017 – was educating the public on the use of under-used pork cuts such as legs and shoulders. Greater familiarity with these cuts and cooking methods will help to drive consumption at retail, which will promote higher carcass use and less waste, resulting in better returns for producers, retailers, and processors.

A few of the initiatives to increase Ontario Pork's branding include:

- Ontario pork sampling events at grocery stores across the province
- webinars to educate retailers about pork markets and consumer-buying behaviours
- engaging and educational e-newsletters for consumers and retailers
- working with influential food bloggers to develop and promote content for Ontario Pork's blog.

Print Ad Audience

4,443,797
people reached

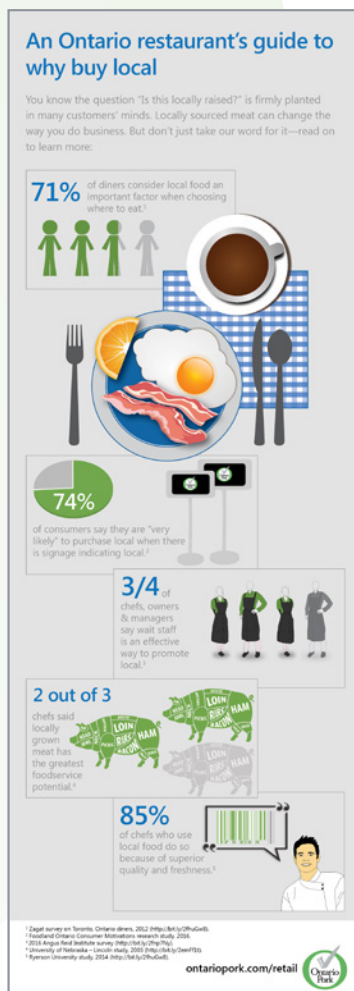


Social Media

Facebook reach is up
60% over 2015



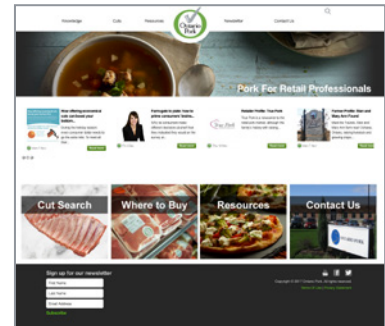
FB likes are up from 234
in 2015 to 2,752 in 2016



Twitter followers increased
from **3,423** in 2015
to **4,387** in 2016

Website Engagement

Number of visitors
to retail website is
up more than 100%



Branding Partners

Number of locations
using our logo
75 participants
with **137** locations



Research

Pork producers in the province contribute 10 cents of their service fee to research. Those 10 cents are dedicated to helping find answers to problems producers deal with on their farms every day.



Ontario Pork and seven other Canadian provinces support Swine Innovation Porc (SIP) – in Ontario, this means 2.5 cents of the service fee. Funding to SIP leverages federal dollars through Growing Forward 2 to allow large multiyear projects to be undertaken.

In 2016, funded research projects focused on Ontario Pork's research priority areas: production, economics, societal trends and perceptions, and innovation.

"We are supporting a mix of projects in Ontario that look at current health and production-limiting issues."

*Arno Schober,
Research Committee Chair*

Some examples:

- Projects supporting the University of Guelph's efforts in finding alternatives to antibiotics in treating swine herd diseases. One such study is looking at how antimicrobial peptides could provide a potential solution to antimicrobial resistance.
- Local research on 50 Ontario nurseries regarding mortality and morbidity, looking for improvements tailored specifically to hog farming in Ontario. Diseases in nursery pigs will be investigated and researchers will identify factors associated with high performance as well as strategies that minimize antibiotic use.
- Approving a large multiyear study of the relationship between feed, genetics, health, and growth performance up to market weight in pigs.

"Our focus is on research that is of particular importance to Ontario producers, to give us an edge and keep us competitive."

*Lloyd Holbrook,
Research Committee*

Social Responsibility Report Progress Update

As an industry, we have come together and committed to socially responsible practices achieved through education, greater dialogue and increased transparency. We are proud to provide this progress update.

Farm Management

- developed and distributed information about Ontario's new noise requirements to all producers
- performed audit of strategic and business planning resources and training at the farm management level to help farmers develop long-term goals and objectives that will identify future challenges and opportunities, as well as protect and grow their operations.



Economic Performance

- developed a Why Invest in the Ontario Pork Industry factsheet that provides an overview of the favourable provincial business conditions of the pork industry and outlines the economic value of the sector
- gathered feedback from pork producers on training programs to complement the findings of the audit on strategic and business planning resources and training.



