

2020 Ontario Pork Corporate Profile

75 Years of Progress and Resilience

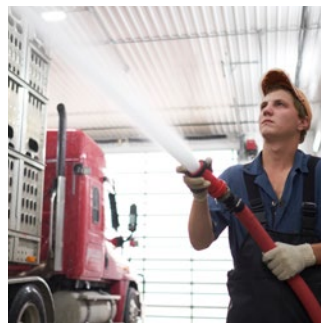




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ERIC SCHWINDT

MESSAGE FROM THE CHAIR

Moving Forward in a World of Change and Uncertainty

Without a doubt, 2020 will be remembered as one of the most challenging in the 75-year history of Ontario Pork. A global pandemic swiftly shifted our priorities to keeping our families and employees healthy and our supply chain intact.

In a year where change and uncertainty were constant, Ontario Pork worked to keep producers informed and to secure meaningful gains for the industry. Although my term as chair was scheduled to end in March, with the support of the Board and Vice-Chair John de Bruyn, I agreed to remain in the role to help maintain stability in these turbulent times. John and I continue to work closely with the rest of the Ontario Pork Board to seek feedback from our members and represent the best interests of producers.

Through the COVID-19 pandemic, this industry faced serious disruptions in the supply chain as disease outbreaks led to slowdowns and closures at major processors in Ontario and Quebec. Ontario Pork stepped up to the plate and provided industry leadership in developing solutions to address shipping delays and finding alternate markets whenever possible — averting the need to euthanize animals

with no end market. Working with the provincial government, we were able to secure payments to help qualifying producers offset the extra cost of feeding held animals in the first months of the pandemic. Late in the year, Ontario Pork was able to further support producers by delivering some Premium Fund advance payouts more than six months ahead of schedule.

As a grassroots organization, hearing from our membership is vital, and maintaining open lines of communication with producers through the pandemic remains one of my top priorities. We appreciate the efforts that many of you made to coordinate local meetings and connect using new virtual platforms.

Through a series of fall meetings with local pork associations, Ontario Pork sought input on a pricing formula that would help level the playing field for Ontario hog producers. We all must plan responsibly to balance supply and demand, but a market where producers regularly sell animals for less than the cost of production is not sustainable. While markets saw a welcome rebound late in 2020, Ontario Pork continues to explore options that could

support better, more equitable pricing mechanisms for hogs.

Feedback provided at association meetings also helped Ontario Pork strengthen its position on business risk management programs for the pork sector. Ontario Pork urged the government to fix the AgriStability program so that it becomes meaningful for pork producers. We are committed to working with government to find a solution that all parties support.

The pork sector and animal agriculture as a whole saw strong support from the Government of Ontario in 2020 with the passing of legislation designed to better protect farmers, transporters and others in agriculture from attacks and harassment by animal rights extremists. Originally introduced in December 2019, the *Security from Trespass and Protecting Food Safety Act* came into full force in December 2020 with measures to protect farm families, which complement the protections for animals detailed in the *Provincial Animal Welfare Services Act*.

Finally, I want to acknowledge this industry's generosity, which shone through some of the darkest days of 2020. The Pork

Industry Gratitude Project, a fundraising initiative spearheaded by Perth producers, generated more than \$100,000 for a trio of initiatives: appreciation lunches for front-line workers at federal processing plants in Ontario, donations by local associations to food charities in their communities, and support to bring more fresh ground pork to the Feed Ontario network of food banks.

As I reflect on my four years as Chair of Ontario Pork, I am reminded of the many challenges our industry has faced, but also of its strength and vitality. Over the past 75 years, pork producers in Ontario have earned a reputation for resilience and perseverance. This comes from the hard work and commitment demonstrated by producers, Board members, staff and industry stakeholders. Thank you for all that you contribute to making our industry better. On a personal note, thank you for all the support and friendships that we developed working together in our industry. It makes it all worthwhile!

Eric Schwindt, Chair



KEN OVINGTON

MESSAGE FROM THE GENERAL MANAGER

Striving for Success in a New Reality

Our goal at Ontario Pork is to foster the most vibrant business environment possible for producers — even at the most challenging of times.

Through 2020, our industry faced many challenges, which required Ontario Pork to adapt without losing sight of that goal. We prioritized our activities and resources to respond to the industry's ever-changing dynamics and mitigate the uncertainty created by the pandemic.

Preventing and preparing for potential foreign animal disease outbreaks were top priorities early in 2020, as African Swine Fever cases caused disastrous damage to hog markets in Asia and parts of Europe.

As the world's attention shifted to COVID-19 in March, work done to address foreign animal disease formed the backbone of the pork industry's response to this human pandemic. Keeping the supply chain functioning required significant coordination, collaboration, policy negotiation and contingency planning.

The Swine Health Incident Command Centre — a crisis-management partnership between Ontario Pork, Swine Health

Ontario and the Ontario Pork Industry Council — was activated to coordinate a pandemic response, helping to get reliable information to members and to identify and address any threats quickly.

The pandemic exposed vulnerabilities in our food system, with plant closures and slowdowns leading to serious backlogs of hogs. Our processing partners went to great lengths to protect the health of employees with increased safety measures and protocols. Ontario Pork staff worked closely with affected producers and marketers to hold hogs where necessary and move them to new markets whenever possible. At the same time, we collaborated with government and industry to prepare for a worst-case scenario and to help ease the financial burden on affected producers.

With the health and safety of staff and our members top of mind, business operations at Ontario Pork continued with some modifications. Our office remains open, with reduced staff density and visitor restrictions. Our annual meeting was cancelled for 2020 and will be held in a virtual format in 2021. Board and producer meeting formats were adapted to meet public health guidelines. We continued to find new ways to connect

with our members, both to hear concerns and feedback and to deliver information and support.

In addition to contributing to provincial and national pandemic response plans, Ontario Pork provided input to government on numerous important policy issues, including business risk management programs, information privacy for farms, food labelling practices related to synthetic protein as well as the long-awaited *Security from Trespass and Protecting Food Safety Act*. We worked with the Canadian Pork Council to provide input into updates to the Pig Code and to make ongoing improvements to national animal care, food safety and traceability programs.

Ontario Pork played a major role in industry-wide education and advocacy efforts supporting Bill 156 and in response to animal rights extremism. Ontario Pork staff supported transporters and producers affected by a transport fatality and an undercover video and worked with both provincial and municipal governments to create needed change. We reached a major milestone on December 2, 2020, when the *Security from Trespass and Protecting Food Safety Act* came fully into force.

Given the challenges of 2020, it was inevitable that timelines for some projects were delayed as other, more pressing priorities emerged. Planning continues for the new Elora research barn, with completion expected in 2022. Work to review the political structure of Ontario Pork is expected to resume once face-to-face discussions and consultations with producers can take place. The Board began strategic planning sessions in 2020, and this process will pick up speed when we can return to in-person meetings in the coming months.

As we come into our 75th year as an organization, Ontario Pork staff will continue to work in producers' best interests through any challenges ahead. Dedicated and knowledgeable staff, along with the organization's capacity for collaboration and partnership, will ensure Ontario Pork delivers meaningful results for the pork industry.

Ken Ovington. General Manager



ONTARIO PORK

Who We Are

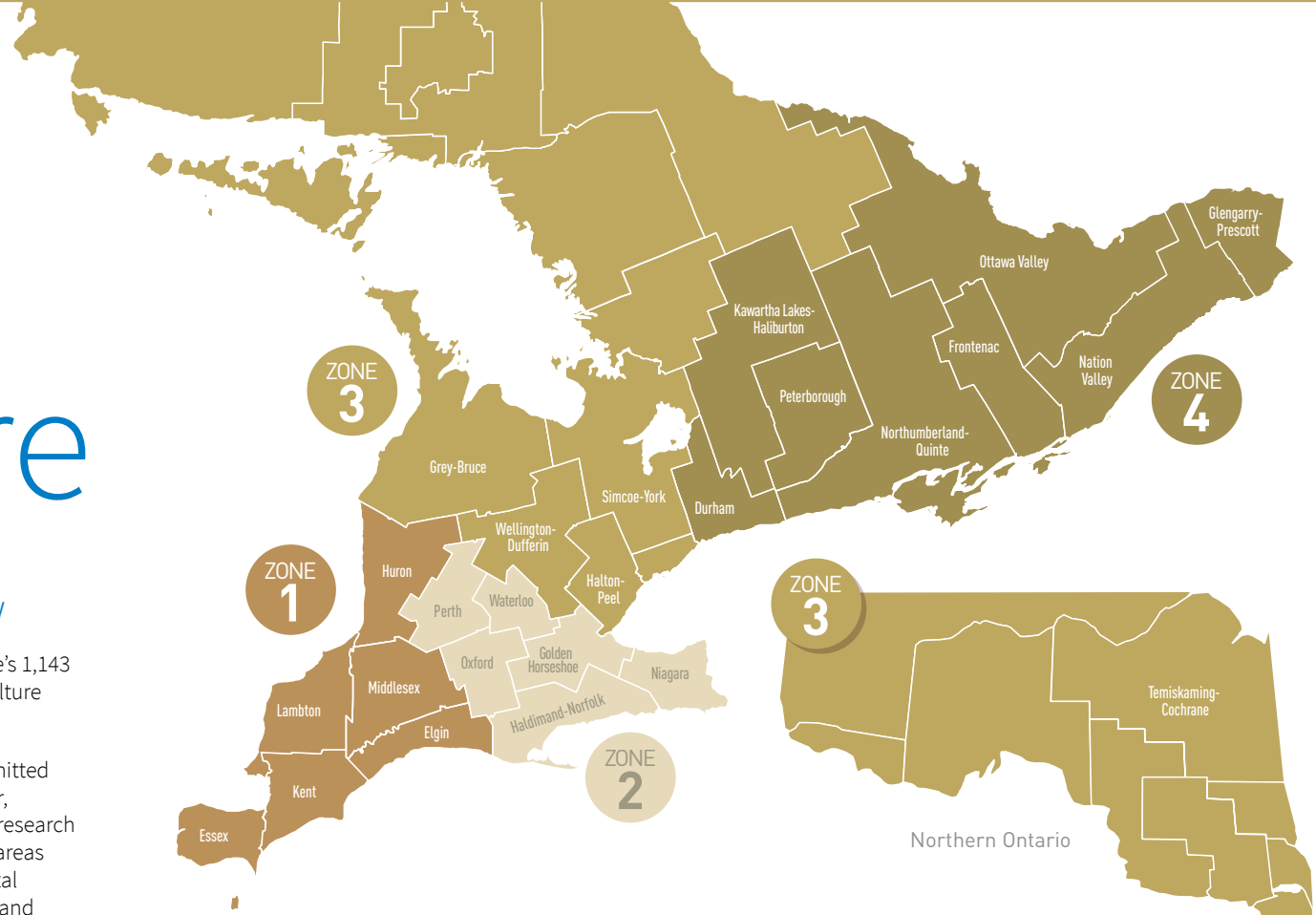
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Ontario Pork Overview