Social Responsibility Report

Progress Update

Environmental Stewardship

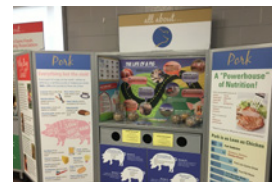
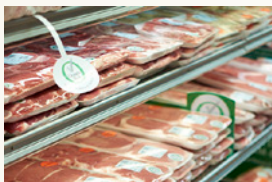
- held information sessions across the province to discuss soil nutrient content and its relationship to Ontario water systems
- facilitated a focused discussion about climate change at the 2016 industry policy day
- collaborated with other provincial commodity groups to provide input into the Domestic Action Plan under the Grow Ontario Together initiative.



Animal Care and Food Safety

- delivered and sponsored education sessions on new elective animal husbandry requirements, sow housing, biosecurity, and other humane animal care practices
- proactively notified producers of pain control requirements outlined in the Code of Practice for the Care and Handling of Pigs.





Relationship with the Community

- in 2016, along with industry partners, donated \$102,239 of ground pork to Ontario food banks, which equates to 26,745.4 kilograms of pork, or approximately 178,300 servings to adults or 356,600 servings to children
- provided support to agriculture community education through the PigMobile (12 events and over 60,000 consumers in attendance) and Travellin' Farmer (10 events and over 335,000 consumers in attendance) displays that travel to fairs and educational events across the province.



Ontario Pork joined other commodities and organizations at the Premier's Ontario Public Service Spring and Fall food drives this year, in support of the Daily Bread Food Bank. As part of this cause, Ontario Pork donated over \$4,000 of ground pork, or 801.73 kg.

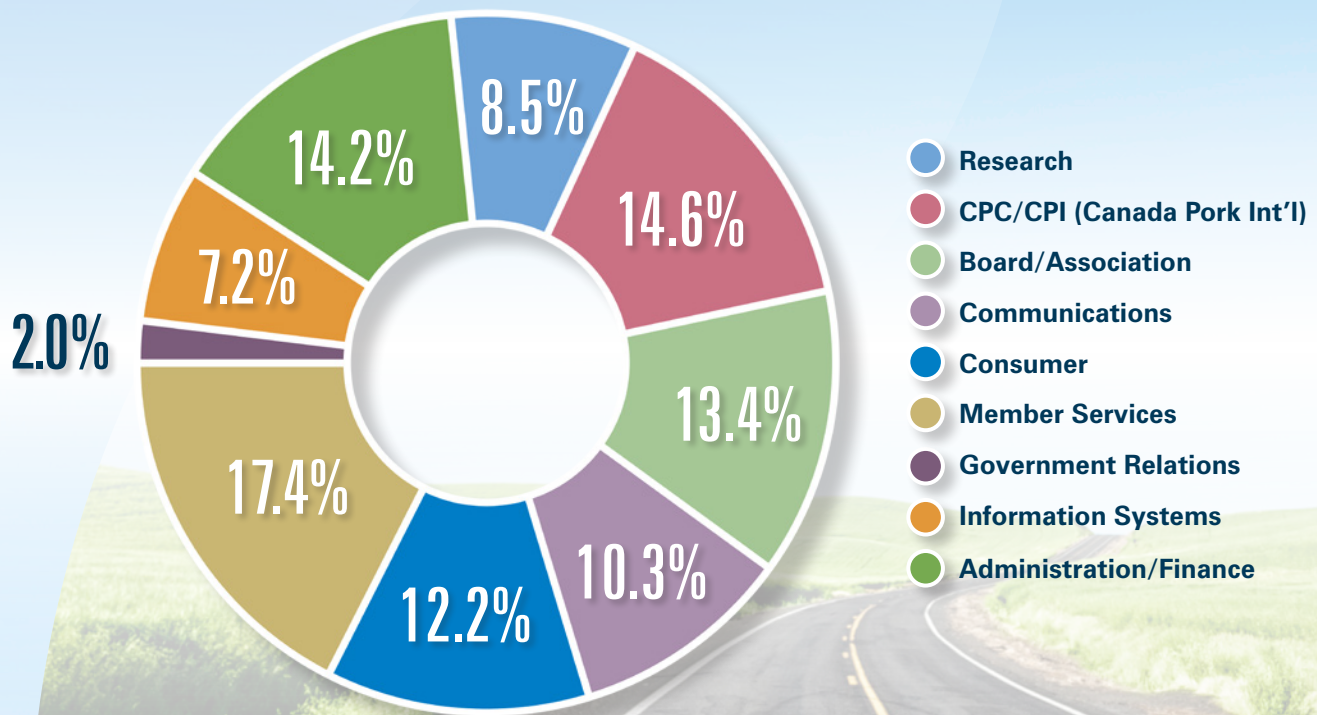
Workers' Well-Being

- completed an audit of existing emergency preparedness resources available to farmers
- secured funding to develop an on-farm emergency preparedness manual.



Distribution of Revenues – Fiscal Year 2016

Amounts are displayed as a percentage of revenue



Independent Auditor's Report

To the members of: The Ontario Pork Producers' Marketing Board

We have audited the accompanying consolidated financial statements of The Ontario Pork Producers' Marketing Board, which comprise the general account consolidated statement of financial position and the trust account statement of financial position as at December 3, 2016 and the consolidated statements of operations, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Canadian accounting standards for not for profit organizations and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the

auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained in our audit is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, these consolidated financial statements present fairly, in all material respects, the financial position of The Ontario Pork Producers' Marketing Board as at December 3, 2016 and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not for profit organizations.



Chartered Professional Accountants
Licensed Public Accountants
Guelph, Ontario
January 31, 2017

Consolidated Statement of Operations

Year ended December 3, 2016 and November 28, 2015	2016	2015
Revenue		
Service fees–Universal Services	\$ 5,257,533	\$ 5,023,628
Service fees–Marketing Division	757,369	758,258
Interest	135,448	164,794
Government grants (Note 13)	211,339	119,124
Porcine epidemic diarrhea (Note 19)	383,587	812,607
Branding and reputation management (Note 19)	433,769	781,268
Sundry	248,761	244,443
	7,427,806	7,904,122
Expenses		
Operations (Schedule A)	3,720,395	3,483,899
Consumer marketing (Schedule B)	1,311,475	1,462,246
Board secretariat (Schedule C)	723,789	687,683
Industry support (Schedule D)	2,188,525	2,137,007
	7,944,184	7,770,835
(Deficiency)/Excess of revenue over expenses before other items	(516,378)	133,287
Other income (expense)		
Forward pricing (Note 6)	179,083	246,620
Net gain on disposal of capital assets	–	100
Net loss of In-Transit Loss account (Note 8)	(26,555)	(1,275)
	152,528	245,445
(Deficiency) / Excess of revenue over expenses	\$ (363,850)	\$ 378,732

General Account

Consolidated Statement of Financial Position

December 3, 2016 and November 28, 2015

2016

2015

Assets

Current assets

Cash	\$	1,989,866	\$	2,435,883
Temporary investments (Note 4)		6,223,044		7,401,362
Accounts receivable (Note 5)		371,452		324,938
Due from trust account		851,947		863,059
Prepaid expenses and supplies		180,500		88,282
Forward pricing assets (Note 6)		318,665		477,768

9,935,474 11,591,292

Capital assets (Note 7)

1,110,015 1,183,184

\$ 11,045,489 \$ 12,774,476

Liabilities

Current liabilities

Accounts payable and accrued liabilities	\$	647,072	\$	687,400
Grants payable		–		39,435
Government remittances payable		3,064		722
Deferred contributions (Note 19)		–		863,487
Research projects payable		549,290		785,211
Forward pricing liabilities (Note 6)		234,245		395,998

1,433,671 2,772,253

Minority interest (Note 8)

31,614 58,169

Net assets

Funds invested in capital assets	1,110,015	1,183,184
Unrestricted funds	6,158,500	6,437,185
Internally restricted fund for research (Note 9)	412,370	334,611
Internally restricted fund for special projects (Note 10)	1,899,201	1,963,128
Unrealized gain on investments	118	25,946

9,580,204 9,944,054

\$ 11,045,489 \$ 12,774,476

Consolidated Statement of Changes in Net Assets

Year ended December 3, 2016 and November 28, 2015	Beginning balance	Excess (deficiency) of revenue over expense	Unrealized gain on investments	Acquisition of capital assets	Ending balance
Invested in capital assets	\$ 1,183,184	\$ (112,884)	\$ –	\$ 39,715	\$ 1,110,015
Unrestricted	6,437,185	(264,798)	25,828	(39,715)	6,158,500
Internally restricted					
For research (Note 9)	334,611	77,759	–	–	412,370
For special projects (Note 10)	1,963,128	(63,927)	–	–	1,899,201
Unrealized gain on investments	25,946		(25,828)	–	118
Total	\$ 9,944,054	\$ (363,850)	\$ –	\$ –	\$ 9,580,204