Ontario Pork is the voice of the province's 1,143 pork farmers, and a leader in the agriculture industry.

Led by producers, Ontario Pork is committed to sustainable growth in the pork sector, delivering government representation, research investment, industry improvements in areas including animal care and environmental sustainability, while growing the brand and reputation of producers and their product. Ontario Pork also provides marketing services to participating producers.

Founded in 1946 — and celebrating 75 years of service to pork producers in 2021 — the Ontario Pork Producers' Marketing Board is a non-profit agricultural organization that operates under the Farm Products Marketing Act.



Zones and Associations

From the local level to the national stage, Ontario Pork exists to advance the interests of producers. Local associations elect delegates and board members, provide input into policies and decisions, and promote the industry at the community level. Active, engaged local associations contribute to the long-term success of the industry.

Vision
Distinction and
excellence in pork.

Mission
Foster a vibrant business
environment
for producers.

Values

- Integrity, trust, respect and honesty in all we do
- Leadership within the industry
- Excellence in service and performance
- Accountability for all of our actions
- Open communication with producers, government, stakeholders and staff
- Working in partnership with producers and stakeholders within the industry

Board Members (2020-2021)



Eric Schwindt

Chair (Waterloo, Zone 2)
130th Board member



John de Bruyn

Vice-Chair (Oxford, Zone 2)
128th Board member



Maaïke Campbell

(Lambton, Zone 1)
135th Board member



Mike Mitchell

(Middlesex, Zone 1)
132nd Board member



Tara Terpstra

(Huron, Zone 1)
134th Board member



Doug Ahrens

(Perth, Zone 2)
125th Board member



Chris Cossitt

(Grey-Bruce, Zone 3)
131st Board member



Arno Schober

(Simcoe-York, Zone 3)
129th Board member



Oliver Haan

(Northumberland-Quinte, Zone 4)
119th Board member

Senior Staff



Ken Ovington

General Manager



Stacey Ash

Manager Communications
and Consumer Marketing



Blair Cressman

Manager Ontario Pork
Marketing Division



Neil Harper

Manager Information
Systems



Patrick O'Neil

Manager Business Economics
and Development



Jim Weir

Manager Finance
and Administration



Frank Wood

Manager Industry
and Member Services

Boards and Committees

As a producer-led organization, Ontario Pork offers many opportunities for member involvement, including election to the Board of Directors or membership in board committees and advisory groups.

The Board is also responsible for strategic policy development, advocacy and government relations across various policy issues that impact the industry and producers. Ontario Pork's committees and advisory groups help support broader collaboration among producers, staff and industry stakeholders to advise the Board and advance the industry.

GET INVOLVED >> For more information or to get involved **contact Olga Klashtorny** at olga.klashtorny@ontariopork.on.ca

Board Standing Committees

AUDIT

Mike Mitchell (Chair)
Doug Ahrens
Tara Terpstra
Ex-officio: Eric Schwindt

RESEARCH

Arno Schober (Chair)
Oliver Haan
Chris Cossitt
John Otten
Beth Mitchell
Rod de Wolde
Tim Blackwell

RESOLUTIONS

Mike Mitchell (Chair)
Maaïke Campbell
Phil Van Raay
Ex-officio: John de Bruyn

Ad Hoc Committees

INTERNAL SWINE RESEARCH FACILITY

John de Bruyn (Chair)
Arno Schober
John Rheume
James Reesor
John Otten

SWINE RESEARCH FACILITY STEERING COMMITTEE

Eric Schwindt
Oliver Haan
Ken Ovington
Jim Weir

Advisory Groups

RISK MANAGEMENT

Doug Ahrens (Chair)
Maaïke Campbell
Steve Illick
Rob McDougall
Wouter Van Leeuwen
Bruce Clark
Patrick O'Neil

SUSTAINABILITY

Mike Mitchell (Chair)
Arno Schober
Frank Wood
Lloyd Holbrook
Lyle Campbell
Ernst de Freese

PROGRAM DEVELOPMENT

Chris Cossitt (Chair)
Oliver Haan
Tara Terpstra
Dianne Brekelmans
TJ Murray
Tanya Terpstra
Frank Wood
Stacey Ash

INDUSTRY STRATEGY DEVELOPMENT

Eric Schwindt
Mike Mitchell
Steve Illick
Paul Sharpe
Dave Vandewalle
Ron Wouters
Bert Caputo



Copaco Meat Products, first co-operative packers (owned by producers) (early 1960s)



Marketing yard



AGM 1963 at King Edward Hotel



Ontario Pork office (1990s)



AGM 1963 King Edward Hotel



Board members Pat Egan, Renfrew and Marion Myers, Glengarry (1991)

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#OntarioPork75



Social Responsibility Report

In 2016 Ontario Pork was the first provincial commodity group to deliver a report with measurable goals for improvement regarding how businesses operate, the conditions of animals, food safety and workers' conditions.

Measuring Meaningful Progress

Ontario Pork has one vital tool that helps open doors and open minds in how people view the industry – the commitments tracked in its Social Responsibility Report.

In 2016 Ontario Pork was the first provincial commodity group to deliver a report with measurable goals for improvement regarding how businesses operate, the conditions of animals, food safety and workers' conditions. It was a real landmark. Three years later, Ontario Pork revised its methodology to focus on Successful Farm Operations, Healthy Animals and Safe Food, Sustainable Environment and Strong Communities and People. The new report looks closer at the impact producers have in their local communities, including through their work in food banks, education, community leadership and at fall fairs. We know good work is being done, and we want to reflect that.

Sometimes people might wonder: How does this help? What are the tangible benefits of commissioning these reports? There are several: an open door and willingness to measure improve the organization's credibility and build trust with governments and consumers. The content informs consumer messaging for a diverse population and provides proof points for media. It can also serve as a roadmap for producers seeking effective and meaningful ways to invest in business improvements. Producer members of the Program Development Committee provide input into the issues and questions that matter on-farm. Broader producer feedback helps provide evidence of the changes taking place. There were over 800 responses from the 2020 Producer Survey.

The report aims to answer questions such as: How do we show improved efficiencies in hog production over time? Are we able to raise animals using less water or less land? Currently, Ontario Pork is conducting research with the University of Guelph Ridgetown Campus on

reducing the industry's carbon footprint, whether with alternative energy, nutrient management, cover crops for protecting the soil or other strategies. These topics are top of mind, particularly with younger audiences. Ontario Pork is not looking to tell producers how operations should be run. They are the experts. But if we can offer some information or some areas for thought, producers can make the most informed decisions that are right for their operation.





JACKIE ROMBOUTS

Pork Farmer, Mayor of Warwick Township

“Some people think you can’t make a difference at this level, but look at Bill 156.”

Government Relations and Policy

As a local mayor as well as a pork farmer, Jackie Rombouts understands the value of political advocacy at all levels. “It’s so important to get involved in municipal politics.”

Getting Involved

When Jackie Rombouts saw the Ontario Pork Leadership Program, she knew right away that it was for her. “I had served one term on our local council before running for mayor. When I saw the course, I thought that it would be really helpful. It was fantastic.”

The program, which involves multiple learning streams and includes meeting MPPs at Queen’s Park, proved ideal for Jackie. “It’s so important to get involved in municipal politics. Some people think you can’t make a difference at this level but look at Bill 156 — the *Security from Trespass and Protecting Food Safety Act*. When I wrote the resolution asking the provincial government to take action to

protect farm families and transporters from animal activists I had no idea how far it could go. Then our council passed it, and it was passed by 70 other municipalities. To see it take shape was so exciting!”

Jackie is impressed by the outcome. “Bill 156 is a credit to the provincial government. My uncle is a transporter, and we’ve had several conversations about what they go through. There’s always the fear of someone getting hurt. As farmers, we’re worried about people getting injured on our property. The bill was very well done and protects everyone.”

“I think that as farmers, we’re the luckiest people in the world,” she says.

“We got to keep working throughout the pandemic. We get to work with our kids.” What does she think the future holds for the swine industry? “It’s so hard to say what will happen,” says Jackie. “There are so many variables, but whatever happens, I believe farmers will figure it out. We’re resilient.”

GET INVOLVED >> Interested in learning more about speaking to government, media or the members of the public on behalf of industry? Ontario Pork’s leadership training program is a great place to start. **Contact Olga Klashtorny** to learn more: olga.klashtorny@ontariopork.on.ca

FULL-TIME
EQUIVALENT JOBS **15,339**



\$1,011.9M GDP

\$2,742.5M ECONOMIC
OUTPUT



LEE-ANNE HUBER
Swine Nutrition Researcher, University of Guelph

“The diversity of farms in Ontario is both strength and challenge.”

Rendered Image



As the Arkell barn reaches the end of its life span, plans are underway to open a new state-of-the-art swine research building near Elora, with space for 350-370 productive sows, 600 weaner pigs and 240 market hogs as well as dedicated viewing areas.

Research and Innovation

Growing up on a pig and beef farm near Mount Forest, Lee-Anne Huber has always had a passion for the swine industry. She understands that research and innovation are the driving forces behind the progress that will ensure the industry's long-term sustainability.

Researching for Advantages

As a Swine Nutrition Professor at the University of Guelph in the Department of Animal Sciences, Lee-Anne is in frequent communication with Ontario Pork. One of the main ways is through the research funding program. “I really like their program,” says Lee-Anne, “because I get a chance to directly address the board members, who are pork producers, and get feedback. That feedback is invaluable.”

One of Lee-Anne's primary research areas is improving environmental and economic sustainability through nutrition, both with sows and nursery pigs. “Precision nutrition is about looking for the best way to match the diet supply to animal needs and using technologies to do that,” says Lee-Anne. “It lets you maximize productivity, reduce input costs, and you reduce environmental impact from minimized waste.”

According to Lee-Anne, “The diversity of farms in Ontario is both a strength and challenge. To validate our results, we'll have to test on a lot of different farms. Some producers are

already implementing some of these technologies. If we reduce waste, there will be benefits for the animals, the environment and the pocketbook. The research that my colleagues and I do at the University of Guelph is looking to generate competitive advantages as well as developing new markets.”

Something else that Lee-Anne is excited to be a part of is the construction of the new research barn. While she is not on the design committee, she is consulting on the research area of the barn. “The design committee is putting a lot of thought into the barn and they've mandated to increase the flexibility of the areas within it,” she explained. “The increased flexibility of the layout will allow researchers to come in and run any kind of trials they need to. Furthermore, they are installing state-of-the-art equipment and precision technology that will allow researchers, such as myself, compile and examine extensive data.”



Original Arkell Research Barn



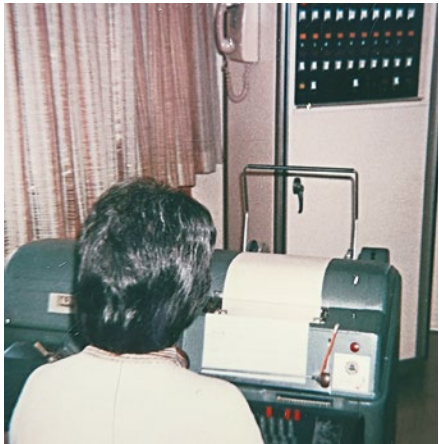
FIND OUT MORE >> Ten cents from each hog marketed in Ontario is set aside to fund research in areas including swine production, economics and business sustainability, marketing and product development, and social science, all with an aim of continuous growth and improvement. A call for research projects is put out annually, and applications are rigorously reviewed and selected by the Research Committee. **Visit ontariopork.on.ca/ Research**



Ontario Hog Producers marketing yard (1940s)



Marketing yard (early 1970s)



Ontario Pork office (1970s)

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Marketing yard (1970s)



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Marketing/sales board (early 1960s)

A Proactive Approach to Crisis Planning

When the World Health Organization declared COVID-19 a global pandemic in March of 2020, the province's pork industry was able to respond swiftly, thanks in part to an ongoing partnership between Ontario Pork, the Ontario Pork Industry Council and Swine Health Ontario.



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The Swine Incident Command Centre, a cross-industry group brought together to help prevent and plan for a potential outbreak of African Swine Fever (ASF), quickly pivoted to focus on this new human health threat and its impact on the pork sector.

The Incident Command structure created clear roles and responsibilities, points of contact and an inventory of resources. Early in the year, ASF preparations included media training for people in key roles across the industry, planning for worst-case scenarios and the creation of detailed response plans. Discussions with government were initiated

to develop a shared understanding of producers' animal health concerns and their financial realities in the event of a foreign animal disease outbreak.

The infrastructure and planning already in place helped inform the industry response to COVID-19.

This didn't happen in isolation. One of the strengths of this industry is the way people come together in times of crisis. Mitigating the impacts of COVID-19 was a collaborative effort involving processors, marketers, veterinarians, feed companies, national partners and multiple levels of government.

In March, as industry worked to understand what COVID-19 would mean on farms, in processing plants and for supporting businesses, the Incident Command Centre was quickly activated. Staff worked to support producers and industry and share relevant information in a timely fashion to help keep employees healthy and businesses operating.

When positive COVID-19 cases led to slowdowns and temporary closures at processing plants, ASF planning was modified to address this new, unexpected market disruption. While the industry prepared for a worst-case scenario, the

focus was on moving as many hogs as possible into alternate markets and holding animals where possible. Support from producers, marketers, processors and others averted the need for more drastic measures. Negotiations with government meant that some producers forced to hold animals for extended periods in the early weeks of the pandemic received compensation for their additional feed costs.

While the COVID-19 pandemic continues, the lessons learned leave the industry better prepared to deal with any severe market disruption in the future.

BREAKDOWN OF PRODUCTION IN ONTARIO

Producers/members who market per year:

<500 HOGS 16%



500-1,000 HOGS 8%



>1,000 HOGS 76%



2020 Consumer Marketing Campaign



More than doubled the total number of **Facebook** and **Instagram** page followers in a single year



FROM 2,100
TO 4,800



FROM 1,600
TO 3,900

More than doubled the total subscribers to the **digital consumer newsletter** in a single year



FROM 1,123
TO 2,340



Ontarians are **Googling** pork recipes and local pork more than ever
UP 23% SINCE 2019

Ontario Pork's Recipe Web Page
HAS NEVER SEEN SO MUCH ACTION



Daily visits
**JUMPED FROM 50 (IN 2019)
TO 3,700**

Annual visits
**INCREASED BY 500%
FROM 2019**

Brand and Reputation



JOE SIMONETTA
Longo's Meat Category Manager/Specialist

“At Longo's, we've always tried to be as local as possible with our offerings.”

Partnering for Success

Ontario Pork worked closely with Longo's to design a custom product label that featured both brands and displayed the product attributes in a way that was easy for the consumer to understand.

Joe Simonetta is a Meat Category Manager at Longo's, a family-owned chain with 37 outlets. “I'm what you might call homegrown,” he laughs. “I've been with Longo's 29 years and always in the meat department. I started part-time with cleaning up the back room. I always liked working with the team, and eventually, I became an Assistant Meat Manager, then a Meat Manager, then I opened a handful of new stores. So I thought the next step in my career was to work in the buying side, and that's when I started working with Ontario Pork.”

“At Longo's, we've always tried to be as local as possible with our offerings,” Joe continues. “We were looking for ways to merchandise and increase awareness of that. We genuinely believe that our

vendors need to be our partners, and Ontario Pork really came through. We worked with them to come up with a label for the product that features both our brand and theirs and shows all the product attributes in a way that's easy to understand. As well as on fresh meat, the label appears on our frozen white box products, and there are branded dividers for our coolers.”

Joe sees the current co-marketing as an evolution because “At Longo's, we're always looking to improve the buyer experience, and Ontario Pork is part of that. Right now, we're looking at a new counter cling that they sent over. Ontario Pork has proven to be a true vendor partner, and we're very happy with the results of our work together.”





CHERYLAN BARNES
Denninger's Deli and Fresh Meat Category Manager

“We emphasize that we only buy Ontario meat.”

Focus on Local

Ontario Pork's retail brand was launched in 2015, as a way to grow awareness of the high quality of pork being produced in the province and encourage more Ontarians to choose local at the grocery store or butcher counter.

When Cherylan Barnes came to work for Denninger's Foods of the World 14 years ago, she had to take on an additional role. After looking after the fresh meat at Sobeys for 25 years, she recalls, “When I came here; it wasn't just the fresh meat; there was an entire fresh delicatessen and Home Meal Replacement category. At Denninger's, we make all our own bologna and cold cuts, a full line of salads and a large variety of cooked Home Meal Replacement items. This requires continual merchandising, and proper signage is a must!”