Consolidated Statement of Cash Flows

Year ended December 3, 2016 and November 28, 2015	2016	2015
Operating activities		
(Deficiency)/Excess of revenue over expenses	\$ (363,850)	\$ 378,732
Amortization of capital assets	112,884	122,583
Net gain on disposal of capital assets	–	(100)
Minority interest	(26,555)	(1,275)
Change in non-cash operating working capital	(1,307,099)	(2,121,317)
	\$ (1,584,620)	\$ (1,621,377)
Investing activities		
Proceeds on sale of capital assets	–	100
Decrease/(Increase) in temporary investments	1,178,318	(988,956)
Purchase of capital assets	(39,715)	(48,165)
	\$ 1,138,603	\$ (1,037,021)
Net (Decrease) in cash	(446,017)	(2,658,398)
Cash, beginning of year	2,435,883	5,094,281
Cash, end of year	\$ 1,989,866	\$ 2,435,883
Changes in non-cash operating working capital of:		
Accounts receivable	(46,514)	(21,172)
Due from trust account	11,112	4,985
Forward pricing assets	159,103	(393,241)
Forward pricing liabilities	(161,753)	370,690
Prepaid expenses and supplies	(92,218)	25,640
Other Current liabilities	(1,176,829)	(2,108,219)
	\$ (1,307,099)	\$ (2,121,317)

Trust Account Statement of Financial Position

December 3, 2016 and November 28, 2015

2016

2015

Assets

Cash	\$	786,632	\$	1,006,203
Accounts receivable from processors		2,642,054		3,560,423
	\$	3,428,686	\$	4,566,626

Liabilities

Due to general account	\$	851,947	\$	863,059
Payable to producers, transporters and others		2,576,739		3,703,567
	\$	3,428,686	\$	4,566,626

Notes to Consolidated Financial Statements

December 3, 2016

1. Nature of operations

The Ontario Pork Producers' Marketing Board ("Ontario Pork") represents Ontario's pork producers. Ontario Pork provides universal services to all producers. Additionally, Ontario Pork provides a marketing option that includes centralized selling to processors and settlement to producers and transporters for those producers who wish to use the service.

As Ontario Pork is an agricultural organization, from which no part of the income is available for the personal benefit of any member, it is exempt from income tax pursuant to Section 149(1)(e) of the Income Tax Act.

The Farm Products Marketing Act, Regulation 400 Section 9 (b) requires Ontario Pork to maintain separate accounts for the deposit of (i) money received by the local board in trust for any other person and (ii) levies or charges imposed by the local board pursuant to powers exercised under authority granted under the Agricultural Products Marketing Act (Canada). The Trust Account Statement of Financial Position (non-consolidated) reflects all monies received from the sale of hogs on behalf of producers and the distribution of monies to producers after deducting all charges and necessary and proper disbursements and expenses.

2. Summary of significant accounting policies

a) Principles of consolidation

The consolidated financial statements include the general and trust accounts of Ontario Pork and the accounts of the In-Transit Loss Account in which Ontario Pork has a 50% interest. The remaining 50% interest of the net assets of the in-transit loss accounts are presented as a minority interest. The Ontario Pork Grading Authority (OPGA) is a controlled entity of Ontario Pork. However, the accounts of the OPGA have not been included in the accompanying financial statements. Consequently, the accounts of the OPGA have been disclosed in the accompanying notes to these financial statements. (Note 18)

b) Revenue recognition

Ontario Pork follows the restricted fund method of accounting for contributions. Revenues in the form of fees from producers are recorded when services are performed. Restricted contributions are recognized as revenue in the year the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

c) Forward Pricing Program

Ontario Pork offers a Forward Pricing Program to producers which enables producers to establish firm prices for future shipments of hogs.

Prices are based on the prices in effect at the Chicago Mercantile Exchange for future shipments and producers may arrange this coverage for any number of hogs based on their own expected shipments.

Ontario Pork contracts with the producers and purchases Lean Hog and Canadian Dollar contracts with the Chicago Mercantile Exchange.

Ontario Pork constantly monitors contracts with producers and the Chicago Mercantile Exchange to ensure that risks are offset and no significant speculative positions are taken.

d) Financial instruments

Measurement of financial instruments

The organization initially measures its financial assets and liabilities at fair value, except for certain non arm's length transactions.

The organization subsequently measures all its financial assets and financial liabilities at amortized cost, except for temporary investments, forward pricing assets and forward pricing liabilities which are measured at fair value. Changes in fair value are recognized in the consolidated statement of operations.

Financial assets measured at amortized cost include cash and accounts receivable.

Financial liabilities measured at amortized cost include accounts payable and accrued liabilities, grants payable and research projects payable.

The organization's financial instruments measured at fair value include temporary investments, forward pricing assets and forward pricing liabilities.