“I also worked with Ontario Pork years ago when I was at Sobeys.” She continues, “Since I've come

to Denninger's, I met Jeremy at Ontario Pork, and we really work well together. He reaches out to see how things are going and brings us point-of-sale marketing material. The Ontario Pork point-of-sale material is excellent. It draws people in. It's a prominent, bold colour scheme, and it creates its own 'little space.’”

One of the things Cherylan has noticed is the importance of local food. “There's no question,” she says, “local sells better. It takes away any worries or doubts about the consumer's food, and they really like supporting their community. We emphasize that we only buy Ontario meat, and we have it on all our signs.”



RETAIL AND FOOD SERVICE BRANDING PROGRAM 2020

298
BRANDED
PARTNERS **+19.3%**

1,733,500
LOGO LABELS

NEW SOCIAL MEDIA FOOD SERVICE BRAND PROGRAM

38 NEW
FOOD SERVICE **+375%**
PARTNERS

14,000
WEBSITE CLICKS
to partner menus
featuring our retail logo

52 TOTAL
RESTAURANT **+271%**
LOCATIONS

781,000 VIEWS
of our retail logo
and partner restaurants
in Ontario



Education and Outreach

Maintaining the Consumer Connection

Reputation is built on relationships. Whether it's government support, public trust or consumer habits, we will get further when those audiences have a positive and authentic impression of the industry.

A crucial component of building and maintaining consumer trust and social license is ensuring that the connection between farming and food remains strong in an increasingly urban society. Public education programs, including the Pig Mobile, help producers to build strong bridges with consumer and student audiences at events across the province.

Cancellation of fairs and large events due to the COVID-19 pandemic

drastically changed Ontario Pork's outreach and education activities in 2020. At the same time, it was an opportunity to step back, assess and improve. As educators looked for new curriculum tools to connect students both in classrooms and online, Ontario Pork launched a new virtual learning platform: **ExperienceOntarioPork.com**. With the support of the Board, work has also begun to look at the future of Ontario Pork's Pig Mobile and outreach programs, exploring

options to evolve and grow this important work as audience needs and expectations shift and the current trailer reaches the end of its lifespan.

FIND OUT MORE >> Experience our virtual fair booth for yourself. **ExperienceOntarioPork.com**



Bringing Farming to the City

With fewer and fewer Canadians coming from the farm, it's more important than ever that the swine industry continues to connect with the public.



LANCE POCOCK
Pork Farmer, Halton Region

“Halton and Peel used to have 40 or 50 pig producers, but now that the land has been bought for housing, there are very few left.”

Lance Pocock has been doing that as long as anyone. “I’ve been on this farm for 67 years,” he says. “We started out milking 64 Guernseys. Then the market moved away from high fat to skim milk. We had a beautiful milk house, but it was 200 feet from the barn, and we couldn’t convert to bulk milk. So, we sold all the cows, built three new barns, and started a 220-sow farrow-to-finish operation. That’s a small farm now, but at the time, it was a good size. Halton and Peel used to have 40 or 50 pig producers, but now that the land has been bought up for housing, there are very few left.”

The teaching opportunities came early. “I think the first time was when the Milton Fair asked me to do a demonstration. Then Georgetown called. I also used to get called to schools in Toronto because they’d heard that I’d bring a piglet in a box for the kids to see.” Then there were the opportunities with the Pig Mobile. Not only did Lance help with Ontario Pork’s Pig Mobile at the Royal Agricultural Winter Fair and the CNE, but at one time, he had his own smaller version of



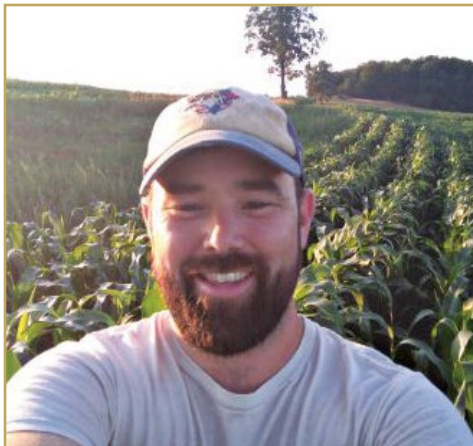
a Pig Mobile that he would take around to local fairs, attracting throngs of kids. “At the Georgetown Fair, they’d bring 12 classes with 25 per class and 20 minutes each. At Milton, they’d have two bleachers with 150 kids in them, and we’d present to about 1,500 kids.”

Even today, Lance’s passion for the industry is unmistakable. “Last year, the way things went, was the first year



I didn’t go to Milton or Georgetown or really any of the fairs. I always used to like to get the kids’ attention. I think it’s because I was so enthusiastic. They liked the pigs, but they really like the pig erasers I’d give away if they answered the question properly.” Understandably Lance has had many honours bestowed on him over the years, but he seems proudest to be a good ambassador for the industry.

Giving Back



STEWART SKINNER
Pork Farmer, Perth County

“All we tried to do was share the blessings we’ve been given.”

An Opportunity to Give Back

It doesn’t take long after talking with Stewart Skinner to recognize his passion for the industry and his willingness to think outside the box.

He runs a pig business near Listowel raising niche market hogs predominantly, and engages with six different communities of Old Order Mennonite and Amish farms. One of the things he’s most proud of is the Gratitude Project that his local producer association initiated in 2020.

“I’m involved with Perth County Pork Producers,” says Stewart, “and at the beginning of the pandemic, we saw a lot of negative headlines about the food industry. I used to be in politics, and I’ve always appreciated the importance of a good communication strategy. You can’t necessarily control the narrative, but you can shape it by what you put out. But more important than the

positive media coverage was the notion that despite the hardships, a lot of pig farmers are better off than the average Canadian. Lots of people had their ability to make a living taken away. The front-line workers in the plants weren’t getting enough credit.”

Like many local producer organizations, Perth County Pork Producers has a lot of experienced producers around the table, and they wanted to drive something to show their gratitude. Still, they were surprised at how it grew. Ontario Pork stepped up with contributions along with many other grassroots individuals and organizations. Then when the suppliers came on board at a difficult time, everything picked up.

As Stewart recalls, “The response was mind-boggling. In less than a month and a half, we raised enough to do everything we wanted. We were able to buy a meal for the plant workers. Working with Feed Ontario, we were able to donate a significant amount of pork. Every participating association got to nominate a local grassroots anti-hunger organization to receive a thousand dollars.” Looking back, he still seems surprised at the success. “All we tried to do was share the blessings we’ve been given.”

Building Stronger Communities

They say if you want to get something done, you should ask someone who is busy. Jack Kroes would qualify.



JACK KROES
Pork Farmer, Huron County

He and his wife Marg have a farrow-to-finish operation just west of Clinton. Jack is also active in his church, having been a deacon, an elder and even a hockey coach. Some of Jack's other time is taken up in his role as the secretary-treasurer for the Huron County Pork Producers. To top it off, he's also a regular volunteer at the Clinton food bank.

When asked why, Jack simply says, "Just helping people out. When the food bank started, I thought, why do we need this? We're a prosperous little community, but many of the people we serve at the food bank have challenges. It turns out there's a lot of people that need help." Jack notes that many of

the people who are served by the food bank in turn volunteer to give back.

His involvement with the Huron County Pork Producers is also important to Jack. "Just being with other producers and keeping informed is so important. When you're involved, you know why things are done." There's also a charitable component to the group that Jack points out. "Another one of the members, Ron Douglas, started a program a few years ago where our members all donate money, and we donate four hogs every month to food banks of the county. When I go to the food bank and see all that pork in the fridge, I feel good knowing that someone is going to be fed."

GRATITUDE PROJECT BY THE NUMBERS



\$30,945

to Feed Ontario for fresh ground pork

\$25,000

to local food-based organizations in 25 communities

>2,100
LUNCHES PROVIDED



to front-line processing plant workers

OTHER GIVING

\$40,000

Ontario Pork's annual commitment to Feed Ontario's fresh ground pork program

Many direct donations of funds and food by local producer associations

Industry partners continue to support Feed Ontario through the Friends of the Food Bank program

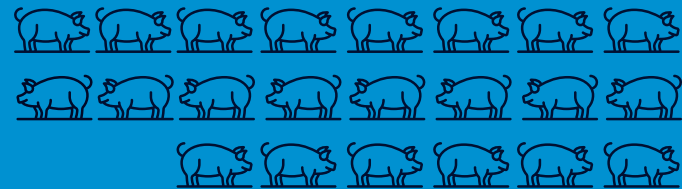
IN 2020

1,143

PORK PRODUCERS IN ONTARIO



MARKETED
5.8M HOGS





SARAH & WOUTER VAN LEEUWEN
Pork Farmers, Chatham-Kent

“The Leadership Program was our first involvement, and we took it together.”

Leadership and Involvement

Future industry leaders Wouter and Sarah van Leeuwen have seen first-hand what a difference leadership development can make professionally and personally.