Impairment

Financial assets measured at amortized cost are tested for impairment when there are indicators of impairment. If an impairment has occurred, the carrying amount of financial assets measured at amortized cost is reduced to the greater of the discounted future cash flows expected or the proceeds that could be realized from the sale of the financial asset. The amount of the write down is recognized in the consolidated statement of operations. The previously recognized impairment loss may be reversed to the extent of the improvement, directly or by adjusting the allowance account, provided it is no greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously. The amount of the reversal is recognized in the consolidated statement of operations.

Transaction costs

The organization recognizes its transaction costs in the consolidated statement of operations in the period incurred. However, financial instruments that will not be subsequently measured at fair value are adjusted by the transaction costs that are directly attributable to their origination, issuance or assumption.

e) Effective interest method

Ontario Pork uses the effective interest method to recognize interest income or expense which includes premiums or discounts earned or incurred for financial instruments.

f) Derivative financial instruments

Derivative financial instruments are recognized on the consolidated statement of financial position at their fair value with changes in fair value recognized in the consolidated statement of operations.

g) Foreign currency

Monetary assets and liabilities are translated using the rate of exchange in effect at the end of the year. Non-monetary assets and liabilities are translated at historical rates. Revenues and expenses are translated at average exchange rates prevailing during the year, except for amortization, which is translated at historical rates. Exchange gains or losses are shown in Schedule A.

h) Impairment of long-lived assets

Long-lived assets are tested for recoverability whenever events or changes in circumstances indicate that their carrying amount may not be recoverable. An impairment loss is recognized when their carrying value exceeds the total undiscounted cash flows expected from their use and eventual disposition. The amount of the impairment loss is determined as the excess of the carrying value of the asset over its fair value.

i) Capital assets

Capital assets are recorded at historical cost. Computer software is expensed in the year of purchase.

Amortization is provided in order to write off the cost of these assets over their estimated useful lives using the following rates and methods:

Asset Type	Amortization Rate
Buildings	5% declining-balance
Building improvements for leased premises	Term of lease (5 years)
Promotional vehicles	30% declining-balance
Computers purchased after 2001	3-year straight-line
Other computer systems	33% declining-balance
Office furniture and equipment	20% declining-balance
Office furniture and equipment after 2014	5-year straight-line

j) Research

Ontario Pork expenses the full cost of research projects in the period it commits the funds for specific projects. Unspent funds are recorded as research projects payable.

k) Net assets internally restricted for research

A set amount of the annual service fee is designated for research. Any unspent amounts are internally restricted for research and are only transferred to unrestricted net assets when the research expenditures have been incurred. The management of Ontario Pork may not use these internally restricted amounts for any other purpose without the approval of the board of directors.

l) Net assets internally restricted for special projects

Ontario Pork established a reserve for special projects. To be eligible for funding from this reserve, projects must benefit all Ontario pork producers, be separate from the daily activities of Ontario Pork, have the ability to leverage matching funds from other sources and have the potential for providing a return on investment. These internally restricted amounts are not available without prior approval of the board of directors.

m) Grants and deferred contributions

Government grant revenue and expense are recorded as the related projects are completed, grant approvals are received and collection is reasonably assured. Government grants related to assets are recorded as reductions in the related assets.

Deferred contributions represent funds received in advance which relate to a future year. The revenue has been deferred and will be recognized in the appropriate fiscal year as the related expenses are incurred.

n) Use of estimates

In preparing Ontario Pork's financial statements in accordance with Canadian accounting standards for not for profit organizations, management is required to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements and reported amounts of revenue and expenses during the period. Significant estimates used within these financial statements include amortization of capital assets and accrued liabilities. Actual results could differ from these estimates.

o) Fiscal year-end

Ontario Pork's year-end is the Saturday closest to November 30.

3. Marketing division

Ontario Pork, the organization, has administratively and physically separated the operating facilities of the Ontario Pork Universal Services Division and the Ontario Pork Marketing Division. This separation includes confidential pricing information that shall be maintained within the Marketing Division as well as the financial information of the Marketing Division. Direct expenses are charged to the Marketing Division, while shared expenses are reviewed to ensure they accurately reflect the costs incurred to operate the respective divisions. Ontario Pork has consulted with the Ontario Farm Products Marketing Commission which has accepted this approach as reasonable.

The revenue information for the Marketing Division is disclosed separately. The balance of the financial information of the Universal Services and Marketing Divisions is reported in aggregate in these consolidated financial statements.