Building Leadership Skills

Just outside Ridgeway is a 1,600 sow farrow-to-finish operation on 600 acres. Started by Wouter van Leeuwen's parents in 2001, it is in the process of transitioning to being taken over by Wouter and his wife, Sarah. “We started taking over in 2013, and it will be complete by 2023,” says Wouter. His parents got involved with Ontario Pork right after they arrived in Canada, so it was an easy path for the couple to continue. Sarah recalls that “the Leadership Program was our first involvement, and we took it together. It was nice to have company for the drive.”

According to Sarah, “One of the highlights was a personality test that was administered. It really helped us understand each other's personalities and how best to work together,” adds Wouter. “I found out my strengths and weaknesses. For example, I don't like public speaking, but I do like to be well-prepared.” As Sarah concludes, “You can make a weakness a strength.” The couple was so impressed with the personality test results that they plan to administer them to their employees.

Another important take away was the value of engaging with local politics to address business issues. Wouter recalls planning for a new building and being

informed that the building permit would be \$56,000. “That's a lot of money, so I ended up going to the local council and pulling in neighbouring municipalities. It also opened the door for other producers.” Wouter says that the Leadership Program's value continues to grow over time, and they're continually finding uses for what we learned over time. “We would absolutely recommend the program,” says Wouter.

GET INVOLVED >> Interested in signing up for Ontario Pork's Leadership Program? **Contact Olga Klashtorny** to learn more: olga.klashtorny@ontariopork.on.ca

**ONTARIO
IMPORT & EXPORT**
BY METRIC TONNES / JAN-OCT 2020



IMPORTS
139,238
valued at
\$756.9M



EXPORTS
196,374
valued at
\$613.4M





JOHN HOMAN
Pork Farmer, Niagara

“I don’t mind the phone and email, but I do miss face-to-face.”

Producer Engagement

When COVID-19 prevented in-person meetings, producers like John Homan embraced technology and continued to make connections.

Staying Connected

“You have to be willing to change and make adjustments,” says John Homan. “You need to adapt.” Needless to say, his farm has seen a lot of change since his family started it three generations ago. Today John and his brother Dirk run a 250 sow-to-finish operation with a complementary land base, and they also sell breeding stock. “It’s an arrangement that has let us learn what we’re good at,” he says.

One of the most significant changes has been the recent focus on electronic communication. “I don’t mind the phone and email, but I do miss face-to-face,” John notes. “We farmers spend a lot of time behind the barn door, so maybe we’re not as quick to go out,

but we still like to meet up.” John is involved with Niagara Pork Producers. “We worked really hard to have a couple of in-person meetings this past summer. Some of the board attended, and we had Patrick O’Neil join virtually. It’s nice to meet with other producers. We don’t do a lot of it, but we really miss it when we can’t.”

According to John, the technology that has had the biggest impact on his operation is the internet. “There’s so much data out there,” he points out, “and it’s all driven by connectivity. You have to learn how to summarize, to make decisions about what’s valuable and what’s not. This barn was built 15 years ago, and all the systems are now connected to the internet. If the internet goes down, the world is not

a good place. There have been some conveniences though. I just emailed my feed order. Suppliers used to be reluctant to drop things off, but with COVID-19, they’ve had to adapt, and Amazon becomes a much closer friend.”



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**ONTARIO PORK
EXPORTS
GLOBALLY**
BY WEIGHT / JAN-OCT 2020

47%
UNITED STATES

28%
CHINA

9%
JAPAN

16%
REST OF THE WORLD



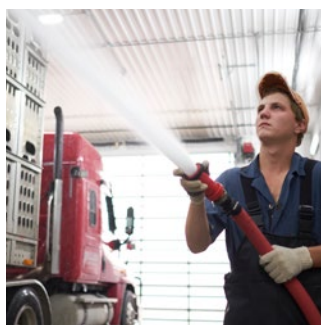
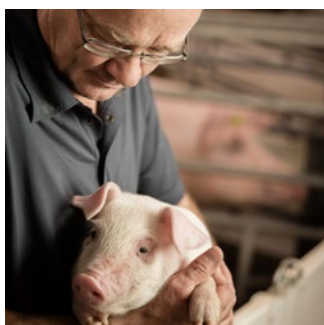
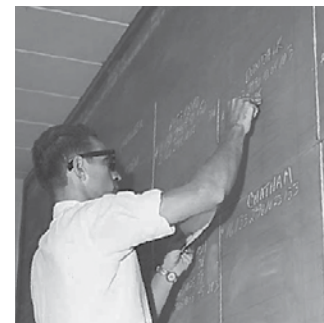
**PORK
EXPORTS
BY COUNTRY**
JAN-OCT 2020

88
COUNTRIES
FROM
CANADA

46
COUNTRIES
FROM
ONTARIO



Special Edition 75 Years of Progress and Resilience



Look how far we've come

Ontario Pork's first 75 years have never been boring. Throughout the years, the organization and its members have celebrated their fair share of successes and come together to overcome some trials and tribulations.

What has never changed are the producers who dedicated their lives to providing safe, fresh, high-quality pork to Ontario consumers. Producers who genuinely care about their animals and always look to find new and innovative ways to care for them while growing their business and ensuring a sustainable food supply.

As Ontario Pork has evolved over the years, so have the numerous multigenerational families who farm from field to fork.

Look how far we've come

Four Generations of Change

26

For a farm to stay in the family for four generations, that family has to adapt to change. David Whitelaw's family has been doing just that for nearly 85 years. David offers his grandparents as examples, "In 1936 George and Ada Whitelaw bought a farm north of Fergus that they operated as a mixed farm with a few sows farrow-to-finish." As the swine industry grew, the Whitelaw family and farm grew with it. In the 1950s George served as a Director and then President of the Wellington County Pork Producers. In that role, he helped implement the Dutch auction system, a unique type of auction designed for sellers with several identical items to sell. In a time when there were more packers and competition, this reverse auction system, where the price starts high and goes lower, made what was called "home price" that was unique and beneficial to Ontario. When George and Ada retired in 1967, their son Robert and his wife Edith Whitelaw, David's parents, purchased the home farm.

Robert and Edith grew the operation by building a 750-head hog finishing barn. It was the first hog barn in Ontario to be automatically fed, self-ventilated and self-

cleaning. Then they turned the original barn at the home farm into a farrowing operation. Robert served as a director for the Wellington County Pork Producers for several years.

When Robert's son David and his wife Sandy were ready to take their turn in 1994, they sold off their beef cattle and built a 1,000-head sow barn right across the road from the home farm. In 2009, David and Sandy even moved back to the home farm, rebuilding his grandparents' original stone house that had been badly damaged in a fire. "We were one of the first early wean barns. At that time, dad started to focus on the crops. Today, my daughter Amanda looks after the books and runs the office. My oldest son Shawn runs the sow barn, and his younger brother Adam works full time and drives the truck. We haul all our own pigs to market. We're a farrow-to-finish operation with about 650 sows. We're land-based, with about 950 acres. Shrinking the herd lets us grow more of our own feed and sets up our barn for loose housing." Part of David's role now is helping the next generation prepare to take over the farm just as his father, Robert, did. With a 4-year-old granddaughter who can already name all the crops, there might be a fifth generation yet.



Look how far we've come

Back to the Farm

With Jeff Robinson's family, you're not just born to farm; you choose to. "My father grew up on a mixed farm," says Jeff. "He was raising pigs to put himself through school and enjoyed working with them, so he put that in the back of his mind. After he left school, he worked for a feed company, but the calling to the farm was always there." In 1967 Jeff's parents bought a property near Walton that would become Vista Villa Farms. He quit the feed business and built his sow herd to 200 within a few years.

"When dad first came to farming, he liked pig production," recalls Jeff, "then the genetic bug challenged him. Today our production operation has two herds totalling 3,000 sows. We sell breeding stock, some early weans and market hogs. We're constantly adjusting the mix. Times change quickly, and it's nice to have options available."

Jeff went to university, thinking he'd be a high school phys-ed teacher. "I wasn't thinking about farming," he says, "but it was a bad time to be a

teacher. That's when I realized that the things I enjoyed most about farming were the different challenges you face every day. We were very fortunate that Dad gave us a smooth succession transition — it's been gradual over 20 years. Dad likes the challenge of pig farming but doesn't need the final say. At 83, he is our most dedicated employee."

"I have three teenage daughters, and my brother has four boys, and they can all say they've grown up on a farm and know how these things work. All seven of the kids have or have had a role on the farm. From pressure washing, tractor operating, breeding to farrowing, we allow them to learn from the ground up, like their grandfather. From this, some of them are considering agriculture as a career path." As for the future, Jeff is confident. "At times like this, it's hard to look ahead, but I'm an optimist," he says. "There will always be ups and downs. The Canadian pig industry has too many good things going for it. If we do things the right way, we should find a way to move forward and have a good life."



Look how far we've come

A Growing Heritage

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The Alsace region of France has had a long history of conflict and occupation, so when the Wiedrick family sought a more peaceful existence seven generations ago, they turned their sights to Canada. "There's a story about my ancestors," says Philip Wiedrick, "that they were bringing a herd of cattle to Canada for their new farm, and the ship ran out of food, so they slaughtered one to feed everyone." The first Wiedricks settled in Haldimand County. Over the years, they moved to neighbouring Norfolk County.