4. Temporary investments

	2016	2015
Bonds and mortgage-backed securities held in Canadian funds, valued at market, bearing rates varying from 1.50% to 2.31%. (2015 - 1.55% to 2.44%)		
General Account	\$ 6,223,044	\$ 7,401,362

5. Accounts receivable

	2016	2015
Trade	\$ 164,015	\$ 133,120
Other	22,926	78,088
Grants	184,511	113,730
	\$ 371,452	\$ 324,938

6. Forward pricing assets and liabilities

Ontario Pork has entered into foreign currency contracts and lean hog contracts with an independent broker and with producers as previously described in the Forward Pricing Program policy included in Note 2 (c). Included in other assets are foreign currency contracts and lean hog commodity contracts with a net market value of \$318,665 (2015 Other assets of - \$477,768). Included in other liabilities is the net position of contracts held with producers relating to the Forward Pricing Program with a total market value of \$234,245 (2015 Other liabilities of - \$395,998).

	2016		2015	
Realized gain	\$	89,483	\$	160,690
Unrealized gain		84,420		81,770
Forward pricing fees/other		5,180		4,160
Forward pricing gain	\$	179,083	\$	246,620

7. Capital assets

	2016			2015	
	Cost	Accumulated amortization	Net book value	Net book value	
Land	\$ 205,445	\$ –	\$ 205,445	\$	205,445
Buildings and building improvements	1,700,513	888,211	812,302		874,817
Promotional vehicles	30,024	29,753	271		386
Computer system	2,498,271	2,464,108	34,163		30,658
Office furniture and equipment	613,850	556,016	57,834		71,878
	\$ 5,048,103	\$ 3,938,088	\$ 1,110,015	\$	1,183,184

8. In-Transit Loss Account

The In-Transit Loss Account was established by Ontario Pork in partnership with producers, packers and transporters to compensate for losses due to death of hogs in transit. Ontario Pork retains a 50% interest in the residual earnings of this account. Included in the consolidated statement of financial position and consolidated statement of operations of the general account are the following assets, liabilities, net assets and proportionate net loss:

	2016		2015	
Assets	\$	63,229	\$	116,339
Liabilities		–		–
Net assets		63,229		116,339
Net loss	\$	(26,555)	\$	(1,275)

The 50% interest in the net assets of the In-Transit Loss Account allocated to the producers, packers and transporters amounting to \$31,614 (2015 - \$58,169) is recorded as minority interest on the consolidated statement of financial position of the general account. The In-Transit Loss Account was suspended as of May 4, 2007.

A separate set of unaudited financial statements for the In-Transit Loss Account has been prepared for the year ended December 3, 2016.

An Industry Betterment Committee was assembled in November 2011, made up of producers, transporters and packers. The committee determines eligible expenses to utilize the remaining funds for betterment activities.

9. Internally restricted fund for research

	2016	2015
Balance, beginning of year	\$ 334,611	\$ 9,677
Amounts assessed in service fees	552,890	528,368
Grant amounts transferred into fund during the year (Note 13)	211,339	119,124
Rescinded research projects	33,990	41,539
Research expended (Note 13)	(509,956)	(119,124)
Research other expense	(210,504)	(244,973)
Balance, end of year	\$ 412,370	\$ 334,611

Industry research expense recorded in Schedule D is comprised of :

Rescinded research projects	\$ 33,990	\$ 41,539
Research expended (Note 13)	(509,956)	(119,124)
Research other expense	(210,504)	(244,973)
Total research expense	\$ (686,470)	\$ (322,588)

10. Internally restricted fund for special projects

	2016	2015
Balance, beginning of year	\$ 1,963,128	\$ 1,924,636
Expended	(100,000)	–
Interest allocation	36,073	38,492
Balance, end of year	\$ 1,899,201	\$ 1,963,128

11. Toronto Stockyards Land Development Fund

	2016	2015
Balance, beginning of year	\$ –	\$ –
Amounts transferred into fund during the year	208,976	205,039
Funds expended	(208,976)	(205,039)
Balance, end of year	\$ –	\$ –

In 2003, the board of directors established an internally restricted fund dedicated to research, development and industry education and approved the transfer of funds received from the Toronto Stockyards Land Development Board to this fund.

A portion of these funds was used in 2016 for industry outreach events, telephone town hall meetings discussing swine research and health issues (such as Porcine Epidemic Diarrhea).

12. Credit facility agreement

Ontario Pork has entered into one credit facility agreement with a Canadian financial institution, facility (1). Facility (1) includes an unsecured authorized operating line of credit of up to \$3,500,000 due on demand. Canadian and USD dollar advances on facility (1) bear interest at prime plus 0.30%. At year-end, draws on facility (1) are \$Nil (2015 - \$Nil) and there were no draws on the facility during the year.