Philip's journey with the pigs on their operation near Waterford began as a contract barn in 1998. "Throughout the generations, our family has been in and out of pigs many times. We got the opportunity to buy 250 pigs a week and eventually moved it up to 600 a week," he recalls. In 2014 he bought a nearby barn and since then has worked to improve and grow production. He now runs a 1,500-sow farrow-to-finish operation on 700 acres. "We also built a chicken barn for

55,000 broiler chickens in 2018 and at the time of construction might have been the largest single-storey chicken barn in Canada. We try to be leading-edge with everything we do."

"When I finished high school, my dad started giving me more and more responsibility, so the transition was pretty gradual," Philip notes. "Mom and dad are still fully involved, and it's priceless to have that experience available. My wife works on the farm, and my sisters used to. My oldest son is 13, and he's pretty interested in the farm, so one day, I hope we can do the same for him. It can be a tough business; I wish we were less dependent on other countries, and there are a lot of external factors that are out of our control, but I feel very excited about what we're leaving for the next generation."

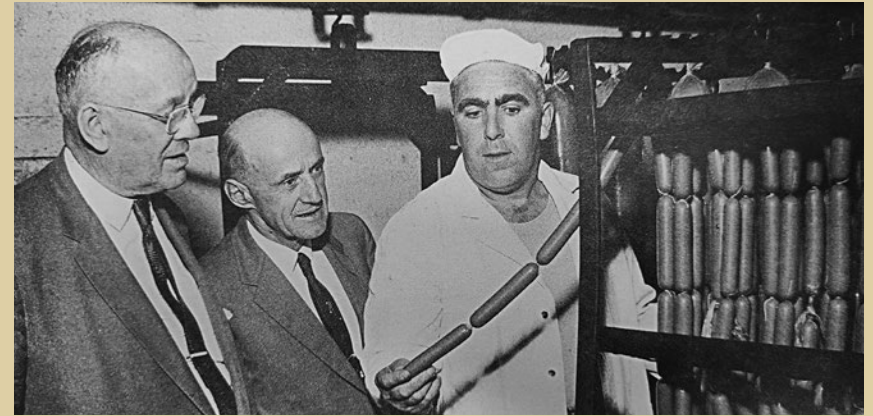




Tom Smith, Board Chair
(1984-87)



1952



Charles McInnis and Clayton Frey examine product at Co-paco in Barrie



Ontario Stockyard, new hog assembly loading area (1962)



Sharon Douglas



Barrow show (early 1960s)



Joanne Rombouts



Doug Farrell, Board Chair (1981-84)

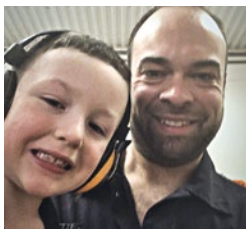


Marketing yard (1940s)

A vision for the future

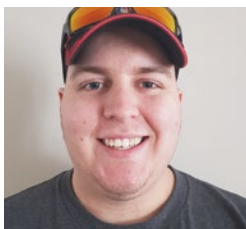
With 75 years behind us, we asked a few members of the next generation of producers about their hopes for the industry over the next 75 years.

A Vision for the Future



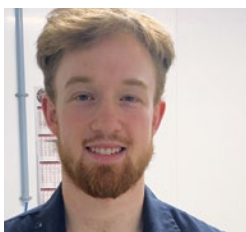
Alec Boekhoven

For me, pork production's successful future is built on family, collaboration in the industry and education of the next generation of producers and consumers. I am so fortunate that I am involved in an industry that allows me to work with my family, where we can learn from one another. I take great pride in passing my knowledge and passion for animal care down to the next generation. Together we have a lot to learn from each other, and working together will help us build a stronger industry for years to come.



Jayden Terpstra

To me, successful pork farming is delivering the highest quality product possible to consumers consistently. This also involves doing it at a fair price so that consumers across Ontario, across Canada, and around the world can access our healthy, high-quality pork. Successful pork farming means that it is something that I can do for the rest of my life sustainably, while receiving a sustainable price.



Charlie Illick

If there is anything I've learned from this year, a successful future in the pork industry means working together to face whatever challenges come our way. Facing adversity in 2020, early in my pig farming career, allows me and other young producers to see that it is not always smooth sailing to success and that we need to be willing to adapt quickly to changing scenarios.



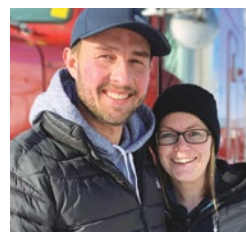
LaDonna Boersma

Seeing the excitement in my kid's eyes while caring for the animals underscores the importance of building a sustainable, healthy pork industry for their futures. Emphasis on animal welfare and environmental best practices ensures consumer confidence and family farm longevity.



Courtney Bos

To me, a successful future in pork farming is the ability to grow and expand so that future generations have an opportunity to produce safe, quality Ontario pork for consumers.



TJ and Jocelyn Klopp

Our vision for a successful future is to form a solid and strategic relationship with our local vet, feed supplier and packer so we can all work together to be successful and produce high-quality pork for many years to come.

A Vision for the Future

Working in the Pork Industry Brings Opportunity

International workers support a continued viable and sustainable agriculture industry, and our pork sector could not exist without them. They bring knowledge to our industry and diversity to our communities. Some choose to become Canadian citizens and continue to grow their career in the pork sector.

Opportunities to Grow

In 2013, a young veterinary science graduate arrived in Canada from the Philippines. When he arrived, Prospero Bascos worked as a breeding technician with Birnam Pork, a job he held for six years. Recently he had a chance to accept a position as a farm manager with Cedar Villa Angus Farms. One of the things he notes about Canada is the chance everyone has for advancement. "There are many opportunities for growth in Canada," he says, "You can be confident if you work hard."

Prospero is also confident in the Ontario swine industry's long-term prospects based on his three years of swine farm experience in the Philippines. What he sees is an industry that is prepared for the challenges of diseases like African Swine Fever. "We have been lucky not to have seen it in Canada, but I know the industry is working hard to prepare in case it does come here. In the Philippines, we saw a lot of losses," he points out. As for his future, he says, "Perhaps I will return to school. We'll see."

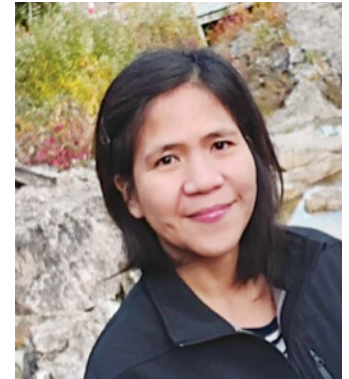


Our Strength is Our People

When Thess Catalma graduated with a BS in Agriculture with a major in Animal Science in her native Philippines, she didn't imagine that her career would eventually take her to Canada. Initially hired by Maple Leaf Farms in 2006, Thess was a trailblazer; she was one of the first two Filipino people the company recruited to Ontario.

Having worked for 16 years in the Philippine swine industry, Thess has a unique take on the similarities and differences between the two countries. "The work," she says, "is physically demanding in both places. The biosecurity is a little different in the details, and there's typically more staff on a Philippine farm."

However, life is more than work, and Thess has two children who are continuing her Canadian success story. "My daughter is 27 and graduated from Psychology at the University of Waterloo, and my son is 25 and graduated from Information Technology at Conestoga." Thess became a



Canadian citizen in September of 2019, and now she is working to bring her mother to Canada.

When thinking about the future, the COVID crisis has offered Thess an interesting perspective. "When the lockdown was first implemented, people went to the store to buy food. They didn't go to the factory or the car dealership. People need to eat, and farmers are important. I think the strength of the industry is the people working in it, their experience and knowledge. You can have the best nutrition and feed, a state-of-the-art facility and excellent breeding stock, but you need good, reliable and efficient people to succeed."

Ontario Pork: The Voice of Producers for 75 Years

On April 6, 1946, the offices of the Ontario Hog Producers' Board opened in Toronto.

Farmers looked forward from the Second World War's scarcity to a collaborative model where elected members would represent their best interests. Charles McInnis was a driving force behind the Marketing Board's formation, and served as president, alongside Norman McLeod, the board's first chair.

At the time, close to 120,000 farms in Ontario reported having pigs, with an average of about 16 pigs per farm, and producers agreed to pay \$0.02 per hog to support a central marketing organization.

It wasn't always easy. The 1950s saw the beginnings of central selling, first with United Livestock Sales, and later through the Ontario Hog Producers' Cooperative, and with 28 marketing yards operating throughout the province. The decade also saw escalating tensions between producers, processors and transporters, who didn't all agree on the central approach to selling hogs.

The 1960s began with a swell of optimism around plans for the Farmers Allied Meat Enterprises processing co-operative (FAME). However, the project ultimately wasn't able to get off the ground. At the Ontario Hog Marketing Board, advances were being made in hog selling. A new teletype machine at head office listed lots of animals to be sold at assembly yards, and a new index grading system came into effect.

Efforts to promote pork to the public — and grow domestic sales — picked up steam in the 1970s, as the Ontario Hog Producers' Marketing

Board was renamed the Ontario Pork Producers' Marketing Board. Ontario Pork opened two Toronto restaurants — The Pork Place on King Street West and the Pork Pickins fast food outlet. The popular Put Pork on Your Fork campaign was in full swing by the end of the decade.

The 1980s were a time of political turmoil, as trade disputes with the U.S. saw heavy countervailing duties imposed on fresh, frozen and chilled pork from Canada. Strong political advocacy on the provincial and national fronts helped see those duties eliminated in 1991. The focus at Ontario Pork turned to organizational review, beginning with the privatization of all Ontario Pork assembly yards. Debates and studies related to organizational review lasted well into the next millennium, leading to the end of single-desk selling in 2010. Even though Ontario Pork still offers marketing services to those who wish to use it, its major focus is safeguarding producers' interests on the universal side.

Those years also saw significant change on the processing front, with Conestoga Meat Packers beginning operations near Breslau in 1982. In 1994, 120 farms came together to create Progressive Pork Producers, a farmer-led co-operative that later purchased Conestoga Meats.

Swine research became a cornerstone of Ontario Pork's mandate, with one project, particularly, garnering a great deal of attention in the early 2000s: Enviropig. Genetically engineered to reduce phosphate excretion, the pig developed at the University of Guelph showed great promise to address environmental concerns but ultimately could not overcome the public concerns around genetic modifications.

In 2014, Ontario Pork helped the industry navigate two major crises, with the collapse of Quality Meats in Toronto and export disruptions following the arrival of porcine epidemic diarrhea (PED) in Canada. Working with government, Ontario Pork secured funding to help restore consumer confidence and boost sales by creating a retail branding program.

Through massive demographic shifts, operational changes, political battles, trade issues, disease outbreaks and evolving public expectations, one thing has remained constant: Ontario Pork's steadfast commitment to serving and supporting its members.

Today, 75 years after the organization first opened its doors, a global pandemic, which brought supply chain disruptions, appears to be nearing its end. Support from our provincial government partners is strong, including creating new legislation to better protect farms targeted by those who would seek to end the industry.

While the number of producers is only a fraction of what it was, appetite for Ontario-grown pork continues to grow both at home and overseas, and Ontario Pork ensures the voice of producers is heard as loudly today as it was in 1946. Ontario Pork, and the producers it represents, can look forward with confidence to the next 75 years.



Charles McInnis, President (1941-61)



Norman McLeod, Board Chair (1945-53)



**SHARE YOUR
HISTORIC PHOTOS**

@OntarioPork
#OntarioPork75



Consolidated Financial Statements

Independent Auditor's Report

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

Opinion

We have audited the accompanying 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 November 28, 2020 and the consolidated statements operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

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 November 28, 2020 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.

Basis of Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the

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.

In preparing the consolidated financial statements, management is responsible for assessing the organization's ability to continue as a going concern, disclosing, as applicable, matters related to a going concern and using the going concern basis of accounting unless management either intends to liquidate the organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the organization's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements, as a whole, are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with Canadian generally accepted auditing

standards, we exercise professional judgement and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the organization's ability to continue as a going concern. If we

conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the organization to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

RLB LLP

Chartered Professional Accountants
Licensed Public Accountants
Guelph, Ontario
January 26, 2021



Consolidated Statement of Operations

Year ended November 28, 2020 and November 30, 2019

	2020	2019
	\$	\$
Revenue		
Service fees - Universal Services	5,638,728	5,381,150
Service fees - Marketing Division	671,186	637,082
Interest	146,708	180,171
Government grants (Note 12)	93,491	40,196
Sundry (Note 10)	268,915	265,393
	6,819,028	6,503,992
Expenses		
Operations (Schedule A)	3,766,547	3,389,190
Consumer marketing (Schedule B)	643,460	653,909
Board secretariat (Schedule C)	514,585	708,190
Industry support (Schedule D)	1,689,376	1,493,002
	6,613,968	6,244,291
Surplus of revenue over expenses before other items	205,060	259,701
Other income		
Forward pricing (Note 6)	151,464	214,851
	151,464	214,851
Surplus of revenue over expenses	356,524	474,552

General Account Consolidated Statement of Financial Position

November 28, 2020 and November 30, 2019

	2020	2019
	\$	\$
Assets		
Current assets		
Cash	2,716,970	1,604,489
Temporary investments (Note 4)	5,671,412	6,457,749
Accounts receivable (Note 5)	327,629	201,243
Due from trust account	1,316,645	1,331,908
Prepaid expenses and supplies	414,689	426,873
Forward pricing assets (Note 6)	197,390	426,225
	10,644,735	10,448,667
Capital assets (Note 7)	947,358	951,048
	11,592,093	11,399,715
Liabilities		
Current liabilities		
Accounts payable and accrued liabilities	758,530	678,794
Government remittances payable	16,767	6,618
Research projects payable	643,590	624,280
Forward pricing liabilities (Note 6)	105,728	379,069
	1,524,615	1,688,761
Net assets		
Funds invested in capital assets	947,358	951,048
Unrestricted funds	6,522,928	6,255,325
Internally restricted fund for research (Note 8)	549,413	494,388
Internally restricted fund for special projects (Note 9)	2,046,524	2,010,513
Unrealized gain/(loss) on investments	1,255	(320)
	10,067,478	9,710,954
	11,592,093	11,399,715

Consolidated Statement of Changes in Net Assets

Year ended November 28, 2020 and November 30, 2019

	Beginning balance	Surplus/(Deficit) of revenue over expense	Net transfers	Unrealized gain on investments	Acquisition of capital assets	Ending balance
	\$	\$	\$	\$	\$	\$
Invested in capital assets	951,048	(96,190)	-	-	92,500	947,358
Unrestricted	6,255,325	452,714	(91,036)	(1,575)	(92,500)	6,522,928
Internally restricted						
For research (Note 8)	484,388		55,025		-	549,413
For special projects (Note 9)	2,010,513		36,011		-	2,046,524
Unrealized (loss)/gain on investments	(320)		-	1,575	-	1,255
Total	9,710,954	356,524	-	-	-	10,067,478

Trust Account Statement of Financial Position

November 28, 2020 and November 30, 2019

	2020	2019
	\$	\$
Assets		
Cash	1,327,508	1,457,766
Accounts receivable from processors	4,084,093	3,416,695
	5,411,601	4,874,461
Liabilities		
Due to general account	1,316,645	1,331,908
Payable to producers, transporters and others	4,094,956	3,542,553
	5,411,601	4,874,461

Consolidated Statement of Cash Flows

Year ended November 28, 2020 and November 30, 2019

	2020	2019
	\$	\$
Operating activities		
Surplus of revenue over expenses	356,524	474,552
Amortization of capital assets	96,190	94,577
Change in non-cash operating working capital	(34,070)	(595,273)
	418,644	(26,144)
Investing activities		
Decrease in temporary investments	786,337	5,284
Purchase of capital assets	(92,500)	(51,528)
	693,837	(46,244)
Net Increase/(Decrease) in cash	1,112,481	(72,388)
Cash, beginning of year	1,604,489	1,676,877
Cash, end of year	2,716,970	1,604,489
Changes in non-cash operating working capital of:		
Accounts receivable	(126,206)	76,701
Due from trust account	15,263	(371,327)
Forward pricing assets	228,835	101,275
Forward pricing liabilities	(273,341)	(65,369)
Prepaid expenses and supplies	12,184	(126,807)
Other Current liabilities	109,195	(209,746)
	(34,070)	(595,273)

Notes to the Consolidated Financial Statements

November 28, 2020

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.

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 enters into 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 liabilities which are measured at fair value. Changes in fair value are recognized in the consolidated statement of operations.

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.

2. Summary of significant accounting policies

The financial statements have been prepared in accordance with Canadian accounting standards for not for profit organizations and include the following significant accounting policies:

a) Principles of consolidation

The consolidated financial statements include the general and trust accounts of Ontario Pork. 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 17).

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, interest income and sundry income are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

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

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.

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 has administratively and physically separated the operating facilities of the Ontario Pork Universal Services Division and the Ontario Pork Marketing Division. This separation includes maintaining confidential pricing and financial information of the Marketing Division. Direct expenses are charged to the Marketing Division, while shared expenses are allocated 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

	2020	2019
	\$	\$
Bonds and guaranteed investment certificates held in Canadian funds, valued at market, bearing rates varying from 0.59% to 3.01%. (2019 - 1.40% to 3.01%)		
General Account	5,671,412	6,457,749

5. Accounts receivable

	2020	2019
	\$	\$
Trade	319,311	177,605
Other	8,318	23,818
Grants	-	-
	327,629	201,423

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 Forward Pricing liabilities are foreign currency contracts and lean hog commodity contracts with a net market value of \$105,728 (2019 - \$379,069). Included in Forward Pricing assets is the net position of contracts held with producers relating to the Forward Pricing Program with a total market value of \$197,390 (2019 - \$426,225).