13. Government grants and research expenditures

	2016	
	Government grants	Research expenditures
Economics	\$ 107,827	\$ 107,827
Innovation	15,949	15,949
Production	30,494	289,111
Social trends and perception	57,069	97,069
Other	–	–
	\$ 211,339	\$ 509,956
	2015	
	Government grants	Research expenditures
Economics	\$ –	\$ –
Innovation	71,416	71,416
Production	44,027	44,027
Social trends and perception	–	–
Other	3,681	3,681
	\$ 119,124	\$ 119,124

Government grants in 2016 were funded in part through Growing Forward 2, a federal-provincial-territorial initiative, and by Agriculture and Agri-Food Canada through the Canadian Agricultural Adaptation Program (CAAP). In Ontario, the Agricultural Adaptation Council delivers CAAP and assists in the delivery of several Growing Forward programs. These amounts are included in government grants in the consolidated statement of operations.

14. Grants

- a) Included in animal care expenses reported in Schedule D is a membership fee of \$45,000 (2015 - \$45,000) to Farm and Food Care.
- b) Grants and memberships reported in Schedule D consist of the following:

	2016	2015
Centralia Swine Research Update	\$ –	\$ 200
OAC Awards Committee	500	500
Ontario Agri-Commodity Council	1,000	1,000
Ontario Agri-Food Education Inc.	5,000	5,000
Ontario Agricultural Hall of Fame	1,000	–
Ontario Junior Barrow Show	3,000	3,000
Presidents' Council	6,300	300
Sundry	2,600	1,000
Total	\$ 19,400	\$ 11,000

15. Canadian Pork Council

	2016	2015
General Fees	\$ 829,966	\$ 819,319

The Canadian Pork Council (CPC) assessments are based on the number of pigs subject to provincial levies. This includes export weanling and feeder pigs in addition to slaughter animals. In 2016, the CPC funding was \$0.155 for market hogs and \$0.033 for weanling and feeder pigs exported (2015 - \$0.155 and \$0.033 respectively).

16. Defined contribution pension plan

The salary and employee benefits (Schedule A) includes the total plan expense for the organization's defined contribution pension plan as follows:

	2016	2015
Defined contribution pension plan	\$ 88,994	\$ 98,205

17. Commitments

Ontario Pork leases office equipment with future minimum annual payments as follows:

2017	\$ 19,970
2018	17,118
2019	3,703
Total	\$ 40,791

18. Ontario Pork Grading Authority

Ontario Pork has delegated its authority for the grading of hogs to the Ontario Pork Grading Authority (OPGA), an independent not for profit organization. The OPGA provides a grading system and health data collection services. Ontario Pork producers maintain a 50% interest in the net assets of this organization. The other 50% interest is shared by two larger processors. The organization is governed by a five-member board consisting of two representatives from the Canadian Meat Council (CMC), one representative from the Ontario Independent Meat Processors (OIMP) and two representatives from Ontario Pork. Ontario Pork also provides office and administration services to the OPGA. The financial statements of the OPGA are not consolidated in the financial statements of Ontario Pork. The following are the assets, liabilities, revenues, and expenses from the audited financial statements of the OPGA for the year ended September 30, 2016.

	2016	2015
Assets	\$ 335,420	\$ 343,008
Liabilities	41,897	37,868
Net assets	293,523	305,140
Revenues	462,943	460,880
Expenses	474,560	437,811
(Shortfall)/Excess of revenue over expenses	(11,617)	23,069
Supplemental cash flow information		
Cash flows derived from/(used by):		
Operating activities	(50,701)	27,405
Investing activities	(88,548)	(23,691)
Financing activities	178,562	(3,788)
Increase/(Decrease) in cash	39,313	(74)
Cash, beginning of year	52,834	52,908
Cash, end of year	\$ 92,147	\$ 52,834

19. Deferred contributions

Deferred contributions is a combination of the two separate funding arrangements summarized below. Total deferred contributions as at December 3, 2016 is \$Nil (2015 - \$863,487 (\$432,709 + 430,778)).

The Ontario Ministry of Agriculture, Food and Rural Affairs executed a grant to Ontario Pork to support an objective to encourage consumers to access and select fresh Ontario produced pork products. This project ended March 31, 2016.

Branding and Reputation Management	2016	2015
Balance, beginning of year	\$ 432,709	\$ 1,205,594
Excess funds returned	–	–
Expended	(433,769)	(781,268)
Interest earned	1,060	8,383
Balance, end of year	\$ –	\$ 432,709

The Ontario Ministry of Agriculture, Food and Rural Affairs executed a grant to Ontario Pork to further develop and implement the Porcine Epidemic Diarrhea strategy for prevention, detection and response mitigation. This project ended on June 30, 2016.