	2020	2019
	\$	\$
Realized gain	57,022	162,175
Unrealized gain	91,662	47,155
Forward pricing fees/other	2,780	5,521
Forward pricing gain	151,464	214,851

7. Capital assets

			2020	2019
	Cost	Accumulated amortization	Net book value	Net book value
	\$	\$	\$	\$
Land	205,445	-	205,445	205,445
Buildings and building improvements	1,738,540	1,071,817	666,723	663,787
Promotional vehicles	30,024	29,959	65	93
Computers and computer systems	2,632,905	2,603,889	29,016	48,519
Office furniture and equipment	669,463	623,354	46,109	33,204
	5,276,377	4,329,019	947,358	951,048

8. Internally restricted fund for research

	2020	2019
	\$	\$
Balance, beginning of year	494,388	340,514
Amounts assessed in service fees transferred into the fund during the year	593,141	565,878
Grant amounts transferred into fund during the year (Note 12)	93,491	40,196
Rescinded research projects	81,000	158,696
Research expended (Note 12)	(483,395)	(361,890)
Research other expense	(229,212)	(249,006)
Balance, end of year	549,413	494,388
Industry research expense recorded in Schedule D is comprised of :		
Rescinded research projects	81,000	158,696
Research expended (Note 12)	(483,395)	(361,890)
Research other expense	(229,212)	(249,006)
Total research expense	(631,607)	(452,200)

9. Internally restricted fund for special projects

	2020	2019
	\$	\$
Balance, beginning of year	2,010,513	1,969,574
Expended	-	-
Amounts transferred into the fund during the year (Interest)	36,011	40,939
Balance, end of year	2,046,524	2,010,513

10. Toronto Stockyards Land Development Fund

	2020	2019
	\$	\$
Balance, beginning of year	-	-
Amounts transferred into fund during the year	229,787	221,265
Funds expended	(229,787)	(221,265)
Balance, end of year	-	-

The amount received during the fiscal year is included in sundry revenue of \$268,915 (2019 - \$265,393) in the consolidated statement of operations.

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 2020 for industry outreach events, swine research and health issues.

11. 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 (2019 - \$Nil) and there were no draws on the facility during the year.

12. Government grants and research expenditures

Government grants in 2020 were funded through, in part, the Canadian Agricultural Partnership, a federal-provincial-territorial initiative. These amounts are included in government grants in the consolidated statement of operations.

	2020	
	Government grants	Research expenditures
	\$	\$
Economics	-	-
Innovation	5,000	60,000
Production	-	231,068
Social trends and perception	21,393	125,229
Emergency Preparedness	20,150	20,150
Other	46,948	46,948
	93,491	483,395

	2019	
	Government grants	Research expenditures
	\$	\$
Economics	-	-
Innovation	-	-
Production	-	287,774
Social trends and perception	32,756	66,676
Other	7,440	7,440
	40,196	361,890

13. Grants

a) Included in animal care expense of \$41,776 (2019 - \$48,437) reported in Schedule D is a membership fee of \$35,000 (2019 - \$35,000) to Farm and Food Care.

b) Grants and memberships reported in Schedule D consist of the following:

	2020	2019
	\$	\$
OAC Awards Committee	500	500
Ontario Agri-Commodity Council	1,000	1,000
OAC Swine Club	-	2,200
Ontario Agricultural Hall of Fame	1,000	1,000
Ontario Federation of Agriculture	6,500	500
Ontario Junior Barrow Show	-	3,000
Ontario Independent Meat Processors	1,750	1,750
Presidents' Council	400	400
Sundry	7,250	7,200
	18,400	17,550

14. Canadian Pork Council

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 2020, the CPC funding was \$0.155 for market hogs and \$0.033 for weanling and feeder pigs exported (2019 - \$0.155 and \$0.033 respectively).

	2020	2019
	\$	\$
General fees	920,656	877,164

15. 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:

	2020	2019
	\$	\$
Defined contribution pension plan	108,065	99,331

16. Commitments

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

	2020
	\$
2021	21,989
2022	16,040
2023	5,301
2024	4,030
Total	47,360

17. 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 federal processing plants in Ontario, one representative from the Meat & Poultry Ontario 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, 2020.

	2020	2019
	\$	\$
Assets	483,614	387,834
Liabilities	51,234	45,153
Net assets	432,380	342,681
Revenues	814,660	748,487
Expenses	724,961	698,396
Excess of revenue over expenses	89,699	50,091
Supplemental cash flow information		
Cash flows derived from/(used by):		
Operating activities	96,451	65,931
Investing activities	(865)	-
Financing activities	40,000	(43,859)
Increase in cash	135,586	22,072
Cash, beginning of year	89,254	67,182
Cash, end of year	224,840	89,254

18. 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 the financial instruments.

The extent of the organization's exposure to these risks did not change in 2020 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 realized a portion of its transactions in USD and is exposed to foreign exchange fluctuations. At year-end, USD cash balances total USD \$892,394 (2019 – USD \$869,986). All balances are recorded in Canadian dollars at year-end at an exchange rate of 1.29875 (2019 – 1.3283).

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.

19. Material Uncertainty due to COVID-19

During the year and subsequent to year end, the Novel Coronavirus (COVID-19) significantly impacted the economy in Canada and globally. Although the disruption from the virus is expected to be temporary, given the dynamic nature of these circumstances, the duration of economic disruptions and the related financial impact cannot be reasonably estimated at this time. Although the organization has not been significantly impacted to date, the pandemic may impact the timing and amounts realized on the organization's assets and its future ability to deliver all services.

Consolidated Schedule of Operations Expenses - Schedule A

Year ended November 28, 2020 and November 30, 2019

	2020	2019
	\$	\$
Amortization - capital assets	96,190	94,577
Audit fees	53,820	49,945
Bank charges	19,012	18,468
Cleaning	28,000	27,642
Computer software, supplies and internet	71,942	51,938
Consulting - information systems	38,825	17,062
Consulting - other	178,587	197,362
Courier	23,577	21,478
Dues and subscriptions	14,320	10,228
Exchange loss/(gain)	2,275	12,438
Forward pricing costs	14,306	17,589
General office and other	34,401	31,619
Insurance	46,748	43,888
Legal fees	137,395	101,437
Light, heat and water	26,045	19,127
Machine and systems rental	13,487	13,487
Postage	14,579	28,066
Realty taxes	62,158	59,617
Repairs and maintenance	90,165	61,210
Salaries and employee benefits (Note 15)	2,652,778	2,275,916
Stationery and supplies	23,661	35,970
Telephone	44,788	42,294
Training and professional development	9,138	31,960
Travel	70,350	125,872
	3,766,547	3,389,190

Consolidated Schedule of Consumer Marketing Expenses - Schedule B

Year ended November 28, 2020 and November 30, 2019

	2020	2019
	\$	\$
Advertising/other	417,874	332,299
Consumers' events	13,182	62,174
Education	15,966	90,472
Promotion - retail trade	32,045	24,221
Public relations	113,166	85,808
Retail and nutrition promotion	51,227	58,935
	643,460	653,909

Consolidated Schedule of Board Secretariat Expenses - Schedule C

Year ended November 28, 2020 and November 30, 2019

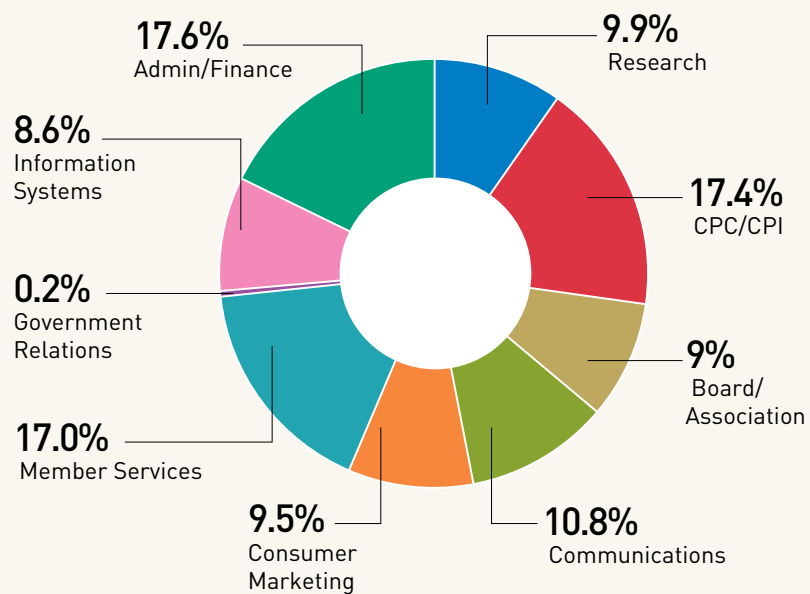
	2020	2019
	\$	\$
Delegates' remuneration	26,441	133,920
Directors' expenses	73,577	100,152
Directors' remuneration	213,820	223,363
General office and other	5,113	385
Grants - counties	70,967	65,193
Liability insurance	8,505	8,100
Meetings - annual and other	58,772	121,263
Benefits	57,390	55,814
	514,585	708,190

Consolidated Schedule of Industry Support Expenses - Schedule D

Year ended November 28, 2020 and November 30, 2019

	2020	2019
	\$	\$
Animal care (Note 13)	41,776	48,437
Canadian Pork Council (Note 14)	920,656	877,164
Foodbank	56,000	13,217
Grants and memberships (Note 13)	18,400	17,550
Ontario Pork Congress	7,921	13,521
Research (Note 8)	631,607	452,200
Swine Health Ontario	13,016	70,913
	1,689,376	1,493,002

2020 Expense Breakdown





Ontario Hog Producers Association event (1963)

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