Porcine Epidemic Diarrhea	2016	2015
Balance, beginning of year	\$ 430,778	\$ 1,234,229
Excess funds returned	(48,344)	–
Expended	(383,587)	(812,607)
Interest earned	1,153	9,156
Balance, end of year	\$ –	\$ 430,778

20. Financial instruments

Unless otherwise noted, it is management's opinion that the organization is not exposed to significant interest, credit, currency, liquidity, or other price risks arising from these financial instruments.

The extent of the organization's exposure to these risks did not change in 2016 compared to the previous period.

Transacting in financial instruments exposes the organization to certain financial risks and uncertainties. These risks include:

Currency risk

Ontario Pork realizes a portion of its transactions in USD and is exposed to foreign exchange fluctuations. At year-end, USD cash balances total USD \$351,587 (2015 – USD \$484,811). All balances are recorded in Canadian dollars at year-end.

Credit risk

Credit risk is the risk that counterparties fail to perform as contracted. Ontario Pork is exposed to credit risk through its trade accounts receivable and the Forward Pricing Program. Ontario Pork is exposed to a concentration of credit risk as are all customers in the meat packing industry.

21. Comparative figures

Certain comparative figures have been reclassified to conform to the current year's presentation.

Consolidated Schedule of Operations Expenses – Schedule A

Year ended December 3, 2016 and November 28, 2015	2016	2015
Amortization - capital assets	\$ 112,884	\$ 122,583
Audit fees	54,570	53,470
Bank charges	17,975	17,088
Cleaning	24,916	25,218
Computer software, supplies and internet	55,906	49,705
Consulting - information systems	23,844	3,600
Consulting - other	386,863	302,343
Courier	21,802	24,332
Dues and subscriptions	11,829	14,025
Exchange gain	(1,284)	(2,340)
Forward pricing costs	18,505	15,576
General office and other	39,677	46,837
Insurance	47,573	53,552
Legal fees	114,212	111,770
Light, heat and water	36,771	37,951
Machine and systems rental	14,811	14,811
Postage	36,645	29,437
Realty taxes	52,658	52,770
Repairs and maintenance	50,185	56,006
Salaries and employee benefits (Note 16)	2,360,618	2,247,447
Stationery and supplies	33,733	23,442
Telephone	42,751	48,743
Training and professional development	46,539	21,515
Travel	116,412	114,018
	\$ 3,720,395	\$ 3,483,899

Consolidated Schedule of Consumer Marketing Expenses – Schedule B

Year ended December 3, 2016 and November 28, 2015	2016	2015
Advertising/other	\$ 445,448	\$ 271,861
Branding and reputation (Note 19)	433,769	781,268
Consumers' events	35,696	39,369
Education	60,272	42,275
Promotion - retail trade	12,909	13,747
Public relations	123,511	127,213
Retail and nutrition promotion	199,870	186,513
	\$ 1,311,475	\$ 1,462,246

Consolidated Schedule of Board Secretariat Expenses – Schedule C

Year ended December 3, 2016 and November 28, 2015	2016	2015
Delegates' remuneration	\$ 113,841	\$ 105,558
Directors' expenses	109,636	111,609
Directors' remuneration	225,250	220,442
General office and other	4,411	10,226
Grants - counties	95,241	70,091
Liability insurance	8,100	8,100
Meetings - annual and other	108,985	108,827
Salaries and employee benefits	58,325	52,830
	\$ 723,789	\$ 687,683

Consolidated Schedule of Industry Support Expenses – Schedule D

Year ended December 3, 2016 and November 28, 2015	2016	2015
Animal care (Note 14)	\$ 66,866	\$ 69,594
Canadian Pork Council (Note 15)	829,966	819,319
Foodbank	53,300	41,273
Grants and memberships (Note 14)	19,400	11,000
Ridgetown swine barn build	100,000	–
Ontario Pork Congress	19,438	13,588
Porcine epidemic diarrhea (Note 19)	383,587	812,607
Research (Note 9)	686,470	322,558
Swine Health Ontario	29,498	47,068
	\$ 2,188,525	\$ 2,137,007

"Nothing gathers the family around the dinner table faster than this pork rib roast. Brined in apple cider and mustard, this roast is tender, juicy and packed with flavour! Serve alongside oven-roasted root vegetables and homemade mustard apple sauce."

– Brittany Stager, blogger

Apple Cider & Mustard Pork Rib Roast

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ONTARIO PORK

Ontario Pork Producers' Marketing Board

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